

3 MOVES HIGH-PERFORMING LEADERS MAKE WHEN CHANGE HITS

MICHELLE SNOW — TWO-TIME WNBA ALL-STAR



I used to slide my feet when I walked, so people wouldn't see the quarter-sized hole in the bottom of my shoe. My mother sewed most of my clothes. We lived in a trailer on an acre of land, four kids to one bedroom.

At ten years old, I told my mother I was going to get seventeen scholarship offers so she would never have to pay for my college. On signing day, I put a box in front of her with more than 150 offers in it, Harvard to Stanford to Tennessee, and she cried before I said a word.

I played four SEC Championships and two Final Fours at Tennessee under Pat Summitt. I became a two-time WNBA All-Star, and I am still one of the very few women in history to dunk in a game at any level, including a WNBA All-Star Game. Then I did the harder thing. I walked away from seventeen years of being the best in the room and started over as the new hire at Nike, in a system I understood nothing about, trading a locker room for a product meeting.

Different room, same fight. I have never once arrived somewhere already the expert. Every level I have reached, I built the same way: mindset first, belief second, action last. That is not a slogan. It is the only method I have ever had, and it is what is in this guide.

TWO-TIME WNBA ALL-STAR · NIKE PRODUCT LEADER · FLORIDA SPORTS HALL OF FAME · AI CERTIFIED · 17 YEARS PROFESSIONAL · 20+ COUNTRIES

3 MOVES HIGH-PERFORMING LEADERS MAKE WHEN CHANGE HITS

Michelle Snow | Two-Time WNBA All-Star | MichelleSnow360.com

THE ROOM YOU WALKED INTO

You did not pick this moment. The announcement came. The restructure. The pivot. The AI rollout nobody asked for. The leadership change. Whatever it was, it landed on your team's desk without their permission.

Now you are standing in front of people who are watching you. They are not watching your slide deck. They are watching your face. They want to know one thing: does my leader believe we can handle this?

That is the moment this guide was written for.

What follows is the framework I have run on four different courts, in four different games, across four very different scoreboards. The WNBA. Twenty-plus countries overseas. Nike. My own company. The change was never the same. The method was.

A quick note before you start: this is the sixty-thousand-foot view. It is a sneak peek at the system, not the whole system. The keynote and the workshop are where your team runs the full version together, live.

3 MOVES HIGH-PERFORMING LEADERS MAKE WHEN CHANGE HITS

Move 1: They work mindset and belief before they touch the action plan. Most leaders go straight to the task list, the owners, the deadlines, and then wonder why the team keeps stalling. High-performing leaders know the order matters more than the plan itself: results start two steps back, in mindset and belief. Get those right first, and the action plan holds under pressure instead of needing to be rebuilt mid-run.

Move 2: They lead each person differently, on purpose. A team is not one person repeated. Some are motivated by recognition. Some by stability for their family. Some by the next stretch opportunity. High-performing leaders figure out what each person actually needs before they ask anything of them. My college coach, Pat Summitt, told our team plainly: "I can't coach all of you the same way." The leaders who get real buy-in during change apply that same discipline, and it's exactly why their initiatives

don't stall out the way generic, one-size-fits-all approaches do.

Move 3: They build capability, not just comfort. Comfort is not the same thing as readiness. High-performing leaders aim their teams at capability instead of chasing the feeling of ease, and that's what lets those teams read disruption early instead of being surprised by change that had been signaling for months. Capable teams read the change before it reads them.

THE MBA NOBODY HANDED YOU

Mindset sets the ceiling. Before anything else, your team has to believe the ceiling is high enough to matter. Not optimism, belief about what is possible here, with these people, in this situation. When I was drafted to the Houston Comets after playing at Tennessee under Pat Summitt, I had four SEC Championships behind me. On paper, I belonged there. In my head, the ceiling was still being negotiated. It took deliberate work to set it high enough to match the level I was actually at. Your team is having that same negotiation right now, whether they say it out loud or not.

Beliefs set the direction. Once the ceiling is in place, beliefs determine where the team aims. Most people carry beliefs inherited from a previous job, a previous failure, a previous org, and apply them to a brand-new situation without ever examining them. A team that believes change means loss will aim at minimizing the loss. A team that believes change is a setup will aim at the opportunity. Same change, different beliefs, completely different direction. At Nike, I moved from competing on the court to building the products behind the competition, the game looked entirely different from that side, and the beliefs I had to examine were about what actually counted as winning. Nobody handed me those beliefs. I had to construct them on purpose, the same way I later had to build my own understanding of AI rather than fear it or wait for someone to hand me a manual.

Action is where it shows. When mindset and belief are in place, the tasks do not change, the person running them does. They are not executing in spite of the change. They are executing through it and because of it. This is the MBA: Mindset, Beliefs, Action, in that order, every time.

THE THREE-PART JOURNEY: BUILT 4 THE MOMENT

THE SETUP — See the change before it sees you. Most teams are surprised by change that had been signaling for months. The Setup is the habit of reading the environment, naming what you see, and staying oriented before the pressure is on.

Run this in your next team meeting: open with one question, "What signal are we ignoring right now?" Give everyone two minutes to write an answer before anyone speaks, then go around the room with no editing or defending. What you hear will tell you exactly where your team's blind spots are.

THE PIVOT — Make the move on purpose. The plan has shifted. The path that made sense last quarter doesn't make sense today. The question is whether your

team moves by design or by default. I have been in locker rooms at halftime, down by twelve. The teams that came back did not have a better play drawn up on the whiteboard, they had clarity about what they believed was still possible, and that clarity made the next twenty minutes simple even though the situation was hard.

Run this with your team: take one decision your team has been slow to make and ask, "If we were absolutely certain about what we valued most, what would we do?" That question removes uncertainty as an excuse to delay and locates the actual hesitation, which is almost always in belief, not data.

THE MOVE — Make change the move, not the loss. This is where capable teams separate from great ones. Both survive the disruption. Only one comes out the other side with something they did not have before. A team that processes change as loss keeps looking backward. A team that processes change as a move starts building with what they now have.

Run this at your next session: spend ten minutes on "What did this period of change give us that we can use going forward?" You will likely be surprised by what people name, skills, relationships, resilience, clarity about what actually matters.

4 REAL PLAYS FROM THE CHANGE YOUR PLAYBOOK SYSTEM

The MBA and the Three-Part Journey are the "why." Here are four real, specific moves, not theory, things I actually run, that show what it looks like when a team puts this into practice.

Play 1 — The goal-setting conversation, before anything else. Before you assign a single task to someone new (a new hire, a new project owner, anyone), sit down and ask two questions in this order: what do you actually want out of this role or opportunity, and what do you need from me to get it. Then tell them plainly what their role and responsibilities actually are, and that your job is to help them hit their goal, not just extract their output. This single conversation, done first, changes everything that follows, because everyone downstream now knows what they're actually building toward, not just what they've been assigned.

Play 2 — Give them the floor first, and listen for what they lead with. In any new working relationship, let the other person talk about their own journey first, in their own words, before you say anything. What they lead with tells you what actually drives them: someone who leads with accomplishments is driven by recognition. Someone who leads with family needs protected work-life balance. Someone who leads with "what's next" is hungry for a growth path. You cannot lead someone well until you know which of these you're talking to, and most leaders never actually ask.

Play 3 — Know your opponent, learn every role on the team, not just your own. Deliberately learn the roles, responsibilities, and deliverables of every person and team you work with, the same way an athlete studies an opponent's strengths and weaknesses before a game. The payoff: in any room, you always know exactly who the real expert on a given topic is, and you can point directly to them instead of guessing, or worse, trying to be the expert on everything yourself.

Play 4 — Assume best intent before you assume incompetence. When something goes wrong and a colleague looks like they dropped the ball, ask questions and get the full story before labeling anyone. In practice, this catches real mistakes fast (a partner's error, not your team's) and protects trust, the moment you label someone as not accountable without checking, you lose their willingness to bring you problems in the future.

This is 4 of the 20+ plays in the full Change Your Playbook system, covering onboarding, managing up, delegation, handling conflict and pushback, building team

trust, and leading through disruption. This guide is the preview. The keynote and workshop are where your team runs the entire system together.

WHY THIS FRAMEWORK, AND WHY ME

A few honest answers to questions I know are sitting in the room before anyone asks them out loud:

"Isn't this just a motivational sports story?" No. I don't do motivation for its own sake. Every drill in this guide is something I have actually run, in a locker room, in a Nike product meeting, in my own company. If it doesn't produce a next-morning action, I don't include it.

"Can someone from sports really speak to a corporate AI/change problem?" I didn't just play, I became a Nike product leader after my playing career, got certified in AI, and was among the first in my division to actually use it well enough to teach the rest of my team. I also spent 17 years playing professionally across more than 20 countries, which means I've had to navigate more different management styles, legal systems, and business cultures firsthand than most corporate speakers ever will. This isn't an analogy I built from the outside. I lived inside four completely different "companies", a college program, a pro league, a global corporation, and my own businesses, and ran the exact same method in every one.

"Will this actually land with a skeptical, senior audience, or is it just inspiring?" I built my speaking business the same way I approach everything else in this guide: I studied what worked, I got certified in what I didn't know, and I built systems before I ever asked anyone to trust me with their team. Before I was paid to speak, I was already running real businesses, real estate investing, an online coaching company I built from scratch while still playing professionally overseas. I don't arrive with theory. I arrive with a system that has already been stress-tested.

"Does she actually understand what it's like when people are scared, not just when they're winning?" Long before any of this, I was the oldest of five kids helping raise my siblings while my mother battled a severe, chronic illness. I know what it is to lead people through fear that has nothing to do with a quarterly deadline. That's where my read on people, and my insistence that leadership has to be human first, actually comes from.

THE CHALLENGE

You read this guide because your team is in a moment they did not choose.

Now you have a framework and four real plays. That is enough to start. The only question is whether you run the plays or read about them.

The teams that come through change stronger are not the ones with the best resources or the most time. They are the ones whose leader decided this moment was the setup, not the setback, and made that decision visible to the team.

Which kind of leader are you going to be in this one?

ABOUT MICHELLE SNOW

Michelle Snow is a speaker and author, a two-time WNBA All-Star, and a former Nike product leader who teaches teams the MBA nobody hands them: Mindset, Beliefs, Action. She played 17 years professionally across the WNBA and more than 20 countries, was drafted 10th overall by the Houston Comets, and is widely credited as the first woman to dunk in a nationally televised basketball game, the third woman in NCAA history to dunk in a game, which she did three times, and the second player to dunk in a WNBA All-Star Game. After her playing career, she moved into Nike product leadership, became certified in AI, and built a real estate investment and entrepreneurship track record alongside her speaking business. She is a Florida Sports Hall of Fame inductee.

She does not give motivation. She gives an operating system your team can run the next morning.

BRING MICHELLE TO YOUR TEAM

This guide is a preview of what Michelle delivers live. The Built 4 The Moment keynote takes your team through the full journey, with the stories, the contrast, and the challenge that makes the framework stick.

To bring Michelle to your event:

www.MichelleSnow360.com

mail@MichelleSnow360.com

[1-866-808-4769](tel:1-866-808-4769)

Speaking fees available on request. Virtual keynotes and workshops available.

© 2026 Michelle Snow 360. All rights reserved. Built 4 The Moment, the MBA (Mindset, Beliefs, Action), The Setup / The Pivot / The Move, the Lion and the Elephant, the Game-Changer Mindset, and the Sustain Method are proprietary frameworks of Michelle Snow 360. CAR (Commitment, Action, Results) is a trademark of Michelle Snow 360, registration pending. This guide is provided for personal and organizational learning purposes. No part of this content, framework, or the name, image, or likeness of Michelle Snow may be reproduced, redistributed, or used for commercial purposes without written permission. To request a license, contact mail@MichelleSnow360.com.