



GROW YOURSELF
ACADEMY
SINCE 2002

Manager Mastery Workbook

9 Shifts

From Successful Leader
To Permanent Multiplier



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We Don't Make
Leadership Easy.
We Make It Possible.™



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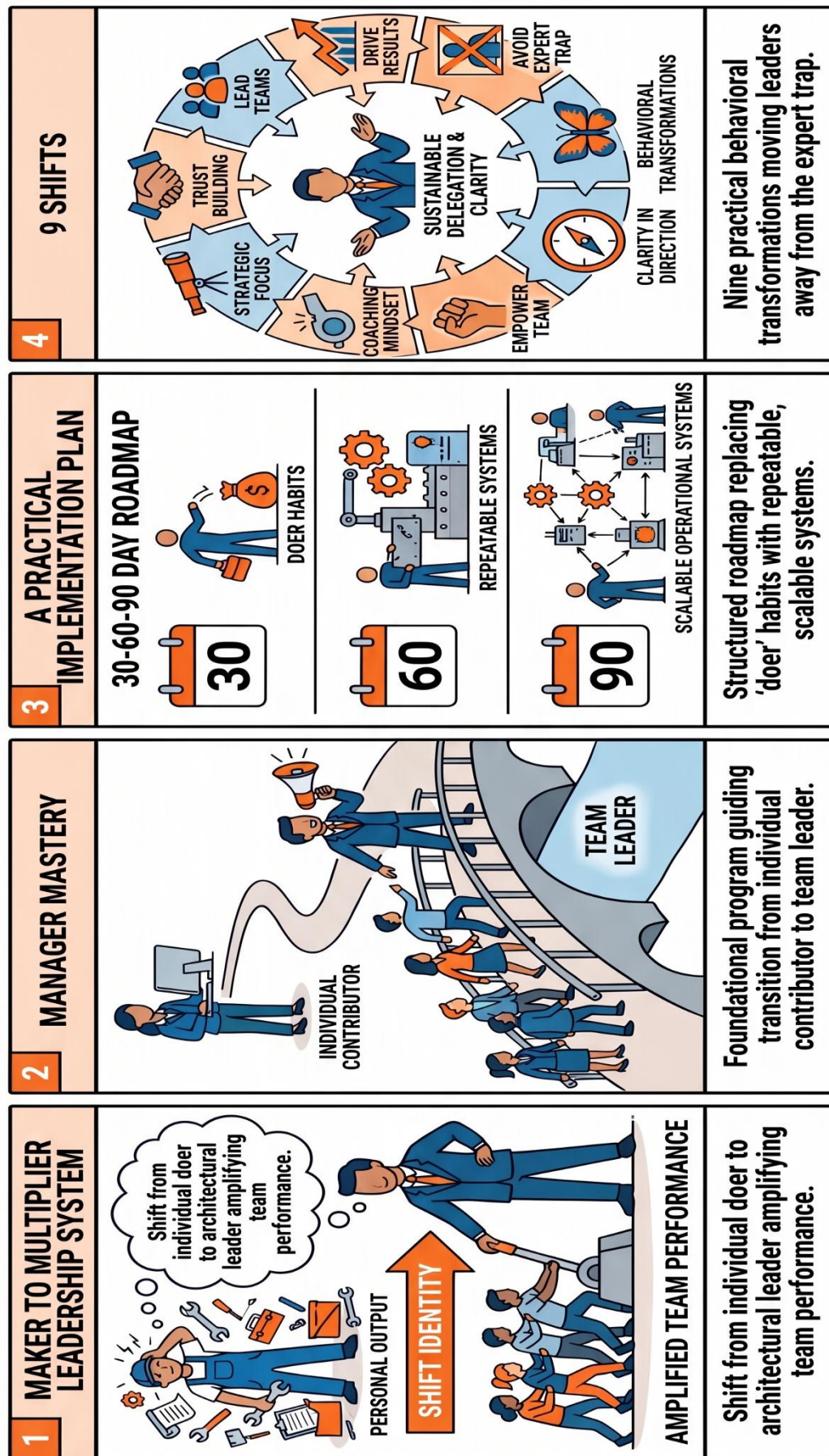
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Maker to Multiplier: Leadership Certification System





SHIFT 1: THE TRUST SHIFT™

THE TRUST BUILDER™ TOOL

From Peer to Trusted Leader

WORKSHEETS

TOOL PURPOSE

The Trust Builder™ helps Managers identify one trust gap and choose one visible action that strengthens trust through honesty, fairness, or follow-through.

Instructions

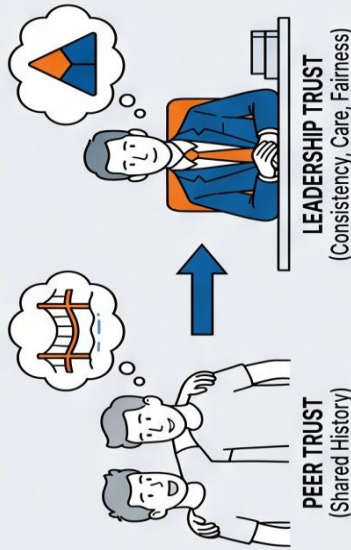
INSTRUCTIONS

1. Choose one real relationship or team area.
2. Use observable facts. Do not diagnose motives.
3. Identify the trust risk.
4. Choose one action you can complete within 7 days.
5. Define visible evidence of follow-through.
6. Set a review date.

Manager Mastery: Shift 1 — The Trust Shift™ & The Trust Builder™ Tool

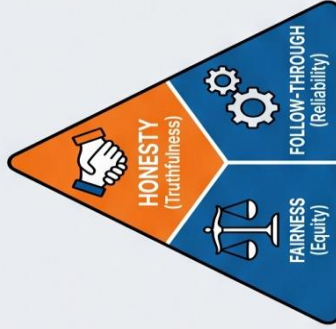
Transitioning from peer camaraderie to intentional leadership trust.

From Peer Friendship to Leadership Trust



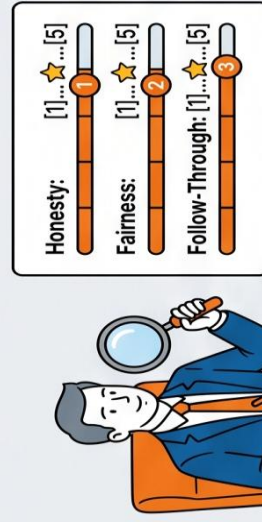
Foundation shifts from informal friendship to professional reliability.

Core Framework: The Trust Triangle™



Trust holds firm only when all three pillars are consistently present.

STEP 2: Self-Score Your Trust Triangle



Rate yourself 1 to 5 on each pillar to identify personal gaps.

STEP 3: Execute a Bridge Action



Hold 15-minute 1:1s; ask, listen actively to build bridges.

Execution: The 3-Step Trust Builder™ Tool

STEP 1: Map Current Team Trust



Evaluate each team member's trust level based on observable evidence.

Outcomes: Reliable & Aligned Team Environment



Builds a reliable, fair, and highly aligned team.

Example

Item	Approved / Build Decision
Relationship	Jordan, direct report
Situation	I cancelled two one-on-one meetings and did not reschedule either one.
Current Trust Level	Medium, slipping
Trust Risk	Follow-through
Expectation	Jordan should be able to expect that scheduled development time will be protected or promptly rescheduled.
Trust-Building Action	Reschedule the one-on-one this week and protect the next four meetings.
Evidence	The meetings happen as scheduled and action items are documented.
Review Date	30 days from today

SAMPLE

The Trust Builder™ Worksheet

1. Relationship or Team Area

Who needs clearer trust from me?

2. Current Situation — Observable Facts

What happened? Avoid labels and assumptions.

3. Current Trust Level

☐ Low

☐ Medium

☐ High

☐ Unsure

4. Primary Trust Risk

☐ Honesty — Did I avoid, hide, soften, or confuse the truth?

☐ Fairness — Did I apply expectations inconsistently or create favoritism concerns?

☐ Follow-through — Did I miss, delay, change, or fail to communicate a commitment?

The Trust Builder™ Worksheet {Continued}

5. Expectation That Needs to Become Clear

The person or team should be able to expect that I will:

6. Trust-Building Action

Within the next 7 days, I will:

7. Evidence of Follow-Through

The person or team will know I followed through because:

The Trust Builder™ Worksheet {Continued}

8. Conversation Date

9. Review Date

10. 30-Day Result

What changed? What did I learn?

Trust Reset Conversation Script

I want to reset something. Here is what happened: _____. I can see how that may have created confusion or doubt. Going forward, you should be able to expect this from me: _____. My next action is _____. What am I missing, and what would help us work together well?

Date: _____

Client Name: _____

Client Signature of Completion: _____

Date: _____

Client Name: _____

Accountability Partner Sign Off: _____



SHIFT 2: THE COMMUNICATION SHIFT™

THE CLARITY CHECK™ TOOL

From Talking to Clarity

WORKSHEETS

TOOL PURPOSE

The Clarity Check™ helps Managers rewrite one instruction, request, expectation, or message so the receiver knows the outcome, owner, timing, success standard, and check-back question.

When to Use It

- Work came back wrong or incomplete
- A deadline was missed because expectations were unclear
- People leave meetings with different assumptions
- You are assigning a task or outcome
- You are sending an important message
- You are setting expectations
- You are delegating work
- You are correcting a recurring confusion point



SHIFT 3: THE PRIORITY SHIFT™

THE PRIORITY FILTER™ TOOL

From Reacting to Leading What Matters

WORKSHEETS

TOOL PURPOSE

The Priority Filter™ helps Managers evaluate competing demands and decide what should stay, move, pause, delegate, or stop. Complete this for one real work situation in 15 minutes or less.

Instructions

INSTRUCTIONS

1. Choose one real work situation with competing demands.
2. List the tasks, requests, projects, meetings, or issues competing for attention.
3. Classify the consequences as Rubber, Rock, or Glass, then identify business impact, urgency, importance, ownership, and tradeoff.
4. Choose one priority action to complete within 7 days.
5. Set a review date.



SHIFT 4: THE TEAM SHIFT™

THE TEAM CAPACITY MAP™ TOOL

From Individual Contributor to Team Builder

WORKSHEETS

TOOL PURPOSE

The Team Capacity Map™ helps Managers identify team strengths, capacity gaps, over-reliance patterns, role clarity issues, and development opportunities so the manager can build capability instead of carrying the work personally.

When to Use This Tool

- The Manager is overloaded.
- The team waits for the Manager's answer.
- One strong employee carries too much.
- Work slows down when one person is unavailable.
- Skill gaps are hidden.
- Role ownership is unclear.
- The Manager keeps taking work back.
- Team members need more confidence, judgment, or ownership.

Time to Complete

15 minutes or less for one team, work group, or work area.



SHIFT 5: THE FEEDBACK SHIFT™

THE FEEDBACK PLANNER™ TOOL

From Avoiding to Coaching for Growth

WORKSHEETS

TOOL PURPOSE

The Feedback Planner™ helps Managers prepare one clear, fair, coaching-focused feedback conversation using observable facts, impact, expectation, next action, and follow-up.

When to Use This Tool

- Feedback has been delayed.
- Behavior is repeating.
- Performance is below expectation.
- A team member needs clearer standards.
- The Manager is carrying frustration.
- The feedback feels uncomfortable.
- Tone, meeting behavior, deadlines, quality, or follow-through need to improve.



SHIFT 6: THE MEETING SHIFT™

THE MEETING OUTCOME TRACKER™ TOOL

From Status Updates to Decision-Making

WORKSHEETS

TOOL PURPOSE

The Meeting Outcome Tracker™ helps Managers redesign one real meeting, so it creates clear purpose, useful participation, decisions, ownership, next actions, due dates, and follow-through.

When to Use This Tool

- A recurring meeting creates conversation but not enough movement.
- Status updates are taking live time that could move async.
- Decision questions are hidden behind broad topics or discussion.
- Too many people attend the whole meeting instead of a needed time window.
- Meetings end without a clear owner, next action, or due date.



SHIFT 7: THE CONFLICT SHIFT™

THE CONFLICT RESET FRAMEWORK™ TOOL

From Tension Avoidance to Fast Resolution

WORKSHEETS

TOOL PURPOSE

The Conflict Reset Framework™ helps Managers prepare one respectful, practical reset plan for a real tension, unresolved issue, or recurring conflict using facts, impact, agreement needed, response invitation, and follow-up.

When to Use This Tool

- Tension is visible but unspoken.
- Two people are avoiding each other.
- Handoffs are breaking down.
- Meetings feel guarded.
- Side conversations are increasing.
- Ownership is unclear.
- Defensiveness is rising.
- The same misunderstanding keeps repeating.
- Conflict is slowing decisions, trust, speed, or performance.



SHIFT 8: THE DELEGATION SHIFT™

THE DELEGATION STARTER MAP™ TOOL

From Doing to Developing Through Others

WORKSHEETS

PURPOSE

The Delegation Starter Map™ helps Managers prepare one real outcome delegation using outcome, context, authority, checkpoints, support, accountability, and review. Complete this for one real delegation situation.

MANAGER MASTERY™

SHIFT 8: THE DELEGATION SHIFT™

Example

Task version	Update the tracker every Friday.
Outcome version	Own the project tracker so the team can see accurate status, risks, blockers, and next actions before Monday planning.
Authority	You can update status, request missing information directly from team members, and flag blockers. Escalate anything that affects customer timing or budget.
Checkpoint	Review the first two Friday updates together before moving to a lighter review.



SHIFT 9: THE IDENTITY SHIFT™

THE LEADERSHIP IDENTITY AUDIT™ TOOL

From Expert to Leader

WORKSHEETS

TOOL PURPOSE

The Leadership Identity Audit™ helps Managers identify old maker habits and choose new multiplier behaviors that move them from expert, rescuer, or final answer into visible leadership behavior.

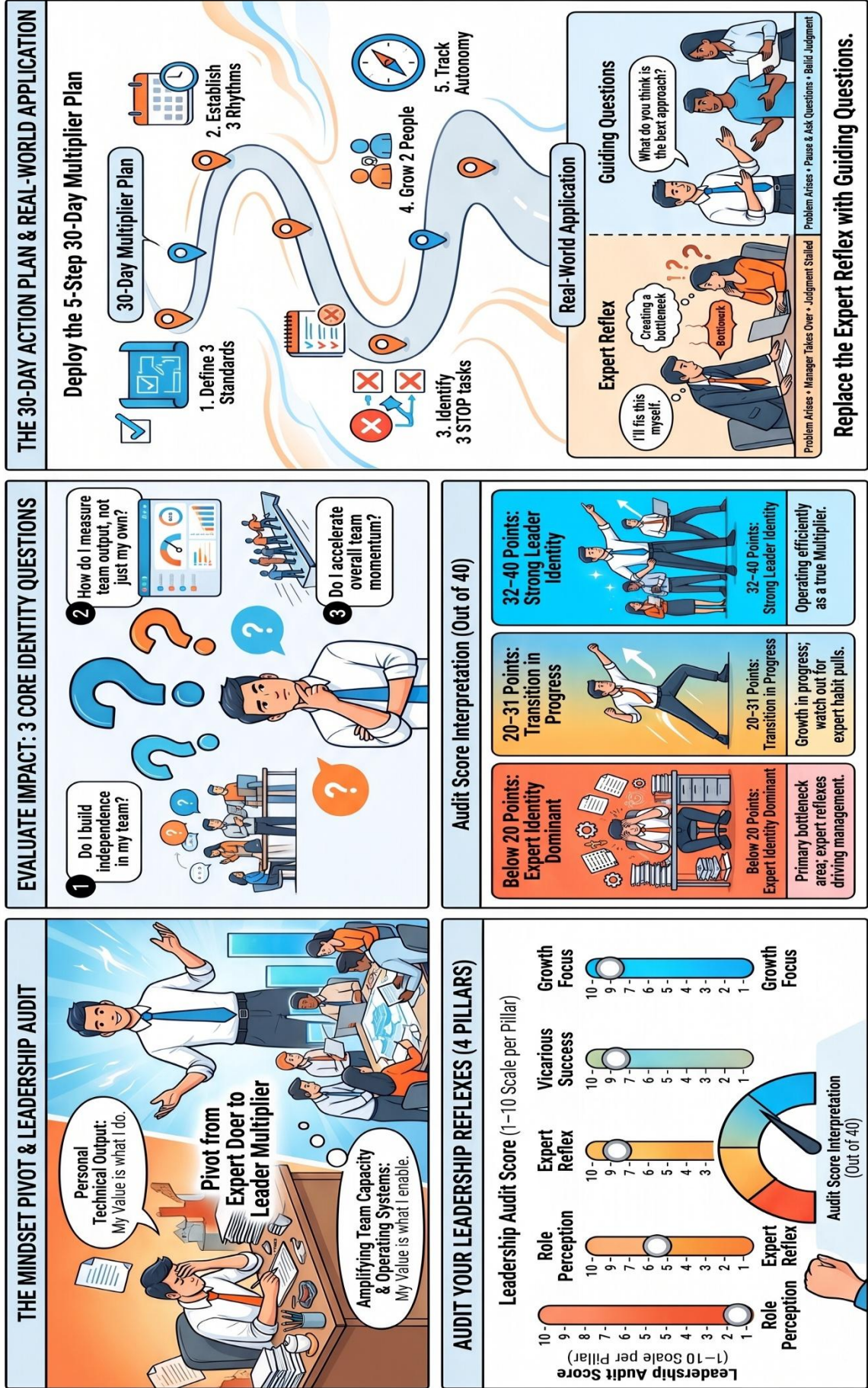
Instructions

INSTRUCTIONS

1. Choose one real situation.
2. Identify the old expert or maker habit.
3. Name the dependency it creates.
4. Choose the new multiplier behavior.
5. Define where it will show up.
6. Select 3-Behavior changes.
7. Write a leadership value statement.
8. Set a review date.
9. Define evidence of progress.

MANAGER MASTERY: SHIFT 9 — THE IDENTITY SHIFT & THE LEADERSHIP IDENTITY AUDIT TOOL

Moving from 'Expert Doer' to 'Leader Multiplier' through self-audit and action.



The Leadership Identity Audit™ Worksheet

1. Old Identity Pattern

Which old identity pattern is showing up? Expert, rescuer, final answer, bottleneck, approval gatekeeper, quality fixer, problem solver, or other.

2. Where It Shows Up

Where does this pattern appear in real work?

The Leadership Identity Audit™ Worksheet

3. Old Maker Habit

What behavior do you repeat? Examples: answering too quickly, rescuing work, taking work back, approving everything, correcting every detail, deciding too much, staying in the weeds.

4. Impact

What impact does this create on team ownership, judgment, confidence, speed, trust, or accountability?

The Leadership Identity Audit™ Worksheet

5. New Multiplier Behavior

What leadership behavior will replace the old habit?

6. Practice Moment

Where will you practice this behavior?

SAMPLE

The Leadership Identity Audit™ Worksheet

7. New Leader Script

What exact words will you use?

8. Team Signal

What will the team experience if this identity shift is working?

The Leadership Identity Audit™ Worksheet

9. Three Behavior Changes

Choose three visible behaviors your team can experience.

10. Leadership Value Statement

Complete this sentence: My value as a Leader shows up when my team can _____.

The Leadership Identity Audit™ Worksheet

11. 7-Day Action

Within the next 7 days, I will...

12. 30-Day Operating Promise

For the next 30 days, I will...

SAMPLE

The Leadership Identity Audit™ Worksheet

13. Evidence of Progress

What evidence will show that this identity shift is becoming visible?

14. Review Date

I will review progress on...

15. Reflection After Review

What changed? What did I learn? What behavior should continue?

The Leadership Identity Audit™ Worksheet

Behavior Menu

Ask for options before giving an answer.

Ask for a recommendation before solving.

Clarify decision authority.

Move one decision closer to the work.

Stop taking one recurring task back.

Use a checkpoint instead of a rescue.

Let a team member lead the first draft.

Debrief learning after completion.

Clarify ownership before stepping in.

Let silence create thinking time before answering.

SAMPLE

Debrief Questions

What old identity pattern did you identify?

Where does it show up?

What team dependency does it create?

What multiplier behavior will replace it?

What three behavior changes did you choose?

What will your team experience differently?

What exact words will you use before answering or rescuing?

What evidence will show the Shift is working?

What could pull you back into the old expert identity?

What will you review in 30 days?

Date: _____

Client Name: _____

Client Signature of Completion: _____

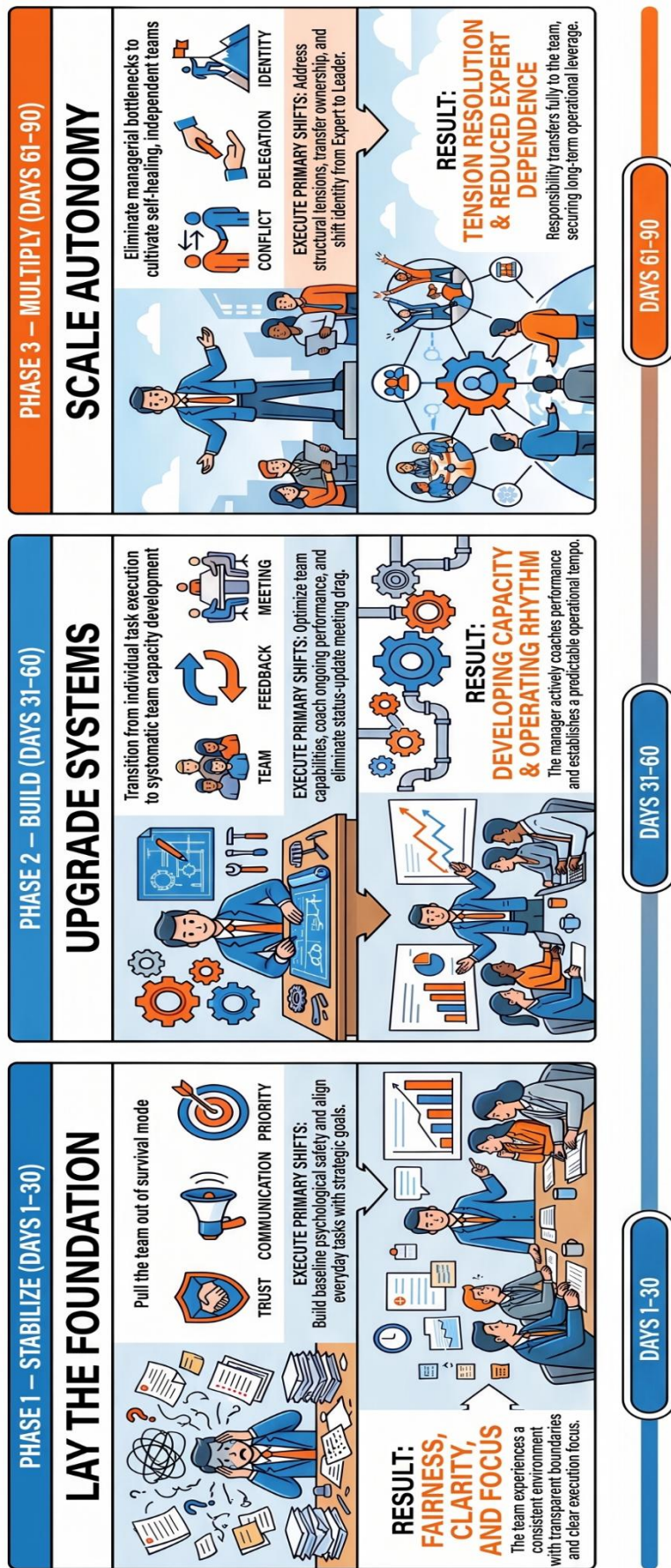
Date: _____

Client Name: _____

Accountability Partner Sign Off: _____

The 90-Day Architecture

A structured three-phase transformation roadmap to shift managers from reactive execution to high-impact leadership leverage over 90 days.



The 90-Day Architecture Overview

PHASE	DAYS	PRIMARY SHIFTS	LEADERSHIP RESULT
STABILIZE	1-30	Trust, Communication, Priority	The team experiences fairness, clarity, and visible priorities.
BUILD	31-60	Team, Feedback, Meeting	The Manager develops capacity, coaches performance, and creates operating rhythm.
MULTIPLY	61-90	Conflict, Delegation, Identity	The Manager resolves tension, transfers responsibility, and reduces expert dependence.

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