



GROW YOURSELF
ACADEMY
SINCE 2002

Manager Mastery™ 9 Shifts — BOOK



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Grow Yourself Academy



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



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MAKER TO MULTIPLIER™ CERTIFICATION SYSTEM

Executive Summary

The Maker to Multiplier™ Certification system, designed by Jerry Ervin, is a strategic leadership framework that helps professionals transition from Makers—individual contributors whose value is defined by personal output—to Multipliers—leaders who amplify team performance through systems, trust, and delegation.

The system recognizes that the transition from “Star Performer” to Manager is the most volatile pivot in a career, often resulting in a “bottleneck” where the leader’s inability to let go compromises organizational quality and growth.

The curriculum includes four core Programs plus the Force Multiplier™ Bonus Program:

1. Manager Mastery™:
Learning to Lead the Team by Building Trust and Safety.
2. Executive Time Mastery™:
Learning to Lead By Managing Your Energy, Focus, and Choices.
3. Delegation Mastery™:
Multiplying Output by Delegating Authority and Decision-Making.
4. Leadership Mastery™:
Building New Leaders Who Can Build Others.
5. Force Multiplier™ Bonus Program: Achieving total leverage across an entire organization.

The ultimate objective is to transform the leader from the “smartest person in the room” into the “architect who builds the room.”

The Maker to Multiplier™ Certification system asserts that “Busy is Not the Badge; Focus is the Badge.” True leadership requires the discipline to stop being the star performer and become the architect of a system that functions without the leader’s constant intervention.

THE SMART PLAN FOR TOP LEADERS

Manager Mastery™ is the 1st Program by reference position in the Maker to Multiplier™ Certification system from Grow Yourself Academy™ and Jerry Ervin. This reference position does not require a completion order. This is the foundation.

Before you can master your time, multiply through delegation, build leaders, or create organizational leverage, you must learn how to lead a team.

Manager Mastery™ teaches the tactical leadership foundation. It helps the manager build trust, create clarity, run better meetings, coach growth, address conflict, and begin developing others.

OPTIONAL ACCOUNTABILITY PARTNER

You may designate a Manager, HR partner, mentor, team member, family member, or another trusted person. This person is not a grader or gatekeeper. Their role is to hear what you learned, what you are practicing, and what changed. Their sign-off is optional; self-completion remains sufficient. The two-party agreement belongs in the Implementation Guide.

Accountability Partner Name/Role: _____

Participant Signature: _____ Date: _____

Accountability Partner Signature: _____ Date: _____

MEET THE ARCHITECT: JERRY ERVIN



Jerry Ervin built Grow Yourself Academy™ to help professionals grow themselves, their people, and their business.

As the CEO & Founder of Grow Yourself Academy™, Paragon Strategies™, and Momentum Coaching & Consulting™, and as a longtime consultant with the San Francisco Small Business Development Center, Jerry has spent more than two decades helping Leaders make one of the hardest transitions in business: moving from doing the work to leading the people who do the work. That transition is the heart of Manager Mastery™.

Jerry's hard-won wisdom comes from real-world consulting, training, coaching, business building, and the discipline of endurance racing. His background includes more than 13 Triathlons including: 5 x Escape from Alcatraz races, 7 x Half Ironman races, and Ironman Western Australia (2.5-mile swim, 112-mile bike ride, and 26.2-mile run).

That experience shaped a clear belief: leadership is not built through theory alone. It is built through repeated practice under pressure.

Manager Mastery™ gives new and first-year Managers the practical system they need to build trust, lead teams, and drive results without becoming the bottleneck.

This is not about surviving management.
It is about mastering the foundation.

Manager Mastery: The 9 Shifts from Maker to Multiplier

The core behavioral transformations required for a new manager to shift from an individual contributor ('Maker') to an enabling team leader ('Multiplier').

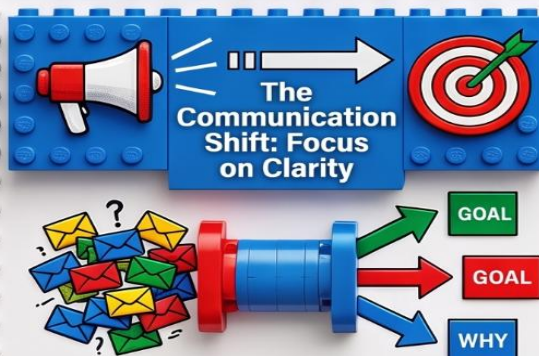
Phase 1 — Foundation & Alignment



Transition value from personal output to amplifying the collective performance of the team.



Earn professional trust by setting clear expectations, following through, and supporting people.



Define what needs to happen, why it matters, and what success looks like.

Phase 2 — Capability & Scale



Resist doing the technical work yourself; coach team members to solve their own problems.



Eliminate status updates and use meetings exclusively to unblock work and make decisions.



Measure success by how well the team operates when the leader leaves the room.

WHO THIS BOOK IS FOR?

This book is for you if:

- ❖ You are a Manager, new or experienced.
- ❖ You were promoted because you were good at the work.
- ❖ You now manage people who used to be your peers.
- ❖ You feel responsible for everything.
- ❖ You are trying to lead while still doing too much yourself.
- ❖ You want your team to take more ownership.
- ❖ You want a practical system, not vague leadership advice.
- ❖ You are ready to stop being the best person on the team and start being the best person for the team.
- ❖ You avoid some hard conversations because you do not want to damage relationships.

This book is also useful for experienced Managers who never received a clear management foundation.

By the end of Manager Mastery™, you will be able to:

- ❖ Build trust after moving from peer to leader.
- ❖ Turn communication into clarity.
- ❖ Lead team priorities instead of reacting to noise.
- ❖ Build a stronger team instead of carrying the work yourself.
- ❖ Give feedback that coaches growth.
- ❖ Run meetings that create decisions and follow-through.
- ❖ Address conflict before it becomes culture.
- ❖ Delegate in a way that develops people.
- ❖ Step into the identity of a leader instead of staying trapped as the expert.

Key Takeaways:

- ❖ **Identity Reorientation:** Success is no longer defined by personal task completion; it is defined by the team's collective achievement.
- ❖ **Trust as a Foundation:** Trust is not granted with a title. The Trust Builder™ strengthens trust through honesty, fairness, and follow-through.
- ❖ **Clarity Over Communication:** Effective communication is defined by the recipient's understanding, not the sender's delivery.
- ❖ **The Multiplier Mindset:** Managers must stop acting as "the smartest person in the room" and instead become the "builder of experts."

How to Use This Program

Each Shift is one learning unit within Manager Mastery™.

Read the lesson. Use the tool. Complete the worksheet.

Apply the implementation step. Answer the reflection.

Complete the knowledge check.

- The 90-question Manager Mastery™ Developmental Self-Assessment helps you identify perceived strengths and development priorities. It is a developmental self-report—not a validated performance, diagnostic, or certification measure.
- The Book teaches the nine Shifts and presents the core learning in practical, bite-sized sections.
- The Study Guide helps you solidify the shifts into your beliefs.
- The Implementation Guide helps you test your learnings.

Do not only read for information.

Read for behavior change.

HOW TO MAKE THIS PROGRAM SUCCESSFUL FOR YOU: 6 STEPS

Step 1: Reduce Team Confusion

Look for places where the team is guessing. Unclear expectations create rework, frustration, and mistrust. Your first job is to make the work clearer.

Step 2: Choose the Team's Top 3 Outcomes

Every week, name the three outcomes that matter most. Not every task. Not every request. The few outcomes that would make the week successful.

Step 3: Protect Leadership Time

Block time for the work only a manager can do: coaching, feedback, planning, follow-up, delegation, and conflict reset.

Step 4: Run a Weekly Team Reset

Ask three questions every week:

1. What progress did we make?
2. What priorities matter now?
3. What problems need support?

Step 5: Win Small and Fast

Apply one Shift in one real situation. Clarify one expectation. Improve one meeting. Give one piece of feedback. Reset one tension. Small wins create leadership confidence.

Management Brand development has been removed from the Manager Mastery™ Book and retained in the existing Management Brand Assessment asset, MM_ManBrandAsses_F820vje_260820, for future use.

THE TRANSFORMATION TIMELINE

Week 1: Role Friction

You will feel the tension between being the old expert and becoming the new leader. This is normal.

Week 2: Clarity Wins

Small improvements appear. One clearer expectation. One better meeting. One better conversation.

Month 1: Visible Stability

Your team starts to experience more consistent leadership. They understand priorities better. They know what to expect from you.

Month 3: Management Rhythm

The Shifts begin to feel natural. You are not just reacting. You have a way to lead.

Month 6: Multiplier Foundation

You are no longer the only source of answers, clarity, and action. Your team carries more ownership. You are ready for deeper work in time, delegation, and leadership.

THE MANAGERIAL TOOLBELT: 12 SUPPORTING PROFICIENCIES

The 12 proficiencies below form a supporting Managerial Toolbelt. They help participants recognize capabilities that contribute to effective leadership across the Maker to Multiplier™ Certification system. They are not a separate Manager Mastery™ assessment, certification architecture, or required scoring system.

Proficiency	Core Definition
1. Communication Skills	Clearly articulate expectations, actively listen to understand before responding, and tailor your message to your audience's needs and preferences.
2. Emotional Intelligence	Recognize and manage your own emotions while accurately perceiving others' feelings and responding with appropriate empathy and support.
3. Decision-Making	Make timely, well-reasoned choices by gathering relevant information, evaluating options objectively, and taking ownership of outcomes regardless of success or failure.
4. Delegation	Assign work based on team members' strengths and development needs while providing appropriate authority and support without micromanaging.
5. Coaching & Mentoring	Guide team members' growth through powerful questions, constructive feedback, and connecting them with opportunities that align with their career aspirations.
6. Strategic Thinking	Understand how your team's work contributes to broader organizational goals and anticipate future challenges and opportunities to position your team for success.

Proficiency	Core Definition
7. Conflict Resolution	Address disagreements promptly and constructively, seeking to understand underlying interests and facilitate solutions that strengthen rather than damage relationships.
8. Time Management	Prioritize effectively between urgent and important tasks while protecting focused work time and helping your team use their time efficiently.
9. Change Management	Guide your team through transitions by clearly communicating the rationale for change, addressing concerns compassionately, and maintaining momentum through implementation challenges.
10. Performance Management	Set clear expectations, provide regular feedback, recognize achievements, and address performance issues directly but respectfully.
11. Business Acumen	Understand your organization's business model, financial fundamentals, competitive landscape, and how your team's work drives organizational success.
12. Self-Awareness	Continuously seek feedback on your performance, acknowledge your strengths and weaknesses honestly, and model the growth mindset you want to see in your team.

OVERVIEW: THE 9 SHIFTS AT A GLANCE

Every shift in this program moves you from one way of working to a better one.

#	Shift Name	Transformation	Tools
1	The Trust Shift™	From Peer to Trusted Leader	The Trust Builder™
2	The Communication Shift™	From Talking to Clarity	The Clarity Check™
3	The Priority Shift™	From Reacting to Leading What Matters	The Priority Filter™
4	The Team Shift™	From Individual Contributor to Team Builder	The Team Capacity Map™
5	The Feedback Shift™	From Avoiding to Coaching for Growth	The Feedback Planner™
6	The Meeting Shift™	From Status Updates to Decision Making	The Meeting Outcome Tracker™
7	The Conflict Shift™	From Tension Avoidance to Fast Resolution	The Conflict Reset Framework™
8	The Delegation Shift	From Doing to Developing Through Others	The Delegation Starter Map™
9	The Identity Shift™	From Expert to Leader	The Leadership Identity Audit™

INTRODUCTION

You Got Promoted Because You Were Good At The Work.

Welcome to your transition from individual contributor to Manager. You were promoted because you were great at doing the work. Now your job is to lead the people who do the work. This Book will guide you through The 9 Shifts that help you step into your leadership identity while developing the 12 supporting managerial proficiencies.

Before, your success came from your own output. You knew what needed to be done. You moved fast. You solved problems. You became known as someone who could deliver.

Then you became a Manager. Now your success depends on what your team can do because of how you lead. That is a different job.

Most (New) Managers are not prepared for that shift. They are expected to build trust, communicate clearly, set priorities, coach performance, run meetings, resolve conflict, delegate work, and step into a new leadership identity. But too often, no one gives them the system. So they guess.

They try to stay liked. They try to be available. They try to have all the answers. They try to keep the work moving by doing too much themselves. That creates pressure. It also creates dependency.

Manager Mastery™ gives you a better path. The 9 Shifts™ in this program help you move from “individual contributor to people leader”.

This program is not about becoming a “perfect” Manager. It is about becoming a more “intentional” Manager.

THE MAKER VS. MULTIPLIER MINDSET: SHIFTING FROM DOER TO LEADER

The move from individual contributor ("Maker") to manager ("Multiplier") is a critical leadership transition. While Makers derive value from direct technical output, Multipliers create enterprise leverage by building systems, developing talent, and empowering teams to solve problems independently.

INDIVIDUAL CONTRIBUTOR MINDSET (THE MAKER)



IDENTITY: THE STAR PERFORMER

I need to get this
done myself so it's
done right.



SPEED OVER CAPACITY

It's faster if I just
do it myself.



CORE VALUE SOURCE

Value is anchored
strictly in personal
technical expertise.



INDIVIDUAL SCOREBOARD

Success is measured by
personal achievement
and being the one with
all the answers.

MULTIPLIER MINDSET (THE LEADER)



IDENTITY: THE ARCHITECT

I need to build
people who can get
this done—and
better.



LONG-TERM CAPABILITY

Investing time to
train others builds
long-term capacity.



CORE VALUE SOURCE

Value is anchored in
amplifying team
performance and
output.



COLLECTIVE GROWTH

Success is building
the room so others
can find answers
and grow.

SHIFT 1: THE TRUST SHIFT™

From Peer to Trusted Leader

Tool: The Trust Builder™

Worksheet: Trust Builder Worksheet™

Primary Proficiencies: Emotional Intelligence, Communication Skills, Self-Awareness, Performance Management

Learning Objective

By the end of this Shift, you will be able to identify trust gaps created by the move from peer to manager and select visible behaviors that strengthen honesty, fairness, and follow-through.

The Problem

You used to be peers with your team. You were friends who ate lunch together and complained about the same things. When you become the boss, the dynamic instantly changes, and old friendships do not automatically translate to leadership trust. Many New Managers try to act exactly the same, hoping to maintain their "friend" status, which leads to accusations of favoritism and a lack of authority. Others panic, act too bossy, and completely alienate their former peers.

The core problem is assuming that past camaraderie equals present respect. It does not. You have lost the peer safety net, and you must now fill that vacuum with a completely different kind of professional trust.

Trust between peers and trust between a Manager and a team are different. Peer trust may grow from friendship. Leadership trust must be earned through honesty, fairness, and follow-through.

That is The Trust Shift™. You have to make it on purpose - or you will spend your first year feeling like an outsider on your own team.

The Purpose:

Trust is not given with a title. It is earned through consistent behavior over time.

When you become a Manager, your former peers are watching you. They want to know: Will you treat everyone fairly? Will you tell us the truth? Will you do what you say you will do?

Trust is also fragile. One act of favoritism. One broken promise. One moment of throwing someone under the bus - and the trust account drops sharply.

The Shift

Your job in Shift 1 is to build trust on purpose. Not by accident. Not by hoping your old friendships carry over. By acting like a trusted leader every single day.

You must intentionally shift from relying on peer friendship to earning trust through fairness, absolute clarity, and rigid follow-through. Trust is no longer given to you because you are fun to work with; it is built because you are the most reliable, consistent, and honest person in the room. You have to move from being "one of the gang" to being the person the gang can safely depend on.

Three supporting behaviors reinforce trust: clarity, consistency, and care. They support The Trust Builder™ but do not replace its approved honesty, fairness, and follow-through language.

1. **Clarity** - People trust leaders who tell them exactly what is expected. Vague expectations create anxiety. Anxiety kills trust.
2. **Consistency** - Do what you say, every time. Small things matter. If you say you will get back to someone by “Friday”, get back to them by “Friday”.
3. **Care** - People need to know you see them as a person, not just a resource. Ask about their goals. Remember what they told you. Show up when it matters.

Trust is the absolute foundation of your leadership. Without it, you cannot give feedback, run effective meetings, or delegate work without people second-guessing your motives. Building this foundation requires high Emotional Intelligence and Self-Awareness. You must be able to read the room, understand the shifting emotional dynamics of your former peers, and intentionally create psychological safety based on your new role.

Outlook:

A team that feels safe, knows exactly where they stand, and actively chooses to follow you.

The Outcome:

Your team knows what to expect from you. They see fairness. They experience consistency. They understand that you care about them and the work. A team that feels safe, knows exactly where they stand, and actively chooses to follow you.

Core Lesson:

The Trust Builder™ focuses on three trust risks and behaviors: Honesty—tell the truth clearly, even when it is difficult. Fairness—apply expectations consistently and address favoritism concerns. Follow-through—do what you said you would do, or communicate quickly when a commitment must change. Clarity, consistency, and care reinforce these behaviors; they are not a second trust model.

The 5 Steps How to Do It:

1. **Listen First:**
Ask "Tell me more" and gather information without judgment.
2. **Make Small Promises:**
Commit to tiny things and always follow through.
3. **Be Clear About Yes and No:**
Say yes clearly and say no kindly to prevent anxiety.
4. **Protect Your Team:**
Never throw them under the bus; take responsibility when things go wrong.
5. **Praise What You Want Repeated:**
Call out good thinking in public. Use the Tool: The Trust Builder™

The Tool: The Trust Builder™

The Trust Builder™ helps managers identify one trust gap and choose one visible action that strengthens trust through honesty, fairness, or follow-through. The ten fields are: relationship or team area; observable facts; current trust level; primary trust risk; expectation that needs to become clear; trust-building action; evidence of follow-through; conversation date; review date; and 30-day result. Complete the official Trust Builder™ Worksheet in the Study Guide and record workplace action and evidence in the Implementation Guide and 90-Day Roadmap.

Scenario Practice:

A former peer keeps coming to you privately to complain about other team members. You want to keep the relationship, but you know these side conversations are damaging trust.

Example: *"I value our relationship. Because my role has changed, I need to be careful about how I handle team concerns. If there is an issue with someone else, let's address it directly and fairly instead of through side conversations."*

Key Takeaways:

Trust is built in small moments, not big speeches.
You build it by being clear, consistent, and showing you care.

Looking Ahead:

Without trust, nothing else in this program works. You cannot give feedback people will hear without trust. You cannot run meetings that produce results without trust. You cannot delegate and actually sleep at night without trust.

What This Feeds Into:

Shift 1 is the foundation. Everything you build in Shifts 2 - 9 stands on top of it. Trust makes the Communication Shift™ possible. Once you build trust, you need to communicate in a way that maintains it, which leads to Shift 2. People receive clarity better when they trust your intent.

SAMPLE

Shift 1: The Trust Shift™ – From Peer to Trusted Leader

From Peer Camaraderie to Leadership Trust

Transitioning to manager disrupts old friendships. True leadership trust must be intentionally built through consistency, clarity, and fairness, not past camaraderie.

THE TRUST TRIANGLE™ FRAMEWORK



PEER CAMARADERIE

Informal friendship,
unstable foundation.



LEADERSHIP TRUST

Professional
consistency & fairness.

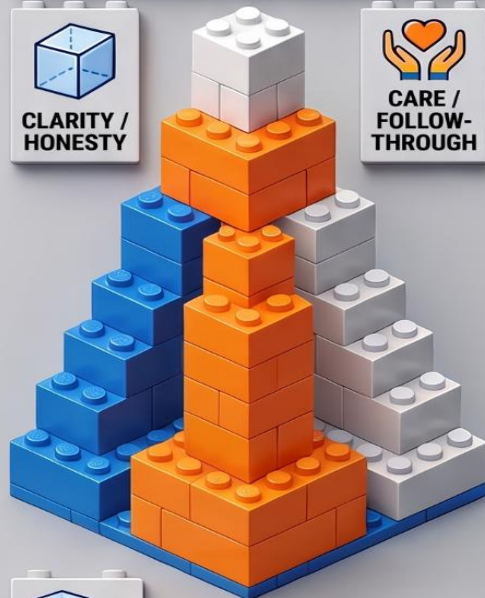
THE 3 PILLARS OF LEADERSHIP TRUST



CLARITY /
HONESTY



CARE /
FOLLOW-
THROUGH



CONSISTENCY
/ FAIRNESS

Trust holds firm
only when all three
exist together.

THE TRUST BUILDER™ ACTION STEPS

STEP 1: MAP CURRENT TEAM TRUST



✓ YES



? UNSURE



✗ NO



Evaluate each team member's
trust level (Yes/Unsure/No) using
observable behavioral evidence.

STEP 2: SELF-SCORE PERSONAL GAPS



HONESTY

1 2 3 4 5

FAIRNESS

1 2 3 4 5

FOLLOW-THROUGH

1 2 3 4 5

Rate yourself 1 to 5 on Honesty, Fairness, and
Follow-Through to find structural weakness.

STEP 3: EXECUTE BRIDGE ACTIONS



What does great
leadership look
like to you?



Schedule
15-minute 1:1s
asking the
question and
listen without
defending.

SHIFT 2: THE COMMUNICATION SHIFT™

From Talking to Clarity

Tool: The Clarity Check™

Worksheet: Clarity Check Worksheet™

Primary Proficiencies: Communication Skills, Decision-Making, Performance Management, Emotional Intelligence

Learning Objective:

By the end of this Shift, you will be able to turn vague communication into clear expectations by defining why, outcome, owner, standard, deadline, and follow-up.

SHIFT 3: THE PRIORITY SHIFT™

From Reacting to Leading What Matters

Tool: The Priority Filter™

Worksheet: Priority Filter Worksheet™

Primary Proficiencies: Coaching & Mentoring, Business Acumen, Delegation, Strategic Thinking

SAMPLE

SHIFT 4: THE TEAM SHIFT™

From Individual Contributor to Team Builder

Tool: The Team Capacity Map™

Worksheet: Team Capacity Map Worksheet

Primary Proficiencies: Coaching & Mentoring, Business Acumen, Delegation, Strategic Thinking

SAMPLE

SHIFT 5: THE FEEDBACK SHIFT™

From Avoiding to Coaching for Growth

Tool: The Feedback Planner™

Worksheet: Feedback Planner Worksheet™

Primary Proficiencies: Performance Management, Coaching & Mentoring, Communication Skills, Emotional Intelligence

SAMPLE

SHIFT 6: THE MEETING SHIFT™

From Status Updates to Decision-Making

Tool: The Meeting Outcome Tracker™

Worksheet: Meeting Outcome Tracker Worksheet™

Primary Proficiencies: Decision-Making, Time Management, Communication Skills, Business Acumen

SAMPLE

SHIFT 7: THE CONFLICT SHIFT™

From Tension Avoidance to Fast Resolution

Tool: The Conflict Reset Framework™

Worksheet: Conflict Reset Framework Worksheet™

Primary Proficiencies: Conflict Resolution, Emotional Intelligence, Change Management, Communication Skills

SHIFT 8: THE DELEGATION SHIFT™

From Doing to Developing Through Others

Tool: The Delegation Starter Map™

Worksheet: Delegation Starter Map Worksheet™

Primary Proficiencies: Delegation, Coaching & Mentoring, Strategic Thinking, Performance Management

SHIFT 9: THE IDENTITY SHIFT™

From Expert to Leader

Tool: The Leadership Identity Audit™

Worksheet: Leadership Identity Audit Worksheet™

Primary Proficiencies: Self-Awareness, Strategic Thinking, Coaching & Mentoring, Business Acumen

Learning Objective:

By the end of this Shift, you will be able to identify where expert identity is limiting team growth and choose leader behaviors that build capability, ownership, and independence.

The Problem:

For years, your entire professional value was tied to being the

smartest person in the room, having all the answers, and producing the best output. The problem is that stepping into management requires you to let go of that expert identity, and it is incredibly painful to give up what made you successful. When you hold onto your old identity, you instinctively compete with your own team, give answers instead of asking questions, and cap the team's potential because everything must route through your expertise.

You had the answers. You solved the problems. You produced the best work.

That is what got you promoted. But if you keep leading from that identity, you become the ceiling for the team.

You answer too quickly. You fix too much. You rescue too often. You compete with the people you are supposed to develop.

The Purpose:

To Solidify Your Profound Self-Awareness and Fully Embrace the Transition From Maker to Multiplier.

The purpose of this shift is to complete the transition from Maker to Multiplier™.

The purpose of this shift is the ultimate realization that your value is no longer defined by your personal output, but by the legacy, capability, and independence of the leaders you build around you.

Your identity as a manager needs to shift from *“the person who has the answers”* to *“the person who develops the people who find the answers.”*

This is not about pretending you do not know things. It is about

choosing when to give answers and when to develop capability instead.

There Are Three Questions That Define the Leader's Identity:

1. *"Am I building this team to need me - or to not need me?"*
2. *"Do I measure my value by what I do - or by what my team can do?"*
3. *"When I leave the room, does the team get stronger - or slower?"*

The Leadership Identity Audit™ is a self-assessment that helps you honestly evaluate whether you are operating as an “expert” or as a “leader” and where the gaps are.

This shift is also about pace. The Identity Shift™ does not happen in a week. It happens in a series of small choices over months. Every time you ask a question instead of giving an answer. Every time you let a team member own something you could have owned. Every time you invest in someone's growth instead of your own output.

Those choices, stacked over time, are what turn a “Performer” into a “Multiplier”.

The Shift:

The Identity Shift™ is the final shift in Manager Mastery™. It is also the deepest one. Because it is not about a skill. It is about who you are becoming.

You must make a deep, psychological move from a leader who derives value from performing alone, to a leader who derives value from developing others. You must stop trying to be the

expert who provides every answer and intentionally choose to be the multiplier who asks the right questions, creates space for others to shine, and measures success by how well the team operates when you leave the room.

Stop proving your value by being the expert.

Start creating value by building experts.

Outlook:

You become a true Multiplier - someone whose impact scales exponentially because your team grows stronger, faster, and more independent every year.

The Outcome:

The Team becomes more capable, confident, and independent. The manager becomes a builder of people, not only a solver of problems.

Core Lesson:

The Leader's identity is defined by 3-Questions:

1. *"Am I building this team to need me or to not need me?"*
2. *"Do I measure my value by what I do or by what my team can do?"*
3. *"When I leave the room, does the team get stronger or slower?"*

The Leadership Identity Audit™ helps you see where you are still operating as the expert and where you need to practice leader behaviors.

The 5 Steps How to Do It:

1. **Choose Your Standards:** Pick the core rules you will lead by.

2. **Choose Your Rhythms:** Establish your weekly habits (like 1:1s).
3. **Stop Doing Maker Work:** Firmly let go of the tasks you listed on your Stop List.
4. **Grow Two People:** Intentionally pick two team members and focus on developing their specific skills.
5. **Track Your Scoreboard:** Measure your success by decisions made without you and your team's confidence.

SAMPLE

The Tool:

The Leadership Identity Audit™

1. The Leadership Identity Audit™ helps participants identify where they are still operating as the expert and select leader behaviors that build capability, ownership, and independence. Complete the official audit and reflection in the Study Guide. Place workplace behavior commitments in the Implementation Guide and the dated 30-day practice plan in the 90-Day Roadmap.

Visual Example:

The Multiplier Tree. A Maker plants one tree and gets one shade. A Multiplier grows a forest, so the shade never runs out.

Scenario Practice:

A team member brings you a problem.
You know the answer immediately.
Best move: Pause before answering.

Ask:

- ❖ *“What have you already tried?”*
- ❖ *“What options do you see?”*
- ❖ *“What do you recommend?”*
- ❖ *“What support do you need?”*

Key Takeaways:

Makers create output; Multipliers create output and develop leaders. You make leader decisions every day until those decisions become your leadership identity.

This builds judgment instead of dependence.

Looking Ahead:

The Identity Shift™ is where everything in this program comes together. The Trust Shift™, The Communication Shift™, The Priority Shift™, The Team Shift™, The Feedback Shift™, The Meeting Shift™, The Conflict Shift™, and The Delegation Shift™ - all of them are skills.

This shift is about becoming the kind of Leader who uses those skills not to do better work, but to build a better Team.

This identity work supports every other Program in the Maker to Multiplier™ Certification system. It strengthens the participant's ability to manage time, delegate effectively, build leaders, and create broader organizational leverage. Program reference positions do not require a mandatory completion order.

The 9 Shifts of Manager Mastery™ have given you the tools. The Identity Shift™ is the moment you decide to use them as a Leader - not as an expert pretending to manage.

Welcome to the beginning of your Maker to Multiplier™ journey.

This final shift secures your foundation, preparing you to master your own time and organizational leverage in the subsequent Maker to Multiplier™ programs.

What This Feeds Into

The Identity Shift™ completes Manager Mastery™ and supports future development through Executive Time Mastery™, Delegation Mastery™, Leadership Mastery™, and the Force Multiplier™ Bonus Program. These are reference positions; completion order remains flexible.

Shift 9: The Identity Shift – From Expert to Leader

TRANSITIONING CORE IDENTITY FROM EXPERT DOER TO LEADER MULTIPLIER

THE MINDSET PIVOT (MAKER VS. MULTIPLIER)

**Shift Value from
Personal Output to
Team Enablement**



Evaluate your value by whether the team gets stronger or slower when you leave.

CORE IDENTITY QUESTIONS & LEADER BEHAVIORS

**Measure Success by
Team Room Velocity
& Independence**



The Expert Trap Creates an Organizational Bottleneck



Ask Guiding Questions Instead of Giving Answers



The Identity Shift: Letting go of ego and value tied to being the “smartest person” to drive independence, growth, and collective team capability.

MANAGER MASTERY™ COMPLETION REQUIREMENTS

Manager Mastery™ completion is supported by the following delivery-neutral evidence:

- Manager Mastery™ is complete when the participant self-confirms that they have completed all nine Shifts; completed the nine official Study Guide worksheets and reflections; completed the Shift knowledge checks; completed the workplace application activities in the Implementation Guide; completed the Manager Mastery™ 90-Day Roadmap, including the 30-, 60-, and 90-day reviews; and completed the Manager Mastery™ Capstone and final practice commitment.
- Self-completion is sufficient. Submission to Grow Yourself Academy™ is not required.
- Leadership Certification requirement: An 80% or higher knowledge-check score is required only for participants pursuing Leadership Certification. It is not required for Manager Mastery™ self-completion.
- Optional accountability: A participant or sponsoring organization may designate an Accountability Partner. The partner acknowledges developmental conversations and application evidence but does not grade the participant, certify mastery, or control advancement. The shared agreement belongs in the Implementation Guide; partner expectations belong in the separate Accountability Partner Guide.

NEXT STEPS

You have completed the 9 Shifts of Manager Mastery™.

You now have the foundation to lead a team with trust, clarity, priorities, feedback, meetings, conflict resolution, delegation, and leadership identity.

A recommended next program is Executive Time Mastery™; completion order remains flexible.

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

Manager Mastery™ teaches you how to lead your team.

Executive Time Mastery™ teaches you how to lead yourself.

OPTIONAL ACCOUNTABILITY PARTNER

You may designate a Manager, HR partner, mentor, team member, family member, or another trusted person. This person is not a grader or gatekeeper. Their role is to hear what you learned, what you are practicing, and what changed. Their sign-off is optional; self-completion remains sufficient. The two-party agreement belongs in the Implementation Guide.

Accountability Partner Name/Role: _____

Participant Signature: _____ Date: _____

Accountability Partner Signature: _____ Date: _____

MANAGER MASTERY: THE 90-DAY STRATEGIC ROADMAP

PHASE I: FOUNDATION & LISTENING (DAYS 1–30)

BUILD BASELINE TRUST VIA THE TRUST TRIANGLE



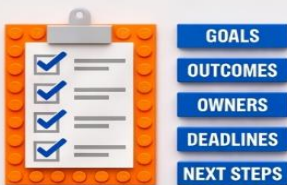
Establish psychological safety by consistently demonstrating honesty, fairness, and follow-through in 1:1 listening tours.

OBSERVE WORKFLOW BEFORE INSTALLING FIXES



Ask questions and document system context during month one instead of asserting expert authority.

ENFORCE CONTEXT WITH THE CLARITY CHECK™



Confirm understanding by explicitly defining assignment goals, outcomes, owners, deadlines, and checking next steps.

PHASE II: SYSTEMS & DELEGATION (DAYS 31–60)

PROTECT FOCUS WITH THE PRIORITY FILTER™



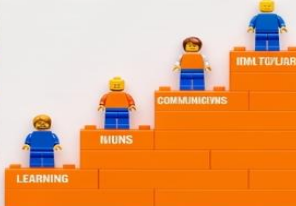
Classify tasks as Rubber, Rock, or Glass balls and execute the Two-Priority Role daily.

AUDIT RESOURCES VIA TEAM CAPACITY MAP™



Align high-impact responsibilities to individual team strengths rather than overburdening single reliable performers.

SCALE DELEGATION ACROSS CAPABILITY LEVELS



Match managerial oversight directly to employee growth stages from Learning to Multiplier status.

PHASE III: FEEDBACK & MULTIPLIER IMPACT (DAYS 61–90)

CATALYZE GROWTH VIA BITE COACHING



Address performance in private by linking specific observable behaviors to impacts and clear future expectations.

REDESIGN MEETINGS FOR DECISIONS



Label agenda topics using Inform, Affirm, or Decide (IAD) to eliminate passive status updates.

COMPLETE THE MULTIPLIER IDENTITY SHIFT



Measure managerial success by team capability and autonomous decision-making when out of the room.

GROW YOURSELF ACADEMY