



GROW YOURSELF  
ACADEMY  
SINCE 2002

# MANAGER™ MASTERY

## IMPLEMENTATION GUIDE

A practical tool to help leaders  
strengthen trust, credibility,  
and team confidence.

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



Build  
Credibility



Strengthen  
Communication



Create  
Confidence



**Jerry Ervin**

CEO & Founder  
Grow Yourself Academy





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# THE MULTIPLIER MINDSET: NAVIGATING THE IDENTITY SHIFT

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## ***See Yourself Clearly*** ***Self-Awareness Is Your Leadership Superpower***

The transition from "Expert Doer" to "Leader Multiplier" is the single most critical threshold for a New Manager. Most professionals are promoted because they were the best "Makers" - the individual contributors who personally produced results. However, if a Manager fails to release that "expert" identity, they become the team's bottleneck. As Jerry Ervin notes, *"The day you become a real Leader is the day you stop needing to be the smartest person in the room - and start building the room."* Failure to make this shift limits organizational output to only what the manager can personally supervise.

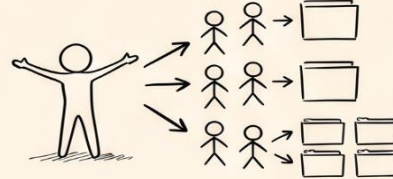
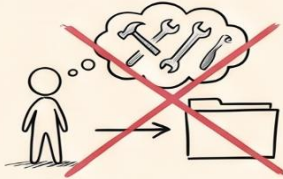
### Optional Developmental Self-Assessment

The Manager Mastery™ Developmental Self-Assessment is an optional reflection and planning tool. It is not a completion requirement, performance rating, diagnostic, or certification measure. Baseline and follow-up results may be used to support the 90-Day Roadmap.

### Completion Requirements

Self-completion is sufficient to complete Manager Mastery™. Complete each Shift's learning application, reflection, knowledge check, Mini-Workbook, Implementation Guide activity, 90-Day Roadmap, and final commitment. An 80% pass rate applies only to participants pursuing Leadership Certification. It is not required for Manager Mastery™ self-completion.

# MANAGER MASTERY: FROM MAKER TO MULTIPLIER



**Shift**

**Shift Identity from Maker to Multiplier**

Value is no longer measured by personal output, but by what you enable your team to achieve.

**TRUST**

Clarity Consistency Care

**Build Trust Through Clarity, Consistency, and Care**

Earn leadership authority by setting explicit expectations, following through, and genuinely supporting your team.

**Protect Focus and Lead High-Value Priorities**

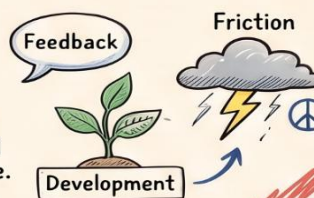
Filter out daily urgent fires to execute strategic goals that move the team forward.



**Coach Growth and Address Conflict Early**

Use behavior-based feedback to fuel development and resolve interpersonal friction before it damages team culture.

Coaching conversation



**Delegate to Build Independent Team Capability**

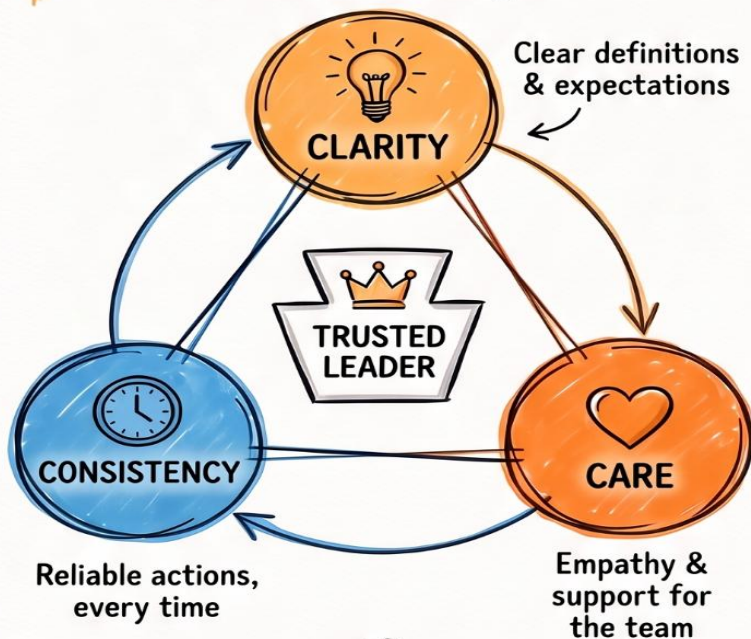
Transfer true ownership and measure success by how well the team operates when you leave the room.

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



Past camaraderie doesn't grant authority; professional trust is earned.

## The Foundation: The Trust Triangle™



**The Trust Reset Rule:**  
Acknowledge mistakes immediately, take responsibility, state corrective action.

## 5 Action Steps to Build Trust



**Listen First & Keep Small Promises:**  
Ask "Tell me more", deliver on every commitment.



**Set Boundaries & Protect the Team:**  
Define expectations, say no kindly, own team errors.



**Praise Publicly & Conduct 1:1 Listening Tours**  
Call out good behavior, ask team for leadership input.

# SHIFT 1: THE TRUST SHIFT™

## The Trust Builder™: Honesty, Fairness, and Follow-Through

Trust is not a "soft" preference; it is a functional requirement for team performance and a vital risk-mitigation tool. Trust is built through consistency, not heroics.

### The Trust Reset Rule:

If you make a mistake - playing favorites or missing a commitment - you must rebuild trust directly:

1. **Take Responsibility:** Own the error without defensive "spinning."
2. **Outline the Change:** State clearly what you will do differently to ensure it doesn't happen again.

### The Trust Builder™ Action Map (First 30 Days)

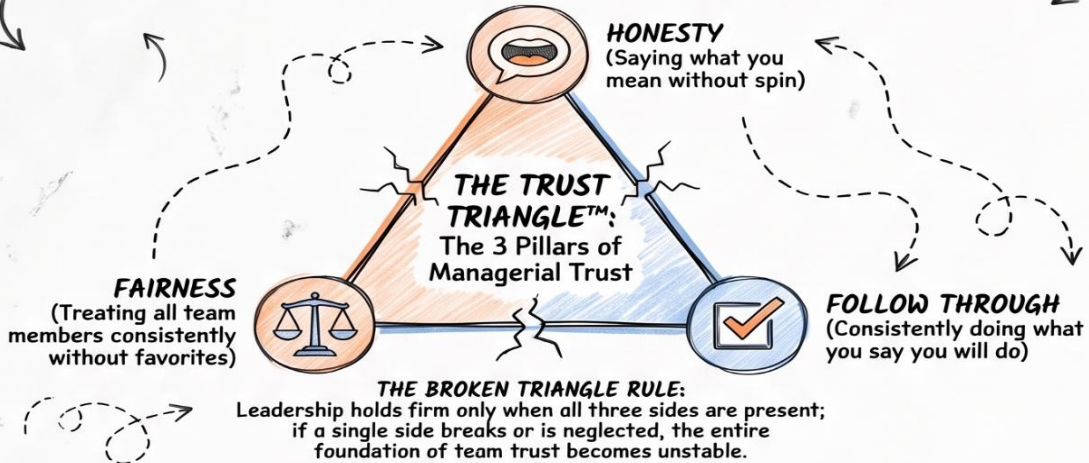
- ❖ [ ] **Map Current Trust:** Identify which team members trust you and where the evidence lies.
- ❖ [ ] **Deliver on the "Undone":** Find one promise you made that is currently sitting idle and complete it this week.
- ❖ [ ] **Public Accountability:** Admit a mistake to the team to model vulnerability and psychological safety.
- ❖ [ ] **Listen & Learn One-on-One's:** Schedule 15-minute meetings with each person. Do not talk about tasks. Ask only one prompt: *"What does great leadership look like to you?"*

Record the observable evidence, expectation, trust-building action, review date, and 30-day result.

Sketch Note

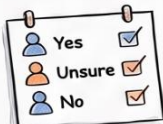
# Shift 1: The Trust Shift™ — How to Use "The Trust Builder™" Tool

An actionable, step-by-step diagnostic framework for new managers to build professional trust, evaluate team levels, and correct trust gaps.



## STEP-BY-STEP IMPLEMENTATION — THE TRUST BUILDER™ TOOL

### STEP 1: MAP CURRENT TEAM TRUST



List every direct report and evaluate whether they trust you based on concrete behavioral evidence (e.g., openly sharing concerns vs. only status updates).

### STEP 2: SELF-SCORE YOUR TRUST TRIANGLE



Score yourself on a scale from 1 (Needs Work) to 5 (Excellent) across the three pillars.

### STEP 3: EXECUTE A TARGETED REPAIR ACTION



For any team member marked "Unsure" or "No," schedule a 15-minute 1:1 "Bridge Action Challenge" asking: "What does great leadership look like to you?"—then listen without defending yourself.

## DIAGNOSTIC WORKSHEET STRUCTURE

| Diagnostic Step   | Action Item             | Diagnostic Focus / Self-Evaluation                                       |
|-------------------|-------------------------|--------------------------------------------------------------------------|
| 1. Map Trust      | Team Member Assessment  | Rate Trust Level (Yes / Unsure / No) & Document Concrete Evidence        |
| 2. Triangle Check | Self-Score (Scale 1-5)  | Evaluate Honesty, Fairness, and Follow Through                           |
| 3. Repair Action  | Bridge Action Challenge | Schedule 15-Min 1:1; Ask: "What does great leadership look like to you?" |

### 5 DAILY HABITS THAT ACCELERATE TRUST

- Listen first ("Tell me more")
- Make and keep small promises
- State clear Yes/No boundaries
- Take responsibility to protect your team
- Praise good work publicly.

### THE TRUST RESET RULE FOR MISTAKES



If you miss a deadline or show favoritism:

1. Acknowledge the error early without spin.
2. Take personal responsibility.
3. Outline the exact corrective action you will take going forward.

## SHIFT 2: THE COMMUNICATION SHIFT™

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### *Precision Communication: From Talking to Clarity*

The "Communication Shift" requires moving from sending a message to ensure it is received.

New Managers often “talk”; good Managers “communicate”.

The Clarity Check™: Why, Outcome, Owner, Standard, Deadline, and Follow-Up

SAMPLE

## SHIFT 3: THE PRIORITY SHIFT™

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### *Strategic Execution: The Priority Filter™*

The "Priority Shift" is the move from reactive-survival (fighting the loudest fires) to proactive-leading (protecting the most important work).

If you react to every "urgent" email, you will reach 5:00 PM and realize you have not touched the one thing that actually mattered.

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SAMPLE

## SHIFT 4: THE TEAM SHIFT™

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### *Team Capacity: The Team Capacity Map™*

Use The Team Capacity Map™ to record each person's workload, strengths, capacity, development needs, responsibilities, backup coverage, dependency risks, and next development opportunity.

SAMPLE

## SHIFT 5: THE FEEDBACK SHIFT™

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### *The Feedback Planner™: SBI for the Facts; BITE for the Conversation*

Avoiding feedback is not kindness!

It is an act of self-protection that robs employees of growth.

SBI means Situation, Behavior, and Impact. Use SBI to organize the observable facts and their effect. Use BITE—Behavior, Impact, Talk, and Expectation—with Support to guide the conversation. Complete the official Feedback Planner™.

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## SHIFT 6: THE MEETING SHIFT™

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### *Operational Engines: Masterful Meetings*

Meetings are the most expensive thing you do as a Manager. The "Meeting Shift" moves the Team from passive status-updates to active decision-making.

#### **The Meeting Outcome Tracker™**

Label every agenda item to define its specific outcome:

SAMPLE

## SHIFT 7: THE CONFLICT SHIFT™

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### *Complexity Management: Conflict & Change Mastery*

#### ***Bridge Differences, Build Strength Conflict Resolved Is Connection Improved***

Conflict avoidance is expensive.

The "Conflict Shift" frames disagreement as an opportunity for connection improvement.

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## SHIFT 8: THE DELEGATION SHIFT™

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### *From Doing to Developing Through Others*

Delegation is not “dumping”; it is “development”.  
Don't delegate and disappear, but do not hover either.

The Delegation Starter Map™ defines the outcome, standard, authority, support, checkpoints, and learning value of the handoff.

Your job is not to do the work, but to multiply your impact by building the people who do the work.

# SHIFT 9: THE IDENTITY SHIFT™

— FROM EXPERT TO LEADER



VALUE = PERSONAL OUTPUT



VALUE = AMPLIFYING TEAM CAPABILITY

THE THREE  
DEFINING  
IDENTITY  
QUESTIONS

- ? AM I BUILDING MY TEAM TO NEED ME? ☒ ☐ YES / NO
- ? AM I BUILDING MY TEAM TO THRIVE WITHOUT ME? ☒ ☐ YES / NO
- ? WHICH PATH AM I CURRENTLY ON? ☒ YES / NO

## OPERATIONALIZING THE IDENTITY SHIFT

ELIMINATE "MAKER" WORK  
& ESTABLISH RHYTHMS



- 
- ESTABLISH  
WEEKLY  
LEADERSHIP  
HABITS
- 1-ON-1s
  - STRATEGIC THINKING TIME
  - TEAM ALIGNMENT

INTENTIONALLY GROW  
PEOPLE & RESET YOUR  
SCOREBOARD



DEVELOP  
TWO TEAM  
MEMBERS  
SPECIFICALLY

MEASURE SUCCESS BY:



- DECISIONS MADE WITHOUT MY INVOLVEMENT
- INDEPENDENT PROBLEM-SOLVING
- TEAM OWNERSHIP OF RESULTS

## SHIFT 9: THE IDENTITY SHIFT™

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### *From Expert to Leader*

Use The Leadership Identity Audit™ to identify Maker patterns, leader standards, and the next behavior to practice.

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

### 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.

“Makers” create output; “Multipliers” create output *and* Leaders. You do not wake up feeling like a Leader; you make Leader decisions every day until your identity catches up.

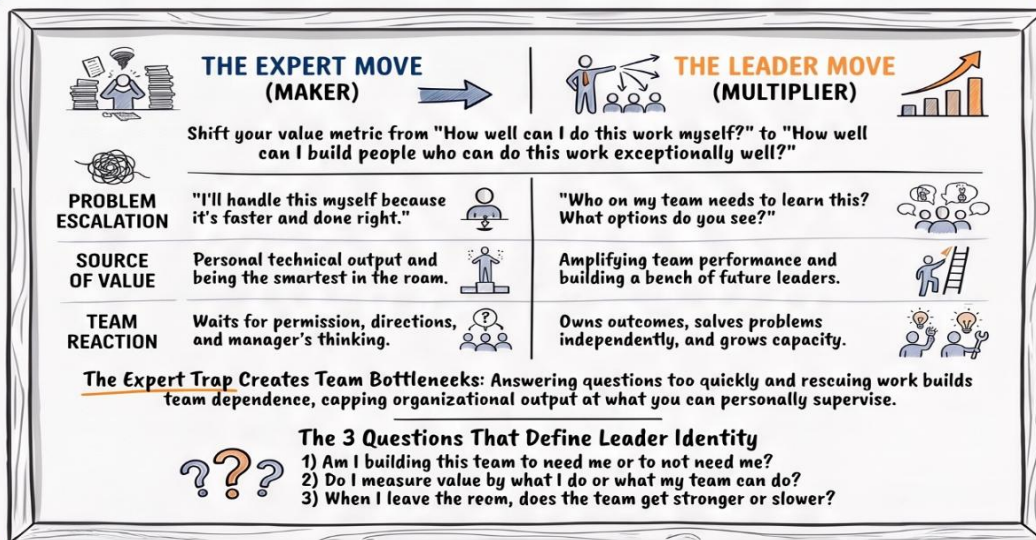


# The Leadership Identity Audit™:

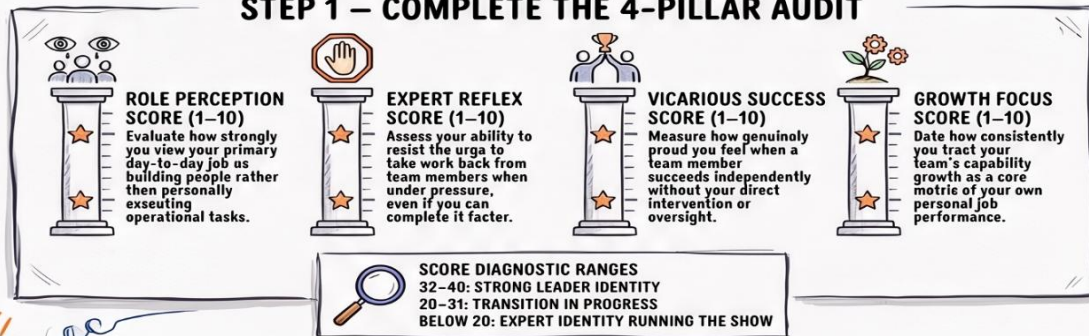
## Shifting from Expert Doer to Leader Multiplier



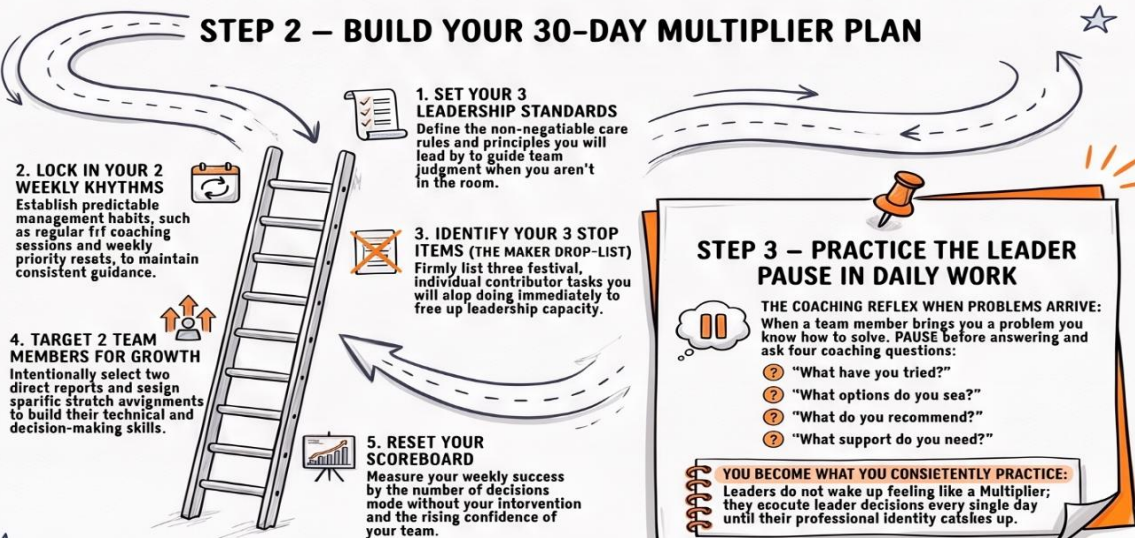
### FROM EXPERT DOER TO LEADER MULTIPLIER



### STEP 1 – COMPLETE THE 4-PILLAR AUDIT



### STEP 2 – BUILD YOUR 30-DAY MULTIPLIER PLAN



## THE 90-DAY IMPLEMENTATION ROADMAP

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### 30 Days: Foundation (Listen & Learn)

- ❖ **One-On-Ones:** Conduct "Listen & Learn" meetings asking "What does great leadership look like to you?"
- ❖ **Identity Audit:** Perform your first Leader vs. Doer Task-Audit.
- ❖ **Trust Builder™:** Practice honesty, fairness, and follow-through, and record the evidence.

### 60 Days: Systems (Small Wins)

- ❖ **Problem Solving:** Identify and solve one small team bottleneck to build credibility.
- ❖ **Priority Filter™:** Apply the approved 95 Rubber / 3 Rock / 2 Glass model, then choose the day's top priorities.
- ❖ **Delegation Starter Map™:** Assign one meaningful task using outcome, standard, authority, support, checkpoints, and learning value.

### 90 Days: Scaling (The Identity Shift)

- ❖ **Feedback Planner™:** Use SBI to organize the facts and BITE with Support to guide feedback conversations.
- ❖ **Success Metrics:** Align team KPIs with organizational value streams.
- ❖ **Meeting Outcome Tracker™:** Use the official tool for important meetings; IAD may be used only as an optional agenda-labeling method.

# The 90-Day Roadmap to Manager Mastery: From Maker to Multiplier



**Maker:  
Individual  
Output**

## Phase I (Days 1–30) – Stabilize & Build Trust



**Establish  
Foundational Trust**  
Map current team trust  
and conduct 1:1 listening  
tours focused on leadership  
expectations.



**Eliminate  
Communication  
Ambiguity**  
Run directives through  
The Clarity Check™ to state  
purpose, owner, standards,  
and deadlines.



**Execute the  
Two-Priority Rule**  
Filter daily noise and protect  
90 uninterrupted minutes  
for top strategic goals.

## Phase II (Days 31–60) – Build Systems & Team Capacity



**Audit Team  
Capacity & Strengths**  
Map technical skills to  
match strategic stretch  
tasks with employee  
growth areas.



**Deliver BITE  
Coaching Feedback**  
Provide fast, behavior-based  
feedback in private to address  
performance gaps early.



**Redesign Meetings  
for Decisions**  
Apply IAD labels  
(Inform, Affirm, Decide) to  
transform status updates  
into decision-making.

## Phase III (Days 61–90) – Scale & Multiply Impact



**Reset Tension Early**  
Address conflict immediately  
using the Conflict Beset  
Framework™ to establish clear  
work agreements.



**Delegate for  
Talent Development**  
Hand off repeatable work using  
clear authority guardrails and  
scheduled checkpoints.



**Complete the  
Identity Shift**  
Measure success by team  
autonomy and output when  
you leave the room.

## MANAGER MASTERY COMMITMENT

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*"I recognize that my promotion was based on my excellence as a "Maker", but my success now depends on my effectiveness as a "Multiplier".*

*I commit to letting go of my 'expert' identity to empower others, lighting the fire inside my team, and measuring my impact by the growth and results of those I lead."*

NAME: \_\_\_\_\_ DATE: \_\_\_\_\_

SIGN: \_\_\_\_\_

## OPTIONAL ACCOUNTABILITY PARTNER AGREEMENT

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A participant may designate a Manager, HR partner, mentor, team member, family member, or another trusted person. The Accountability Partner is not a grader, gatekeeper, certifier, or advancement decision-maker. Their role is to hear what the participant learned, what they are practicing, what changed, and what support may be useful. Participation and sign-off are optional; self-completion remains sufficient.

Accountability Partner Name/Role: \_\_\_\_\_

Participant Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Accountability Partner Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## NEXT STEPS:

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**Manager Mastery™** is the Foundational Program, teaching you: The 9 Shifts to Build Trust, Lead Teams, and Drive Results.

Executive Time Mastery™ is the next reference-position program, focused on leading yourself and protecting time, energy, and priority. Program reference positions do not establish a mandatory completion order.

A **Maker** works. They do the job. A **Multiplier** builds. They make systems. They grow the team. The work gets done even when they are gone. Power.

This book gives you The 9 Shifts to Manager Mastery.  
Use them!

**Stop Being A Maker!**  
**Start Being A Multiplier!**

*"We Don't Make Leadership Easy.  
We Make It Possible!"*

*By: Jerry Ervin*

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