



GROW YOURSELF
ACADEMY
SINCE 2002

Study Guide Manager Mastery

9 Shifts

From Doing It Yourself
To Leading Through Others



Jerry Ervin

CEO & Founder,
Grow Yourself Academy



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



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MAKER TO MULTIPLIER

LEADERSHIP CERTIFICATION SYSTEM™

Executive Summary

The Maker to Multiplier™ Leadership Certification System, designed by architect Jerry Ervin, is a strategic leadership framework intended to transition professionals 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 Maker to Multiplier™ system asserts that "Busy is not the badge; Focus is the badge." True leadership requires the discipline to stop being the "star performer" and start being the architect of a system that functions without the leader's constant intervention.

*"You do not rise by doing more of everything.
You rise by doing more of what matters
and less of what drains your leadership."*

-Jerry Ervin

Manager Mastery: Navigating the Shift from Maker to Multiplier



MEET THE ARCHITECT: JERRY ERVIN



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

As the President and 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 Triathlons, 7 x Half Ironman Triathlons, and Ironman Western Australia Triathlon 2.4-mile swim, 112-mile bike, a full 26.2 Marathon)

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.

HOW TO MAKE THIS PROGRAM SUCCESSFUL FOR YOU: 5 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 3-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. .

COMPLETION REQUIREMENTS

Self-completion is sufficient to complete Manager Mastery™. Complete each Shift's learning, reflection, knowledge check, and Mini-Workbook at your own pace. An 80% pass rate applies only if you choose to pursue Leadership Certification.

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: _____

SHIFT MINI-WORKBOOK DIRECTORY

Use the separate Mini-Workbook for applied practice.
The Study Guide remains your learning hub for lessons, scenarios, reflections, knowledge checks, and coaching questions.

Shift 1 — The Trust Builder™ Mini-Workbook

Shift 2 — The Clarity Check™ Mini-Workbook

Shift 3 — The Priority Filter™ Mini-Workbook

Shift 4 — The Team Capacity Map™ Mini-Workbook

Shift 5 — The Feedback Planner™ Mini-Workbook

Shift 6 — The Meeting Outcome Tracker™ Mini-Workbook

Shift 7 — The Conflict Reset Framework™ Mini-Workbook

Shift 8 — The Delegation Starter Map™ Mini-Workbook

Shift 9 — The Leadership Identity Audit™ Mini-Workbook

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 12 Core Proficiencies™ of a New Manager

Maker
(Tactical Execution)

Establish the essential baseline skill set needed to move away from daily tactical execution, build team capability, and drive scalable organizational impact.

Multiplier
(Team-Enabling Leader)

Maker to Multiplier
Leadership Certification
System™

**Managerial
Toolbelt**

**People &
Relational
Leadership**

**Strategic &
Operational
Mastery**

**Communication
& Emotional
Intelligence**
(Proficiencies 1 & 2)

Articulate clear expectations, listen actively, and manage emotions while responding with empathy.

**Decision-
Making
& Strategic
Thinking**
(Proficiencies 3 & 6)

Make well-reasoned choices objectively and connect daily work to broader organizational goals.

**Delegation,
Coaching &
Mentoring**
(Proficiencies 4 & 5)

Assign work based on strengths, ask powerful questions, and guide team growth.

**Time & Change
Management**
(Proficiencies 8 & 9)

Prioritize urgent versus important tasks and guide teams compassionately through transitions.

**Conflict &
Performance
Management**
(Proficiencies 7 & 10)

Address disagreements constructively and set clear expectations with direct, respectful feedback.

**Business
Acumen
& Self-
Awareness**
(Proficiencies 11 & 12)

Understand organizational financial drivers and seek feedback to model a growth mindset.

INTRODUCTION

You Got Promoted Because You Were Good At The Work.

Welcome to your transition from “Individual Contributor” to “Manager”. You got 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 you must make to step into your new identity as Leader, synthesizing The 12 Core Managerial Proficiencies™ required for success.

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.

Shift 1: The Trust Shift™ — Building Leadership Trust



The Core Framework (The Trust Triangle™)



The 3-Step Trust Builder™ Execution



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 module, you will be able to identify trust gaps created by the move from peer to manager and select specific behaviors that build honesty, fairness, and follow-through.

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.

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.

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 experience honesty, fairness, and follow-through in how you lead.

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

Core Lesson

The Trust Builder™ is grounded in three behaviors:

1. **Honesty** — People trust Managers who say what they mean without spin.
2. **Fairness** — People trust Managers who apply standards without favorites.
3. **Follow-through** — People trust Managers who do what they say they will do.

When one behavior is missing, trust becomes unstable.

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.
Be Clear About Yes and No: Say "yes" clearly and say "no" kindly to prevent anxiety.
3. **Protect Your Team:** Never throw them under the bus; take responsibility when things go wrong.
4. **Praise What You Want Repeated:**
Call out good work in public. Use the Tool: The Trust Builder™

Complete the Trust Builder Worksheet:

1. *"Where does my team already trust me?"*
2. *"Where might my team question my honesty, fairness, or follow-through?"*
3. *"What role boundary needs to be reset?"*
4. *"What expectation needs to be made clearer?"*
5. *"What follow-through action will build trust this week?"*

Complete Your Shift Mini-Workbook

[Open the Shift 1 Mini-Workbook](#) and complete it as the applied practice for this Shift. Keep it as your working evidence of self-completion.

Visual Example:

The Trust Builder. Three connected points:

1. Honest
2. Fair
3. Follow Through

If one side breaks, the triangle falls.

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.

Best move: Reset the boundary kindly and clearly.

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 through honesty, fairness, and follow-through.

Knowledge Check

1. *"What builds leadership trust fastest?"*
2. *"Why is peer trust different from Manager trust?"*
3. *"Which behavior creates the highest risk of favoritism?"*

Next Steps / Application Action:

Meet one-on-one with each person on your team this week.
Ask them: *"What do you need from me to do your best work?"*.

Reflection Prompt

- ❖ *"Where am I trying to stay comfortable as a peer when I need to become trustworthy as a leader?"*
- ❖ *"What is one habit you have that might be quietly breaking trust?"*

Coaching Questions:

- If your team had to describe your leadership style in one word right now, what would it be?
- What is one expectation you have set that your team might find unclear or unfair?
- Think of a promise you recently broke to your team; what is your specific plan to repair that broken trust this week?
- Who on your team currently trusts you the least, and what is one small action you can take to bridge that gap?

Implementation Step

Have one role-reset conversation or clarify one management boundary this week.

Completion Evidence

Trust Builder Worksheet completed and one trust-building behavior identified.

Optional Accountability Partner Checkpoint

If you chose an Accountability Partner, share what you learned, what you are practicing, and what changed. This is not a completion gate; self-completion is sufficient. Record any shared acknowledgment in the Implementation Guide.

Participant Signature: _____ Date: _____

Accountability Partner Signature: _____ Date: _____

Master “The Trust Builder”™⁹⁹: Transitioning from Peer to Trusted Leader

THE CORE FRAMEWORK – THE TRUST TRIANGLE™



**Peer
Friendship**



**Leadership
Trust**

Shift from Peer Friendship to Leadership Trust:
Leadership trust requires intentional
consistency, care, and professional fairness
rather than social camaraderie.

The 3 Pillars of Leadership Trust



Trust holds firm only when Honesty,
Fairness, and Follow-Through are
consistently present together.

HOW TO EXECUTE “THE TRUST BUILDER”™ TOOL

1: Map Current Team Trust

Evaluate each team member's trust level
(Yes/Unsure/No) based on explicit, observable evidence.

Rate yourself on a 1–5 scale across Honesty,
Fairness, and Follow-Through.



2: Self-Score Your Trust Triangle

Rate yourself on a 1–5 scale across Honesty,
Fairness, and Follow-Through to pinpoint gaps.



3: Execute a Bridge Action

Hold 15-minute 1:1s asking “What does great
leadership look like to you?” and listen actively.



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

SAMPLE

SHIFT 3: THE PRIORITY SHIFT™

From Reacting to Leading What Matters

Tool: The Priority Filter™

Worksheet: Priority Filter Worksheet

Primary Proficiencies: Time Management, Strategic Thinking, Decision-Making, Business Acumen

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

SAMPLE

SHIFT 8: THE DELEGATION SHIFT™

From Doing to Developing Through Others

Tool: The Delegation Starter Map™

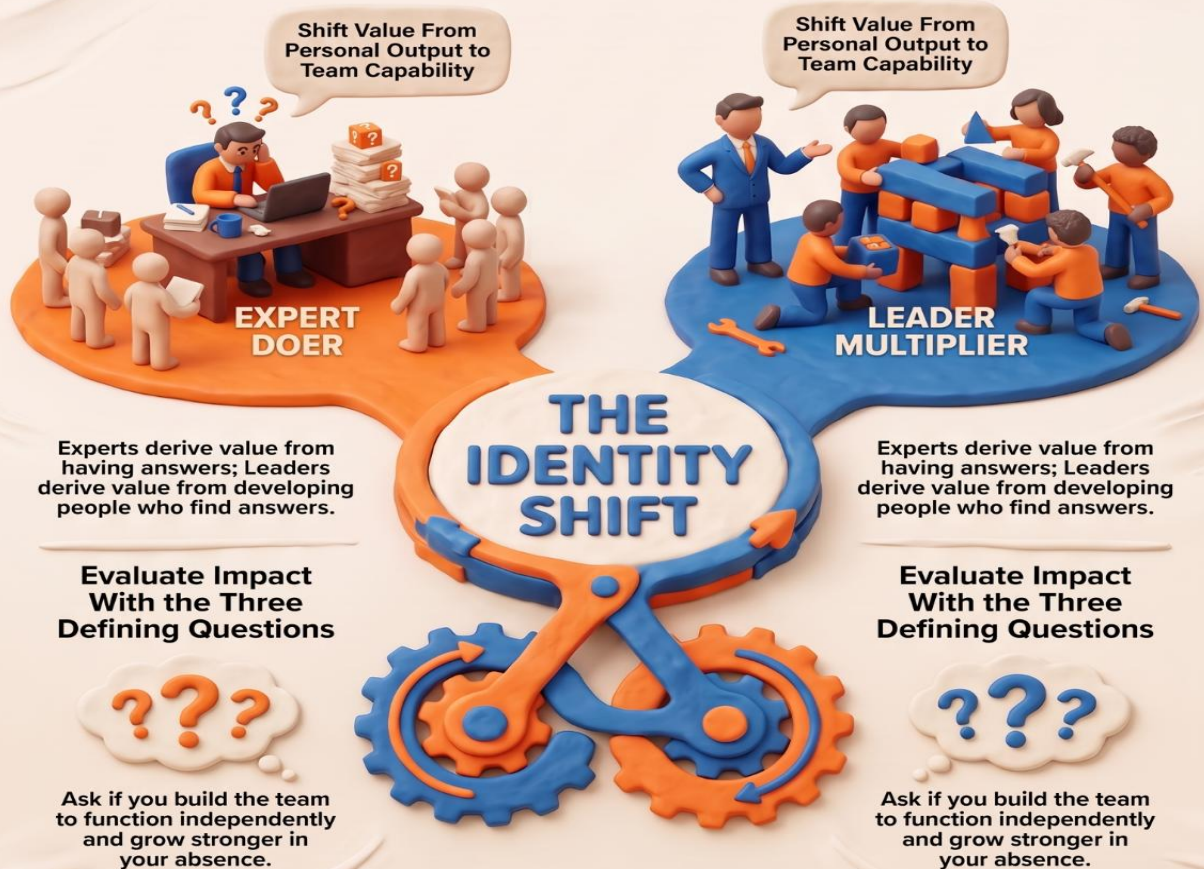
Worksheet: Delegation Starter Map Worksheet

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

SAMPLE

Shift 9: The Identity Shift — Moving From Expert to Leader

The Mindset Pivot (Expert vs. Leader)



How to Execute the Shift in Daily Practice

Ask Discovery Questions
Before Giving Solutions



Ask Discovery Questions
Before Giving Solutions

When issues arise, ask what options your team recommends instead of providing instant answers.

Release 'Maker' Work and
Track a New Scoreboard



Release 'Maker' Work and
Track a New Scoreboard

Stop doing technical execution tasks and measure success by decisions made without you.

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 module, you will be able to identify where expert identity is limiting team growth and choose leader behaviors that build capability, ownership, and independence.

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.

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.

Complete Your Shift Mini-Workbook

[Open the Shift 9 Mini-Workbook](#) and complete it as the applied practice for this Shift. Keep it as your working evidence of self-completion.

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* Leaders.
You make leader decisions every day until your identity finally
This builds judgment instead of dependence.

Knowledge Check

1. *"What is the difference between expert identity and leader identity?"*
2. *"Why can giving answers too quickly weaken team capability?"*
3. *"What question helps a manager build thinking instead of dependence?"*

Next Steps / Application Action:

Choose one situation this week where your reflex is to give an answer (Expert Move), and instead ask a question and step back (Leader Move).

Reflection Prompt

- ❖ *"Where am I still proving I belong by being the expert?"*
- ❖ "What is the specific gap between the leader you are today and the leader you want to be in one year?"

Coaching Questions:

- How do you internally differentiate the feeling of operating as a true leader versus slipping back into being a top performer?
- Be Honest: what specific part of your old "expert" identity is the absolute hardest for you to let go of, and why?
- What would it actually look like, practically, if your team didn't need you to weigh in on every single decision?
- Think of a leader who profoundly impacted your life; what specific "multiplier" behaviors did they model that you want to adopt?
- What specific actions must you change today to become the leader you envision yourself being five years from now?

Implementation Step

Choose one Leadership Identity behavior to practice and record it in the 90-Day Roadmap.

Completion Evidence

Leadership Identity Audit completed and one identity behavior selected for practice.

Optional Accountability Partner Checkpoint

If you chose an Accountability Partner, share what you learned, what you are practicing, and what changed. This is not a completion gate; self-completion is sufficient. Record any shared acknowledgment in the Implementation Guide.

Accountability Partner Name/Role: _____

Participant Signature: _____ Date: _____

Accountability Partner Signature: _____ Date: _____

Shift 9: Mastering The Leadership Identity Audit™

AUDIT YOUR MINDSET & REFLEXES

SHIFT
VALUE METRIC:
Personal
Technical
Output



Expert Doer
(Personal Output)

SHIFT
VALUE METRIC:
Developing
High-Performing
Experts



Leader Multiplier
(Team Capability)

EVALUATE THE 4 LEADERSHIP PILLARS



Role Perception



Expert Reflex



Vicarious Success



Growth Focus

RATE ON 1-10 SCALE

ANSWER THE 3 CORE IDENTITY QUESTIONS

Q1: Are your managerer?

Q1: Are you building the team to function when you leave the room?

Q2: What happens when you are not there?

Q1: Are you building the team to function when you leave the room?

Q2: Are you empowering or enabling?

ASK IF YOU ARE BUILDING INDEPENDENT FUNCTION

EXECUTE THE 30-DAY MULTIPLIER PLAN

SET STANDARDS, RHYTHMS, AND A STOP LIST



3 LEADERSHIP RULES



3 WEEKLY HABITS

- Meeting tables
- Feedback Loop
- Learning Book

DROP 3 TECHNICAL "MAKER" TASKS



REPLACE EXPERT ANSWERS WITH COACHING QUESTIONS

EXPERT MOVE (TRAP)

Here's the answer!



LEADER MOVE (GROWTH)

What have you tried and what do you recommend?



TRACK YOUR AUTONOMOUS SCOREBOARD



MEASURE SUCCESS BY QUALITY OF TEAM DECISIONS WITHOUT DIRECT OVERSIGHT

FINAL CAPSTONE: MANAGER MASTERY™ PRACTICE PLAN

- ❖ My strongest Shift right now is:
 - ❖ The Shift I most need to practice is:
 - ❖ One trust behavior I will practice is:
 - ❖ One expectation I will clarify is:
 - ❖ The team's Top 3 outcomes this week are:
 - ❖ One capacity risk I will address is:
 - ❖ One feedback conversation I will hold is:
 - ❖ One meeting I will redesign is:
 - ❖ One conflict or tension I will reset is:
 - ❖ One task I will delegate for development is:
 - ❖ One expert habit I will reduce is:
 - ❖ One leader behavior I will increase is:
 - ❖ What I want my team to do without me is:
 - ❖ My first action is:
-

Manager Mastery:

The 90-Day Maker to Multiplier Roadmap

FROM MAKER
(Individual Contributor)
TO MULTIPLIER
(Empowering Team Leader)



PHASE 1: FOUNDATION & TRUST (Days 1–30)



Listen and Learn Tour

Fairness



Honesty

Follow Through

Trust Triangle™

Clarity Check™

- ☒ Define Needs & Why
- ☒ Set "Done" Standards

Filter Priorities with
Jerry's Three Balls™



PHASE 2: SYSTEMS & MULTIPLIER IMPACT (Days 31–60)



Delegation Starter Map™

Match Support to Proficiency,
Define Standards,
Schedule Check-ins
(No Hovering)

PHASE 3: MULTIPLIER IMPACT (Days 61–90)



Shift Identity
from Expert
to Architect



Measure success by
team capability and
decisions made when
you leave the room.



Days 1–30:
Listen and Learn.
Meet 1:1, ask questions,
identify workflow context.



Days 31–60:
Build Systems.
Establish check-ins,
implement priority
filtering, begin
targeted delegation.



Days 61–90:
Grow as a Multiplier.
Set growth goals,
coach through feedback,
define team direction.



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.

From here, continue with the program that best matches your leadership needs. Executive Time Mastery™ is one available path.

Manager Mastery™ teaches you how to lead your team.

Executive Time Mastery™ teaches you how to lead yourself