



GROW YOURSELF
ACADEMY
SINCE 2002

MANAGER MASTERY

Assessment

A practical tool to help identify
where new and developing
managers need the most support.

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



Spot Gaps
Early



Guide Support
With Purpose



Build Confident,
Effective Leaders



Jerry Ervin

GROW YOURSELF ACADEMY





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Version: vje261008

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MANAGER MASTERY™ ASSESSMENT

Participant Directions

Participant Name: _____

Administration:

- ☐ **Baseline** — Before or at the beginning of Manager Mastery™
- ☐ **Follow-Up** — After the approved implementation period

Date Completed: _____

Complete every item using the same response scale. At follow-up, answer the same questions in the same order without referring to your baseline responses.

RESPONSE SCALE

1 = Never

2 = Some of the Time

3 = Half of the Time

4 = Most of the Time

5 = Always

Be Honest.

The more honest you are, the more useful your results will be.

There are no wrong answers.

There is only an accurate picture—or an incomplete one.

SHIFT 1 - THE TRUST SHIFT™

From Peer to Trusted Leader

1 = Never | 2 = Some of the Time | 3 = Half of the Time | 4 = Most of the Time | 5 = Always |
Rating: {1-5}

- | | |
|---|---------|
| 1. My team knows exactly what I expect from them. | Rating: |
| 2. I follow through on commitments I make to my team. | Rating: |
| 3. I treat every person on my team consistently and fairly. | Rating: |
| 4. My team feels comfortable bringing problems to me. | Rating: |
| 5. I have had intentional one-on-one conversations with each team member this month. | Rating: |
| 6. I am honest with my team even when the message is difficult. | Rating: |
| 7. I recognize and address trust issues on my team quickly. | Rating: |
| 8. My team believes I have their best interests at heart. | Rating: |
| 9. I have been able to build trust with people who did not start as my supporters. | Rating: |
| 10. I understand the difference between peer- trust and leader team- trust and act accordingly. | Rating: |

Section - 1

Total: # _____ / 50

SHIFT 2 - THE COMMUNICATION SHIFT™

From Talking to Clarity

| 1 = Never | 2 = Some of the Time | 3 = Half of the Time | 4 = Most of the Time | 5 = Always |
Rating: {1-5}

11. When I give my team direction, they know exactly what to do and by when. Rating:

12. I regularly check that my team has understood important messages correctly. Rating:

13. I adapt the way I communicate based on who I am talking to. Rating:

14. I avoid hiding difficult information in vague language. Rating:

15. My team rarely has to guess what I mean. Rating:

16. I know when to send an email versus when to have a conversation. Rating:

17. After important announcements, I confirm understanding before moving on. Rating:

18. I communicate the why behind decisions, not just the what. Rating:

19. I can deliver a difficult message without it becoming a painful event. Rating:

20. I am improving my ability to be clear and concise over time. Rating:

Section - 2

Total: #_____ / 50

SHIFT 3 - THE PRIORITY SHIFT™

From Reacting to Leading What Matters

| 1 = Never | 2 = Some of the Time | 3 = Half of the Time | 4 = Most of the Time | 5 = Always |
Rating: {1-5}

21. I begin each week with a clear understanding of my top priority.
Rating:
22. My daily schedule reflects what matters most - not just what shows up.
Rating:
23. I can identify the difference between Urgent tasks and truly
Important ones. Rating:
24. I regularly protect blocks of time for deep work on important projects.
Rating:
25. My team knows what the team's top priority is each week. Rating:
26. I say no to requests that do not align with the current priority. Rating:
27. I align my team's priorities to my manager's priorities proactively.
Rating:
28. I rarely feel like I am working hard without making real progress.
Rating:
29. I am able to reduce or stop low-value activities when they compete
with high-value ones. Rating:
30. I help my team prioritize - not just assign tasks. Rating:

Section - 3:

Total #_____ / 50

SHIFT 4 - THE TEAM SHIFT™

From Individual Contributor to Team Builder

| 1 = Never | 2 = Some of the Time | 3 = Half of the Time | 4 = Most of the Time | 5 = Always |
Rating: {1-5}

31. I know the specific strengths of each person on my team. Rating:

32. I match work to the strengths and growth goals of each team member. Rating:

33. I invest time in developing my team, not just completing work. Rating:

34. My team functions well even when I am not present. Rating:

35. I coach team members through problems instead of solving the problems for them. Rating:

36. I regularly check in on each person's development - not just performance. Rating:

37. I am building team habits, not just individual outputs. Rating:

38. I understand each person's goals beyond their current role. Rating:

39. I have a clear view of my team's capacity and workload at any given time. Rating:

40. I think of my team's growth as one of my most important outputs. Rating:

Section - 4:

Total # _____ / 50

SHIFT 5 - THE FEEDBACK SHIFT™

From Avoiding to Coaching for Growth

| 1 = Never | 2 = Some of the Time | 3 = Half of the Time | 4 = Most of the Time | 5 = Always |
Rating: {1-5}

41. I give feedback promptly - within days of an event, not months.
Rating:

42. My feedback is specific and based on observable behavior, not personality judgments.
Rating:

43. I give positive feedback as consistently as I give corrective feedback.
Rating:

44. My team members know where they stand with me at all times.
Rating:

45. I prepare before difficult feedback conversations instead of improvising.
Rating:

46. I focus feedback on behavior and impact - not on the person. Rating:

47. After giving feedback, I follow up to see if it made a difference. Rating:

48. I am comfortable giving feedback to someone who outperforms me technically.
Rating:

49. My team members have told me my feedback is helpful and clear.
Rating:

50. I seek feedback on my own performance and act on it regularly.
Rating:

Section - 5:

Total #_____ / 50

SHIFT 6 - THE MEETING SHIFT™

From Status Updates to Decision-Making

| 1 = Never | 2 = Some of the Time | 3 = Half of the Time | 4 = Most of the Time | 5 = Always |
Rating: {1-5}

51. Every meeting I run has a clear purpose and a specific outcome.
Rating:
52. My team knows what is expected of them before they enter my meetings.
Rating:
53. I regularly evaluate whether recurring meetings are still necessary.
Rating:
54. Decisions made in my meetings are documented and owned
by someone. Rating:
55. My team does not leave meetings confused about next steps. Rating:
56. I send a summary of key decisions and actions within 24 hours
of important meetings. Rating:
57. I protect my team's time by not scheduling unnecessary meetings.
Rating:
58. I can facilitate a productive 30-minute meeting that replaces
what used to take an hour. Rating:
59. My team looks forward to - or at least respects - the meetings I run.
Rating:
60. I know the difference between a meeting that needs everyone
and one that needs only two people. Rating:

Section - 6:

Total _____ / 50

SHIFT 7 - THE CONFLICT SHIFT™

From Tension Avoidance to Fast Resolution

| 1 = Never | 2 = Some of the Time | 3 = Half of the Time | 4 = Most of the Time | 5 = Always |
Rating: {1-5}

61. I address tension on my team quickly - within days, not weeks. Rating:

62. I can have a difficult conversation with a team member without it damaging the relationship. Rating:

63. I help my team resolve disputes instead of picking a side. Rating:

64. I understand the difference between task - conflict (healthy) and relationship conflict (damaging). Rating:

65. I create agreements - not just conversations - when resolving conflict. Rating:

66. I do not avoid conflict because it is uncomfortable. Rating:

67. I address underperformance before it affects the whole team. Rating:

68. I can stay calm and objective in a heated team conversation. Rating:

69. After a conflict is resolved, I follow up to make sure the agreement is holding. Rating:

70. My team knows I am a fair and consistent manager when issues arise. Rating:

Section - 7:

Total: ____ / 50

SHIFT 8 - THE DELEGATION SHIFT™

From Doing to Developing Through Others

| 1 = Never | 2 = Some of the Time | 3 = Half of the Time | 4 = Most of the Time | 5 = Always |
Rating: {1-5}

71. I regularly identify tasks I should give to my team instead of doing myself.
Rating:

72. When I delegate, the person knows exactly what a successful outcome looks like.
Rating:

73. I check in on delegated work without taking it back or hovering.
Rating:

74. I use delegation as a development tool, not just a way to clear my to-do list.
Rating:

75. My team members are growing in capability because of what I assign them.
Rating:

76. I am comfortable when delegated work is done differently than I would have done it.
Rating:

77. I debrief after delegated projects to help my team learn from the experience.
Rating:

78. I have created systems or checklists so delegated tasks can be done without me.
Rating:

79. I am steadily reducing the number of tasks only I can do.
Rating:

80. My team could handle a week without me with minimal disruption.
Rating:

Section - 8:

Total: _____ / 50

SHIFT 9 - THE IDENTITY SHIFT™

From Expert to Leader

| 1 = Never | 2 = Some of the Time | 3 = Half of the Time | 4 = Most of the Time | 5 = Always |
Rating: {1-5}

81. I think of my success as a Manager in terms of my team's growth -
not just my own output. Rating:

82. I ask questions to develop thinking in others rather than just
providing answers. Rating:

83. I have a clear picture of the leader I am becoming - separate
from the performer I was. Rating:

84. I am investing time in my own growth as a Leader, not just
improving at tasks. Rating:

85. When I am not in the room, my team makes good decisions. Rating:

86. I am letting go of the need to be the expert in every conversation.
Rating:

87. I see leadership as a discipline I practice - not a title I hold. Rating:

88. I am building a team that will outlast my time in this role. Rating:

89. I recognize when I am slipping back into performer mode and
can course-correct. Rating:

90. I am consistently becoming a better multiplier of other people's
performance. Rating:

Section - 9:

Total: _____ / 50

SCORING INSTRUCTIONS

Each response is scored at its selected value:

- 1 = Never
- 2 = Some of the Time
- 3 = Half of the Time
- 4 = Most of the Time
- 5 = Always

Dimension Score: Add the 10 ratings in one Shift section.

The minimum completed dimension score is 10; the maximum is 50.

Overall Raw Score: Add all nine-dimension scores.

The minimum completed overall score is 90; the maximum is 450.

Missing responses: Leave unanswered items blank.

Do not estimate or substitute a score. Complete every missing item before calculating a dimension score, overall score, or baseline-to-follow-up change.

BASELINE DATE:

Shift 1: The Trust Shift™: Baseline _____

Shift 2: The Communication Shift™: Baseline _____

Shift 3: The Priority Shift™: Baseline _____

Shift 4: The Team Shift™: Baseline _____

Shift 5: The Feedback Shift™: Baseline _____

Shift 6: The Meeting Shift™: Baseline _____

Shift 7: The Conflict Shift™: Baseline _____

Shift 8: The Delegation Shift™: Baseline _____

Shift 9: The Identity Shift™: Baseline _____

Baseline Overall

Raw Total: _____

OVERALL ASSESSMENT RESULTS:

361 – 450 Mastery: 80-100%

You are a true Multiplier. You create Leaders, not Followers.

271 – 360 Effective: 60-79%:

You are a solid delegator but likely have "friction points" in accountability or briefing.

181 – 270 Developing: 40-59%:

You are a "Maker" trying to let go. You are likely experiencing the "Boomerang Effect" where tasks return to you.

90 – 180 Development Priority: 21-39%:

You are doing too much. Your team is underutilized.
Your growth is capped.

A completed Assessment cannot score below 90

Don't get overwhelmed. Pick one shift that resonates most.

START HERE!

These score bands are descriptive development indicators only. They do not determine Manager Mastery™ completion. The 80% requirement applies only to knowledge checks for participants pursuing Leadership Certification. It is not required for Manager Mastery™ self-completion and is not a pass/fail requirement for this Assessment.

Overall Manager Mastery: Assessment Results & The Path to Multiplier Leadership

The Manager Mastery™ assessment evaluates a leader's ability to transition from an individual contributor ("Maker") who relies on personal technical output to an empowering leader ("Multiplier") who builds team capacity. Based on overall assessment scores, leaders fall into five distinct mastery tiers.

CORE TRANSFORMATION: MAKER VS. MULTIPLIER IDENTITY



HERO MANAGER

From Hero Manager to System Architect:
Shift value from personal technical execution to building self-sustaining team capacity.



ELIMINATE THE EXPERT TRAP:
Stop jumping in to save the day; resene actions stunt long-term team capability.



THE 9-SHIFT PROGRESSION:
Master trust, clarity, priorities, team capacity, feedback, meetings, conflict, delegation, and identity.

TIER 1: MASTERY
(SCORE 361-430 / 80-100%)
True Multiplier creating leaders, not followers, with autonomous systems and high leverage.

TIER 2: EFFECTIVE
(SCORE 271-360 / 60-80%)
Solid delegator with minor friction points in accountability or team briefing.

TIER 3: DEVELOPING
(SCORE 181-270 / 40-60%)
A "Maker" trying to let go, experiencing the "Boomerang Effect" where delegated tasks return.

BOTTLENECK (21-40%)
SCORE 91-100
You are doing too much; team is underutilized and growth is capped.

STARTING POINT (<20%)
SCORE BELOW 90
Diagnostic takeaway:
Overwhelmed; pick one shift that resonates most and start immediately.

INDIVIDUAL SHIFTS ASSESSMENT RESULTS:

- 41-50 points per shift 80-100%:
Mastery Level - Strength Area
Keep refining and mentor others in this shift.

- 31-40 points per shift 65-79%:
Development Level - Competent
Functional, could be a source of occasional project "friction."

- 21-30 points per shift 45-64%:
Emerging Level - Growth Opportunity
This is a primary bottleneck in your leadership.

- 11 -20 points per shift 25-44%:
Beginning Level - Critical Gap
Focus your study on the modules corresponding to this shift immediately.

- 10 points per Shift - Lowest possible completed score.
Priority Focus Area
This shift should be your immediate priority.
This area is likely your current bottleneck.

Start with the easiest change you can make consistently.

Individual Results Guide: Manager Mastery Assessment

Section 2: Core Shifts Roadmap

Multiplier Shifts

(7–9: Conflict, Delegation, Identity)

Address tension early, multiply capacity through structured delegation, and adopt an expert-to-leader identity.

Operational Shifts

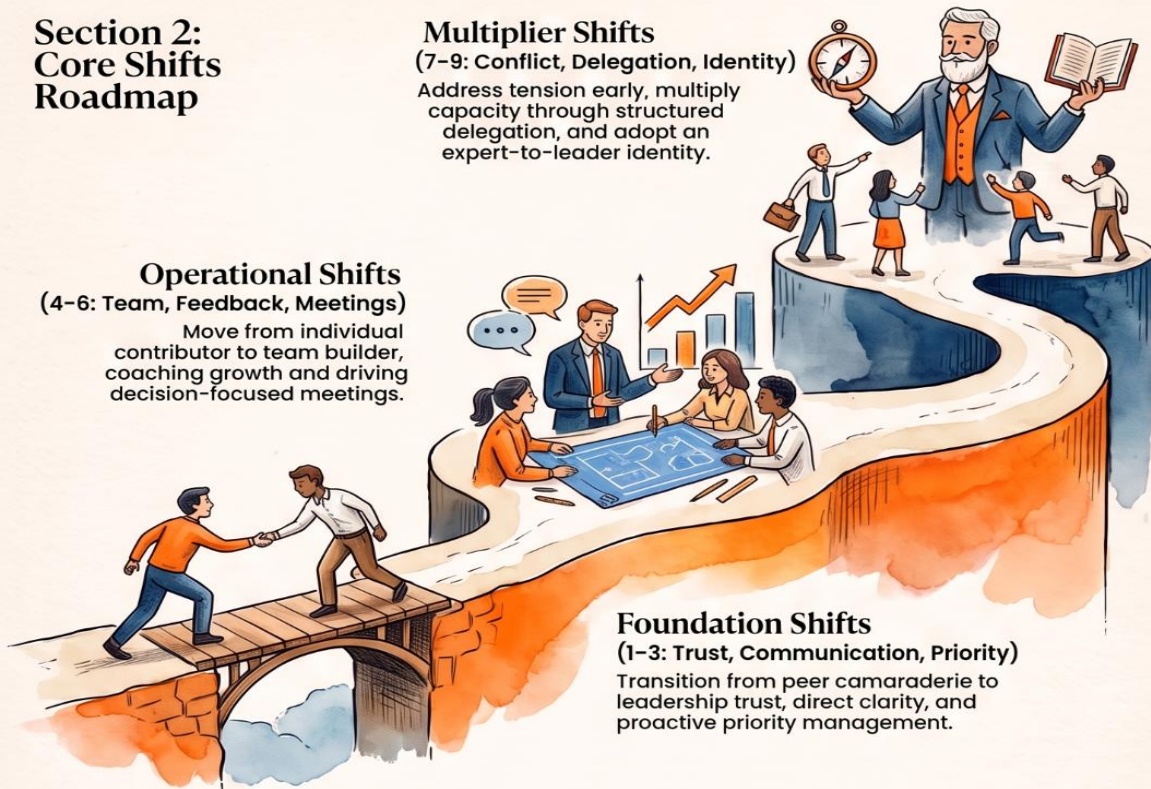
(4–6: Team, Feedback, Meetings)

Move from individual contributor to team builder, coaching growth and driving decision-focused meetings.

Foundation Shifts

(1–3: Trust, Communication, Priority)

Transition from peer camaraderie to leadership trust, direct clarity, and proactive priority management.



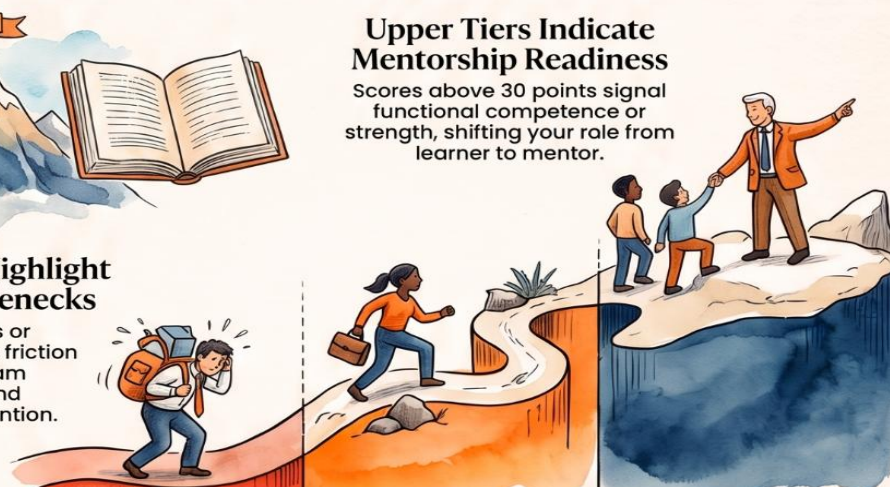
Section 1: Assessment Scoring Tiers & Diagnostic Guide

Upper Tiers Indicate Mentorship Readiness

Scores above 30 points signal functional competence or strength, shifting your role from learner to mentor.

Lower Tiers Highlight Primary Bottlenecks

Scores of 30 points or below mark active friction points that cap team growth and demand immediate intervention.



Below 30 pts (<65%)
Emerging to Priority Area

31–40 pts (65–79%)
Development Level

41–50 pts (80–100%)
Mastery Level

Bottleneck / Critical Gap:
Immediate focus area;
start with the easiest
consistent change.

Competent: Functional,
but a potential source of
project friction.

Strength Area: Keep
refining and mentor
others in this shift.

YOUR LEADERSHIP STYLE

Looking at your pattern of scores can tell you about your natural management style:

❖ **Well-Rounded:**

Similar scores across all areas means you have balanced skills.

❖ **Specialized:**

Some very high scores with lower scores elsewhere shows your unique strengths.

❖ **Building Foundations:**

Mostly middle scores means you're developing core skills.

❖ **Mixed Pattern:**

Very different scores might mean you're still finding your consistent approach.

YOUR GROWTH PLAN

1. Pick your two lowest-scoring areas to focus on first.
2. Notice your two highest areas - these are strengths you can rely on!
3. For each growth area, look at which specific questions scored lowest.
4. Create simple, practical action steps you can take right away.
5. Think about what would help you grow (books, a mentor, practice opportunities).
6. Complete the Follow-Up after the approved implementation period, using the same questions, order, response scale, and scoring method. The 90-Day Roadmap may serve as the implementation period when applicable.

COMPREHENSIVE ANALYSIS FRAMEWORK

Individual Level Analysis

- ❖ **Strengths Utilization:** How can the manager leverage their top proficiencies to compensate for or develop weaker areas?
- ❖ **Development Priorities:** Which lower-scoring areas have the most critical impact on current role effectiveness?
- ❖ **Learning Style Alignment:** What development approaches best match the manager's preferred learning style?
- ❖ **Career Trajectory Analysis:** How do the proficiency scores align with the manager's career aspirations?

Team Context Analysis

- ❖ **Team Composition:** How do the Manager's Proficiencies complement or overlook team needs?
- ❖ **Current Challenges:** Which proficiencies are most critical for addressing immediate team challenges?
- ❖ **Team Development Stage:** Which management skills are most needed given the team's current development stage?
- ❖ **Team Culture Impact:** How might the Manager's Proficiency profile influence team culture?

Organizational Context Analysis

- ❖ **Strategic Alignment:** How well do the Manager's strengths align with organizational priorities?
- ❖ **Role Requirements:** Which proficiencies are most critical for success in the specific management role?
- ❖ **Organizational Support:** What resources are available to support development in key areas?
- ❖ **Benchmarking:** How does the Manager's profile compare to successful Managers in similar roles?

BASELINE AND FOLLOW-UP COMPARISON

Original Baseline Date: _____

Baseline Score: _____

Follow Up Date: _____

Follow Up Score: _____

Use the same questions, order, response scale, dimensions, and scoring method for both administrations. Calculate change as Follow-Up minus Baseline for each Shift and for the overall raw total.

Shift 1: The Trust Shift™: Baseline _____ Follow-Up _____ Change _____

Shift 2: The Communication Shift: Baseline _____ Follow-Up _____ Change _____

Shift 3: The Priority Shift™: Baseline _____ Follow-Up _____ Change _____

Shift 4: The Team Shift™: Baseline _____ Follow-Up _____ Change _____

Shift 5: The Feedback Shift™: Baseline _____ Follow-Up _____ Change _____

Shift 6: The Meeting Shift™: Baseline _____ Follow-Up _____ Change _____

Shift 7: The Conflict Shift™: Baseline _____ Follow-Up _____ Change _____

Shift 8: The Delegation Shift™: Baseline _____ Follow-Up _____ Change _____

Shift 9: The Identity Shift™: Baseline _____ Follow-Up _____ Change _____

Overall Raw Total: _____

Baseline: _____ / 450

Follow-Up: _____ / 450

Change: _____

THE SMART PLAN FOR TOP LEADERS

WHERE THIS PROGRAM LIVES IN THE SYSTEM

Manager Mastery™ helps you build trust, lead teams, and drive results as a manager. It is the 1st Program by reference position in the Maker to Multiplier™ Leadership Certification System. These 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.

This book gives you 9 Shifts.

Use Them!

Stop Being a Maker.
Start Being a Multiplier.

*“Leaders don’t win by doing more.
Leaders win by helping others do more.”
— Jerry Ervin*

LONG-TERM DEVELOPMENT PLANNING

- ❖ **Sequencing:** In what order should development areas be addressed for maximum impact?
- ❖ **Integration:** How can development in one area enhance capabilities in other areas?
- ❖ **Measurement:** What specific indicators will demonstrate improvement in each area?
- ❖ **Sustainability:** How will new skills be reinforced and integrated into daily practice?

REASSESSMENT

1. Use the Follow-Up section after the approved implementation period. A later reassessment may be scheduled when a new development cycle is intentionally established.
2. Compare results over time to identify patterns and ensure continuous growth.

DEVELOPMENTAL-USE STATEMENT

This is a developmental self-assessment based on participant self-report. Scores and score changes support reflection and developmental planning. They are not proof of psychometric validity, employee performance, leadership certification, guaranteed behavior change, guaranteed business improvement, independently measured business impact, or comparison with a representative population.