



QuickStart Workbook

Feedback ✦ Identity ✦ Trust

leaderreps.com

The Workbook

Welcome to the companion workbook for QuickStart. This workbook is your active learning tool, designed to help you maximize your engagement and understanding of each session.



Video Companion: Use this workbook as you watch the pre-session videos: complete the exercises, take notes, and follow along with important points.



Pause & Practice: As you encounter exercises, hit pause on the video. This workbook is your space to complete exercises in real-time.



Building Blocks of Learning: QuickStart is structured so each session builds on the last. Use this workbook to create a seamless learning experience, with your notes and exercises serving as stepping stones along your leadership journey.



Live Call Integration: Bring your workbook and insights to our live sessions, and use it as a guide throughout our calls.

We believe in the power of putting pen (or pencil) to paper.

That's why we recommend printing at least the exercise pages of this workbook. Research shows that writing by hand engages your brain in ways typing doesn't: it strengthens memory, deepens reflection, and helps new habits take root.

QuickStart Sessions

1

Delivering Effective Feedback

2

Anchoring Feedback in Identity

3

Coaching One-on-One (1:1)

4

Building Vulnerability-Based Trust

Session 1

Delivering Effective Feedback

In Session 1, we will practice giving effective feedback using the CLEAR Feedback Framework.

Session 1 Pre-Work

- ☐ Watch the Session 1 Prep Video (in your email)
- ☐ Complete the Pre-Session Exercises (pages 5, 6, 8)
- ☐ Complete the Workout Prep (page 10)

✦ 3 Truths About Leadership & Performance

1. You made a commitment to:

2. You are the Coach (or Player-Coach)

"Coach first" means:

Coaching starts with you:

3. "Clear is kind." For me, this means:

★ CLEAR Performance: 4 Components

1. Clear **Goals**
2. Clear **Expectations**
3. Clear **Metrics**
4. **CLEAR** Feedback



Clear Goals



Clear Expectations

Along with explaining the “What,” take time to clearly:

- Explain why
- Set standards for quality, time, and reporting
- Discuss the resources and/or tools that are available
- Ask if there are any questions
- Ask for a recap to ensure understanding



Clear Metrics


- **Leading**, not lagging
- **Process**, not outcome
- **Frequently reviewed**, not stagnant

CLEAR Performance

CLEAR Feedback

2 Types:

 **Reinforcing:** Recognizes effective behavior & encourages repetition

 **Redirecting:** Guides behavior change in a productive, respectful way

- Tell:
- Ask:
- Collaborate:

Voices of Influence:

Brené Brown: Clear is kind, Unclear is unkind

Kim Scott: Radical Candor = Care Personally + Challenge Directly

5 Rules for Feedback

1. Focus on observable behaviors
2. Praise in public, correct in private
3. Be timely, but never angry
4. Skip the s#%t sandwich
5. Strive to hit the Magic Ratio of 5:1

The Magic Ratio: 5:1

- John Gottman's 5:1 Ratio: Reinforcing to Redirecting
- Negativity bias: People remember criticism more than praise
- Catch your team doing things right

Reflection

★ Feedback Reflection

Which of the feedback rules do you struggle with the most?

How are you doing at hitting the Magic Ratio with your directs? What challenges are you facing?

How can you increase the amount of reinforcing feedback you give?

The CLEAR Framework

C

Check

Ask if it's a good time.

"Do you have a minute?"

"Can we chat?"

L

Lay out the situation

Briefly set the scene.

"Yesterday in the meeting..."

"This morning on our call..."

E

Explain the observable behavior

Describe what you saw or heard.

"You challenged my idea about..."

"You kept interrupting Sally."

A

Articulate the impact

Share the effect of the behavior.

"...that ensures we get the best ideas..."

"It caused her to disengage..."

R

Request

Reinforce / Redirect

"Thank you. Keep up the great work."

"In the future, I'd like you to..."

★ Feedback Scenarios

List some real scenarios in which you recently gave (or should have given) feedback.

Consider whether the feedback was effective. Did it influence future behavior? If not, what could you have done differently?

Session 1:

Delivering Effective Feedback

Cohort Call

★ Today's Intention

Today's goal is to strengthen your courage and confidence when giving feedback, particularly redirecting feedback.

Connection

- What is your name?
- What is your role (not your title!) – what are you responsible for delivering?
- What is your biggest leadership challenge?

1 1-Thing

What's one thing we should know about you?

Workout: Exercise 1

★ Review CLEAR Performance

4 Components of CLEAR Performance

- 1.
- 2.
- 3.
- 4.

2 Types of Feedback

-
-

CLEAR Feedback Framework

C:

L:

E:

A:

R:

What's the biggest obstacle for you in giving feedback?

Workout: Exercise 2

★ Giving Reinforcing Feedback

Breakout Session:

- The Leader role will give feedback to a Trainer while others observe
- Everyone will have the chance to be in the Leader role
- Observers will take notes and share at the end, using “I liked...” or “I might have said...” statements
- The Trainer will give feedback

Notes:

Workout: Exercise 3

★ Giving Redirecting Feedback, Part 1

Breakout Session:

- The Leader role will give feedback to a Trainer while others observe
- Everyone will have the chance to be in the Leader role
- Observers will take notes and share at the end, using “I liked...” or “I might have said...” statements
- The Trainer will give feedback

A few points about redirecting feedback:

- It is your job. You must give redirecting feedback.
- It is a gift. You are helping your directs grow and succeed.
- It must be clear. You likely want clear, direct feedback, right? So does your team.

Notes:

Workout: Exercise 4

★ Giving Redirecting Feedback, Part 2

Breakout Session:

- The Leader role will give feedback to a Trainer while others observe
- Everyone will have the chance to be in the Leader role
- Observers will take notes and share at the end, using “I liked...” or “I might have said...” statements
- The Trainer will give feedback

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Notes:

Wind Down & Wrap Up

★ Wind Down: Reflections & Commitments

What was most useful to you in today's workout?

What action are you willing to commit to coming from today's workout?

★ Wrap Up: Homework

- Take time to reflect on the feedback you're giving throughout the week. Is everyone on your team getting feedback? Are you hitting 5:1? What's going well? What needs work?
- Complete the pre-work for Session 2.

“ —

If you're not giving feedback, you're not leading.
You're just watching.
— John Maxwell

This is the end of Session 1. Great job!

Day by day. Moment by moment. You're on your way.

Session 2

Anchoring Feedback with Identity

In Session 2, we will practice giving effective, anchored feedback using your Leadership Identity Statement and the CLEAR Feedback Framework.

Session 2 Pre-Work

- ☐ Watch the Session 2 Prep Video (in your email)
- ☐ Complete the Pre-Session Exercise (page 19)
- ☐ Complete the Workout Prep:
 - ☐ Admired Leaders (pages 20-21)
 - ☐ Leadership Identity Statement (page 22)
 - ☐ Feedback Reflection (page 23)
 - ☐ Feedback Scenarios (pages 24-25)

Leadership Truths

✦ 3 Truths About Leadership

1. Leaders are:

2. Leadership is:

3. Leadership is a:

✦ **Leadership is a privilege and an obligation.**

Your leadership will impact many people. It's a duty to serve those you lead.

✦ **Leadership starts with identity.**

Know who you are and train from the inside out to reach your potential.

✦ **Strong leaders know who they are becoming.**

Show up each day with the intention and ability to consistently be your best self.

Workout Prep

◆ Admired Leaders

List 4 to 5 leaders you admire and the qualities that you admire in them. See the Leadership Qualities list on the next page for ideas.

Leader Name	Qualities You Admire

◆ My Leadership Qualities

Now, from the qualities listed above, select 3 - 5 that you want to consistently embody as a leader and list them below.

-
-
-
-
-

★ Leadership Qualities List

Accountable	Encouraging	Joyful	Reflective
Adaptable	Energetic	Just	Reliable
Authentic	Engaged	Kind	Resilient
Bold	Ethical	Knowledgeable	Respectful
Brave	Fair	Level-headed	Responsible
Calm	Flexible	Listener	Results-focused
Caring	Focused	Loyal	Risk-aware
Clear	Forgiving	Mentally-tough	Self-aware
Collaborative	Forward-thinking	Motivating	Self-controlled
Composed	Generous	Objective	Selfless
Confident	Genuine	Open-minded	Servant-hearted
Consistent	Grateful	Optimistic	Strategic
Constructive	Grounded	Organized	Supportive
Courageous	Growth-oriented	Outgoing	Tactful
Creative	Hardworking	Passionate	Team-oriented
Curious	Helpful	Patient	Tenacious
Decisive	Honest	Perceptive	Thoughtful
Dedicated	Humble	Persistent	Transparent
Dependable	Inclusive	Persuasive	Trust-building
Determined	Influential	Positive	Trustworthy
Disciplined	Innovative	Practical	Unbiased
Driven	Insightful	Proactive	Understanding
Dynamic	Inspiring	Purposeful	Visionary
Empathetic	Intentional	Rational	Vulnerable
Empowering	Intuitive	Realistic	Wise

◆ Leadership Identity Statement

Use “My Leadership Qualities” that you listed above and draft your Leadership Identity Statement (LIS) below. This is a quick first draft. It is not set in stone! It’s merely a starting point that you’ll use to build on and rewrite along your journey.

I am the type of leader who...

Workout Prep

★ Feedback Reflection

Reflect on the past week and how you did giving effective feedback to your directs.

What went well?

What needs work?

★ Feedback Scenarios

Create a list of 3 feedback scenarios that you've recently struggled with and/or want to practice. Include a persona for each (see list on next page).

Persona: _____
Scenario:

Persona: _____
Scenario:

Persona: _____
Scenario:

Workout Prep

★ Feedback Personas



Persona 1: The Defender

Pushes back, argues their case, or explains why the feedback isn't valid. Can sound prickly or combative.



Persona 2: The Deflector

Shifts blame, changes the subject, or points out others' shortcomings. Often avoids accountability.



Persona 3: The Silent Stonewall

Withdraws emotionally, gives short responses, or shuts down. Creates an uncomfortable silence.



Persona 4: The Emotional Reactor

Responds with strong emotions (anger, frustration, tears, anxiety). The intensity shifts focus away from the feedback.



Persona 5: The Over-Apologizer

Immediately admits fault and apologizes repeatedly, sometimes excessively, without moving toward solutions.

Have you experienced any of these personas on your team?

Session 2:

Anchoring Feedback with Identity

Cohort Call

✦ Today's Intention

Today's goal is to further develop and leverage your Leadership Identity Statement while continuing to strengthen your feedback muscle. We'll work to anchor feedback with your identity.

♥ Good News

Give a one-sentence headline of something good.

① 1-Thing

What's one thing you learned about feedback this past week?

Workout: Exercise 1

◆ Leadership Identity Statement (LIS)

Be ready to share and discuss your statement with your cohort. Feel free to write down any thoughts or ideas you have after hearing other leaders share their statements. Your leadership identity can take time to form and will evolve as you grow.

A few points about your LIS:

- Your identity is your foundation. It is your target and North Star.
- Identity drives behavior. It allows you to respond rather than react.
- Knowing your leadership identity allows you to show up as your best, most authentic self.

Notes:

My focus word or phrase is:

Workout: Exercise 2

★ Feedback Reflection

We're going to review the reflections you did in your pre-work.
Reflect on the past week and how you did giving effective feedback to your directs.

What went well?

What needs work?

What will you commit to working on during the upcoming week?

Workout: Exercise 3

★ Giving Reinforcing Feedback: Level 2

Breakout Session:

- The Leader role will give feedback to a Trainer while others observe
- Everyone will have the chance to be in the Leader role
- Observers will take notes and share at the end, using “I liked...” or “I might have said...” statements
- The Trainer will give feedback

>> Scale. Don't Skip.

Notes:

Workout: Exercise 4

★ Giving Redirecting Feedback, Level 2

Breakout Session:

- The Leader role will give feedback to a Trainer while others observe
- Everyone will have the chance to be in the Leader role
- Observers will take notes and share at the end, using “I liked...” or “I might have said...” statements
- The Trainer will give feedback

A few points about redirecting feedback:

- It is your job. You must give redirecting feedback.
- It is a gift. You are helping your directs grow and succeed.
- It must be clear. You likely want clear, direct feedback, right? So does your team.

Notes:

Wind Down & Wrap Up

◆ Wind Down: Reflections & Commitments

What is your biggest struggle in giving effective feedback?

What was most useful to you in today's workout?

What action are you willing to commit to coming from today's workout?

◆ Wrap Up: Homework

- Give feedback and reflect. Strive for 5:1.
- Sign up for your 1:1.
- Complete the pre-work for Session 4 (you have 2 weeks).

“ —

Becoming a leader is synonymous with becoming yourself. It is precisely that simple, and it is also that difficult.

— Warren Bennis

This is the end of Session 2. Great job!
Keep climbing! Today is the start of something epic.

Session 3

Personalized Coaching 1:1

Date & Time:

Trainer:

Topics to Discuss:

Session 4

Building Vulnerability-Based Trust

In this final session, we'll talk about building trust through one-on-ones (1:1s) and leading with vulnerability.

Session 4 Pre-Work

- ☐ Sign up and have your 1:1 with a Trainer
- ☐ Watch the Session 4 Prep Video (in your email)
- ☐ Complete the Pre-Session Exercises & Notes (pages 35-40)
- ☐ Complete the Workout Prep:
 - ☐ Feedback Reflection (page 41)
 - ☐ 1:1 Reflection (page 42)
 - ☐ Vulnerability Reflection (page 43)

Leadership Truths

✦ 3 Truths About Leadership & Relationships

1. You made a commitment to build:
2. You go first. You lead the way. This means:
3. You have to:

★ 1:1s

Effective 1:1s create opportunities to build strong professional relationships.

“Trust is fundamental to every good working relationship... Use one-on-one time to build trust and establish a strong foundation.” — *Kim Scott, Radical Candor*

🔄 Structural Habit: Go All-In on 1:1s

Great 1:1s are:

- Scheduled regularly: same day / time each week.
- Dedicated time for your direct, not used to do project work.
- 30 minutes each week and rarely missed.
- Based on your direct's agenda, not yours. 20+ minutes is theirs to use.

1:1s are the most impactful management tool. They give you the opportunity to:

- Show your direct that they matter.
- Dig into issues, feelings, thoughts, and learn what's really going on.
- Spot issues early.
- Serve and support your direct personally.
- Coach and develop your direct.

Building Trust

✦ Lead the Way

Leaders must give trust to get trust.

“Trust is earned in drops and lost in buckets.”
— Kevin Plank, Founder of Under Armour

🔄 Behavioral Habit: Go First in Vulnerability

In “5 Dysfunctions of a Team”, Patrick Lencioni mapped the five reasons teams fall apart:



For more on the 5 Dysfunctions, visit

<https://www.tablegroup.com/topics-and-resources/teamwork-5-dysfunctions/>

When you fix the first dysfunction by building vulnerability-based trust, everything else gets easier.

Building Trust

Google's Project Aristotle

Psychological safety was the #1 factor that led to effective teams.

Teams that had it:

- Spoke up more
- Admitted mistakes faster
- Came up with better ideas
- Trusted each other more

"Trust is built in small moments." - Brené Brown

You must go first when building trust, which means:

- Admitting when you're wrong
- Saying "I don't know" when you don't
- Asking for help
- Giving feedback with care
- Receiving feedback with humility

Why build vulnerability-based trust?

- Higher engagement and job satisfaction leads to high retention
- Fewer errors and reduced negative impact
- More collaboration, innovation, ownership

Vulnerability isn't touchy-feely emotion; it's a proven, successful business strategy.

Workout Prep

★ Feedback Reflection

Reflect on the past week and how you did giving effective feedback to your directs. Where did you experience vulnerability?

What went well?

What needs work?

Did you hit the 5:1 Ratio? If so, what did you notice?

Workout Prep

★ 1:1 Reflection

What's working in your 1:1s?

What challenges are you facing?

If you're not holding regular 1:1s, what's preventing you?

★ Vulnerability Reflection

Where have you struggled to lead with vulnerability?

List a few scenarios in which you struggled to show up as your best self. You can also include scenarios that you're avoiding, or upcoming situations that you're worried about.

✦ Trust & Teams

Strong teams require vulnerability-based trust. As the leader,
you go first in vulnerability.

You lead the way.

And you reinforce the trust and vulnerability consistently.

Trust doesn't require perfection. **It requires you to be
courageous, show up, and be seen.**

One conversation, one moment at a time.

Session 4:

Building Vulnerability-Based Trust

Cohort Call

✦ Today's Intention

Today's goal is to ensure you have the structure to run great 1:1s and the courage to lead the way with vulnerability.

♥ Good News

Give a one-sentence headline of something good.

① 1-Thing

What's one thing you've changed about how you lead since we started?

🌱 Grounding Rep

Share your Leadership Identity Statement with the group.

Workout: Exercise 1

◆ Overcoming 1:1 Challenges

We're going to share and discuss some of the challenges you noted in the 1:1 reflection you did in the pre-work. Use this time to ask questions and listen to others' challenges to get ideas and solutions you can put into action.

Notes:

Workout: Exercise 2

◆ Leaders Circle

You'll present a real scenario in which you struggled to show up as your best, and receive input from the Circle. The aim is for the group to help you gain clarity, reframe the situation, and consider next steps.

Briefly describe a situation in which you struggled to show up as your best leadership self and/or briefly describe an upcoming situation you are unsure about.

The Circle will offer the following, if relevant:

- **Experience share:** "Here's what worked / didn't work for me..."
- **Pose a question:** "One question that may help is..."
- **Offer a resource or idea that might help:** "This made me think of..."

We are not solving the problem for you. We are not giving prescriptive advice. We are not disguising advice as a question.

Notes:

Wind Down & Wrap Up

★ Wind Down: Reflections & Commitments

What was most useful to you in today's workout?

★ QuickStart 30 Day Challenge

- Daily Practice
- Progress Tracking
- Trainer Support
- Post-Challenge Leaders Circle



Exceptional leaders are built moment by moment,
one rep at a time.

— *LeaderReps*

This is the end of Session 4. Great job!

This is the end... but you're far from finished. Love the journey.