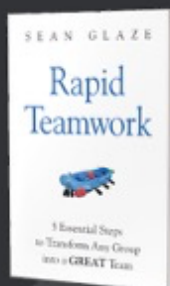


THE
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PLAYBOOK



An implementation guide to grow
your impact as a leader

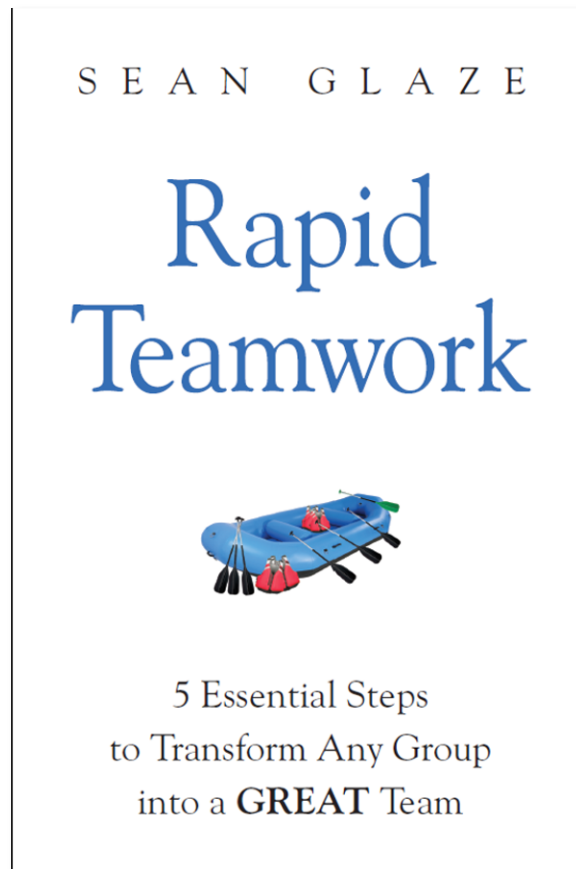


VOLUME TWO
Rapid Teamwork

SEAN GLAZE

BUILD A GREAT TEAM CULTURE

A Leadership Development Workbook



Sean Glaze

Keynote Speaker • Team Building Facilitator • Executive Coach
GreatResultsTeambuilding.com • StickyCultures.com

How to Use This Workbook

This workbook is a direct companion to Sean Glaze's leadership parable, Rapid Teamwork. It is designed to move you from knowing the GREAT recipe to actually applying it - because knowing isn't doing.



For Individual Self-Study

Work through one lesson per week. Read the core concept, complete the self-assessment, and answer the reflection questions before moving to the activities. Do the commitment step - every lesson ends with one concrete action to take within seven days.

For Group or Cohort Use

Assign the reading and self-assessment sections before your group session. Use the reflection questions as discussion prompts. Complete the activities together or in pairs. Share commitment steps at the start of each subsequent session.

Workbook Structure

Each of the five lessons follows the same structure:

- Core Concept - the why behind each GREAT element
- Key Quotes & Principles - drawn directly from the book
- Self-Assessment - rate yourself honestly before you read
- Reflection Questions - dig deeper into your real situation
- Application Activities - tools you can use immediately
- Commitment Step - one specific action in the next 7 days



GOALS

Define a compelling common purpose

RELATIONSHIPS

Create connections among teammates

EXPECTATIONS

Clarify team roles and responsibilities

ACCOUNTABILITY

Inspire ownership and initiative

THANKS

Recognize and applaud effort

The Core Premise: U Are Responsible

At the end of the river journey in Rapid Teamwork, guide Sophia Mitchell hands each leader a horseshoe keychain. It doesn't stand for luck. It stands for YOU.

"U matter - because you leave ripples on the water."- Sophia Mitchell, Rapid Teamwork

Before You Begin: Pre-Workbook Culture Diagnostic

Rate yourself honestly on each of the five GREAT elements.

Circle a number from 1 (needs significant work) to 5 (a genuine strength on your team).

You'll return to this at the end of the workbook to measure your growth in awareness.

Statement	Rating 1 – 2 – 3 – 4 – 5
G - My team has a clear, compelling, consistently communicated goal that everyone can state.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
R - I have intentionally built rapport and meaningful relationships with each person I lead.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
E - My team's expectations are explicit, written, and shared - and we respond well to mistakes.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
A - I have productive accountability conversations that develop people rather than just correct them.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
T - I regularly and specifically recognize team members in ways that matter to them individually.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>

Initial Reflection: Based on your ratings above, which area needs the most attention right now? Why?

G GOALS & GEAR

Lesson 1 of 5 • “Know why you’re getting in the boat.”

1A - Core Concept: The Problem With Drifting

Greg Sharpe’s company had all the pieces - capable people, a nice facility, good processes. But the team didn’t click. Sound familiar? The problem wasn’t the parts.

It was the connection. And under the hood, the root issue was simple: nobody knew with clarity why they were all rowing in the same direction.

Sophia Mitchell, the river guide, makes this the very first lesson on the water: before you put the raft in, everyone must be crystal clear about why they’re here.

“Teamwork is the coordinated activities of a cohesive group contributing diverse skills and resources to accomplish a compelling common goal.”

One Word Is Not a Goal

“Teamwork” is not a goal. Neither is “excellence” or “results” or “growth.” One word can be misunderstood. Your team needs a sentence - a memorable phrase that defines what you are all working to accomplish together.

“What we think about enough eventually becomes our reality. Repetition is the key to learning anything.”

1B - The Gear Trap

Gear is important - the right tools make any job easier. But poor leaders sometimes throw money at a problem and think that’s the solution.

Nice offices, new laptops, and fancy programs can create comfort without commitment - and comfort without commitment produces complacency.

“Comfort without commitment produces complacency.”

“Problems are solved with focus more than funding.”

Ask yourself: is the gear your people want moving them closer to the goal - or distracting them from it? Gear exists to serve the goal.

The goal is what everyone should think about each day.

1C - Self-Assessment: Goals Clarity

Rate each statement from 1 (not true of my team) to 5 (consistently true):

Statement	Rating 1 – 2 – 3 – 4 – 5
I can state our team's primary goal in one clear sentence right now.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
If I asked three members of my team tomorrow, they would say essentially the same thing.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
We refer to our team's goal regularly - in meetings, conversations, and decisions.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Our time, money, and tools are aligned with our stated goal.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Every person on my team knows what success looks like - specifically.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>



1D - Reflection Questions

Take time with each question. These are not rhetorical - they are diagnostic.

1. What is the current compelling goal of your team? Write it as a full sentence.

2. If you asked three people on your team, would they say the same thing? What gaps exist?

3. What gear (tools, programs, spaces, perks) might be creating distraction instead of direction on your team?

4. What is one recurring activity your team does that does NOT connect back to the main goal?

1E - Application Activity: Build Your Team Mission (Goal) Sentence

The Goal Sentence Test

A great goal sentence passes three tests:

1. It describes a specific outcome or result - not just a value or a feeling.
2. It explains “what we do, for who, so that...”
3. It gives people a reason to care - it answers the question WHY are we doing this?

Draft 1: Your first attempt at a goal sentence for your team:

Draft 2: A second version. Make it more specific. What result will you accomplish?

Draft 3: Make it simple enough to say from memory. Test it: would your team rally behind this?

Now: How often will you repeat this goal? Build a simple plan below.

- I will open team meetings by stating this goal beginning: _____
- I will reference this goal in 1-on-1s when: _____
- I will post this goal in a visible location: _____

R RAPPORT & RELATIONSHIPS

Lesson 2 of 5 • “Leadership occurs one conversation at a time.”

2A - Core Concept: Connections Are Structural

Sophia took an oar and drew lines in the dirt connecting six people in a circle. Three lines. “See that?” she said. “All you have right now are three connections. Three lines that hold you together. But that isn’t enough to survive the storms that come.”

She kept drawing. Lines everywhere. Then she pointed to Cory: “The more connections your team can create amongst each other - the harder it is to tear that team apart.” Think of Aesop’s bundle of sticks. One alone snaps. Bound together, they’re unbreakable.

“Goals and gear are important. But they are never enough alone. Rapport and relationships are vital - they are the connections that allow your team to survive the conflict and adversity that will come.”

The Two-Prong Plug

Think about an electrical plug. If one prong is missing, you get no power. Great teams establish a strong connection and lots of energy, because they care about two things: the goal they’ve set AND the teammates they’re working with. Goals without relationships are just plans. Relationships without goals are just friendships. You need both prongs.

2B - The Conversation Problem

Most conversations in leadership are about authority, not awareness. Most managers give orders, set deadlines, and review results. Very few take time to be genuinely curious about the people they lead.

“The real problem is that most conversations are about authority instead of awareness. Are you giving orders or asking questions?”

“A young leader sees conversations as contests to be won. As experience turns into wisdom, you realize that questions that sincerely seek to learn about the other person are the key to building relationships.”

Wise leaders know: every conversation is an opportunity to connect. You can build relationships in five-minute hallway conversations if you’re asking the right questions and actually listening to the answers.

2C - On Cliques and Silos

Cliques aren't the enemy. They are simply strong connections between people who have things in common. The goal isn't to destroy them - it's to multiply them. Help people discover what they have in common with people in other departments, other roles, other life stages.

“Caring about others begins with knowing about others.”

Sophia pointed out: not everyone comes to work having had a great morning.

Some of your team members are carrying weight you know nothing about. If you don't take time to learn what's happening in their world, you lose the opportunity to lead them through it.

2D - Self-Assessment: Relationship Depth

Rate each statement from 1 (not true of my team) to 5 (consistently true):

Statement	Rating 1 – 2 – 3 – 4 – 5
I know what motivates each person on my team personally, not just professionally.	○ ○ ○ ○ ○
I have had at least one non-work conversation with each team member in the past 30 days.	○ ○ ○ ○ ○
My team members know something meaningful about other's lives outside work.	○ ○ ○ ○ ○
I regularly ask questions rather than give directives in my conversations.	○ ○ ○ ○ ○
I know which team members feel connected to each other, and which don't.	○ ○ ○ ○ ○

2E - Reflection Questions

1. Draw (or describe) your team connection map. Who is connected to whom? Who depends on each other? Where are the gaps?

2. Who on your team do you know the least about personally? What's one step to change that?

3. In your last five 1-on-1 conversations, what percentage were about tasks vs. the person? What does that tell you?

4. "Rules without relationships lead to rebellion." Where have you seen this show up in your team or organization?

2F - Activity: The Question Cards Exercise

From the Book

On the van ride to the river, Sophia gave each team member a card with a question.

Their job: get everyone to answer each question before they arrived.

Purpose: learn about beliefs, experiences, and desires - the three things that build real rapport.

Sophia's formula: "If you take the time to get those three things out in the open, what you have in common with your teammates is far more influential than your differences."

Write 3 questions you could use in your next meeting or 1-on-1 to learn something meaningful:

Question 1 (about their beliefs - what they value or believe that shapes how they work):

Question 2 (about an experience - something from their past that shaped who they are):

Question 3 (about their desires - what they most want to accomplish or become):

2G - Activity: Connection Audit

For each team member, answer the four questions below.

Be honest about what you currently know - and what you don't.

Team Member 1: Name _____ What motivates them beyond their salary? What do I know about their life outside work? When did we last have a non-task conversation? One thing we have in common:

Team Member 2: Name _____ What motivates them beyond their salary? What do I know about their life outside work? When did we last have a non-task conversation? One thing we have in common:

Team Member 3: Name _____ What motivates them beyond their salary? What do I know about their life outside work? When did we last have a non-task conversation? One thing we have in common:

(Continue on separate pages for additional team members as needed.)

2H - Commitment Step

MY COMMITMENT

This week I will have a conversation with _____ that is focused on curiosity about them - not tasks or performance.

E EXPECTATIONS & ENCOURAGEMENT

Lesson 3 of 5 • “It is unkind for leaders to be unclear.”

3A - Core Concept: Right Seats, Clear Vocabulary

Before the raft ever touched the water, Sophia taught commands. Forward paddle. Back paddle. Right turn. Left turn. She explained: “Everything that happens on the boat will be my responsibility. I know that if my expectations aren’t clear, I am setting our team up to fail.”

Jim Collins said leaders need to get the right people on the bus and the right people in the right seats. High performance means everyone contributing according to their strengths. But none of that is possible if your people are guessing about what’s expected.

“It is unkind for leaders to be unclear.”

Your team needs a shared vocabulary - the terms, standards, and norms that everyone understands the same way. Without it, even willing people will miss the turn.

3B - The CLAP Framework: Responding to Mistakes

Mistakes will happen. They happen on every team. What separates great teams from average ones is how quickly and effectively they respond. Sophia taught the CLAP framework as a physical metaphor: when something goes wrong, don’t point backward - clap forward.

C.L.A.P. - Your Response-to-Mistakes Protocol

C - CLAIM Responsibility. You can’t fix it if you don’t own it. Ask: how did my leadership contribute to this?

L - LEARN from it. Think deliberately about how to prevent recurrence. Stop making the same mistakes.

A - AFFIRM your ability. Don’t let one mistake derail confidence. Recall past wins. That’s not who we are.

P - PLAY on. Focus on the next play. Life is a next-play sport. Mistakes are fuel, not anchors.

"Criticism looks backward to blame. Encouragement looks ahead."

"Every team makes mistakes. What separates great teams is how quickly they respond."

3C - Delegate to Develop

Sophia told the story of two kids at a dinner table: one who eats his vegetables, one who doesn't. You want the second child to eat them, so you make the first child's ice cream conditional on the second eating his vegetables. You delegate peer responsibility.

“When you are on a team, you are 200% responsible - for yourself AND your raft-mates. Everybody sinks or swims together.”

The way to develop people is to delegate responsibility. Grow your strongest performers into peer leaders who own outcomes beyond their own performance. This is how you scale accountability without micromanaging.

THE EFFECTIVE LEADER'S TASK DELEGATION TEMPLATE

Follow this simple conversation structure to quickly prepare for delegation conversations with your team. It's designed to be completed in under ten minutes, helping you ensure clarity as you develop your people!

TARGET THE IMPORTANT TASK:
THE TASK IS:

IDENTIFY THE INDIVIDUAL:
I CHOSE YOU BECAUSE:

MANDATE IMPORTANT METRICS
SHOULD BE COMPLETED BY:

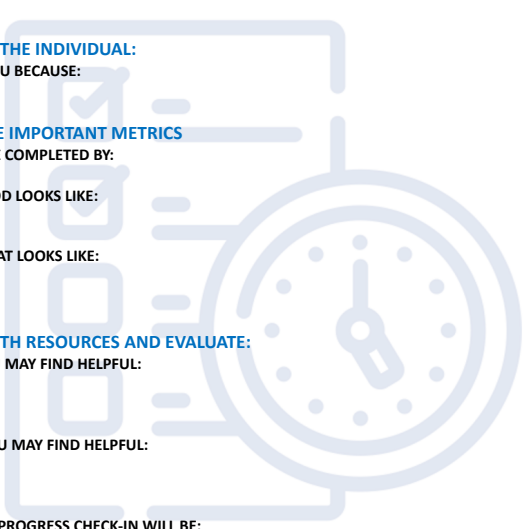
WHAT GOOD LOOKS LIKE:



WHAT GREAT LOOKS LIKE:

EQUIP WITH RESOURCES AND EVALUATE:
TOOLS YOU MAY FIND HELPFUL:

PEOPLE YOU MAY FIND HELPFUL:

OUR NEXT PROGRESS CHECK-IN WILL BE:



3D - Self-Assessment: Expectations & Encouragement

Rate each statement from 1 (not true of my team) to 5 (consistently true):

Statement	Rating 1 – 2 – 3 – 4 – 5
Every person on my team knows exactly what is expected of them in their role.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
We have a shared vocabulary - key words and phrases that mean the same thing to everyone.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
I have defined what success looks like for each person in measurable, behavioral terms.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
When mistakes happen on our team, the default response is forward-looking, not blame-driven.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
I regularly catch people doing things right and acknowledge it in the moment.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>



3E - Reflection Questions

1. Think of a recent mistake on your team. Walk through CLAP: how would it have looked to handle it this way?

2. Are your team's expectations written and shared - or assumed? What is one assumption that needs to become explicit?

3. Where does your team have gaps in shared vocabulary? What terms mean different things to different people?

4. Who is your highest performer right now? Are you developing them as a peer leader? What could that look like?

3F - Activity: The Work Agreement Builder

Create a Work Agreement for one of your team members.

This becomes a template that replaces assumption with clarity.

Name / Role: _____ **Role Clarity: What does this person own? What is uniquely theirs to drive?**

Success Definition: What does great performance look like in the next 90 days? Be specific and behavioral.

Shared Vocabulary: What are the 5–10 terms, phrases, or standards we use that this person must understand the same way I do?

Mistake Protocol: When something goes wrong, what do we do? (Insert CLAP here - write it in your own words.)

Recognition Preference: What does this person value when they do great work? (Not what's easiest for you to give.)

TEAM MEMBER OPERATING INSTRUCTION QUESTIONS

Name _____ ***Animal Type** _____

- 1 - What are 2-3 of your strengths as a team member?**
- 2 - What are your preferred times for team communication?**
- 3- What is the best way to contact you during the day?**
- 4 – What is the most effective way to give you feedback?**
- 5 – How do you prefer to be recognized for doing great work?**
- 6 – What is something the team should know about you that has sometimes been misunderstood by your previous coworkers?**
- 7 – What is something you need that you're not getting enough of?**
- 8 – What is something you struggle with at times?**
- 9 - What is your favorite snack food and candy?**
- 10 – What is a pet peeve of yours that the team should know about?**
- 11 – What is something someone could do to make your day better?**
- 12 – Why are you excited about being part of this team?**



3G - Activity: CLAP Scenario Practice

Think of a real situation where your team responded poorly to a mistake - with blame, defensiveness, or avoidance. Rewrite the situation using the CLAP framework below.

The situation: What happened? What was the impact?

C - Who should have claimed responsibility? What would that have sounded like?

L - What was the lesson? What specific change would prevent recurrence?

A - What affirmation was needed? What past success or strength was relevant here?

P - What was the “next play”? How do you move the team forward from here?

3H – Team Meetings

Every meeting is a culture-building event.

Most leaders think meetings are just logistical updates. They're not. Every time your team gathers — in person or remotely, daily or weekly — you're either reinforcing the culture you want or drifting away from it. The meeting itself is the message. A well-run meeting tells your team: we are intentional, we are connected, and we move forward together. A poorly run one tells them the opposite.

The good news? It doesn't take a total overhaul. It takes a better template.

Check each item your meetings consistently do well.

Be honest - Partial credit doesn't count.

1 You tell people when and where — in advance

Only invite people who need to know or share something. Give them enough lead time to prepare. Ambiguity about logistics signals disorganization before the meeting even starts.

2 You open by reviewing your team mission and norms

Every meeting is a chance to remind your team WHY they're there and HOW they're expected to show up. Without this, mission drift is inevitable.

3 You state the main reason you're meeting

If there's no clear reason, don't meet. Set expectations upfront — what will be accomplished, what's needed from attendees. A purpose statement takes 30 seconds and saves 20 minutes of confusion.

4 You include an activity to build relationships

Team connection drives team productivity. Even 5–10 minutes for a conversation builds trust and empathy. Research consistently shows that high-performing teams invest in knowing each other.

5 You celebrate a value or a win

Your stated values only matter if you reinforce them publicly. What behaviors happened recently that deserve recognition? What got done that moved you toward a shared goal? Name it. Out loud.

6 You invite everyone to contribute — not just the loudest voices

The heart of any meeting is making people feel valued. Actively ask for input from every person in the room. When people contribute, they own outcomes. When they're invisible, they disengage.

7 You close with clear commitments and next steps

Every meeting should end with WHO will do WHAT by WHEN — and a follow-up reminder to the group. No commitments means no accountability. No accountability means the same problems next week.

MEETINGS are Culture-Building Events!

An Opportunity for you to:

- CLARIFY MISSION
- CONNECT PEOPLE
- COLLECT IDEAS
- CELEBRATE VALUES
- CONFIRM NEXT STEPS

TEAM MEETING TEMPLATE

Date: _____ Time: _____ Place: _____

OUR MISSION: (what, for, why?)
"To bring inspiration and innovation to every athlete in the world" (Nike)

OUR NORMS: (in any standards)
1. be on time and prepared
2. no sidebar conversations
3. confidentiality until ready to share
4. _____

TODAY'S MAIN OBJECTIVES:
1. _____
2. _____

CONNECTION ACTIVITY / QUESTION:
What is your most memorable travel experience?

CELEBRATION / RECOGNITION:

Person: _____
Reason: _____

MEETING AGENDA:

Time	Item	Action Required
8:00	-	-
8:15	-	-
9:00	-	-
9:30	-	-

NEXT MEETING: DATE: _____ TIME: _____
COMMITMENTS: (WHO, WHAT, BY WHEN?)

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3I – Commitment Step

MY COMMITMENT

This week I will set or clarify one expectation with _____ and make sure they know exactly what success looks like.

A ACCOUNTABILITY & ADJUSTMENTS

Lesson 4 of 5 • “If you focus on people, you get your numbers.”

4A - Core Concept: Ripples, Not Punishment

Andy’s paddle dipped into the water and Sophia pointed at the rings spreading outward from it. “See those ripples? That’s accountability.” Accountability isn’t about punishment or consequences. It’s about understanding the impact of your efforts on the people around you.

“Accountability is empathy that inspires personal action.”

“Rules without relationships lead to rebellion. People only follow rules when they understand the impact that breaking them might have on people they care about.”

True accountability is created with emotional connections. It requires relationships.

This is why the GREAT recipe is given in a specific order: you cannot build genuine accountability before you have built genuine rapport.

4B - Three States of Team Members

Sophia identified three conditions that describe most people on any team:

Unwilling • Compliant • Committed

UNWILLING - They are disengaged, disruptive, or simply wrong for the role. They eventually remove themselves or need to be removed. Don’t invest energy trying to convert them - make the decision.

COMPLIANT - The majority. They do enough to stay out of trouble. Motivated primarily by consequences. They’re not focused on ripples - they’re focused on avoiding problems.

COMMITTED - They think about the impact of their actions on others. They are internally motivated. Your job as a leader: move people from compliant to committed.

“Consequences rarely do more than teach people to be compliant.”

The path from compliant to committed starts with empathy - not policies and penalties.

4C - EGO: The Accountability Killer

“**EGO = Eliminates Growth Opportunities.**”

Good ego is believing you have skills to contribute. Bad ego is arrogance - refusing to learn or grow. When team members dig in and get defensive instead of adjusting, it's usually fear at the root. Create safety, then name the elephant.

And if someone is consistently unhappy, unproductive, and unwilling to change? Patterson's principle: a squeaky wheel gets repaired or replaced. But it is never ignored.

4D - The Accountability Conversation Framework

Sophia gave Greg a clear sequence for productive accountability conversations. Notice: it starts long before the conversation itself.

7-Step Accountability Conversation Framework

1. FOUNDATION - Both parties know what they're working toward.
2. RELATIONSHIP - Enough connection exists that the person feels safe, not threatened.
3. NAME IT - Identify the behavior or issue clearly (the "elephant in the room"). Be specific.
4. SHOW IMPACT - Describe how this behavior affected the team, client, or culture.
5. ASSUME THE BEST - Ask what they think led to the behavior. Curiosity, not accusation.
6. OFFER SUPPORT - Ask how you can help them close the gap from where they are to where they need to be.
7. COMMIT TO ACTION - Ask them to identify specific steps. Changed behaviors lead to changed results.

"People don't mind naming elephants as long as they feel like we're there to help them tame them."

The Index Card Tool (from Patterson)

After a loss or a missed outcome, have team members write the 2–3 reasons WHY they think it happened on one side of an index card.

Then flip it: what specifically needs to happen to fix it?

This creates ownership instead of blame, and gives you a roadmap for the conversation.

“POINT” AT PROBLEMS TO INSPIRE GROWTH

P = PREPARE WITH PERMISSION & PURPOSE

O = OBJECTIVELY DESCRIBE THE BEHAVIOR

I = IDENTIFY THE IMPACT ON TEAM

N = NEGOTIATE NEXT STEPS

T = TRACK THEIR PROGRESS

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4E - Self-Assessment: Accountability Culture

Rate each statement from 1 (not true of my team) to 5 (consistently true):

Statement	Rating 1 – 2 – 3 – 4 – 5
I have accountability conversations focused on growth and development, not just correction.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
My team members understand how their work and behavior impacts everyone around them.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
I help people see the ripples of their actions - positive and negative - regularly.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
I address performance issues promptly rather than letting them fester.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
When I raise a concern, the person I'm talking with feels supported, not attacked.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>

4F - Reflection Questions

1. Think of someone on your team who is compliant but not committed. What do they care about? What would help them see their ripple?

2. Walk through the 7-Step Framework for a real accountability conversation you are currently avoiding. What's getting in the way?

3. "How you paddle determines the kind of ripples you create." How would your team describe YOUR intent when you address performance issues?

4. What is the elephant in your team right now that nobody is naming? What would it take to name it with care?

4G - Activity: The Index Card Exercise

Think of a current or recent team problem - a missed deadline, a communication breakdown, a performance gap.

SIDE 1 - Why did this happen? Write 2–3 honest reasons. Avoid blaming the “current.”

SIDE 2 - What specifically needs to happen to fix it? What behaviors would close this gap?



4H - Activity: Commitment Conversation Planner

Plan a real accountability conversation you need to have using the 7-step framework.

Shared Goal: What goal have you both agreed on that this conversation connects to?

Relationship Foundation: How safe does this person feel with you right now? What's your honest assessment?

The Elephant: What specific behavior or issue needs to be named?

The Impact: How did this behavior affect the team, client, or culture? Be concrete.

Your Opening Question: What will you ask first to invite them to identify causes?

Your Support Offer: How will you offer genuine help? What changes can you make?

The Commitment Ask: What specific action will you ask them to commit to?

ACCOUNTABILITY

**CANNOT BE
COMMANDED.**

**IT CAN ONLY
BE **INSPIRED**
BY EMPATHY**

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4I - Commitment Step

MY COMMITMENT

I will have the accountability conversation I have been avoiding with _____ by [date], with a development focus - not a blame focus.

T TOASTS & TRANSFER

Lesson 5 of 5 • “What gets rewarded gets repeated.”

5A - Core Concept: AA Batteries and the Recognition Gap

Near the end of the river trip, Sophia asked if anyone had ever owned a Game Boy. Then she explained: sometimes it just quit working. Not because it was broken - it just needed new batteries. For teams, those batteries are applause and appreciation.

Without them, even the best people run out of energy.

“Honest praise or a specific grateful observation can have an incredible impact on your teammates. Mark Twain said he could live two months on a good compliment.”

AA batteries: “Applaud and Appreciate.” This is the fuel that keeps commitment alive.

And yet most leaders dramatically underestimate how rare and powerful recognition feels to the people they lead.

5B - Recognition Is Not a Plan. It’s a Priority.

Patterson thought the end-of-year banquet was enough. Sophia’s candy bars changed his mind. The lesson: recognition has to happen along the way - for small things, specific things, in the moment.

“There is a big difference between a plan and a priority. Just because you think you are doing it well doesn’t mean your people have the same perception.”

“Positive reinforcement drives performance and moves people from compliance to commitment.”

The goal is to “catch people doing things right” - and say something.

Not at the quarterly review. Right then.

But recognition must be personalized. One size does not fit all.

You have to know what each person values.

5C - Transfer: Your Leadership Legacy

Most jobs today are stepping stones. People move. Careers shift.

Sophia's last gift to the team was a question more than a lesson: when people leave, what will they take with them because of their time with you?

“When people have to leave, what memory of you will they leave with? What values and beliefs and skills will you pour into them, so they are better for having had you in their life?”

Transfer means intentionally developing your people for their next stage - not just managing them through their current one.

The best part of being a guide, Sophia said, is creating more guides. That is the deepest form of leadership recognition: leaving people more capable than you found them.

5D - Self-Assessment: Recognition & Development

Rate each statement from 1 (not true of my team) to 5 (consistently true):

Statement	Rating 1 – 2 – 3 – 4 – 5
I regularly recognize team members for specific behaviors and contributions - not just results.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
I know what each person on my team actually values in terms of recognition (not just what's easiest for me).	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
I acknowledge wins in the moment - not just at reviews or end-of-quarter.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
I actively invest in the professional growth of each person on my team.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
If a team member left today, they would say I helped them become better for working with me.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>

5E - Reflection Questions

1. When did you last specifically and publicly recognize someone on your team? What was the impact? What did you say?

2. List each person on your team. Next to each name, write what THEY value in recognition - not what's easiest for you to give.

3. Think of someone who has left your team. What did they carry with them? What leadership lessons did you pour into them?

4. Who on your team is ready to be developed as a leader? What does the first step look like?

5F - Activity: The Recognition Inventory

Complete this for each team member. Use it as a weekly reference to build a culture of recognition.

Team Member: _____ **Recent contribution worth acknowledging:** _____ **Best form of recognition for this person (public, private, opportunity, development, etc.):** _____ **Last time I recognized them:** _____ **One specific action this week to “toast” them:** _____

Team Member: _____ **Recent contribution worth acknowledging:** _____ **Best form of recognition for this person:** _____ **Last time I recognized them:** _____ **One specific action this week to “toast” them:** _____

(Continue for each team member. Make this a regular practice - review it weekly.)

5G - Activity: The Transfer Letter

Instructions

Write a letter to one team member as if it were their last day working with you. You don't have to give this letter. But writing it is a powerful diagnostic: it will tell you exactly how well you have invested in this person - and what's still unfinished.

Include: the skills they developed, the values you hope they carry forward, what they meant to the team, and the specific contributions you want them to feel proud of.

To: _____

As you move forward from our time working together, I want you to know...

(Write your Transfer Letter below)

”

**“RECOGNITION NOT ONLY BOOSTS
INDIVIDUAL EMPLOYEE ENGAGEMENT, BUT IT
ALSO HAS BEEN FOUND TO INCREASE
PRODUCTIVITY AND LOYALTY TO THE
COMPANY, LEADING TO HIGHER RETENTION.”**

- GALLUP, 2024

[HTTPS://WWW.GALLUP.COM/WORKPLACE/236441/EMPLOYEE-RECOGNITION-LOW-COST-HIGH-IMPACT.ASPX#](https://www.gallup.com/workplace/236441/employee-recognition-low-cost-high-impact.aspx#)



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5H - Commitment Step

MY COMMITMENT

This week I will recognize _____ for _____ specifically, in a way that matters to them personally.

Rowing Together: Your GREAT Commitment Plan

You've worked through all five elements of the GREAT recipe.
Now it's time to row together - to take what you've learned and choose to act differently because of it.
Sophia's final lesson: "Knowing isn't doing.
You can't win games or build a business with knowledge alone.
Doing is what determines your progress."

Post-Workbook Culture Diagnostic

Re-rate yourself on the same five areas from page one. Compare your scores. Where did your thinking or self-awareness shift?

Statement	Rating 1 – 2 – 3 – 4 – 5
G - My team has a clear, compelling, consistently communicated goal.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
R - I have intentionally built rapport and meaningful relationships with each person I lead.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
E - Expectations are explicit, shared, and we respond well to mistakes.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
A - I have productive accountability conversations that develop rather than just correct.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
T - I regularly recognize team members in ways that are specific and meaningful to them.	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>

Where did your awareness change the most? What did you learn about yourself as a leader?

Your 30-Day GREAT Plan

Write one specific, behavioral commitment for each element below. Be as concrete as possible.

G - GOALS: In the next 30 days, I will _____ to clarify and communicate our team's compelling goal.

R - RAPPORT: In the next 30 days, I will _____ to intentionally build or strengthen one relationship on my team.

E - EXPECTATIONS: In the next 30 days, I will _____ to make expectations clearer and encourage people more specifically.

A - ACCOUNTABILITY: In the next 30 days, I will _____ to have a more effective accountability conversation.

T - TOASTS: In the next 30 days, I will _____ to recognize my people in ways that genuinely fuel them.

GREAT RESULTS...

AND RETENTION!

GOALS

Define a compelling common purpose

PURPOSE



RELATIONSHIPS

Create connections among teammates

PEOPLE



EXPECTATIONS

Clarify team roles and responsibilities

PARAMETERS



ACCOUNTABILITY

Inspire ownership and initiative

PROGRESS



THANKS

Recognize and applaud effort

PRAISE



The Horseshoe Reminder

Sophia gave each leader a horseshoe keychain at the end of the river trip.
Not for luck. For YOU.

You decide whether your team has a compelling goal and the gear to accomplish it.
You determine whether your team has built rapport and strengthened relationships.
You influence whether expectations are clear and mistakes are met with encouragement.
You choose whether accountability conversations develop people or just correct them.
You decide what gets recognized and what skills your people carry into their next season.

- Sophia Mitchell, Rapid Teamwork

What you just did matters more than you think!

Most people read a good book, feel genuinely inspired, and then walk back into their lives and their teams without changing a single thing.

Not because they didn't care. Because **knowing and doing are two completely different muscles**, and most people never train the second one.

You just did.

Working through these activities means you are already ahead of the curve.

You have turned ideas into reflection, reflection into commitment, and commitment into a plan. That is not nothing. That is exactly how sticky cultures get built.

But here is what I want you to see: **this workbook is one piece of a larger process.**

A truly sticky culture, one where great people want to stay and give their best, is not built from a single idea or a single book. It is built from leaders and teammates who are growing together, aligned around the same commitments, and intentional about the way they show up every single day.

That is what the **Sticky Cultures framework** is designed to support.

The four books and four workbooks in this series are not independent events. They are a connected journey. Each one builds on the others. Each one targets a different dimension of what makes a team genuinely great, and together they create something that lasts long after the event, the retreat, or the good intentions fade.

You have started climbing.

There are more mountains ahead, and the view only gets better!

To explore the full Sticky Cultures process and see what the next step looks like for you and your team, visit www.StickyCultures.com



Sean Glaze • Great Results Teambuilding • Sticky Cultures
greatresultsteambuilding.net • stickycultures.com

Book Sean to speak at your next event or facilitate a team building experience for your organization.