

THE
sticky cultures
PLAYBOOK



An implementation guide to grow
your impact as a leader



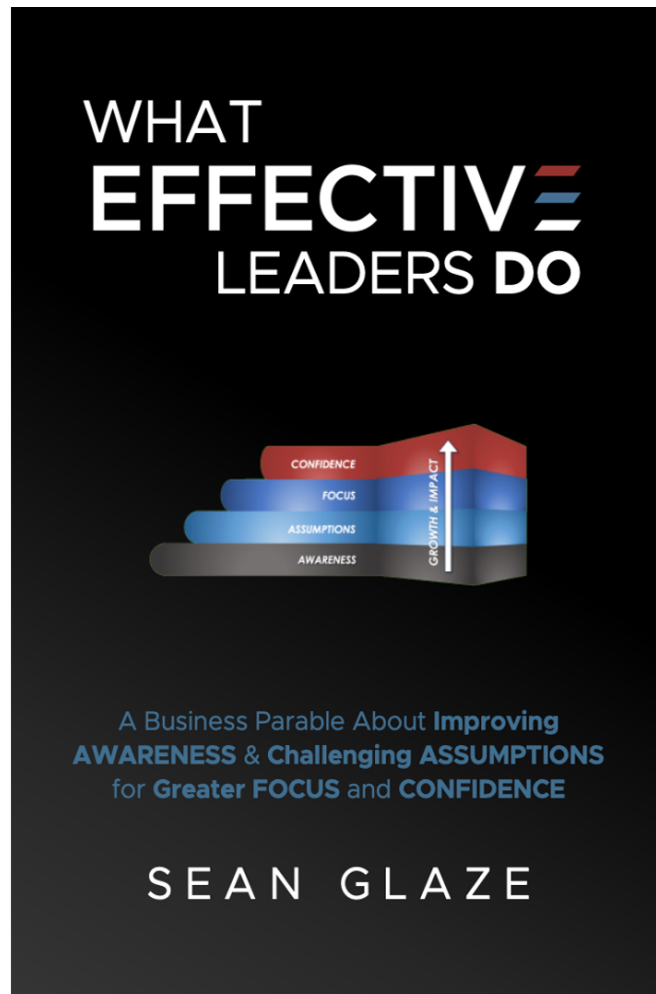
VOLUME ONE

What Effective Leaders DO

SEAN GLAZE

WHAT EFFECTIVE LEADERS DO

Leadership Development Workbook



Sean Glaze

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

HOW TO USE THIS WORKBOOK

This workbook is your personal companion to What Effective Leaders DO.

Whether you are moving through it on your own or as part of a group experience, it is designed to help you do more than understand good leadership - it is designed to help you practice it.

Tony, the mentor in the story, gave Jenn a red spiral-bound notebook and told her: “Notebooks always remember much better than we can.” This workbook is your notebook. Write in it.

Dog-ear the pages. Come back to it. The more you put into it, the more it will give back.



The Structure

The workbook follows the same four lessons Tony shared with Jenn over coffee:

Each Module Contains:

- A clear explanation of the core concept with key frameworks from the book
- Notebook Moments - directed prompts to write down and apply the key ideas
- Reflection exercises to connect the content to your real leadership situation
- Activities drawn directly from the tools Tony shared with Jenn
- A Tony's Wrench Commitment page - one specific adjustment you commit to making

MODULE 1	AWARENESS	<i>The Ladder of Awareness • Cycle of Culture • The Interaction Matrix</i>
MODULE 2	ASSUMPTIONS	<i>Purpose • Principles • People • Politeness (N.I.C.E.)</i>
MODULE 3	FOCUS	<i>Stuff • Staff • Self • Systems</i>
MODULE 4	CONFIDENCE	<i>Courage • Clarity • Cultivation • Competence</i>

At the beginning, you'll complete a Leadership Snapshot self-assessment.

At the end, you'll revisit it to see how your awareness has grown.

The final page is your What Effective Leaders DO Action Plan - a one-page reference you will return to again and again.



LEADERSHIP SNAPSHOT - PRE-ASSESSMENT

Before you begin, take an honest look at where you are today. Rate yourself on each behavior below using a scale of 1–5, where 1 = rarely or never and 5 = consistently and confidently. There are no right or wrong answers - only honest ones.

Complete the START column now. You will return to complete the END column after finishing the workbook.

Leadership Behavior	START (1–5)	END (1–5)
I understand what culture really is and how my leadership directly creates it.		
I recognize the difference between a symptom and the real problem on my team.		
I consistently have productive (considerate & compelling) interactions with my team.		
I have defined what success is as a leader - not as an individual contributor.		
My team has shared examples of what our values look like as specific behaviors.		
I challenge the stories I tell myself about team members before acting on them.		
I address performance issues directly and kindly rather than avoiding them.		
I hold regular one-on-one conversations with each person on my team.		
I ask for input and feedback from my team to grow as a leader.		
I delegate effectively as a development tool, not just task offloading.		
My team meetings are engaging and build connection and accountability.		
I build psychological safety so my team feels comfortable sharing ideas & mistakes.		
I practice daily reflection to learn from my leadership experiences.		
I take deliberate action in uncomfortable situations to build confidence.		
I see my role as serving, supporting, caring for, and developing my people.		

NOTEBOOK MOMENT

Looking at your ratings, which 2–3 areas feel most urgent to you right now? What do you hope this workbook helps you change?

MODULE 1: AWARENESS

"Awareness is the key to your success - not just in growing yourself, but in building a culture where your people can thrive."

- Tony Estrada

This is where every leader's journey begins.

Not with a new strategy or a better system - but with a willingness to see more clearly.

Tony's first lesson to Jenn covered three foundational frameworks that reshape how you understand your role, your team, and your culture.

PART 1: THE LADDER OF AWARENESS

Most leaders spend their days reacting to symptoms - the missed deadline, the frustrated team member, the project that's falling behind.

The Ladder of Awareness teaches you to climb past the symptom to find the real problem - and ultimately, the solution.



STEP 4: SOLUTION AWARE

You understand what needs to change and have a clear path forward.

STEP 3: PROBLEM AWARE

You have identified the real cause behind what you are seeing.

STEP 2: SYMPTOM AWARE

You notice that something is wrong, but you don't yet know why.

STEP 1: UNAWARE

You don't yet see that there is an issue affecting your team.

KEY INSIGHT

Experience alone does not develop more effective leaders. It is what you NOTICE during your experiences that increases your awareness. Greater awareness is what allows you to become more effective.

NOTEBOOK MOMENT

Think of a current challenge on your team. Where are you on the Ladder of Awareness for that issue? What would it take to climb one rung higher?

The challenge I'm thinking of:

I am currently at this level on the Ladder:

The real problem (not just the symptom) is likely:

A possible solution I haven't considered yet:

PART 2: THE CYCLE OF CULTURE

Tony drew a circle on the page and changed the way Jenn understood her entire role as a leader. Culture is not the snacks, the perks, or the time off. Culture is simply the sum of the behaviors that are allowed and repeated on your team - and those behaviors begin with you.



1. AWARENESS:

What are you noticing?

2. BELIEFS:

What story are you telling?

3. BEHAVIORS:

What are you doing?

4. EXPERIENCES:

What are your results?

“Culture is always a symptom of Leadership.”

- Tony Estrada

THE CYCLE OF CULTURE

EXPERIENCES → AWARENESS → BELIEFS → BEHAVIORS → EXPERIENCES

Your team experiences the culture you create. Those experiences form their awareness. That awareness shapes their beliefs. Their beliefs drive their behaviors. And those behaviors become the culture. The cycle spirals UP or DOWN based on the quality of your leadership interactions.

CRITICAL DISTINCTION

Culture is not a flat cycle - it is dynamic. Like a slinky, it is always moving either UP or DOWN based on your interactions as a leader. Every interaction you have either improves the culture or degrades it. There is no neutral.

NOTEBOOK MOMENT

Look at the cycle in reverse on your team. What behaviors are you currently seeing that concern you? What beliefs might be driving those behaviors? What experiences may have created those beliefs?

Behaviors I'm currently seeing:

Beliefs that might be driving them:

What experiences - that I may have created - could have contributed to those beliefs?

What would I need to change about my interactions to begin shifting this cycle upward?

PART 3: WHAT LEADERSHIP ACTUALLY IS

***“Leadership is less about your position and more about your influence.
Leadership is the influence our interactions have on the behavior of others.”***

- Tony Estrada

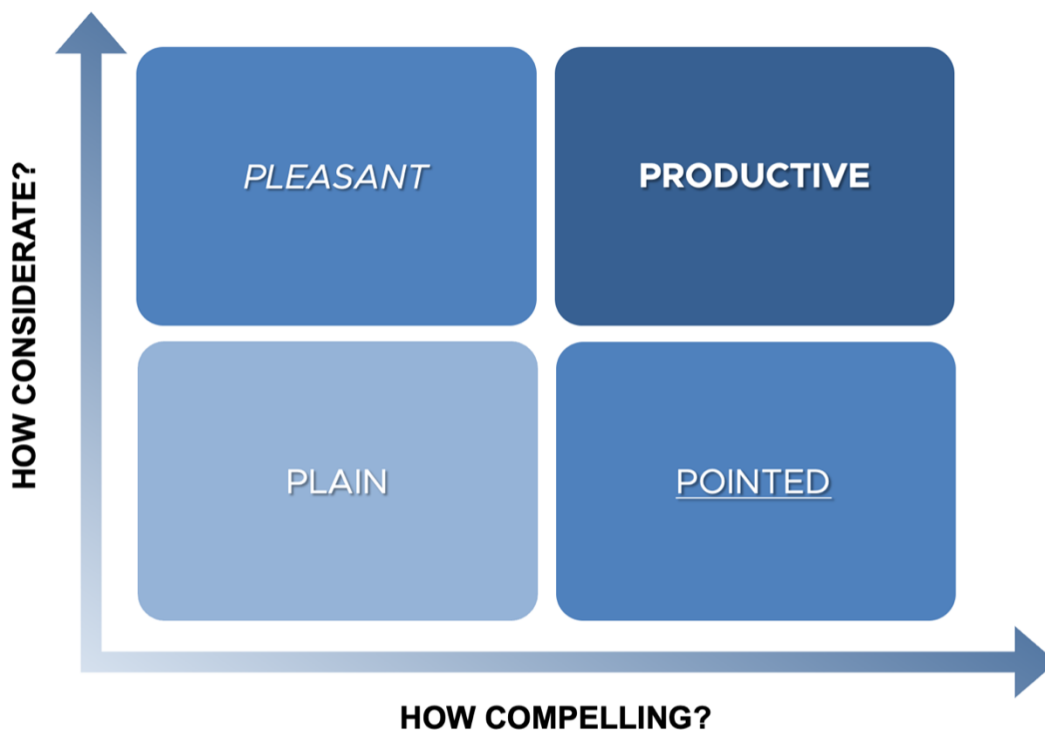
Your title gives you authority. Your interactions give you influence.

And influence - not authority - is what actually moves people.

This means that your effectiveness as a leader is measured every single day, in every conversation, in every response (or non-response) you have with your team.

Tony reminded Jenn: even choosing NOT to send a message or have a meeting is a message. Your team is always interpreting your actions - and your silences.

INTERACTION MATRIX FOR EFFECTIVE LEADERS



NOTEBOOK MOMENT

Think about the last 5 interactions you had with your team members. Were they productive? Use the Interaction Matrix below to evaluate them.

	NOT COMPELLING (Low action)	COMPELLING (Drives action)
CONSIDERATE (Kind & respectful)	PLEASANT <i>Kind but not moving people to act</i>	★ PRODUCTIVE ★ Both considerate AND compelling - AIM HERE
NOT CONSIDERATE (Blunt or cold)	PLAIN <i>Neither kind nor driving action</i>	POINTED <i>Gets action but at the cost of the relationship</i>

Think about your most common interaction style right now.
Which quadrant describes most of your conversations with your team?

What would you need to adjust to move more of your interactions into the PRODUCTIVE quadrant?

THE WRENCH PRINCIPLE

Tony always kept an adjustable wrench in his back pocket as a reminder: it is YOUR responsibility to adjust to your clients and coworkers if you want to have better interactions. An adjustable wrench is the most useful tool in the world because it fits every situation. Effective leaders DO the same.



Tony's Wrench - Module 1 Commitment

Awareness: The Ladder, The Cycle, The Interaction Matrix

The ONE specific adjustment I commit to making as a result of this module:

I will take this first step by:

MODULE 2: ASSUMPTIONS

"Most people protect the assumptions they have rather than questioning or improving them. But you are someone who wants to be better."

- Tony Estrada



Beliefs are the roads we travel on. If we believe something - about our role, our values, our people, or our relationships - every experience becomes evidence to support that belief and send us down the same road to the same destination.

Tony's second lesson is about challenging the four assumptions that quietly limit most leaders.

STEP 4: POLITENESS

The assumption that being 'nice' is the same as being kind. (N.I.C.E. = Neglected Issues Crippling Excellence)

STEP 3: PEOPLE

The stories we tell ourselves about the people on our team.

STEP 2: PRINCIPLES

Assuming your team shares your understanding of values and expectations.

STEP 1: PURPOSE

Assuming your job is still about giving right answers and managing tasks.

PART 1: CHALLENGE YOUR ASSUMPTION ABOUT PURPOSE

“Effective leaders understand that the promotion requires a shift - from giving right answers to asking better questions. Success in your new role is less about technical skills and more about interpersonal skills.”

- Tony Estrada

Most leaders get promoted because they were excellent individual contributors. The dangerous assumption is that what made you great before will make you great as a leader. It won't. Your role has fundamentally changed.

Individual Contributor	Effective Leader
Success = giving the right answers Focus on tasks and deliverables Technical skills drive results You complete the work yourself	Success = asking better questions Focus on serving and developing people Interpersonal skills drive results Results come through other people

NOTEBOOK MOMENT

Write down how you have been defining success in your role. Has it been about managing every detail - or about serving, supporting, caring for, and developing the people responsible for team results?

I have been defining my success as a leader by:

A more effective definition of my success as a leader would be:

PART 2: CHALLENGE YOUR ASSUMPTION ABOUT PRINCIPLES

“Words on walls or websites don’t drive behaviors. Example is the greatest tool for that. And you only prove your commitment to the values you’ve chosen when you are willing to let go of clients or colleagues who violate them.”

- Tony Estrada

Tony’s index card activity revealed the truth: every person on the team can recite the values on the poster, but each person’s mental image of what those values look like in behavior is entirely different. Values without examples are just decoration.

The Index Card Values Activity

Do this exercise right now. In the space below, write down your organization’s or team’s values. Then, for each value, write a specific example of what that value looks like as a behavior in your workplace - not a definition, but a concrete behavior you could point to.

Value 1:

What this looks like as a specific behavior on our team:

Value 2:

What this looks like as a specific behavior on our team:

Value 3:

What this looks like as a specific behavior on our team:

Value 4:

What this looks like as a specific behavior on our team:

✂ NOTEBOOK MOMENT

Now ask yourself: if you gave this same exercise to each person on your team, how different would their answers be from yours?

What does that gap tell you about what you need to do next?

The gap I am most concerned about on my team:

One concrete step I can take to get my team aligned on what our values look like in practice:



PART 3: CHALLENGE YOUR ASSUMPTION ABOUT PEOPLE

When we lack information about why someone is behaving a certain way, we default to negative stories. Tony called this out directly: the stories we tell ourselves about our people become the lenses through which we see every interaction with them. Once you believe someone is lazy or disrespectful, every email, every late deliverable, every silence becomes evidence of that story.

“Beliefs are the roads we travel on. We continue to look for evidence to support an assumption instead of examining the assumption itself.”

- Tony Estrada

The Story-Checking Question

Tony gave Jenn one powerful question to ask herself whenever she felt herself building a story about a team member:

“What evidence do I have to support this story... and what other reasons might help explain the same behavior?”



✍ NOTEBOOK MOMENT

Think of a team member whose behavior has frustrated you recently. Apply the story-checking question below.

The team member I am thinking of (first name or initials):

The story I have been telling myself:

Other reasons that might explain the same behavior:

What I actually know vs. what I have been assuming:

One question I could ask this person to replace my assumption with real information:

PART 4: CHALLENGE YOUR ASSUMPTION ABOUT POLITENESS

This was one of Tony's most important lessons. Jenn thought she was being professional by avoiding tough conversations. Tony showed her she was actually being neglectful. There is a fundamental difference between being nice and being kind.

Being NICE	Being KIND
<p><i>Pretending the crack in the pipe isn't there because you don't want to upset the homeowner.</i></p> <p>Avoiding tough conversations. Excusing poor performance. Letting small problems grow into big ones.</p>	<p><i>Pointing out the crack and fixing it before the system fails and the house floods again.</i></p> <p>Caring enough to address issues. Giving honest feedback. Challenging people to be better, even when it's uncomfortable.</p>

N.I.C.E. = Neglected Issues Crippling Excellence

Being 'nice' might feel good in the moment, but it is toxic to your team.

✍ NOTEBOOK MOMENT

What issue on your team have you been 'nice' about instead of kind? What has that cost your team? What would a kind leader do instead?

The issue I have been avoiding (being 'nice' about):

What it has cost my team to leave this unaddressed:

What a kind leader would do instead:

Tony's Wrench - Module 2 Commitment

Assumptions: Purpose, Principles, People & Politeness

The ONE specific adjustment I commit to making as a result of this module:

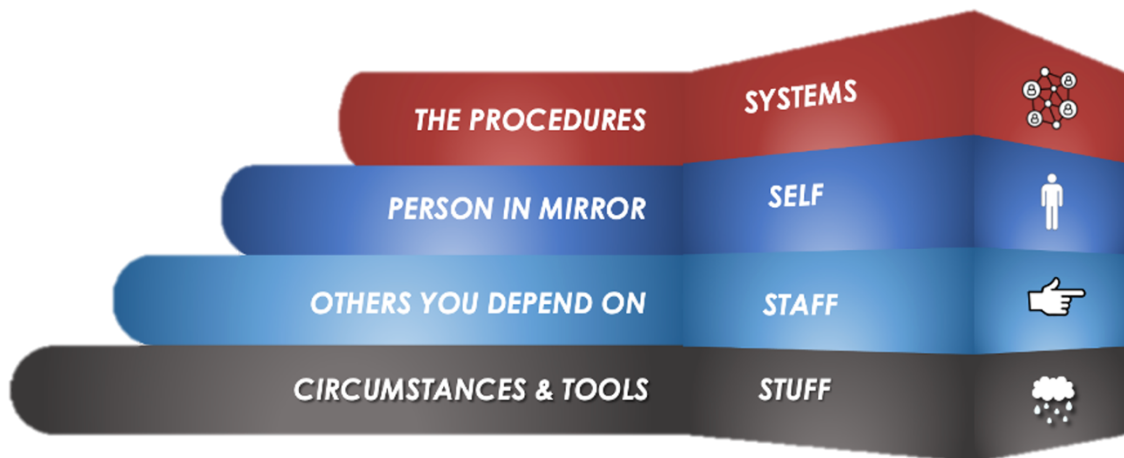
I will take this first step by:



MODULE 3: FOCUS - THE EVOLUTION OF LEADERS

"Our evolution as leaders is demonstrated by what we choose to focus on."

- Roberto Estrada



Tony's third lesson is the most extensive because it is the most practical. Effective leaders move through four stages of focus as they grow. Most struggling leaders are stuck at the first stage. The best leaders have learned to operate at all four levels.

STEP 4: SYSTEMS

Designing consistent processes that allow the team to perform at a high level without you doing it all yourself.

STEP 3: SELF

Growing your own awareness and effectiveness as a leader through reflection, feedback, and coaching.

STEP 2: STAFF

Building relationships, trust, and the skills of the individuals on your team.

STEP 1: STUFF

Managing tasks, processes, deliverables, and the administrative work of the role.

PART 1: GETTING PAST STUFF

Every new leader defaults to stuff. It is comfortable. A spreadsheet doesn't judge you or ask questions you don't know the answer to yet. But staying focused on stuff costs your team. You can manage every process and still fail as a leader because leadership is not about the work you do - it is about the people you develop.

“People need good tools to help them in their jobs. But supplies and software are only as effective as the people who are using them.”

- Roberto Estrada

NOTEBOOK MOMENT

How much of your current week is spent on STUFF (tasks, corrections, administrative work) vs. STAFF (conversations, relationships, development)? Be honest.

Time I currently spend on STUFF:

Time I currently spend on STAFF:

Where is focusing on stuff costing me the most right now?

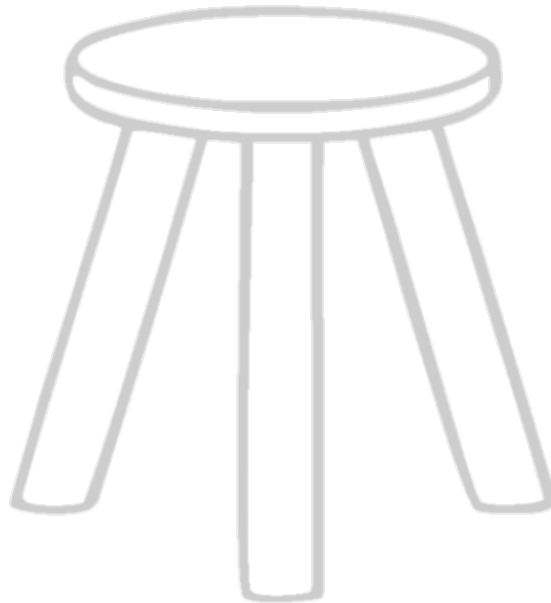
PART 2: FOCUSING ON YOUR STAFF

The three-legged stool of trust, the one-on-one conversation map, intentional team building, and the POINT model for giving feedback - these are the core tools Tony shared for focusing effectively on your staff.

The Three-Legged Stool of Trust

Trust is not built through authority. It is built through three consistent demonstrations over time. Remove any one of these legs and the stool falls.

<p>LEG 1</p> <p>COMPETENCE IN YOUR ROLE</p> <p>People trust you when they believe in your expertise. But this leg has the least impact - people will give you grace to grow if the other two legs are strong.</p>	<p>LEG 2</p> <p>CONCERN FOR OTHERS</p> <p>They need to feel valued as a person, not just for their performance. Listen. Check in. Celebrate wins. Remember details about their lives.</p>	<p>LEG 3</p> <p>COMMITMENTS YOU KEEP</p> <p>If you say you will do something, follow through. Reliability is the foundation of every relationship on your team.</p>
---	---	---



✂ NOTEBOOK MOMENT

Rate the strength of each trust leg with your team right now (1=weak, 5=strong). Which leg most needs your attention, and what specific action will you take to strengthen it?

My ratings (Competence / Concern / Commitments):

The leg that needs the most work and why:

The One-on-One Conversation Map

Tony told Jenn: the best one-on-one conversations meander - they aren't a straight line if you are truly listening. But there is a path. Schedule these weekly or at least every two weeks, 30 minutes each. They are the foundation of your leadership.

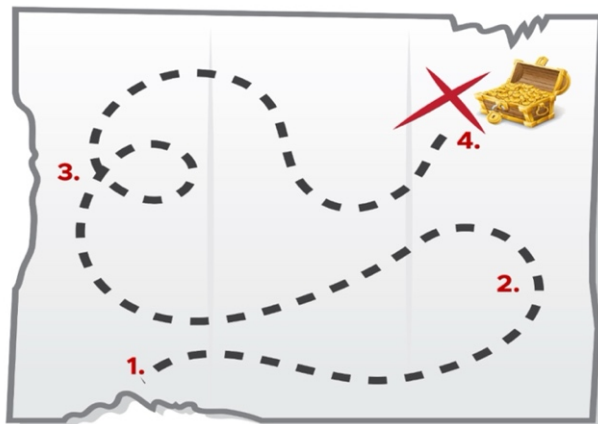
1	CONNECTION	Ask: "What's on your mind?" or "What's got you excited this week?" First conversation: "Tell me about your family" or "What excites you about this job?" Spend the first third of your time just learning about them as a person.
2	CHALLENGES	Ask: "What's the biggest challenge you are dealing with right now?" Invest time in helping them identify the real obstacle. Listen before you advise.
3	CLARITY	Ask: "What do you see as possible solutions?" Resist the urge to tell them what to do. Help them gain clarity for themselves. Then ask: "What might get in the way of your plan?"
4	COMMITMENT ★ THE TREASURE	Ask: "What specific action will you take before our next conversation, and how can I support you?" The treasure is the trust and development you build with every conversation.

NOTEBOOK MOMENT

Which team member most needs a one-on-one conversation this week? Schedule it before you close this workbook. Write their name and when you will meet below.

Team member: _____ Date/time I will meet with them:

Questions I want to make sure I ask in our conversation:



- 1. CONNECTION (10 min)**
- FOCUS ON THEM AND WHAT IS ON THEIR MIND
- 2. CHALLENGES (10 min)**
- IDENTIFY PROGRESS AND OBSTACLES OR ISSUES
- 3. CLARITY (5 min)**
- GET THEIR IDEAS ABOUT OPTIONS AND NEXT STEPS
- 4. COMMITMENT (5 min)**
- DEFINE WHO WILL DO WHAT AND BY WHEN

ACTIVITY: Team Member Operating Instructions

The more you know about your team, the better you can adjust to their needs...

1. What are you most proud of in your work right now?

2. What excites you most about your job / this team?

3. What is your biggest challenge or frustration at work right now?

4. How do you prefer to receive feedback - directly, gently, in writing, in person?

5. What does your ideal working environment look and feel like?

6. What is something your teammates would be surprised to learn about you?

7. What motivates you most: recognition, growth, autonomy, relationships, something else?

8. When you are stressed or overwhelmed, how do others see it - and what helps you?

9. What is something you wish your leader knew about what you need from them?

10. What skill or area would you most like to develop in the next year?

11. What is something outside of work that is important to you right now?

12. What is one thing this team could do differently that would make your job better?

Intentional Team Building: Profitable Fluff

“You think you can depend on accidental connections driving collaboration? Not gonna happen. An effective leader has to schedule and engineer experiences to help those things happen.”

- Tony Estrada

Tony introduced Jenn to the concept of Profitable Fluff: intentional team building activities that seem informal but produce real returns in trust, communication, and collaboration.



✂ NOTEBOOK MOMENT

When is the last time you gave your team an opportunity to connect as people - not just as coworkers? What is one intentional experience you could plan in the next 60 days?

A team building experience I could schedule in the next 60 days:

The POINT Model: Giving Feedback That Works

Tony taught Jenn that the problem with most feedback is that it feels like an attack on the person rather than attention to the problem. When you build strong relationships first, you earn the right to point at problems without hurting people. The POINT model gives you a framework to do exactly that.

IMPORTANT TIP FROM TONY

Before you use POINT to address a problem, spend your first two weeks using it to acknowledge POSITIVE behaviors. Get comfortable with the process in a low-stakes situation first. Both you and your team will be ready for the tougher conversations when they arrive.

P

PERMISSION & PURPOSE

Meet with them individually. Share that you've noticed something that could help them accomplish a goal they feel is important, then ask: "Is it okay if I share an idea with you?" Opening the door is better than barging in.

O

OBJECTIVELY DESCRIBE THE OBSERVED BEHAVIOR

Share only factual descriptions of what you saw or what the data shows. No opinions. No emotions. No dancing around the issue. Be specific and direct.

I

IDENTIFY THE IMPACT ON THE TEAM

Help them see how their behavior affected a teammate, a client, or the overall team. Build empathy. Empathy is the foundation of accountability.

N

NEGOTIATE NEXT STEPS

Instead of telling them what to do, ask for their ideas on how to improve: "What do you think needs to happen to move forward?" When they are part of the solution, they own it.

T

TRACK THEIR PROGRESS

Set a date to circle back and check on their progress. When they make progress, acknowledge it. A simple thank you goes a long way.

✍ NOTEBOOK MOMENT

Prepare a POINT conversation you need to have. Write out what you would say for each step below - before you have the conversation.

P – How I will open and ask permission:

O – The specific behavior I will describe (facts only):

I – The impact on the team I will share:

N – The question I will ask for next steps:

T – When I will follow up:

PART 3: FOCUSING ON YOURSELF

“What part of my leadership led to that result?”

- Tony Estrada - the most important question a leader can ask themselves

The most powerful wrench in your toolbox is the one you turn on yourself.

Focusing on self means developing the awareness and habits that make you a better leader, and Tony shared three tools for growing yourself: reflection, feedback, and coaching.

Tool 1: Daily Reflection Routines

Tony’s most important personal habit. Writing is the refining part of thinking. It clarifies what matters and surfaces patterns you would otherwise miss.

MORNING (5 minutes)

1. What’s one thing I’m grateful for today?
2. What’s something I’m excited about?
3. What’s the thing I want to avoid?
4. What’s the one thing I absolutely need to get done today?

EVENING (10 minutes)

1. What were my two biggest wins or insights?
2. What didn’t go as well as I’d hoped, and how can I improve?
3. Who did I connect with, encourage, or praise today?
4. What’s on the agenda for tomorrow?

FOR ONGOING GROWTH

The Effective Leader Awareness Journal by Sean Glaze provides daily reflection prompts and activities specifically designed to accelerate your leadership growth.

If you want a structured daily practice that builds on everything in this workbook, the journal is a powerful next step. Visit greatresultsteambuilding.net to learn more.



Tool 2: Asking for Feedback (Asking for Advice)

Lucia Estrada taught Jenn that EGO = Eliminates Growth Opportunities.

Most leaders are willing to give feedback to correct the flaws they see in others - but never ask for feedback to address the flaws in themselves.

The leaders who grow fastest are the ones who ask.

“EGO = Eliminates Growth Opportunities. When you really focus on improving yourself, you realize that in many ways you are the problem. And you start asking for help to fix what you need to fix.”

- Lucia Estrada

Lucia's 5-step process for asking for advice (not just 'feedback'):

1

CHOOSE THE RIGHT PEOPLE

Ask the people whose opinions you genuinely respect - those who will be honest, not just supportive. Thoughtful people who have seen you handle different situations over time.

2

ASK FOR THEIR HELP TO GET BETTER

Let them see your vulnerability. Say: "I'm committed to improving and I value your perspective." People give better insights when they know you're genuinely trying.

3

SHARE ONE SPECIFIC QUESTION

Don't ask more than one thing. Vague questions get vague answers. Instead of "How am I doing?" ask: "What is one thing I'm doing that's been hurting the team?" Ask for an example if they mention something.

4

TAKE NOTES AND BE GRATEFUL

Write down what they say. Listen without getting defensive. Say thank you. Sincerely. This is your chance to learn, not explain.

5

FOLLOW UP WITH WHAT YOU DID

Go back later and let them know what you did with their advice. You don't have to implement everything, but showing you considered it builds trust and makes them feel valued.

✍ NOTEBOOK MOMENT

Who is one person you could ask for advice this week? What specific question - one question only - would give you the most useful insight right now?

The person I will ask:

The one specific question I will ask them:



PART 4: BUILDING BETTER SYSTEMS

Systems are organized processes designed for a team to achieve quality results consistently. Tony described them like the pipes in a house: when you have the right systems in place, things flow where they are supposed to go.

When a system is broken, you see leaks - damage, delays, confusion.

“If you want people to do the right thing, the right way, at the right time - you need the right system in place to make it easy for them to do that.”

- Tony Estrada

Building a System: The 3-Step Process

1. PLAN IT	2. PRODUCE IT	3. PERFECT IT
What process needs to be documented? What platform will house it? Key questions: What do we need to document? Where will we keep it? What does great look like?	Map out the steps, explain the why, add checkpoints or visuals. A new hire should be able to follow it without help. Key question: Are the steps clear and easy to follow?	Check in annually. Get your team's input to update what needs it. Key question: Is this system still relevant and effective for how we work today?

System 1: The Starting Five Daily Priorities

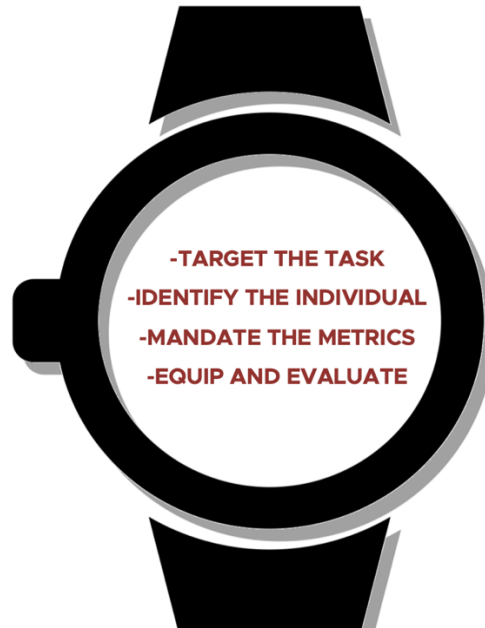
Tony's daily productivity system. Not a long to-do list - a focused list of your five most important tasks, ranked by priority. Work on ONE task at a time until you finish it. Use 20-minute focused work sprints with your phone on silent.

#	My goal right now: _____
1	
2	
3	
4	
5	

System 2: Delegation - The T.I.M.E. Framework

Tony's key insight on delegation: it is less about saving your time and more about investing your time in others. Poor leaders treat delegation like throwing a wedding bouquet - they toss it blindly and don't follow up.

Effective leaders treat it like a baton handoff in a relay race - deliberate and careful.



T

TARGET APPROPRIATE TASKS

Is this task too risky to hand off? Can someone else complete it successfully? Does it provide a development opportunity? Is there enough time to delegate effectively?

I

IDENTIFY THE RIGHT INDIVIDUAL

Who has the right mix of skills AND available time? Delegating to the wrong person sets them up to fail, not succeed.

M

MANDATE IMPORTANT METRICS

Be crystal clear about what success looks like: the timeline, the quality standards, and the WHY behind the task. If they don't understand why it matters, they won't own it.

E

EXTEND RESOURCES & EVALUATE PROGRESS

Give them what they need to succeed. Share information, be available for questions, and set check-in points. At the end, ask: "What did you learn from this, and what would you do differently?"

System 3: The Six-Part Meeting Template

WAYSTID

Make every team meeting a WAYSTID opportunity: go into every meeting with the intention of asking “What Are You Seeing That I Don’t?” Your team has perspectives you need. Meetings are your best chance to collect them.

1 LOGISTICS & INVITATION

Who needs to be there? When and where is it? Only invite the people who need the information or have something valuable to share. Send a reminder the day before.

2 PURPOSE & NORMS REVIEW

Start every meeting by reminding the team WHY you are meeting and reviewing any team standards of behavior. This keeps everyone focused and reinforces your culture.

3 CONNECTION ACTIVITY (5–10 min)

Ask a fun question for everyone to answer: “What is a vacation you will never forget?” or “What was your first concert?” Small moments of sharing build the trust that makes the rest of the meeting better.

4 CELEBRATE VALUES IN ACTION

Highlight a recent example of someone living out a team value. Recognize specific behaviors you want to see repeated. Reinforce the culture you are trying to build.

5 AGENDA & TEAM INPUT (WAYSTID)

Walk through agenda items - framed as questions, not announcements. Ask for input. Make sure everyone has a chance to contribute. Build psychological safety by welcoming disagreement and new ideas.

6 COMMITMENTS & NEXT STEPS

Wrap up by confirming who is doing what by when. Follow up with a brief email recap of decisions and action items. Confirm the next meeting time.

PSYCHOLOGICAL SAFETY

Psychological safety is the feeling that it is okay to share an idea, admit a mistake, or ask a question without getting punished for it. Trust makes one person feel safe. Psychological safety makes everyone on the team feel safe. End each meeting by inviting people to email you: “What needed to be said today that wasn’t?” Then acknowledge every response publicly at the next meeting.

 **NOTEBOOK MOMENT**

Review the six parts of the meeting template. Which element is most missing from your current team meetings? What would be the impact of adding it?

The element most missing from my current meetings:

What I will add or change in my next team meeting:

 **Tony's Wrench - Module 3 Commitment**

Focus: Stuff → Staff → Self → Systems

The ONE specific adjustment I commit to making as a result of this module:

I will take this first step by:

MODULE 4: CONFIDENCE

Tony saved confidence for last because it cannot be taught - it can only be earned. You can read about swimming all day. You can talk about it, think about it, diagram it. But you will never grow confident in your ability to swim if you stay dry. The same is true in leadership.



“Teams don’t change because of what leaders think. They change because of how leaders act. All confidence comes from action.”

- Tony Estrada

STEP 4: COMPETENCE

Knowing you have done something well before - so you believe you can do it again. Comes from repetition and proving yourself even in adversity.

STEP 3: CULTIVATION

Practicing and staying in the struggle long enough to get better. Nobody nails it the first time. Confidence belongs to those who kept trying when it felt awkward.

STEP 2: CLARITY

Getting clear on the specific skills and tools you need to succeed in your current role. A plumber needs the right wrench. A leader needs the right skills.

STEP 1: COURAGE

Any confidence you want is on the other side of discomfort. Acknowledge that reality and step into it. Avoiding challenges just makes them harder later.

PART 1: COURAGE - STEP INTO THE DISCOMFORT

Courage is not the absence of fear or discomfort. Courage is the willingness to act despite it. Every skill you have now - driving, reading, leading a meeting - once felt uncomfortable and difficult. You built confidence in those things by doing them badly long enough to get better. Leadership is no different.

TONY'S REMINDER

You must be willing to be bad long enough to get better. Defective leaders are people who complain about the lack of results that their own lack of action created. Effective leaders step in, take action, and learn as they go.

NOTEBOOK MOMENT

*What is one leadership situation you have been avoiding because it feels uncomfortable?
What is the cost of continuing to avoid it?*

The situation I have been avoiding:

What avoiding it is costing my team or my effectiveness:

The first small step I could take THIS WEEK to face it:

PART 2: CLARITY - KNOW WHAT SKILLS YOU NEED

Tony used a simple analogy: a plumber showing up to a job has to figure out what tools are needed. If he doesn't have the right tool, he needs to get it.

You cannot build confidence in a skill you are not developing.

Clarity is knowing exactly which capabilities you need to grow as a leader.

NOTEBOOK MOMENT

Based on everything you have covered in this workbook, identify the top 3 skills or leadership capabilities you most need to develop. Be specific - not just 'communication' but 'having difficult conversations without being defensive.'

Skill 1 I need to develop:

How I will practice or develop this skill:

Skill 2 I need to develop:

How I will practice or develop this skill:

Skill 3 I need to develop:

How I will practice or develop this skill:

PART 3: CULTIVATION - STAY IN THE STRUGGLE

This is the part most people skip or rush. Cultivation is the unglamorous middle - the place where you practice the awkward one-on-one conversation, run the meeting that doesn't go perfectly, have the POINT conversation for the first time and stumble through it. The leaders with the most confidence got there by staying in the struggle long enough to get better.

“Nobody walks into a new role, a new skill, or a tough situation and nails it perfectly the first time. The people with the most confidence are the ones who kept trying when they felt awkward or got frustrated.”

- Tony Estrada

NOTEBOOK MOMENT

Think back to something you are now confident in - in work or in life. How long did it take? What did the cultivation phase look like? What can you take from that experience into your leadership development now?

Something I am confident in today that once felt impossible:

What the cultivation phase looked like (what did I have to go through to get there):

What this teaches me about staying patient with my leadership development:

PART 4: COMPETENCE - PROVE IT TO YOURSELF

Competence is the destination you earn through courage, clarity, and cultivation.

It is not perfection. It is the evidence you have accumulated that you can handle this - because you have handled it before.

Competence is the foundation of the confidence that inspires your team to believe in you.

PROGRESS OVER PARALYSIS

Effective leaders don't wait until they have all the answers. They step in, take action, and learn as they go. The goal is not perfection - it is progress. Each conversation you have, each meeting you lead, each commitment you keep adds another piece of evidence to the case you are building for yourself.

"Confidence is the souvenir of past success that inspires positive expectations. You don't get confidence. You earn it."

- Tony Estrada



 **NOTEBOOK MOMENT**

What leadership wins can you already point to - even small ones - since you started working through this material? Write them down. These are the first pieces of evidence building your competence as a leader.

Leadership wins I can already point to:

The version of me I am working toward - as a leader - looks like:



Tony's Wrench - Module 4 Commitment

Confidence: Courage → Clarity → Cultivation → Competence

The ONE specific adjustment I commit to making as a result of this module:

I will take this first step by:

LEADERSHIP SNAPSHOT - POST-ASSESSMENT

You started this workbook by completing the START column of the Leadership Snapshot. Now it is time to complete the END column. Return to the pre-assessment on the earlier page, complete the END ratings, and then answer the reflection questions below.

NOTEBOOK MOMENT

After comparing your START and END ratings, answer these questions honestly.

The area where my awareness grew the most:

The behavior or habit I am most committed to changing as a result of this workbook:

The concept or tool from the book that I know will have the biggest impact on my team:

One person I want to share something I learned with:

WHAT EFFECTIVE LEADERS DO - MY ACTION PLAN

This is your one-page reference. Tear it out. Pin it up. Come back to it. The insights in this workbook only become leadership if you DO them. What you practice is what you become.

MODULE 1 AWARENESS	My most important insight: <hr/>	My one committed action: <hr/>
MODULE 2 ASSUMPTIONS	My most important insight: <hr/>	My one committed action: <hr/>
MODULE 3 FOCUS	My most important insight: <hr/>	My one committed action: <hr/>
MODULE 4 CONFIDENCE	My most important insight: <hr/>	My one committed action: <hr/>

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.

