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An implementation guide to grow  
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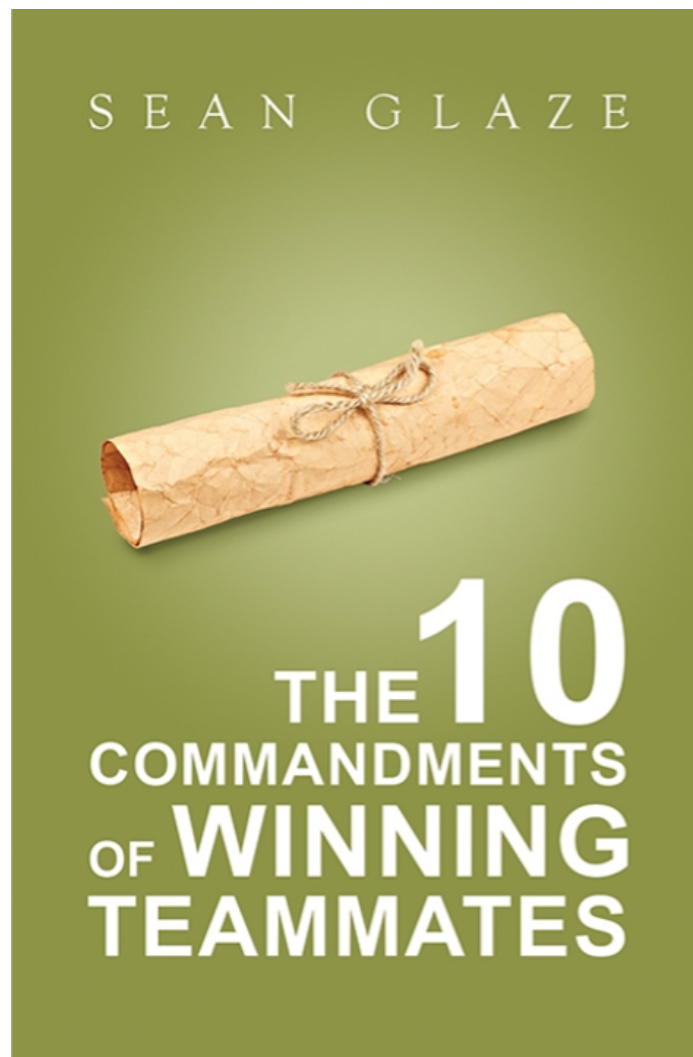
**VOLUME THREE**  
**Winning Teammates**

SEAN GLAZE

# BECOMING A WINNING TEAMMATE

A Professional Development Workbook

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Based on the Book by

**SEAN GLAZE**

GreatResultsTeambuilding.com | StickyCultures.com

# INTRODUCTION: WHY THIS MATTERS

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Most people are hired for their skills and expertise. Most people are fired or quietly sidelined for their attitudes and behaviors. That gap is where this workbook lives.

The 10 Commandments of Winning Teammates is a story about Nick Turner – a talented professional who keeps changing jobs, keeps underperforming as a teammate, and doesn't understand why.

Over the course of a single road trip, Nick has a series of conversations that change how he sees himself and everyone around him.

This workbook is your road trip.

Each of the 11 lessons that follow is grounded directly in the book – the quotes, the characters, the stories, and the principles. Your job is to work through each one honestly, apply it to your real professional life, and commit to specific behavior changes.

*You may not always be an impressive talent on your team, but with the right attitude and effort you can always be an impressive teammate. – Sean Glaze*



## The Deloitte Reality Check

According to a 2015 Washington Post article, Deloitte scrapped their standard performance evaluation and replaced it with four questions. Two of the most important:

- Given what I know of this person's performance, I would always want him or her on my team.
- This person is at risk for low performance.

The world has changed. Technical talent is necessary – but never sufficient. The teammate you are matters as much as the work you produce.

## Opening Self-Assessment

Before you begin, rate yourself honestly on each of the 10 Commandments. Circle a number. Be truthful no one else sees this but you. You will return to this assessment at the end of the workbook.

Commandment	1	2	3	4	5	6	7	8	9	10
1. Have Fun & Remain Positive										
2. Give & Request Clear Expectations										
3. Frequently Share Appreciation & Thanks										
4. Continue to Grow & Stay Coachable										
5. Be Aware of & Encourage Others										
6. Do More Than Expected with Enthusiasm										
7. Respect the Clock & the Calendar										
8. Know Your Role & Contribute Your Strengths										
9. Prioritize Team Goals Ahead of Personal Gains										
10. Claim Personal Responsibility for Results										

## The Nick Turner Inventory

Nick's story is your mirror.

Before you begin, check any patterns you recognize in yourself:

- I tend to work alone and prefer to handle things myself rather than relying on teammates.
- I have complained about coworkers, managers, or workplace culture at a previous or current job.
- When things went wrong at work, I was quicker to identify who or what was to blame than to ask what I could have done differently.
- I have been more focused on my own results and recognition than on the team's overall success.
- I rarely go out of my way to encourage or acknowledge my colleagues' contributions.
- I know what I'm good at, but I don't always think about how my strengths serve the people around me.
- I have let my attitude or effort vary depending on how I feel about a task or person.
- I have left jobs (or damaged relationships) without fully understanding my own role in what went wrong.

## Your Opening Commitment

Coach Watkins made Nick make a promise before sending him on his journey.

This workbook asks the same of you.

*Before I begin, I commit to approaching each lesson with honesty about where I am, hunger for where I want to be, and humility enough to let these lessons change me.*

*One specific thing I want to be different about myself as a teammate when I finish this workbook:*

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“THE EFFECT YOU  
HAVE ON OTHERS  
IS THE MOST  
VALUABLE  
CURRENCY  
THERE IS...”

- JIM CARREY

[www.WinningTeammate.com](http://www.WinningTeammate.com)

SEAN GLAZE  
THE 10  
COMMANDMENTS  
OF WINNING  
TEAMMATES

# LESSON 1

## ASK BETTER QUESTIONS

Look Ahead You Only See What You Train Yourself to Look For

Book Source: Preface & Chapter 1 | Featured Characters: Nick Turner, Coach Watkins

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### CORE QUOTES FROM THE BOOK

*"Being a better teammate having a better life starts with asking better questions of yourself... and others."*

*"Everybody looks, but not everybody sees. You see and appreciate only what you look for."  
Coach Bobby Knight (shared by Coach Watkins)*

*"Better questions lead to better eyes."*

*"Saying you will do it and actually taking action are two very different things."*

### KEY CONCEPTS

- The scroll Nick found: the 10 Commandments had been available to him for years he just never opened it.
- Coach Watkins' 24-hour challenge: ask everyone "Who is the best teammate you ever had?" a single question that retrains your focus.
- What you look for determines what you see. Train your eyes with better questions.
- The difference between knowing a lesson and actually applying it.
- Nick's pattern: talented, but focused only on himself. The question is designed to break that pattern.

## WORKBOOK ACTIVITIES & REFLECTION COMPONENTS

### 1.1. Story Connection & Personal Reflection

Nick found the scroll years earlier but never opened it. Consider your own unopened scrolls lessons someone tried to give you that you weren't ready to receive.

*Prompt: "What is one important lesson about working with others that you were given by a manager, mentor, coach, or experience that you weren't ready to hear at the time? What would be different if you had applied it?"*

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### 1.2. The Central Activity Ask the Question

Coach Watkins gave Nick one task: ask three people "Who is the best teammate you ever had?" You will do the same. Approach three different colleagues, teammates, or people in your life and ask them this question. Record their answers below.

- Person 1: \_\_\_\_\_ Their answer and why: \_\_\_\_\_
- Person 2: \_\_\_\_\_ Their answer and why: \_\_\_\_\_
- Person 3: \_\_\_\_\_ Their answer and why: \_\_\_\_\_

*What patterns or traits kept appearing across all three answers?*

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### 1.3. What Do You Currently Look For?

What you look for shapes what you see and what you see shapes how you behave.

*Prompt: "When you walk into work each day, what are you primarily looking for? Problems to solve? Recognition for your work? Ways to impress your manager? Ways to avoid certain people?"*

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### 1.4. Retraining Your Eyes

If you deliberately trained yourself to look for examples of winning-teammate behavior in others, you would start to notice and imitate those behaviors more. Write one question you will begin asking yourself each morning to shift your focus toward being a better teammate.

*Prompt: "My daily better-question starting tomorrow:"*

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### 1.5. The Know vs. Do Gap

Coach Watkins didn't want Nick to just memorize the list. He wanted him to DO something. The lesson here is that awareness without action is just information.

*Prompt: "Name one thing you already know you should do to be a better teammate that you have not consistently put into practice. What has stopped you?"*

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### LESSON SCORE Circle your honest self-rating

How consistently do I live this commandment?	1	2	3	4	5	6	7	8	9	10
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*My key takeaway from this lesson:*

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## **The Ten Commandments for Winning Teammates**

- 1 - Remember to have fun and remain positive
- 2 - Always give and request clear expectations
- 3 - Frequently share appreciation and thanks
- 4 - Continue to grow and stay coachable
- 5 - Be aware of and encourage others
- 6 - Do more than is expected with enthusiasm
- 7 - Respect the clock and the calendar
- 8 - Know your role and contribute your strengths
- 9 - Prioritize team goals ahead of personal gains
- 10 - Claim personal responsibility for results

# LESSON 2

## HAVE FUN & REMAIN POSITIVE

Your Frame Determines What Others Experience

Book Source: Chapter 2 | Featured Characters: Rich & Jack, the Movers

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### CORE QUOTES FROM THE BOOK

*"Having fun and being positive is a choice you make."*

*"It's amazing how much different your day is when you work with people who have fun and stay positive."*

*"There's lots of people in this world who don't have to change their job to be happier they just have to change their frame and their attitude."*

*"Don't matter if you're a mover or a mailman or answering calls all day that's what makes him a good teammate."*

### KEY CONCEPTS

- The Frame Metaphor: same picture, dark frame vs. bright frame. You choose the frame you put around the events of your day.
- "Have to" vs. "Get to" language a simple shift that reveals your mindset.
- Negative energy is contagious so is positive energy. You are always spreading one or the other.
- The partner test: Would your coworkers ask to change partners to get away from your attitude?
- Rich's insight: "Some people just put a dark frame around the stuff that happens to them. Jack doesn't."

### WORKBOOK ACTIVITIES & REFLECTION COMPONENTS

#### 2.1. Story Connection

Jack's wife noticed something was different after his first day working with Rich. The people around us experience our attitude even when we don't.

*Prompt: "If your most frequent coworker was asked to describe the energy you bring to work each day, what would they say? Be specific and honest."*

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## 2.2. The Frame Exercise

Think of one current frustration or ongoing challenge at work that you have been viewing through a negative frame.

- Situation (dark frame view):  
\_\_\_\_\_
  - Reframed (bright frame view):  
\_\_\_\_\_
  - What changes in how I show up if I hold the bright frame version?
- 

## 2.3. Language Audit Have To vs. Get To

List five things you regularly say about your work. Circle any that use "have to," "need to," or similar obligation language. Then rewrite each as a "get to" statement.

- Original: \_\_\_\_\_ Reframe: \_\_\_\_\_
- Original: \_\_\_\_\_ Reframe: \_\_\_\_\_
- Original: \_\_\_\_\_ Reframe: \_\_\_\_\_

## 2.4. Energy Impact Reflection

Rich said Jack "made something that most people see as monotonous seem enjoyable." That's not personality that's a decision.

*Prompt: "Who on your current team catches their attitude from you? What are you spreading to them right now energy and enthusiasm, or frustration and cynicism?"*

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## 2.5. The Contagion Check

Nick had to honestly ask himself: was he more like Jack, or more like the people Rich wanted to get away from?

*Prompt: "At your last job or your current one have you been the kind of teammate people wanted to work with, or someone who drained the energy of those around you? What's your evidence?"*

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## 2.6. Action Commitment

One specific behavior change a language shift, a habit, a daily choice that reframes your attitude starting this week.

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**LESSON SCORE** Circle your honest self-rating

How consistently do I live this commandment?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

*My key takeaway from this lesson:*

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WINNING TEAMMATES ARE  
THE GLUE THAT HOLD TEAMS  
TOGETHER... THAT KEEP  
THEM FOCUSED AND  
PERFORMING WELL.

The 10 Commandments of Winning Teammates

# LESSON 3

## GIVE & REQUEST CLEAR EXPECTATIONS

*All Failure Is the Result of Vagueness*

Book Source: Chapter 3 | Featured Characters: Jack & His Wife (the floor plan story)

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### CORE QUOTES FROM THE BOOK

*"All failure is the result of vagueness."*

*"Dollars are in the details."*

*"Assumptions can be expensive."*

*"When you learn to ask questions and give and request clear expectations, people appreciate you more. They trust you more."*

*"You let people know how much you care by how much you are willing to ask."*

### KEY CONCEPTS

- Jack's floor plan: the act of preparing and clarifying in advance is a form of respect for the other person.
- Jack's wife transformed their business from failed assumptions to 5-star reviews by teaching him to ask clarifying questions.
- Vague expectations create expensive mistakes in business AND in relationships.
- Clarity signals commitment: when you clarify, you're communicating that the outcome matters to you.
- "Just to be sure I write this down correctly, what I heard you say was..." a powerful professional habit.

## WORKBOOK ACTIVITIES & REFLECTION COMPONENTS

### 3.1. Story Connection

Jack didn't just show up and assume he brought a floor plan and asked specific questions. That one habit turned his business around.

*Prompt: "Think of a situation at work where vague communication caused a problem a missed deadline, a misunderstood project, a failed handoff. Who was responsible for the vagueness? What question should have been asked?"*

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### 3.2. The Vagueness Audit

In your current role, where does vagueness most commonly cause problems? Check all that apply and add your own:

- Unclear project ownership no one knows who is making the final call
- Vague deadlines "soon" or "when you get a chance" instead of a specific date/time
- Assumed knowledge proceeding without confirming the other person understood
- Unclear success criteria completing work without knowing what "done" looks like
- Other: \_\_\_\_\_

### 3.3. Expectation Checklist

Before any significant project, task, or conversation, a winning teammate asks these questions. Practice using this checklist on your next assignment:

- What does a successful outcome look like?  
\_\_\_\_\_
- Who owns each piece of this?  
\_\_\_\_\_
- What is the deadline specific date and time?  
\_\_\_\_\_
- What decisions can I make, and which need to go back to you?  
\_\_\_\_\_
- How should I communicate progress or problems?  
\_\_\_\_\_

### 3.4. Clarifying Language Practice

The phrase Jack's wife used "Just to be sure I write this down correctly, what I heard you say was..." is a trust-builder. Practice it. Rewrite these vague statements into clear expectation-setting language:

- Vague: "Get that report to me soon." | Clear:

\_\_\_\_\_

- Vague: "Just handle it." | Clear:

\_\_\_\_\_

- Vague: "Make sure the client is happy." | Clear:

\_\_\_\_\_

### 3.5. The Trust Connection

Jack said that asking questions makes people appreciate you and trust you more.

*Prompt: "Reflect on your reputation for clarity. Do your teammates and manager know what to expect from you and do you know what to expect from them? Where is the biggest gap right now?"*

\_\_\_\_\_

### 3.6. Action Commitment

Identify one upcoming project or relationship where you will proactively give and request clearer expectations.

\_\_\_\_\_

## LESSON SCORE Circle your honest self-rating

How consistently do I live this commandment?	1	2	3	4	5	6	7	8	9	10
--	---	---	---	---	---	---	---	---	---	----

*My key takeaway from this lesson:*

\_\_\_\_\_

# LESSON 4

## FREQUENTLY SHARE APPRECIATION & THANKS

Gratefulness Is the Door to Happiness

Book Source: Chapter 4 | Featured Characters: *Gwen, the Waitress* and her sister

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### CORE QUOTES FROM THE BOOK

*"Somebody who makes you feel appreciated and important that's the best teammate you can have, I think."*

*"It's not just the thank you, it's the thing you are thankful for. A real thank you includes a 'for.'"*

*"What gets rewarded gets repeated."*

*"People love to feel appreciated. But when you frequently share appreciation and thanks, you have a better day, too."*

*"Gratefulness is the door to happiness."*

### KEY CONCEPTS

- Gwen's energy transformed everyone around her the cook, the other waitresses, the customers. That energy came directly from her gratitude practice.
- The "for" formula: don't just say thanks say "thank you FOR [specific action] because [its impact on me/the team]."
- Vague appreciation is barely better than no appreciation. Specific appreciation is transformational.
- Coach Watkins: in Sweden, blood donors receive a text when their blood saves a life. Everyone wants to feel like their effort matters.
- Nick's coaching lesson: focus on the doughnut (what people do well), not just the hole (the gap).
- Gwen's sister's question: "If everything you took for granted was taken away, what would you be left with?"

## WORKBOOK ACTIVITIES & REFLECTION COMPONENTS

### 4.1. Story Connection

Gwen watched her sister die before she told her how much she meant to her. That regret shaped everything about how Gwen showed up at work and why Nick was so moved by her.

*Prompt: "Is there someone on your team or in your life who has been a winning teammate for you that you have never adequately thanked? What would you say to them if you knew you might not get another chance?"*

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### 4.2. The "For" Formula Practice

Upgrade five generic thank-yous into specific, meaningful appreciation using the formula: "[Name], thank you FOR [specific action] because [the impact it had]."

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_
- 4. \_\_\_\_\_
- 5. \_\_\_\_\_

### 4.3. Gratitude Gap Assessment

List three people on your team who consistently do good work that you have not recently acknowledged. Then write one specific, "for"-based thing you could say to each of them.

- Person: \_\_\_\_\_ What I could say: \_\_\_\_\_
- Person: \_\_\_\_\_ What I could say: \_\_\_\_\_
- Person: \_\_\_\_\_ What I could say: \_\_\_\_\_

#### 4.4. The Doughnut Exercise

Coach Watkins had to learn to see the doughnut (what someone does well) rather than just complain about the hole (the gap). Pick one teammate you have been mentally critical of recently.

- Team member:

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- 3 things they do well (the doughnut):

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- The gap I've been focused on (the hole):

---

- What changes when I lead with the doughnut in how I interact with them?

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#### 4.5. Appreciation Challenge Do It This Week

Write one specific thank-you note, email, or message to someone who has been a winning teammate for you. Use the "for" formula. Write a draft of it here before you send it.

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#### 4.6. Action Commitment

A recurring habit you will build into your schedule to share specific appreciation consistently not just when you remember.

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#### LESSON SCORE Circle your honest self-rating

How consistently do I live this commandment?	1	2	3	4	5	6	7	8	9	10
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*My key takeaway from this lesson:*

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# LESSON 5

## CONTINUE TO GROW & STAY COACHABLE

The 4 H's: Honest, Hungry, Humble, Habits

Book Source: Chapter 5 | Featured Characters: Arthur Duncan, the Hotel Owner and Will Thomas

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### CORE QUOTES FROM THE BOOK

*"Uncoachable kids turn into unmanageable adults."*

*"Most people stop improving because they are more interested in validation than in being coachable."*

*"Confidence is thinking you can help. Ego is thinking you don't need help."*

*"Knowing and doing were two awfully different things."*

*"Making a mistake is an education, but repeating a mistake is foolishness."*

*"You choose your habits just like you choose your friends and if you choose good ones, they will take care of you."*

### KEY CONCEPTS

- Arthur's surprise: the hotel owner was at the front desk reading a sociology textbook still learning, still growing because business is knowing people.
- The 4 H's of Coachability: HONEST (about where you are), HUNGRY (for where you want to be), HUMBLE (enough to take advice), and HABITS (choosing the right ones consistently).
- The airbrushed mirror vs. the clear mirror many people refuse to see themselves accurately because they want validation, not information.
- Will's dad: "Most everybody knows what to do, but the successful ones make a habit of doing it."
- The 4 Types of People: Unskilled/Uncoachable | Unskilled/Coachable | Skilled/Uncoachable | Skilled/Coachable

## WORKBOOK ACTIVITIES & REFLECTION COMPONENTS

### 5.1. The 4 H's Self-Assessment

Rate yourself honestly 1–10 on each of the four qualities of coachability. Then identify your weakest H the one holding back your growth most right now.

- HONEST (I see myself and my performance clearly, without filters): \_\_\_\_\_ / 10
  - HUNGRY (I want to grow and have clear goals I'm working toward): \_\_\_\_\_ / 10
  - HUMBLE (I am open to feedback and willing to be taught): \_\_\_\_\_ / 10
  - HABITS (I consistently do the right things even when I don't feel like it): \_\_\_\_\_ / 10
  - My weakest H is \_\_\_\_\_ because:  
\_\_\_\_\_
- 

### 5.2. The Clear Mirror Exercise

Will's dad told them to be honest about where they are not the airbrushed version, but the real truth.

*Prompt: "What is one honest truth about your performance or behavior as a teammate that you have been avoiding or explaining away? What would change if you stopped using that filter?"*

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### 5.3. The 4 Types Where Do You Land?

Place yourself honestly on the coachability matrix. Remember: Skilled and Uncoachable is the most dangerous category talented people who think they don't need to change.

- Unskilled & Uncoachable Not welcome on any good team
  - Unskilled & Coachable Good people with valuable growth potential
  - Skilled & Uncoachable The group that gets you fired or frustrated
  - Skilled & Coachable Ideal teammates and driven high achievers
  - I am currently: \_\_\_\_\_ My evidence:  
\_\_\_\_\_
-

### 5.4. Your Learning Inventory

Arthur was reading sociology at his own hotel front desk. He was still growing with intention.

- Last thing I learned that made me better at my job: \_\_\_\_\_
- Last time I asked for direct feedback from a manager or peer: \_\_\_\_\_
- One skill gap I have been aware of but haven't addressed: \_\_\_\_\_

### 5.5. Habit Design

Will's dad said it: you choose your habits like you choose your friends. Identify one habit to START and one to STOP to become more coachable.

- Habit to START (that will accelerate my growth): \_\_\_\_\_
- Habit to STOP (that is blocking my growth or making me harder to coach): \_\_\_\_\_

### 5.6. Action Commitment

Schedule one feedback conversation this month with someone whose opinion you trust and whose honesty you need. Write who, when, and what you will ask.

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## LESSON SCORE Circle your honest self-rating

How consistently do I live this commandment?	1	2	3	4	5	6	7	8	9	10
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*My key takeaway from this lesson:*



# LESSON 6

## BE AWARE & ENCOURAGE OTHERS

Reminders & Encouragements Look Through the Windshield, Not the Rearview Mirror

Book Source: Chapter 6 | Featured Characters: Tom the Bartender & Julia (Tobacco Road)

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### CORE QUOTES FROM THE BOOK

*"The surest way to know if somebody needs encouragement is with a breath test if you see that they're breathing, they need encouragement!"*

*"You have to know three things about the people you spend time with their passions, their problems, and their personality."*

*"Help people think about what needs to happen next... not what's behind them in the rearview mirror."*

*"Reminders and Encouragements that's the most important part of the job."*

### KEY CONCEPTS

- Julia started a culture of "Reminders and Encouragements" short, forward-focused comments that kept the whole team performing better.
- Rearview criticisms ("Why didn't you...") vs. windshield reminders ("Remember to...") you can't change what already happened, but you can shape what happens next.
- The 3 P's: To encourage others well, you must know their Passions, Problems, and Personality.
- Tom knew his coworker was struggling with law school and made it a point to mention his future degree. That's awareness in action.
- Encouragement is not just a soft skill it's a competitive advantage that creates a better-performing team.

## WORKBOOK ACTIVITIES & REFLECTION COMPONENTS

### 6.1. Story Connection

Julia turned a restaurant's culture by simply teaching people to talk to each other with reminders that looked ahead and encouragements that saw each person as more than their job.

*Prompt: "Think of a time when someone's encouragement a specific word or act of acknowledgment changed how you showed up. What did they say or do, and why did it matter?"*

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### 6.2. Rearview vs. Windshield Audit

Think about the last three things you said to a teammate about their work. Write each one and classify it as Rearview (criticism of what already happened) or Windshield (focus on what comes next).

- Statement 1: \_\_\_\_\_ Type: \_\_\_\_\_  
\_\_\_\_\_
  - Statement 2: \_\_\_\_\_ Type: \_\_\_\_\_  
\_\_\_\_\_
  - Statement 3: \_\_\_\_\_ Type: \_\_\_\_\_  
\_\_\_\_\_
  - What does your pattern reveal about how you communicate with your team?
- 

### 6.3. The 3 P's Teammate Profile

Complete a brief profile for two teammates. The better you know them, the more effectively you can encourage and support them.

- Teammate 1: \_\_\_\_\_ Passions: \_\_\_\_\_ Problems/Challenges: \_\_\_\_\_  
Personality style: \_\_\_\_\_
- Teammate 2: \_\_\_\_\_ Passions: \_\_\_\_\_ Problems/Challenges: \_\_\_\_\_  
Personality style: \_\_\_\_\_

### 6.4. The Breath Test Challenge

Tom's test: if they're breathing, they need encouragement. This week, commit to one intentional encouragement per day for five days. Record each one.

- Day 1 Who: \_\_\_\_\_ What I said/did: \_\_\_\_\_  
\_\_\_\_\_
- Day 2 Who: \_\_\_\_\_ What I said/did: \_\_\_\_\_  
\_\_\_\_\_

- Day 3 Who: \_\_\_\_\_ What I said/did:  
\_\_\_\_\_
- Day 4 Who: \_\_\_\_\_ What I said/did:  
\_\_\_\_\_
- Day 5 Who: \_\_\_\_\_ What I said/did:  
\_\_\_\_\_

**6.5. Awareness in Action**

Tom knew about his coworker’s law school struggle because Julia taught the team to know each other. Who on your team has a challenge or goal outside of work that you know about and how could you acknowledge it?

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**6.6. Action Commitment**

Pick one person you have not encouraged recently. Write what you will say and when you will say it.

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**LESSON SCORE** Circle your honest self-rating

<b>How consistently do I live this commandment?</b>	1	2	3	4	5	6	7	8	9	10
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*My key takeaway from this lesson:*

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# LESSON 7

## DO MORE THAN EXPECTED WITH ENTHUSIASM

### The Unassigned Work You Do Sets You Apart

Book Source: Chapter 7 | Featured Characters: Kayla, the Hotel Night Manager and her mother

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#### CORE QUOTES FROM THE BOOK

*"Enthusiasm is a choice people make."*

*"It may not always be easy, but it will always be worth it."*

*"It's the unassigned work you do that sets you apart."*

*"If everyone did and cared as much as me, what kind of company would we be?"*

*"You want people who see themselves as a small part of something bigger than themselves. You don't want compliance."*

#### KEY CONCEPTS

- Kayla's mother ignored her coworkers until one of them found her keys and saved her job. That random act of kindness transformed how she lived for the rest of her life.
- Picking up the piece of paper: Kayla couldn't stand to see it on the floor. That's not a job requirement it's an ownership mentality.
- Compliance vs. commitment: employees do the minimum; winning teammates look for ways to serve.
- "Enthusiasm is a choice" it is not a personality trait, it is a decision made every day.
- Arthur (the hotel owner) gave Kayla a management role because of how she went above and beyond before she was ever asked.

#### WORKBOOK ACTIVITIES & REFLECTION COMPONENTS

##### 7.1. Story Connection

Kayla's mother spent the rest of her life picking things up for others because someone picked something up for her when she desperately needed it.

*Prompt: "Has someone ever done something for you that they didn't have to something that made a real difference? What impact did it have on how you showed up afterward?"*

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## 7.2. The Unassigned Work Inventory

What things on your team need to be done that no one has officially assigned to you? List three and circle the one you will claim.

- 1.  
\_\_\_\_\_
- 2.  
\_\_\_\_\_
- 3.  
\_\_\_\_\_

## 7.3. Compliance vs. Ownership Self-Check

"Employees are compliant. Complainers are compliant. You want people who care about the people around them."

*Prompt: "Honestly assess your current mindset: do you think like an employee (do your job, go home) or an owner (what else needs to happen, and can I help)? What is your evidence?"*

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## 7.4. The Kayla Question

Kayla asked herself: "If everyone on my team did and cared as much as me what kind of company would we be?"

*Prompt: "Answer that question honestly for yourself right now. What kind of team would yours be if every person matched your current level of enthusiasm and effort?"*

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### 7.5. Enthusiasm Design

Identify one part of your job that you have been approaching with low energy, minimal effort, or reluctant compliance.

- The task or responsibility:  
\_\_\_\_\_
- Why I have been avoiding full engagement with it:  
\_\_\_\_\_
- What it would look like if I brought genuine enthusiasm to it: \_\_\_\_\_

### 7.6. Action Commitment

One unassigned thing you will do this week to serve your team something no one asked for, something that simply needs to be done.

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### LESSON SCORE Circle your honest self-rating

How consistently do I live this commandment?	1	2	3	4	5	6	7	8	9	10
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*My key takeaway from this lesson:*

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# LESSON 8

## RESPECT THE CLOCK & THE CALENDAR

Be Where Your Feet Are Value Your Time AND Others'

Book Source: Chapter 8 | Featured Characters: J.J. the Tow Truck Driver & Coach Watkins

### CORE QUOTES FROM THE BOOK

*"If you are thinking about others, if you are respecting them, you will respect the clock because you value their time as much as your own."*

*"Be where your feet are."*

*"You don't get time back. So whatever you're doing, don't just show up to endure it you should show up to enjoy it."*

*"Hustlers hate slackers, and slackers hate hustlers."*

*"Sometimes you learn from people what not to do. Everybody you meet can share a valuable lesson."*

### KEY CONCEPTS

- J.J. as the negative example: showed up late, didn't wear a watch, admitted he was a lone wolf. His disrespect for time communicated disrespect for Nick.
- Two dimensions of respecting the clock: (1) Respecting others' time by being present and punctual, and (2) Respecting your own time by making each moment intentional.
- "Be where your feet are" presence is a form of respect. Being physically there but mentally absent is its own form of tardiness.
- Coach Watkins: don't just show up to endure your day show up to enjoy it. Engagement is a choice.
- Tardiness and distraction both send the same message: you don't value this enough to be fully here.

## WORKBOOK ACTIVITIES & REFLECTION COMPONENTS

### 8.1. Story Connection The Negative Example

J.J. arrived an hour late, unbothered. Coach Watkins reminded Nick: sometimes you learn what NOT to do. Both lessons are valuable.

*Prompt: "Describe a time when someone's lack of respect for your time being late, distracted, or absent-minded affected your trust in or respect for them. What did their behavior communicate?"*

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### 8.2. Time Respect Audit

Honesty is required here. Rate your consistency in these time-related behaviors:

- I arrive early (2-5 min before) to meetings and commitments: Always / Usually / Sometimes / Rarely
  - I respond to messages and requests within the timeframe others expect: Always / Usually / Sometimes / Rarely
  - I meet deadlines without being chased: Always / Usually / Sometimes / Rarely
  - I am fully present in meetings (phone away, not multitasking): Always / Usually / Sometimes / Rarely
  - What does my pattern communicate to the people I work with?
- 

### 8.3. The Presence Assessment

Being present truly present is one of the rarest gifts you can give another person.

*Prompt: "When you are in meetings or conversations with your team, are you truly present? What is your most common distraction, and what does your use of your phone or laptop in meetings communicate to others?"*

---

### 8.4. Time Investment vs. Waste

Coach Watkins: you don't get time back. Every hour is an investment or a waste. For one workday this week, track how you spend your time in 30-minute blocks. Reflect on what you find.

*Prompt: "After tracking: which blocks moved the team forward? Which were wasted? What would you do differently?"*

---

### 8.5. The J.J. Reflection

J.J. said: "I never liked wearing a watch, and I'm not changing." That stubbornness cost him relationships and trust.

*Prompt: "In what areas of your professional life have you been showing up like J.J. physically present, but emotionally checked out, or habitually late? What has that cost you?"*

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### 8.6. Action Commitment

Identify one recurring tardiness, distraction, or absence-of-presence habit you will eliminate and write specifically how you will change it.

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## LESSON SCORE Circle your honest self-rating

How consistently do I live this commandment?	1	2	3	4	5	6	7	8	9	10
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*My key takeaway from this lesson:*

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# LESSON 9

## KNOW YOUR ROLE & CONTRIBUTE YOUR STRENGTHS

### Part of Your Role Is to Know More Than Your Role

Book Source: Chapter 9 | Featured Characters: Wayne Miller & Bryce (the basketball story)

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#### CORE QUOTES FROM THE BOOK

*"A lot of people want to win, but only on their terms."*

*"As a teammate, part of my role is to know more than my role."*

*"Their problems... their passions... their personalities. Then you can do your job better and fill in the gaps."*

*"People notice that stuff... and I think they feel like part of your role on a team is to connect with the people on it."*

*"A team is like a bunch of different sized puzzle pieces... you have to look around and see what's going on around you."*

#### KEY CONCEPTS

- Bryce's lesson: he was a great defensive player who tried to shoot threes. His coach redirected him to his actual strengths and he became a winning teammate by doing more of what he did well.
- The Tessellation concept: a team is like a repeating pattern of different shapes that fit together with no gaps. Know your shape AND know the shapes around you.
- The danger of ego: great players who never won a championship because they wouldn't become a small part of something bigger.
- Knowing your strengths is necessary. Knowing your teammates is equally necessary.
- Wayne's honest feedback to Nick: "You just seemed kind of distant... you were focused on your stuff, which was good but people would think you didn't care about things they needed help with."

## WORKBOOK ACTIVITIES & REFLECTION COMPONENTS

### 9.1. Story Connection Wayne's Honest Assessment

Nick asked Wayne what it was like to work with him. That took courage. And Wayne's answer was hard to hear but it was exactly what Nick needed.

*Prompt: "If you asked a current or former coworker to describe honestly what it was like to work with you not as a performer, but as a teammate what do you think they would say? What would you hope they would say?"*

---

### 9.2. Your Top 3 Strengths

What are the three things you do best as a teammate not your technical skills, but the ways you contribute to a team's success?

- Strength 1: \_\_\_\_\_  
How I actively contribute it: \_\_\_\_\_
- Strength 2: \_\_\_\_\_  
How I actively contribute it: \_\_\_\_\_
- Strength 3: \_\_\_\_\_  
How I actively contribute it: \_\_\_\_\_

### 9.3. The Tessellation Map

A tessellation has no gaps. Where are the gaps on your team, and how do your strengths fill them?

*Prompt: "Think about your current team. What needs are going unmet what gaps exist in energy, skills, communication, or follow-through? Which of those gaps are ones you could step into?"*

---

#### 9.4. The Scorebook vs. Scoreboard Check

Scorebook players care about individual stats. Scoreboard players care about team wins.

*Prompt: "In the last month, have you made any decisions where you prioritized your own recognition or preference over what was best for the team? What happened as a result?"*

---

#### 9.5. The Relational Audit

Wayne said: "Did you ever ask anybody in our project team to go out for a meal, or to grab a cup of coffee?" Nick hadn't. Connection is part of the role.

- Team member whose passions I know well: \_\_\_\_\_
- Team member whose current challenges I'm aware of: \_\_\_\_\_
- Team member I barely know outside of their work function: \_\_\_\_\_

#### 9.6. Connection Challenge

Ask one teammate to grab coffee, lunch, or take a walk. Your only agenda: ask about them their work, their challenges, their goals. Listen more than you talk.

*Who I will ask and when:*

---

#### 9.7. Action Commitment

One gap on your team you will step up to fill this month something that isn't in your job description but is clearly needed.

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### LESSON SCORE Circle your honest self-rating

How consistently do I live this commandment?	1	2	3	4	5	6	7	8	9	10
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*My key takeaway from this lesson:*

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# LESSON 10

## PRIORITIZE TEAM GOALS AHEAD OF PERSONAL GAINS

If the Team Is Successful, Then I Will Be Successful

Book Source: Chapter 10 | Featured Characters: Allen, the Zaxby's Manager

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### CORE QUOTES FROM THE BOOK

*"If everybody sees the big picture, they stop feeling like employees and they start feeling more like owners themselves."*

*"I can't give a roller coaster of effort based on what I like doing or how I am feeling."*

*"A rising tide lifts all ships."*

*"If the store is successful, then I'll be successful."*

*"Managers and employees want to know that they can depend on you to be there and care about the team more than yourself."*

### KEY CONCEPTS

- Allen's ownership contract: his father put him in charge on minimum wage with a partnership deal contingent on team performance. He succeeded by thinking like an owner not an employee.
- Six months after earning 50% ownership, Allen was still cleaning tables. Because the thinking that made the team successful was the same thinking he kept.
- Scoreboard vs. scorebook: the team's success is the only stat that matters in the end.
- The "roller coaster of effort" what teams need is consistent, dependable commitment. Not variable energy based on personal moods.
- Putting team goals first isn't selfless it's actually the most effective path to personal success.

## WORKBOOK ACTIVITIES & REFLECTION COMPONENTS

### 10.1. Story Connection

Allen kept cleaning tables after he became a 50% owner. The thinking that made them successful was worth keeping. Most people stop doing what works the moment they feel they've arrived.

*Prompt: "Is there a role or responsibility you have been doing less of now that you feel more established something you did early in your career or role that helped you succeed, but have since deprioritized? What has that cost the team?"*

---

### 10.2. The Roller Coaster Self-Check

Nick's coach used to say that the worst thing you could be was a roller coaster great when things are going well, but inconsistent and unreliable when they're not.

*Prompt: "How consistent is your effort and attitude? Rate yourself: Do your teammates know what they're getting, or does your engagement vary based on the task, the person, or your mood?"*

---

### 10.3. Team Goals vs. Personal Preferences

A rising tide lifts all ships but someone has to be willing to stop bailing only their own boat.

*Prompt: "In the last month, can you name a specific decision you made where you put the team's needs ahead of your own comfort, or schedule? If you can't think of one, what does that tell you?"*

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#### 10.4. Ownership Mindset Assessment

Allen said: "I didn't think about fairness or recognition or even my paycheck because I knew that if the team was successful, my success would follow." Rate yourself on the following:

- I regularly take on tasks that benefit the team even if they don't benefit my individual metrics: Yes / Sometimes / No
- I make decisions based on what's best for our shared goals, not what makes me look best: Yes / Sometimes / No
- I am consistent in my effort regardless of whether I'm being observed or recognized: Yes / Sometimes / No
- My biggest gap between "employee mindset" and "owner mindset" is:  
\_\_\_\_\_



### 10.5. The Scoreboard Question

Coach Watkins wanted scoreboard players – players who measured success by whether the team won, not by their individual stats.

*Prompt: "What does the scoreboard look like for your team right now? And honestly – how much have you contributed to that score vs. focused on your own scorebook?"*

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### 10.6. Action Commitment

One decision or behavior change that shifts you from employee thinking to owner thinking – starting this week.

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### LESSON SCORE – Circle your honest self-rating

How consistently do I live this commandment?	1	2	3	4	5	6	7	8	9	10
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*My key takeaway from this lesson:*

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# LESSON 11

## CLAIM PERSONAL RESPONSIBILITY FOR RESULTS

Stop Reporting. Stop Blaming. Start Fixing.

Book Source: Chapter 11 | Featured Characters: *Melanie, the Leasing Manager* and her *Marine father*

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### CORE QUOTES FROM THE BOOK

*"Winners know that if you blame somebody else for your circumstances, they won't change until they do but if you claim responsibility, you give yourself the power to change."*

*"What part of my leadership was responsible for that result?"*

*"Problems don't get better because you point at them or blame somebody else they get better when you take responsibility to fix them."*

*"It wasn't a brick wall... it was just a speed bump. I knew I could handle it."*

### KEY CONCEPTS

- Melanie's car accident story the Reporter (points at the problem), the Lawyer (finds someone to blame), the Doctor (fixes the problem). You need a doctor.
- Nick's pattern all along: at work and in basketball, when things went wrong he was the reporter or the lawyer, never the doctor.
- Melanie's father a Marine taught her that excuses are for victims. Winners ask: "What part of my leadership was responsible for that result?"
- The difference between claiming responsibility and taking blame: accountability is about owning your power to change the outcome not about guilt.
- Nick's call to his sister at the end of the chapter: the first time he applied this commandment in his personal life.

## WORKBOOK ACTIVITIES & REFLECTION COMPONENTS

### 11.1. Story Connection Reporter, Lawyer, or Doctor?

Melanie's dad asked her to imagine being in a car accident on a mountain road. Three people stop to help. A reporter announces the problem. A lawyer looks for who to blame. A doctor fixes it. Which one are you?

*Prompt: "Think of a recent failure, disappointment, or team problem. Be honest: did you respond as a reporter (announcing the problem), a lawyer (identifying blame), or a doctor (taking action to fix it)?"*

---

### 11.2. The Accountability Question

"What part of my leadership was responsible for that result?" is the most powerful accountability question a teammate can ask. It doesn't look for someone to blame it looks for the power to change.

- Situation where something didn't go as it should have:

\_\_\_\_\_

- My honest answer to: "What part of my leadership was responsible for that result?": \_\_\_\_\_

- What I could do differently next time:

\_\_\_\_\_

### 11.3. Your Default Response Pattern

Most of us have a default response when things go wrong. Nick's was to blame his boss, his coworkers, the team's culture. What is yours?

*Prompt: "When a project fails, a conflict occurs, or expectations aren't met what is your most common first reaction? Do you blame circumstances? Other people? Or do you look at your own contribution to the problem?"*

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### 11.4. The Doctor Response Plan

Identify one current team problem or challenge something that is frustrating you or holding the team back. Write a doctor response to it.

- The problem:

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- What a reporter would say about it:

---

- What a lawyer would say about it:

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- What a doctor would DO about it:

---

- My specific doctor action this week:

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### 11.5. Victim Language vs. Winner Language

Melanie's father said that victims blame their circumstances. Winners claim the power to change them. Review how you talk about your work situation.

- One victim-language statement I have made recently:

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- Rewritten as winner language:

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### LESSON SCORE Circle your honest self-rating

How consistently do I live this commandment?

1	2	3	4	5	6	7	8	9	10
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*My key takeaway from this lesson:*

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# BECOMING THE ANSWER

"How many people would say that YOU were the best teammate they ever had?

Because that's how you measure impact. That's success." Coach Watkins

## Final Self-Assessment How Far Have You Come?

Return to the Opening Self-Assessment on page 2. Re-rate yourself on all 10 Commandments now that you have completed the workbook. Record your scores below and compare.

Commandment	Opening Score (1–10)	Closing Score (1–10)
Have Fun & Remain Positive		
Give & Request Clear Expectations		
Frequently Share Appreciation & Thanks		
Continue to Grow & Stay Coachable		
Be Aware of & Encourage Others		
Do More Than Expected with Enthusiasm		
Respect the Clock & the Calendar		
Know Your Role & Contribute Your Strengths		
Prioritize Team Goals Ahead of Personal Gains		
Claim Personal Responsibility for Results		

## Your Nick Turner Moment Write the Letter

Nick's final act was to write a letter to Coach Watkins and then commit to writing letters to the people who had been winning teammates in his life.

Now it's your turn.

*In the spirit of Commandment #3, I am going to write a letter to the people who have been winning teammates in my life. They need to know that what they did that what they still do each day really matters. Nick Turner*

Write your own version of Nick's letter. Who has been a winning teammate for you and what do they deserve to hear?

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### Your Winning Teammate Commitment

Based on everything you have learned and reflected on, write the three specific, observable behaviors that will make others say YOU are the best teammate they've ever had.

**Commitment #1** *I commit to consistently doing this:*

---

**Commitment #2** *I commit to consistently doing this:*

---

**Commitment #3** *I commit to consistently stopping this:*

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## The Ben Franklin Tracker Weekly Habit Grid

In his appendix letter to Coach Watkins, Nick referenced Benjamin Franklin who used a chart to track his attention to his thirteen virtues each week. Use this grid to track your consistency on all 10 Commandments across a four-week period.

Each day, place a checkmark in the box if you lived that commandment with intention.

Commandment	M	T	W	T	F	S	S	Wk1	Wk2	Wk3	Wk4
Have Fun & Remain Positive											
Give & Request Clear Expectations											
Share Appreciation & Thanks											
Grow & Stay Coachable											
Be Aware & Encourage Others											
Do More Than Expected											
Respect the Clock & Calendar											
Know Your Role & Strengths											
Prioritize Team Goals											
Claim Personal Responsibility											

## Your 90-Day Abnormal Goal

*"The worst thing you could aspire to be is normal. Normal people think of themselves. Normal people do just enough to get by. Successful people achievers the ones you heard stories about being winning teammates they were abnormal. Normal is your enemy."  
Coach Watkins*

**What does the abnormal, winning-teammate version of you look like in 90 days?**

*In 90 days, people will experience me as a teammate who...*

## 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](http://www.StickyCultures.com)

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