

THE LEADERSHIP ACADEMY



ONE LIGHT[®]
AHEAD

GREENCLIFF
The edge of exce **ll**ence

WORKBOOK

ABOUT THIS WORKBOOK

THIS WORKBOOK FOLLOWS ALONG WITH THE TEACHING OF THE LEADERSHIP ACADEMY. YOU WILL BE INSTRUCTED TO FILL OUT CERTAIN PAGES AS YOU ARE TAUGHT THE PROGRAM MATERIAL. EACH SECTION CONTAINS ASSIGNMENTS AND DIRECTIONS FOR YOU TO HAVE THE BEST EXPERIENCE FROM OUR TEACHING. UPON COMPLETION OF THE COURSE, THIS WORKBOOK WILL BECOME A INVALUABLE RESOURCE DOCUMENT.

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DAY 1

EXERCISE #1 - COURSE COMMITMENTS

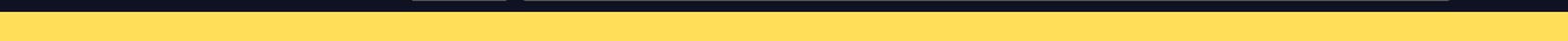
LEVELS OF COMMUNICATION

PRINCIPLES OF CONNECTION

HOMEWORK INTRINSIC VALIDATION MGT.

EXERCISE #1

WRITE IN YOUR COMMITMENTS FOR MAKING THIS COURSE SUCCESSFUL FOR YOU.



NOTES³

LEVELS OF COMMUNICATION

CAPABILITY LEADERSHIP

PERMISSION LEADERSHIP

PRODUCTION LEADERSHIP

EFFECTIVE PEOPLE DEVELOPMENT

EXECUTIVE RESPECTED LEVEL

FIVE PILLARS OF CONNECTION

PILLARS OF CONNECTION

AGAPE LOVE - A HEIGHTED LEVEL OF AWARENESS

FIND VALUE IN YOUR PAINFUL LIFE EXPERIENCES

TAKE DOWN WALLS OF RESISTANCE

WEILD THE TOOLS OF EMPATHY AND INTUITION

BE A VICTIM OR A VICTOR

⁵ INTRINSIC VALIDATION

1

NOTICE OTHERS
DISCOVER WHAT IS IMPORTANT TO THEM

2

BE SAFE
LISTEN TO UNDERSTAND

3

CREATE A SAFE PLACE
DEMONSTRATE UNDERSTANDING

4

EVALUATE THE MOMENT OF DECISION
ASSESS TIMING AND VALUE

5

GAIN AGREEMENT
INVITE THEM INTO YOUR WORLD

QUESTION

IN YOUR COMPANY WHO DO YOU COMMUNICATE WITH AND WHY?

NOTES:

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INDIVIDUAL WORK

INTRINSIC VALIDATION OF MANAGEMENT



Intrinsic Validation of Management

The ability to align our objectives and goals with our Manager is critical to the success of our company and my personal development. The form below allows you to organize your thoughts to inspire a robust conversation with your Manager to form a solid game plan to achieve goals. It is my recommendation that you follow the form in order when you are discussing its contents with your Manager.

What are the company's goals and objectives for this Quarter?

(This is your understanding of the big picture objectives of the corporation)

- 1.
- 2.
- 3.

What are your Manager's goals and objectives for this Quarter?

(This is your Manager's goals and objectives not necessarily the same as yours)

- 1.
- 2.
- 3.

What are your Manager's goals and objectives for YOU this Quarter?

(This is what your Manager would like you to accomplish this quarter)

- 1.
- 2.
- 3.

What are your perceived goals and objectives this Quarter?

- 1.
- 2.
- 3.

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DAY 2

OVERVIEW

COMMUNICATIONS HOMEWORK

DIVERSITY AND INCLUSION

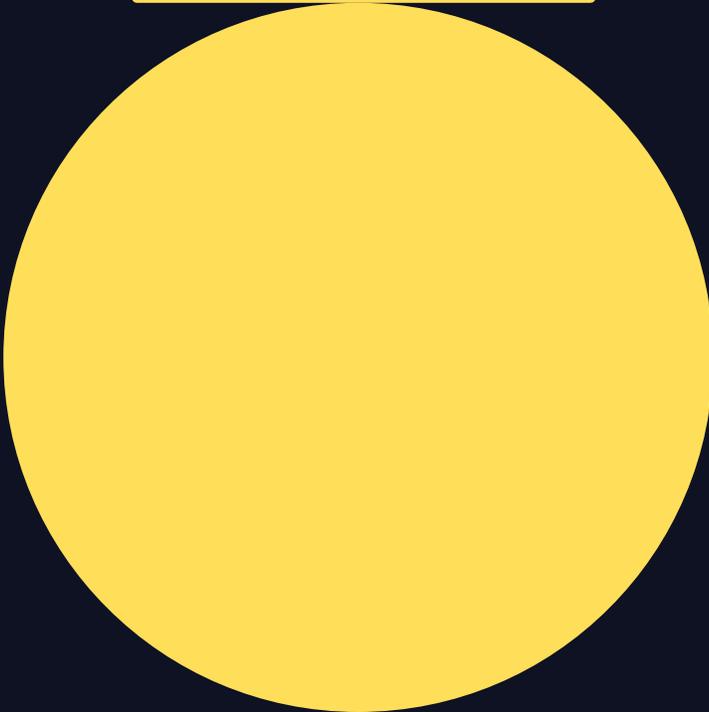
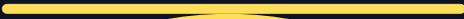
TYPES OF TOXIC LEADERSHIP

LEADERSHIP TYPES DISCUSSION

HOMEWORK

DIVERSITY DIMENSIONS

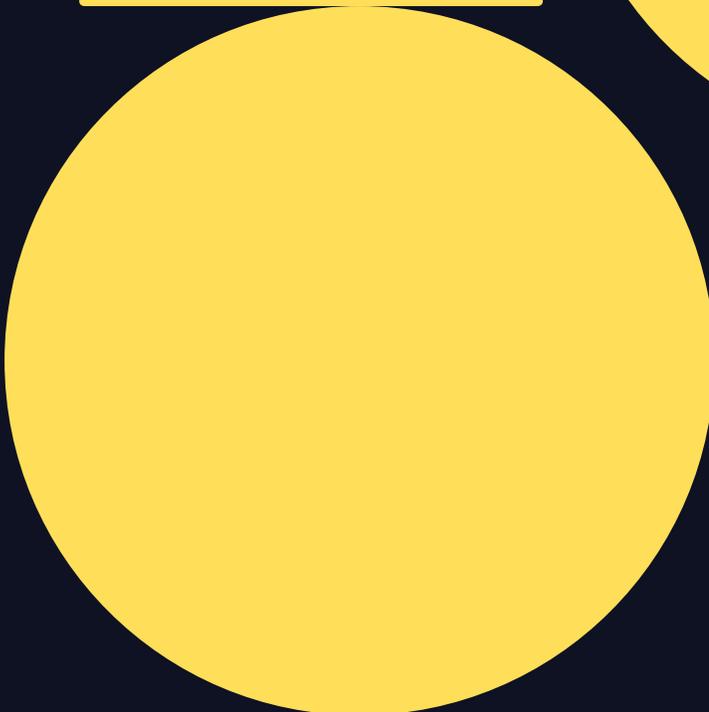
#1



#2



#3



NAME EACH DIMENSION OF DIVERSITY. IN EACH DIMENSION OF DIVERSITY LIST AT LEAST THREE CHARACTERISTICS OF THAT DIMENSION

TABLE OF CONTENT

DAY3

OVERVIEW

HOMEWORK

VISION, DIRECTION, SIGNIFICANCE

TYPES OF GOALS

GOAL PLANNING

ACCOUNTABILITY

HOMEWORK

NOTES¹⁴

LIFE OF EASE OR SIGNIFICANCE

I WOULD LIKE TO MAKE \$100,000 THIS YEAR

I WOULD LIKE TO BE PROMOTED TO A MANAGEMENT POSITION

I WOULD LIKE TO PAY OFF MY MORTGAGE

I WOULD LIKE TO BETTER UNDERSTAND MY PRODUCTS TO
HELP MY CUSTOMERS

I WOULD LIKE TO GROW MY BUSINESS SO THAT WE CAN
HIRE MORE EMPLOYEES

WORKSHEET



GOAL AND OBJECTIVE PLANNING BRAIN DUMP

GOAL

STEPS TO ACHIEVE YOUR GOAL

1	
2	
3	
4	
5	
6	
7	
8	
9	
10	



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WORKSHEET



GOAL AND OBJECTIVE PLANNING PLACE IN PRIORITY ORDER

GOAL

MOST IMPORTANT TO LEAST IMPORTANT

1	
2	
3	
4	
5	
6	
7	
8	
9	
10	



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GOAL AND OBJECTIVE PLANNING CHRONOLOGICAL ORDER

GOAL

WHAT NEEDS TO BE DONE FIRST

1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

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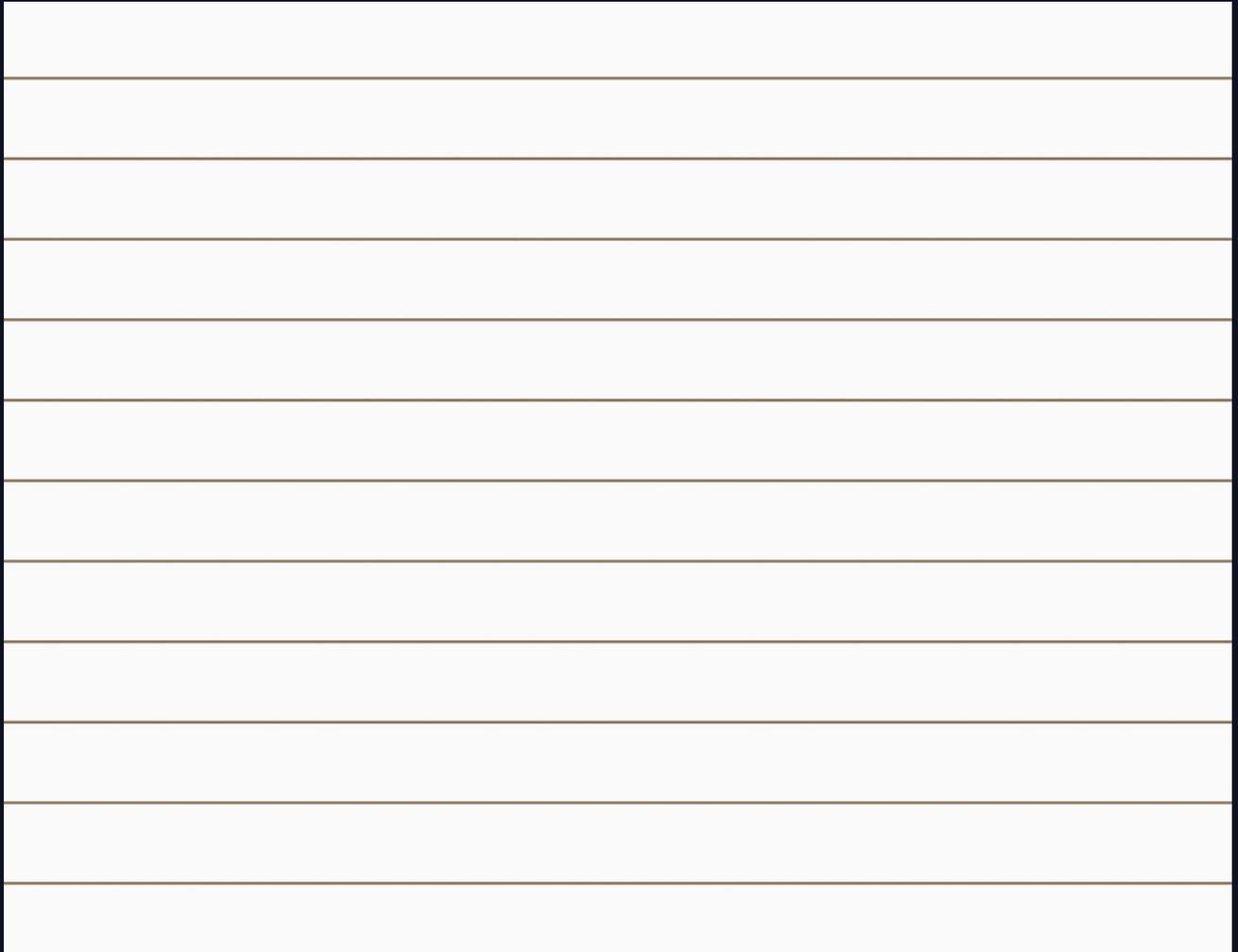
Note to self:

- Goal without Deadline = **Fantasy**
- Goal + Deadline = **Objective**
- Goal + Deadline + Plan = **Intention**
- Goal + Deadline + Plan + Consistent Action = **Success**
- Personal Meaningful Goal + Deadline + Plan + Consistent Action = **Fulfillment**

QUESTION

WHAT ARE THE GOALS WE SET AND WHY?

NOTES:

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INDIVIDUAL WORK

REVIEW GOALS AND STEPS TO ACHIEVE

PLEASE ASK YOUR MANAGER TO REVIEW YOUR GOALS AND STEPS TO ACHIEVING THESE GOALS. HAVE THEM VERIFY THE ACCURACY AND COMPLETENESS OF THE ORDER OF IMPORTANCE AND CHRONOLOGIC ORDER. REVISE YOUR PLAN AND COMMIT TO BECOMING ACCOUNTABLE TO EXECUTING THE PLAN AND ACHIEVING THE GOALS.



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DAY4

OVERVIEW

HOMEWORK

SETTING EXPECTATIONS

STRUCTURE

MANAGING VS LEADING

HOMEWORK

SETTING EXPECTATIONS

1

STEPS FOR SETTING EXPECTATIONS

CLEAR AND WRITTEN DOWN

2

SHOW REAL WORLD EXAMPLES

3

TELL THEM "WHY"

4

MEASURE WITH NUMBERS OR A CHECKLIST

5

FIT THEM INTO YOUR STRUCTURE - PRIORITIES AND TIME

6

GAIN AGREEMENT - SIGN OFF ON THE EXPECTATIONS

QUESTION

WHAT COMES TO YOUR MIND WHEN I TELL YOU THAT YOU NEED STRUCTURE?

NOTES:

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QUESTION

**WHAT DO ALL THESE TEAMS
HAVE IN COMMON?**



BUILDING A CHAMPIONSHIP STRUCTURE

1

PRIORITIES

2

PRODUCTIVITY

3

PLANNING

4

PERFORMANCE

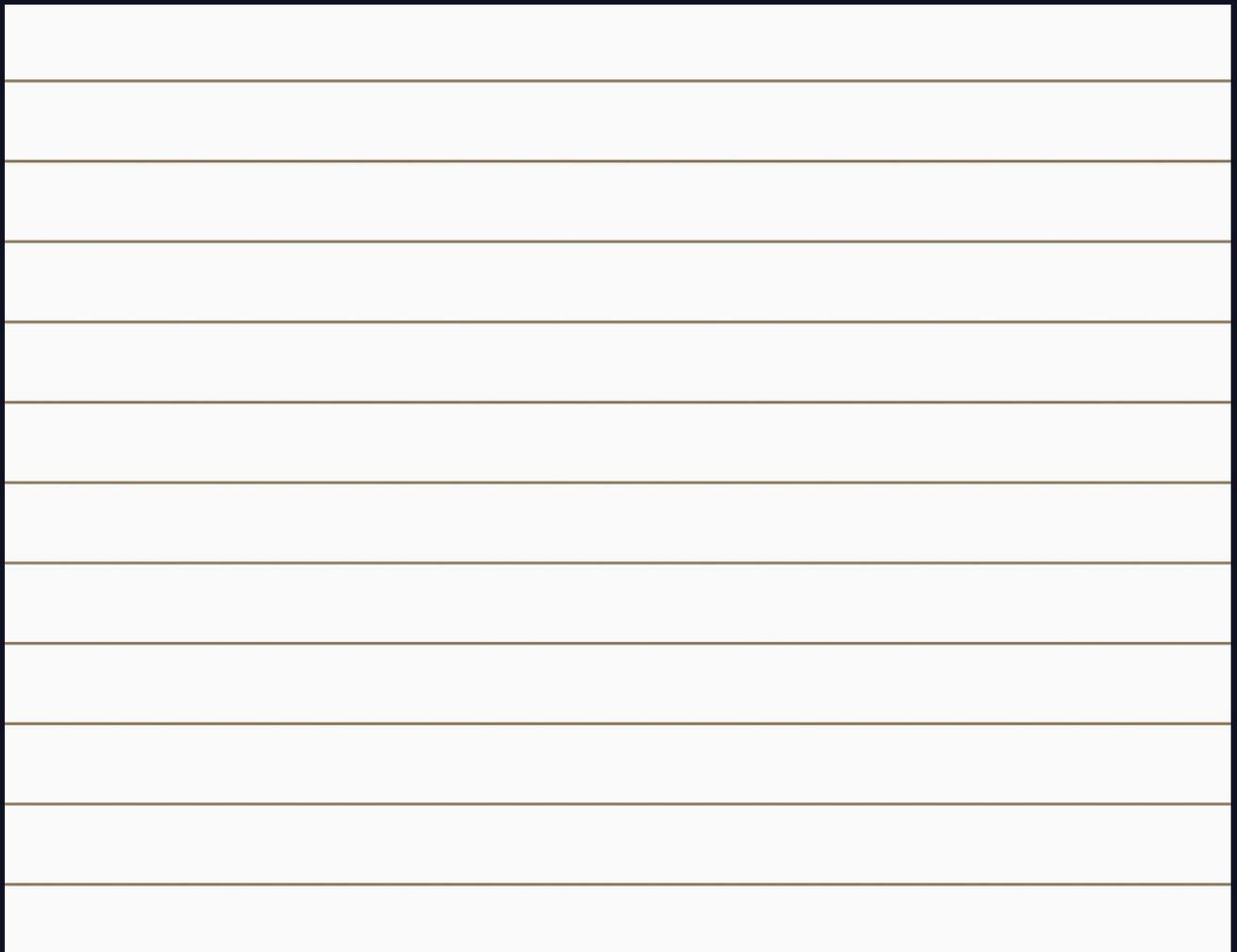
5

PARTY

QUESTION

WHAT STEPS CAN YOU TAKE TO BUILD A WINNING STRUCTURE IN YOUR COMPANY?

NOTES:

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QUESTION

**WHAT IS THE DIFFERENCE
BETWEEN MANAGING AND
LEADING?**

NOTES:

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QUESTION

WHAT ARE THE QUALITIES DESCRIBED IN THE VIDEO OF A LEADER?

NOTES:

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DAY5

OVERVIEW

HOMEWORK

MOTIVATION VS INSPIRATION

INSPIRING YOUR TEAM

TEAM PROJECTS

HOMEWORK

QUESTION

WHAT ARE THE DIFFERENCES BETWEEN MOTIVATION AND INSPIRATION?

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INDIVIDUAL WORK

INSPIRING YOUR TEAM

MEET WITH YOUR MANAGER AND DISCUSS THE DIFFERENCE BETWEEN MOTIVATION AND INSPIRATION. MAKE A LIST OF THINGS YOU COULD DO TO INSPIRE YOUR TEAM TO ACHIEVE THEIR GOALS.



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DAY6

OVERVIEW

HOMEWORK

IDEAL PRESENTATIONS

TEAM PROJECT 2

SALES DECK

NEED TO BE RIGHT

NOTES

IDEAL PRESENTATIONS

1

CONNECTING

2

CLARIFY

3

TIME ALLOCATION

4

PACE, PURPOSE, PROJECTION

5

TOASTMASTER RULES

NOTES³⁶

THE SALES DECK – ANDY RASKIN

1

NAME A BIG RELEVANT CHANGE IN THE WORLD

2

SHOW THERE WILL BE WINNERS AND LOSERS

3

TEASE THE PROMISE LAND

4

INTRODUCE FEATURES AS MAGIC GIFTS

5

PRESENT EVIDENCE THAT YOU CAN MAKE
THE STORY COME TRUE

Ten Top Tips for Delivering a Powerful Presentation

1. **Guide the Audience**- When presenting, tell the audience what you are going to tell them, tell them, and then tell them what you've just told them. The content of your presentation should be linear and easy to follow. Guide the audience and give them a roadmap to your material so they can follow you!
2. **Prepare in Advance**- The more prepared and rehearsed you are, the less nervous you will be. Nerves can affect your pace and tone when speaking. When you're prepared, you're more likely to stay on-topic within your time limits and focus on the most important thing: the audience.
3. **Excellent Eye Contact**- Look directly at the audience and practice holding eye contact with 1 audience member at a time for 3-5 seconds each throughout your presentation. Avoid looking at the ceiling, floor, or the back of the room.
4. **Anticipate Questions**- If you are speaking on a controversial subject or have adversaries in your audience, familiarize yourself with common objections and have answers prepared. If you don't have an answer, don't say "I don't know." Instead, validate their question and respond, "That is a great question! I'd love to know the answer to that myself. Let me do some research and get back to you."
5. **Be Aware of your Audience's Attention Span**- Presenting is more exciting for you (as the presenter) than it is for the audience. Be sensitive to the state of your audience and their attention span. Short, concise presentations can be more powerful and memorable than long, detailed ones. You always want to leave your audience wanting more!
6. **Establish your Credibility**- Tell the audience why you are the subject matter expert so they feel confident listening to you. For example, you could say, "I have been in this field for X years. My experience has made me an expert at X." Share metrics or a quick success story if time permits and it's relevant. Openly cite reference sources if you are presenting material that is not your own.



Ten Top Tips for Delivering a Powerful Presentation

7. **Have a Strong Introduction and a Strong Conclusion**- First impressions matter, especially when presenting! Your introduction “sells” the audience on why they should listen to you. Your conclusion should be a call to action or a resonating thought, idea, or next step they can take. Be sure all elements of your introduction and conclusion are relevant to your topic to narrow the focus of your presentation.
8. **Act on Every Opportunity to Speak**- It is rare that people are naturally excellent presenters. Becoming a better speaker and presenter is a choice you make. It takes courage and commitment to self improvement; just as we learn to ride a bike, swim, or drive a car— we can be better speakers with practice. Join a club where you can practice your speaking/presentation/communication skills, i.e., Toastmasters International (www.toastmasters.org.)
9. **Forget the Filler Words**- Replace UM and UH with the power of the pause! These are filler words and they diminish the impact of your message. Pausing gives your audience a moment to reflect on your words, builds suspense, and also adds impact to powerful points.
10. **Ask for Feedback**- Feedback is a gift. Before your presentation, practice with a trusted friend or colleague. Give them this worksheet and ask them to help you evaluate your timing, eye contact, filler words, and body language. When you present, make it a habit to bring a written evaluation form for your audience. Record yourself and have the courage to watch the playback. Accept both positive and constructive feedback from your audience and use the opportunity to grow and improve. As an extra bonus, you can use the positive feedback forms when you need testimonials!



TRY AND LEARN →



PRACTICE PRESENTATIONS

- **VERIFY TIME CONSTRAINTS**
- **VERIFY AUDIENCE PARTICIPATION**
- **VERIFY MESSAGE PERCEPTION**
- **VERIFY WHAT IS BEING SEEN**
- **VERIFY THE ABILITY TO STAY FOCUSED**

TEAM #1 PARTICIPANTS

NAME:	COMPANY
ADDRESS	
CONTACT NUMBER	EMAIL:

NAME:	COMPANY
ADDRESS	
CONTACT NUMBER	EMAIL:

NAME:	COMPANY
ADDRESS	
CONTACT NUMBER	EMAIL:

NAME:	COMPANY
ADDRESS	
CONTACT NUMBER	EMAIL:

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NAME:	COMPANY
ADDRESS	
CONTACT NUMBER	EMAIL:

NAME:	COMPANY
ADDRESS	
CONTACT NUMBER	EMAIL:

NAME:	COMPANY
ADDRESS	
CONTACT NUMBER	EMAIL:

NAME:	COMPANY
ADDRESS	
CONTACT NUMBER	EMAIL:

TEAM #2 PARTICIPANTS

NAME:	COMPANY
_____	_____
ADDRESS	

CONTACT NUMBER	EMAIL:
_____	_____
_____	_____

NAME:	COMPANY
_____	_____
ADDRESS	

CONTACT NUMBER	EMAIL:
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NAME:	COMPANY
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ADDRESS	

CONTACT NUMBER	EMAIL:
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TEAM #2 PARTICIPANTS

NAME:	COMPANY
ADDRESS	
CONTACT NUMBER	EMAIL:

NAME:	COMPANY
ADDRESS	
CONTACT NUMBER	EMAIL:

NAME:	COMPANY
ADDRESS	
CONTACT NUMBER	EMAIL:

NAME:	COMPANY
ADDRESS	
CONTACT NUMBER	EMAIL:

INDIVIDUAL WORK

THE NEED TO BE RIGHT

HAVE A MEETING WITH SOMEONE WHO
KNOWS YOU VERY WELL.
ASK THE FOLLOWING QUESTION.

WHAT DOES IT FEEL LIKE WHEN I
ALWAYS HAVE THE NEED TO BE RIGHT?



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DAY7

OVERVIEW

HOMEWORK

TEAM BUILDING PROCESS

HABIT FORMATION

TEAM PROJECTS 3

TEAM PROJECT

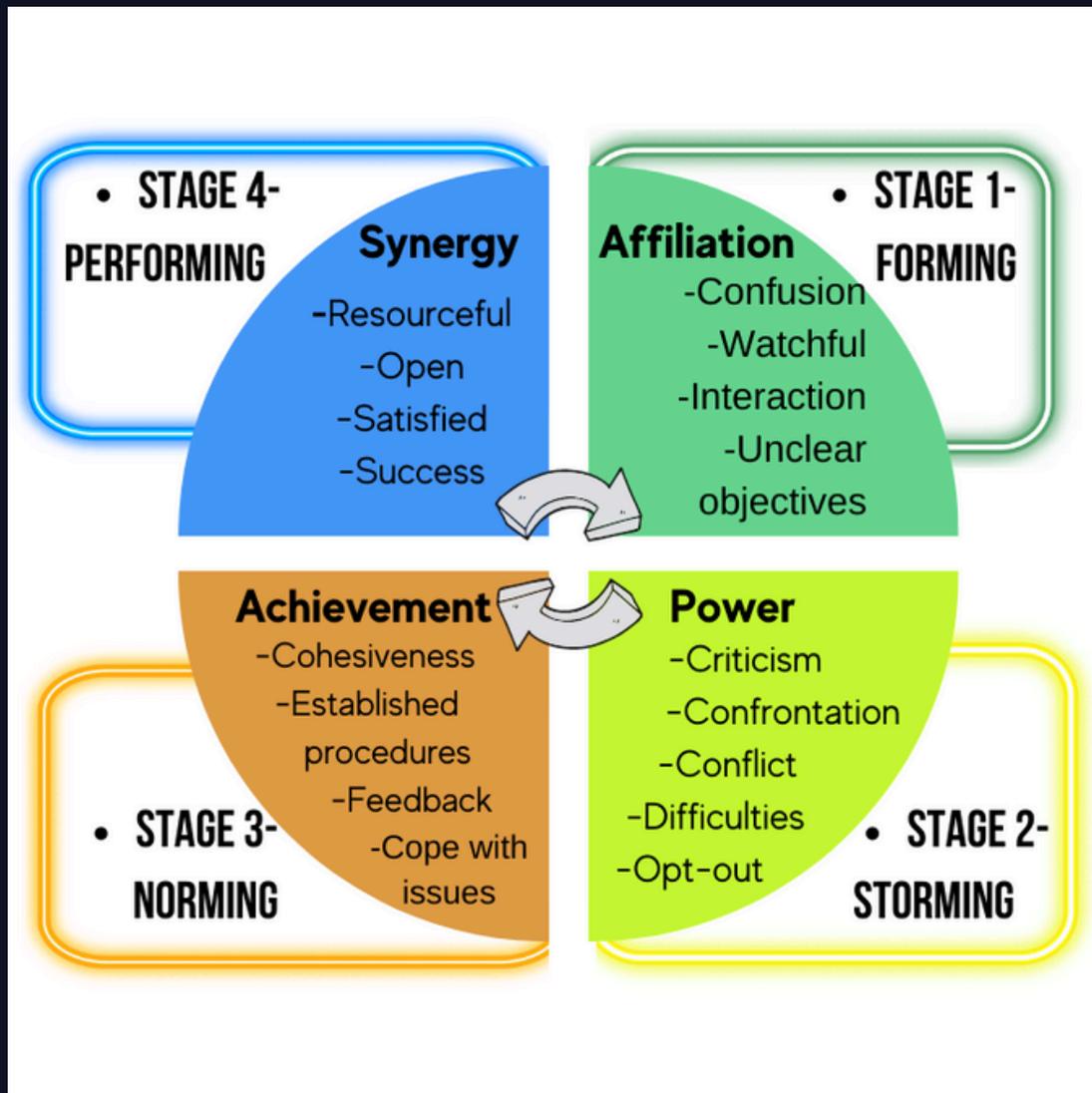


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OVERVIEW

HOMEWORK

POWER OF CARING

CANDID COACHING

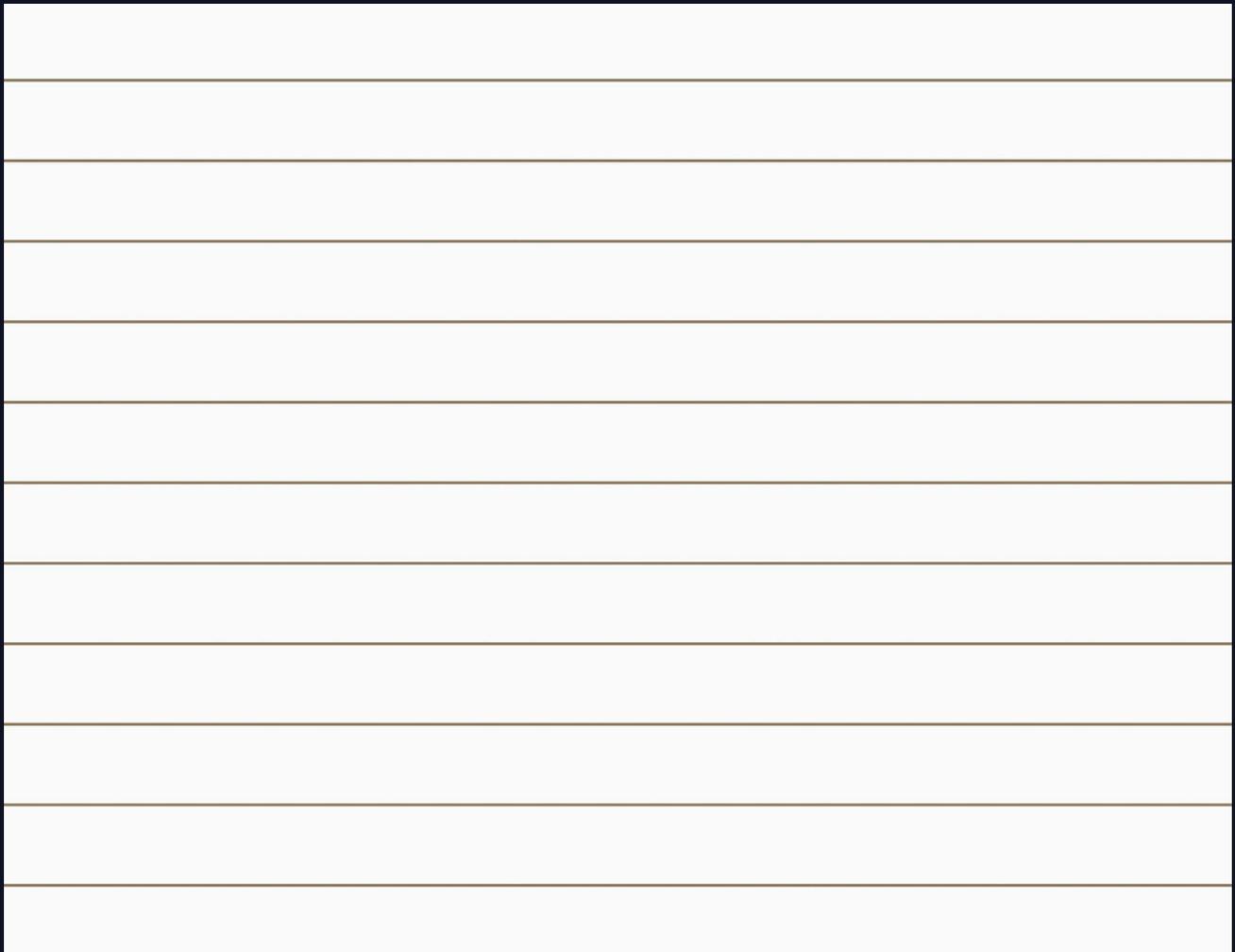
OBLIGATION CYCLE

TEAM PROJECTS

QUESTION

WHY IS CARING A POWERFUL LEADERSHIP QUALITY?

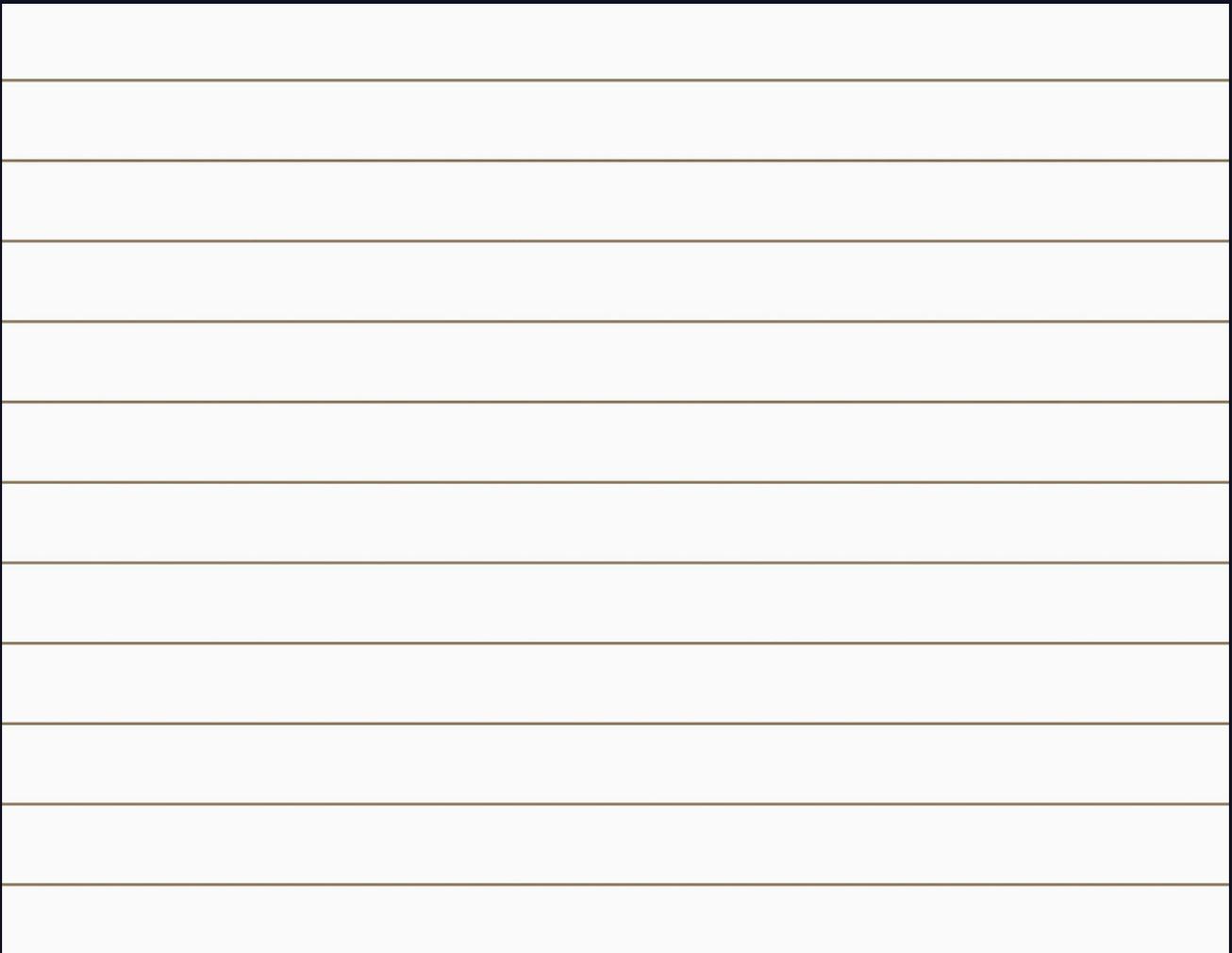
NOTES:

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QUESTION

WHAT IS CANDID COACHING?

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OBLIGATION CYCLE

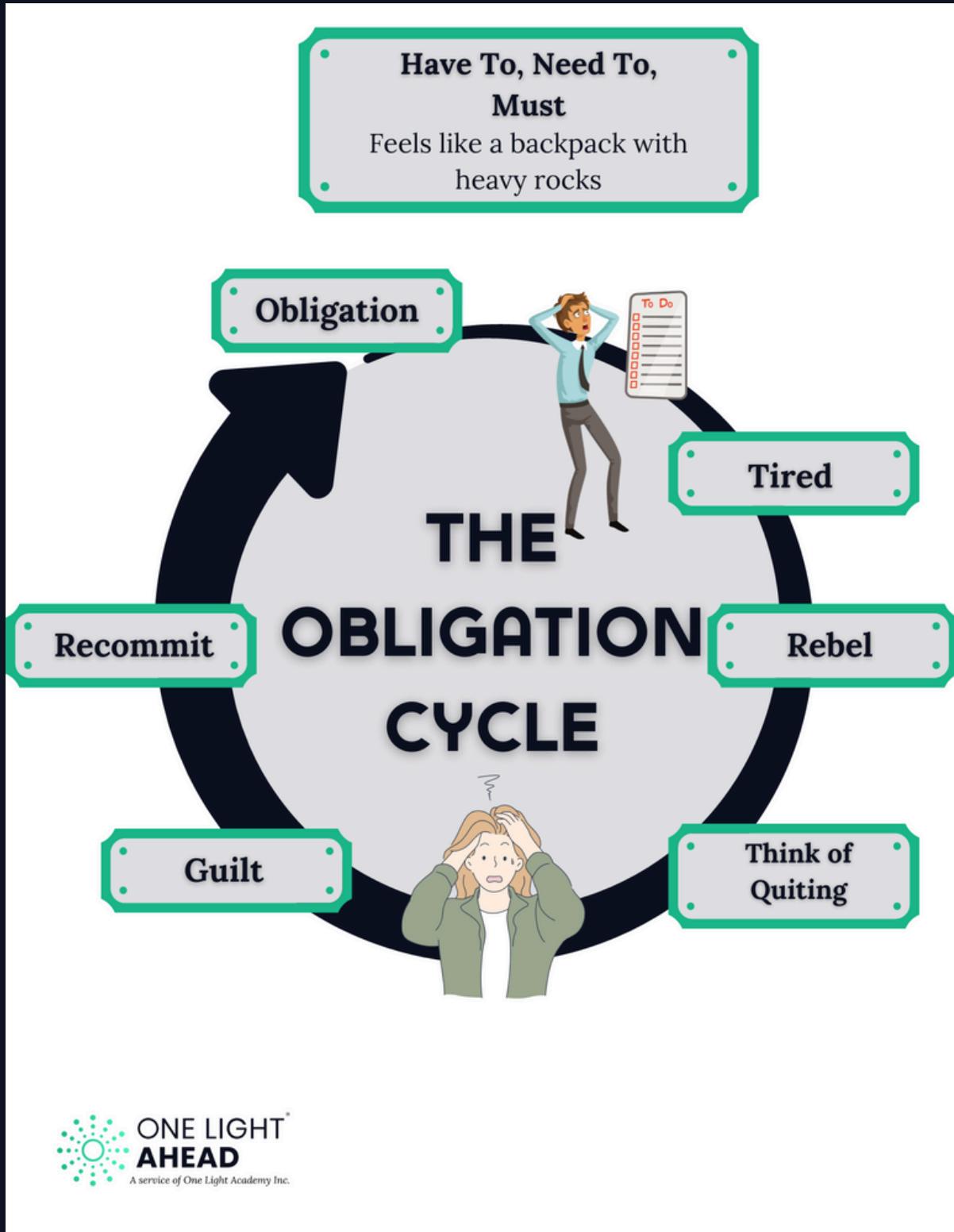


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DAY 9

OVERVIEW

HOMEWORK

REAL WORLD QUESTIONS

TEAM PROJECTS

QUESTION

I HAVE DIFFICULTY ADDRESSING POOR PERFORMANCE?

NOTES:

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QUESTION

I HAVE A STAR PERFORMER THAT TREATS ME WITH DISRESPECT. HOW DO I LEAD THIS PERSON?

NOTES:

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QUESTION

EVERY TIME I ASK ONE OF MY REPORTS TO DO SOMETHING THAT THEY DON'T LIKE OR AGREE WITH THEY GO OVER MY HEAD TO MY MANAGER?

NOTES:

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DAY 10

OVERVIEW

TEAM PRESENTATIONS

GRADUATION

COURSE REVIEW

TRY AND LEARN 



TEAM PROJECT SCORING PROCESS

- **ENGAGEMENT OF THE WHOLE TEAM IN THE CHOSEN PROJECT**
- **ENGAGEMENT OF ALL THE TRAINING PROVIDED IN THE SCORING DOCUMENT**
- **ENGAGEMENT OF LEADERSHIP SKILLS PROVIDED IN THE SCORING DOCUMENT**
- **BEING MIND OF THE DIVERSITY, EQUITY, AND INCLUSION PERSPECTIVE**
- **STAYING IN THE TIME ALLOTTED**

TRY LEARN

AND



TEAM 2 SCORE



10 POINTS POSSIBLE	LEADER						
ENGAGING							
TEAM PLAYER							
DIVERSITY							
INCLUSION							
EQUITY							
CONCISE MESSAGE							
RELEVANT CONTENT							
LEAD OTHERS							
FUN							
TOTALS							

TRY LEARN

AND

TEAM 2 SCORE



10 POINTS POSSIBLE	LEADER						
ENGAGING							
TEAM PLAYER							
DIVERSITY							
INCLUSION							
EQUITY							
CONCISE MESSAGE							
RELEVANT CONTENT							
LEAD OTHERS							
FUN							
TOTALS							

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