



DRIVEN BY LEADERS

Firm Foundations

The Team Workbook — Starter

The baseline scan and the first pillar, free. Enough to run one real session with your team this week and find out where you actually stand.

Bring the book. Bring your calendar. Bring the thing nobody wants to say out loud.

How to use this

This is not something you read. It is something your team fills in, argues over, and comes back to. Every page assumes more than one person is holding a pen.

What is in here

Two things: a **baseline scan** that shows you where this team actually stands across all seven pillars, and the **full Trust session** — the first pillar, and the one everything else rests on. That is a real ninety-minute working session, not a sample.

Three rules that make it work

01 Work the pillars in order

Each one rests on the ones beneath it. A team that fixes communication before it fixes trust is decorating a house with no footings. That is why the free version starts at Trust and not somewhere more exciting.

02 The leader answers first

Every exercise here asks the leader to go first — out loud, in front of the team. Willingness travels in one direction. If you inspect everyone except yourself, the room learns exactly what this is.

03 Write it down, in the room

A commitment spoken in a meeting evaporates by Thursday. A commitment written on a page with a name and a date does not. That is the entire reason this is on paper.

A note on honesty. Several exercises in here will surface something uncomfortable about how this team actually operates. That is not a side effect. That is the product. If you run this session and nothing awkward comes up, the room does not trust you yet — and Trust is where you should stay.

Print one per person

Everyone in the room needs their own copy to write in. The baseline scan only works if people score independently before they compare.



SESSION ZERO

Where this team stands today

Score each pillar 1 to 5 from where you sit right now. Do it independently, then compare. **The gaps between people's scores are more useful than the scores.**

PILLAR	1	2	3	4	5
Trust People bring me problems early, before they are expensive.	☐	☐	☐	☐	☐
Mission Everyone here could say why we exist without reading it.	☐	☐	☐	☐	☐
Accountability Every number that matters has one name against it.	☐	☐	☐	☐	☐
Culture What we say we value and what we tolerate are the same thing.	☐	☐	☐	☐	☐
Team Communication Our meetings happen on a rhythm people can count on.	☐	☐	☐	☐	☐
Individual Communication Every person has a one-on-one that actually happens.	☐	☐	☐	☐	☐
Adversity When something breaks, we know where to look first.	☐	☐	☐	☐	☐

Start at your lowest-numbered weak pillar — not your lowest score. If Trust is a 3 and Adversity is a 1, you start at Trust. The pillar above cannot hold until the one below does. That is the whole argument of the book in one sentence.

Where did we disagree most, and why?



01

Trust

The cornerstone. Every other pillar is built on this one, and nothing above it holds without it.

In this session: the five fears every person carries into work, the three forms of trust, and an honest look at which of them this team has actually extended to you.



What your team carries in

Everyone walks into work carrying five fears. They rarely name them. They act on them constantly – and each one is really a need going unmet.

01 Death

The need for **security**. Will I still be here? Is my role safe?

02 The outsider

The need for **community**. Do I belong in this room?

03 The future

The need for **clarity**. Where is this going, and where am I in it?

04 Chaos

The need for **structure and order**. Do I know what to expect?

05 Not leaving a mark

The need for **actions to have meaning**. Does any of this matter?

Three forms of trust

Trust is not one thing, and a leader can hold one form while missing another entirely.

Personal

They trust *you* – your character, and how you treat them.

Ethical

They trust you will do the right thing when it costs you something.

Situational

They trust you to handle *this* – the specific decision in front of you right now. Being liked is not the same as being trusted here.



Name the fear in the room

Work this together. For each fear, name one *real, current* example on this team — not a hypothetical — and the one thing that would ease it.

Death / security

Who on this team is quietly wondering if they are safe?

What would ease it — specifically, this week:

The outsider / community

Who has not been brought in yet?

What would ease it — specifically, this week:

The future / clarity

What has not been explained that people are guessing about?

What would ease it — specifically, this week:

Chaos / structure

Where have we sent mixed signals in the last month?

What would ease it — specifically, this week:



Name the fear in the room, continued

No mark / meaning

Whose work has stopped feeling like it matters?

What would ease it — specifically, this week:

Which fear is loudest on this team right now?

One of the five will have produced more examples than the others. That is where trust is actually thin — and it is usually not the one the leader expected.

What has this team been doing that feeds it?

Not what the market is doing. What we are doing.



The questions that matter

These are for the room. The leader answers first, out loud, before anyone else.

01 — When did someone last bring you a problem early?

If you cannot remember, that is the finding. People who dread you do not hand you the cheap version of a problem.

02 — What decision did we get wrong that has never been named out loud?

03 — Which of the three forms of trust have I actually earned here?

Personal, ethical, situational. Be specific about which one is thin, and what made it thin.

04 — What is the team not saying to me right now?

Leader: when someone answers question four honestly, your only job in that moment is to thank them for it. Defend yourself later, in private, to no one.



What changes now

Three commitments, maximum. One of them is the leader's. Names and dates, or it does not count.

COMMITMENT 1

Owner	By when

COMMITMENT 2

Owner	By when

COMMITMENT 3

Owner	By when



You have done the hardest one first.

Trust is the pillar most teams skip, because it is the only one where the leader has to go first. If that session was uncomfortable, it worked. Six pillars sit on top of it.

- 02 Mission — the bigger why that turns effort into ownership
- 03 Accountability — not visibility, willingness
- 04 Culture — a way of life, not the posters
- 05 Team Communication — cadence over polish
- 06 Individual Communication — the conversation you are avoiding
- 07 Adversity — it does not create the weakness, it finds it
- 08 Together — a ninety-day plan your team signs by hand

The full Team Workbook carries all eight sessions, and is on Amazon in print — one copy per person, which is how a team actually uses it.

The free seven-pillar diagnostic scores you properly in about fifteen minutes at drivenbyleaders.com/diagnostic.