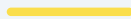


OFFICIAL COMPANION WORKBOOK



Sales Leadership • Companion Workbook



The private space where the book becomes real. Read
a chapter. Then come here and reckon with it.

A WORKBOOK BY

Ben Ward



BEFORE YOU BEGIN

This is where the book becomes real.

The book tells the story. The frameworks live in the chapters. This is where you stop reading and start reckoning.

This workbook will only work if you are honest. Not performatively honest. Not the version of honest that sounds good written down. Actually honest. The kind that costs you something. That is the only kind that changes anything.

Use it chapter by chapter, alongside the book. Write the things you have been unwilling to say out loud. Make specific commitments. Then watch what actually changes.



Ben Ward

HOW EACH CHAPTER WORKS

01

The Line That Hit Me

Write the one sentence from the chapter that stung the most.

02

My Honest Answer

A few direct questions. Answer them the way you would if no one were watching.

03

The Name

Name a specific person on your team. This is the most important element. The frameworks only become real when they are attached to a person.

04

My Next Move

One specific action you commit to before the next chapter. Something you can do in the next 72 hours.

What is inside

OPEN

•	Before You Begin	The purpose
•	My Leadership Snapshot	Your baseline

THE TWELVE CHAPTERS

01	The Grail
02	Artificial Harmony
03	The Doug Johnson Leadership Principle
04	Big Doesn't Mean Soft
05	Soft Like a Brick
06	Grenade to Your Leadership
07	WEEFL
08	This Is the Way
09	Five Power Phrases
10	The 3-9-17 Formula
11	Superior Sales Management
12	The Grail Beyond Leadership

CLOSE

•	My Leadership Snapshot — Revisited	Answer again
•	The Grail Declaration	Your commitment
•	A Final Word from Ben	

My Leadership Snapshot

Fill this out before you read Chapter One. Do not overthink it. This becomes your reference point — at the end of the workbook you will answer these same five questions again.

1 What is one word that describes how my team experiences me right now?

One word...

2 What is the hard conversation I have been avoiding the longest?

3 What would my best team member say about my leadership if they were completely honest?

4 What would my worst team member say?

5 On a scale of 1 to 10, how much do the people I lead actually feel like I believe in them?

12345678910

1 — Not at all

10 — Completely

The Grail

//

Leadership is not a position you are handed.
It is a weight you decide to carry well.

THE LINE THAT HIT ME

Not the most interesting line in the chapter. The one that stung.

// *The one sentence that landed hardest...*

MY HONEST ANSWER

What must it actually be like to be led by me right now?

Write what is actually true...

If my team were asked privately what it feels like to work for me, what would they actually say?

Write what is actually true...

When did someone on my team last leave a conversation with me feeling bigger than when they walked in?

Write what is actually true...

☒ THE NAME

Who on your team is your Marcus? Not the performance problem. The person underneath it.

A SPECIFIC PERSON — NOT A TYPE, NOT A CATEGORY

Write their name



☒ MY NEXT MOVE

WITHIN THE NEXT 72 HOURS

Before you read the next chapter, write down one thing you have been telling yourself is justified that might not be.

One specific move. Not a goal. Not an intention. A move.

☐ I have made this move.

Artificial Harmony

//

The conversation you keep avoiding is the one the person you lead needs most.

THE LINE THAT HIT ME

Not the most interesting line in the chapter. The one that stung.

// *The one sentence that landed hardest...*

MY HONEST ANSWER

Where does artificial harmony exist on my team right now? Name the specific situation.

Write what is actually true...

What conversation have I been avoiding the longest? What has that avoidance cost the person I was supposed to lead?

Write what is actually true...

Am I protecting my comfort and calling it kindness? Be specific.

Write what is actually true...

☒ THE NAME

Who is the person you owe a real conversation to right now?

A SPECIFIC PERSON — NOT A TYPE, NOT A CATEGORY

Write their name



☒ MY NEXT MOVE

WITHIN THE NEXT 72 HOURS

Identify the one conversation you have been avoiding. Write down exactly what needs to be said. Not how you will say it yet. Just what is actually true.

One specific move. Not a goal. Not an intention. A move.

☐ I have made this move.

The Doug Johnson Leadership Principle



//

People rise to the version of themselves
you are willing to see in them.

THE LINE THAT HIT ME

Not the most interesting line in the chapter. The one that stung.

// *The one sentence that landed hardest...*

MY HONEST ANSWER

Who have I been seeing small? Not intentionally. But honestly.

Write what is actually true...

Who in my life saw something in me before I saw it in myself? How did that change me?

Write what is actually true...

Have I ever told the people on my team what I actually believe about their potential?
Not in a meeting. Genuinely. One on one.

Write what is actually true...

☒ THE NAME

Who on your team has never once felt like you genuinely believe in them?

A SPECIFIC PERSON — NOT A TYPE, NOT A CATEGORY

Write their name



☐ MY NEXT MOVE

WITHIN THE NEXT 72 HOURS

This week, tell one person on your team specifically what you believe they are capable of. Not a compliment. A genuine statement of belief. Write down what you will say.

One specific move. Not a goal. Not an intention. A move.

☐

I have made this move.

Big Doesn't Mean Soft

//

Lowering the standard was never kindness. It was avoidance wearing kindness as a costume.

THE LINE THAT HIT ME

Not the most interesting line in the chapter. The one that stung.

// *The one sentence that landed hardest...*

MY HONEST ANSWER

Where have I been confusing niceness with caring?

Write what is actually true...

What standard have I been lowering because I did not want to have the conversation?

Write what is actually true...

What has that lowered standard cost the person I was protecting?

Write what is actually true...

☒ THE NAME

Who on your team needs a harder truth than you have given them?

A SPECIFIC PERSON — NOT A TYPE, NOT A CATEGORY

Write their name



☐ MY NEXT MOVE

WITHIN THE NEXT 72 HOURS

Name the standard you have been lowering. Write down what holding that standard actually looks like in practice.

One specific move. Not a goal. Not an intention. A move.

☐ I have made this move.

Soft Like a Brick

//

Strong enough to hold the line. Soft enough that they never doubt you are for them.

THE LINE THAT HIT ME

Not the most interesting line in the chapter. The one that stung.

// *The one sentence that landed hardest...*

MY HONEST ANSWER

Am I a brick without soft, a soft without brick, or somewhere in between?

Write what is actually true...

Think about the last three hard conversations I had. What was missing?

Write what is actually true...

Do the people I lead actually know I believe in them? Not because I told them once. Because they feel it.

Write what is actually true...

☒ THE NAME

Who on your team has received your brick without your soft?

A SPECIFIC PERSON — NOT A TYPE, NOT A CATEGORY

Write their name



☐ MY NEXT MOVE

WITHIN THE NEXT 72 HOURS

Write down one specific thing you will do this week to build the soft with the person you named. Not a conversation yet. A moment. Something small and real.

One specific move. Not a goal. Not an intention. A move.



I have made this move.

Grenade to Your Leadership

//

It is not the words that blow up the room. It is the spirit underneath them.

THE LINE THAT HIT ME

Not the most interesting line in the chapter. The one that stung.

// *The one sentence that landed hardest...*

MY HONEST ANSWER

Which of the four grenade mistakes do I make most often? Going public, waiting too long, making it personal, or right words wrong spirit?

Write what is actually true...

Think of a recent conversation where the grenade went off. What was the spirit underneath it?

Write what is actually true...

Who on my team has been walking out of conversations with me feeling smaller? Name them.

Write what is actually true...

☒ THE NAME

Write the name of the person who has consistently left your conversations feeling smaller.

A SPECIFIC PERSON — NOT A TYPE, NOT A CATEGORY

Write their name



☒ MY NEXT MOVE

WITHIN THE NEXT 72 HOURS

Write down what you will do differently in the next conversation with that person.

One specific move. Not a goal. Not an intention. A move.

☐ I have made this move.



Name the elephant. It is already in the room — you are just the only one pretending it is not.

THE LINE THAT HIT ME

Not the most interesting line in the chapter. The one that stung.



The one sentence that landed hardest...

MY HONEST ANSWER

What is the elephant in the room on my team right now? Name it specifically.

Write what is actually true...

Walk through CLEAR against the hardest conversation I am currently avoiding. Where do I get stuck?

Write what is actually true...

Does my team have a green couch? If not, what would it take to build one?

Write what is actually true...

☒ **THE NAME**

What is the elephant? Give it a name.

A SPECIFIC PERSON — NOT A TYPE, NOT A CATEGORY

Write their name



☒ **MY NEXT MOVE**

WITHIN THE NEXT 72 HOURS

Write the opening sentence of the WEEFL conversation you have been avoiding. Just the first sentence. You do not have to have the whole conversation yet. Start with the sentence.

One specific move. Not a goal. Not an intention. A move.

☐ I have made this move.

This Is the Way

//

Who you are when nobody is watching and nothing is at stake is who you actually are.

THE LINE THAT HIT ME

Not the most interesting line in the chapter. The one that stung.

// *The one sentence that landed hardest...*

MY HONEST ANSWER

Who am I when nobody is watching and nothing is at stake? Answer honestly.

Write what is actually true...

Go through each person on my team. Am I seeing them as a human being or as an obstacle, a vehicle, or irrelevant?

Write what is actually true...

What is my code? Not Dan’s code. Mine. The four words or one sentence that captures who I have decided to become.

Write what is actually true...

☒ **THE NAME**

Which person on your team have you been seeing as an object?

A SPECIFIC PERSON — NOT A TYPE, NOT A CATEGORY

Write their name



☐ **MY NEXT MOVE**

WITHIN THE NEXT 72 HOURS

Write your code. Four words or one sentence. Then ask yourself honestly: am I living it when it costs me something?

One specific move. Not a goal. Not an intention. A move.

☐ I have made this move.

Five Power Phrases

//

You do not break through the wall. You build the foundation underneath it.

THE LINE THAT HIT ME

Not the most interesting line in the chapter. The one that stung.

//

The one sentence that landed hardest...

MY HONEST ANSWER

Which of the five power phrases do I need most right now?

Write what is actually true...

Think about the last hard conversation I had. Which part of CLEAR did I skip?

Write what is actually true...

Who is the person whose wall I have been trying to break through instead of building the foundation underneath?

Write what is actually true...

☒ THE NAME

Write the name of the person you need to use one of the five phrases with. Write which phrase. Write when you will use it.

A SPECIFIC PERSON — NOT A TYPE, NOT A CATEGORY

Write their name



☒ MY NEXT MOVE

WITHIN THE NEXT 72 HOURS

Have the conversation. Then come back and write one sentence about what shifted.

One specific move. Not a goal. Not an intention. A move.

☐ I have made this move.

The 3-9-17 Formula

//

Clarity is a kindness. Avoidance is the cruelty that only feels polite.

THE LINE THAT HIT ME

Not the most interesting line in the chapter. The one that stung.

// *The one sentence that landed hardest...*

THE 3 CHECKS

Run these on the person you are most unsure about right now.

1 Expectations: Have I been crystal clear?

2 Teaching: Have I given them what they need to succeed?

3 Correction: Have I addressed the underperformance directly?

THE 9 QUESTIONS

Now work through all nine. Write your honest answer to each one.

1 Do I fully understand what good performance looks like in their role?

2 Have I given them the tools, coaching, and clarity they need to succeed?

3 Do I believe this person can't or won't improve as fast as the team needs?

4 Would I hire them again today?

5 How is this person affecting team morale?

6 Will they be blindsided if I let them go?

7 Is letting them go the best move for the business, the team, and for them?

8 Do I need to replace them? And can I find someone better?

9 How quickly could I ramp up someone new?

 THE NAME

Write the name of the person you have been most tempted to avoid making a decision about.

A SPECIFIC PERSON — NOT A TYPE, NOT A CATEGORY

Write their name





MY NEXT MOVE

WITHIN THE NEXT 72 HOURS

Based on your nine answers, write down the decision and the next action.
Not someday. This week.

One specific move. Not a goal. Not an intention. A move.



I have made this move.

Superior Sales Management

//

Stop performing the job. Start developing the people who do it.

THE LINE THAT HIT ME

Not the most interesting line in the chapter. The one that stung.

// *The one sentence that landed hardest...*

MY HONEST ANSWER

Have I fully made the pivotal shift from salesperson to sales manager? Where am I still performing instead of developing?

Write what is actually true...

Of the seven roles of a sales manager, which three am I doing well? Which four am I winging?

Write what is actually true...

What would change on my team if my primary measure of success was developing people into the best version of themselves?

Write what is actually true...

☒ **THE NAME**

Which person on your team are you managing instead of developing?

A SPECIFIC PERSON — NOT A TYPE, NOT A CATEGORY

Write their name



☒ **MY NEXT MOVE**

WITHIN THE NEXT 72 HOURS

Pick one of the seven roles you have been winging. Write down one specific thing you will do differently this week.

One specific move. Not a goal. Not an intention. A move.

☐ I have made this move.

The Grail Beyond Leadership

//

Bring it home. The people who love you most deserve your best self — not your leftovers.

THE LINE THAT HIT ME

Not the most interesting line in the chapter. The one that stung.

// *The one sentence that landed hardest...*

MY HONEST ANSWER

Whose cat have I been kicking? Not at work. At home. With the people who love me most.

Write what is actually true...

What does it look like to bring the Grail home? What changes if Genshai is not just how I lead my team but how I show up in every room I walk into?

Write what is actually true...

What is the one conversation, decision, or moment waiting for me right now?

Write what is actually true...

☒ THE NAME

Write the name of someone at home who deserves the same version of you that the best leaders bring to work.

A SPECIFIC PERSON — NOT A TYPE, NOT A CATEGORY

Write their name



☒ MY NEXT MOVE

WITHIN THE NEXT 72 HOURS

Write down the one thing you will do this week to bring the Grail home.

One specific move. Not a goal. Not an intention. A move.

☐ I have made this move.

My Leadership Snapshot — Revisited

Return to where you started. Answer the same five questions again — honestly, without looking back at your first answers until you are done.

1 What is one word that describes how my team experiences me right now?

One word...

2 What is the hard conversation I have been avoiding the longest?

3 What would my best team member say about my leadership if they were completely honest?

4 What would my worst team member say?

5 On a scale of 1 to 10, how much do the people I lead actually feel like I believe in them?

12345678910

1 — Not at all

10 — Completely

ONE FINAL PROMPT

What has changed? What is still waiting?

Be honest about both.

In your own words.

A short, personal commitment. Write it like you mean it — because the only version worth writing is the one you intend to live.

The leader I am becoming is...

...

The people I lead deserve...

...

Starting now, I commit to...

...

SIGNED

Your name

DATE

Today

A FINAL WORD FROM BEN

You did the hard part. You told the truth.

If you filled these pages honestly, you are holding something most leaders never let themselves see — the real picture of what it is like to be led by you, and the specific people whose lives change when you lead them better.

The names you wrote are not on these pages by accident. Go back to them. The frameworks were never the point. The people were always the point. Keep your promises to them, especially when it costs you something.

You are not done running from the Grail because you finished a workbook. You are done when the way you wrote here becomes the way you lead every day. So start with the next conversation. Then the one after that.

Make it a great day.

A stylized, handwritten signature in white ink, appearing to read 'Ben Ward', with a horizontal line extending to the right.

Ben Ward



SELLERSHIP UNIVERSITY

The operating system for what you just read.

This workbook gave you the foundation. **Sellership University gives you the system to build on it.**

EVERY FRAMEWORK IN THIS BOOK GOES DEEPER INSIDE

- Recruiting
- Culture
- Coaching
- The complete Sellership System®
- Retention
- Hard Conversations
- Accountability
- New content added regularly

Built for leaders who are done guessing and ready to build something that lasts. Leaders inside are breaking records, rebuilding teams, and getting their lives back.

The Grail is not something you find once. It is something you **build** into every conversation, every week.

This is where that building happens.

sellershipuniversity.com →

Ben Ward

