

The General Manager Masterclass Workbook

Seventeen frameworks. Better conversations. Stronger judgment. A team that can carry the work.

A free companion to The General Manager Masterclass. Use it independently or alongside the program. The workbook provides reminders and practice prompts; the masterclass adds teaching, worked fictional scenarios, practice labs, and project guidance.

Type into the fields or print the pages. Save a copy after entering answers. Use initials or fictional examples and keep private employee and customer information out of your learning notes.

Your name or initials

One leadership challenge I want to work on

The observable starting condition and the standard

Based on The General Manager by Randi Rodriguez. GROW is credited in the book to Sir John Whitmore and colleagues. All additional activities are course adaptations, not claims of guaranteed business results.

Your Framework Directory

01. CARE | The Conversation Repair Lab
02. Respect Blueprint | The Promise Audit
03. Loyalty Ladder | The Commitment Evidence Review
04. RITES | The Responsibility Transfer Contract
05. Bridge Framework | The First Team Reset Meeting
06. Motivation Pyramid | The Motivation Hypothesis Test
07. Talent Alignment Matrix | The Role Fit Experiment
08. Managing Up Framework | The Decision Ready Brief
09. Training Ladder | The Demonstration Gate
10. HEART Framework | The Evidence Calibration Lab
11. GM Wheel | The Meeting Output Scorecard
12. Three Ps | The Floor Observation Route
13. Skill, Will, and Impact | The Counterevidence Review
14. Turnaround Sequence | The One Change Pilot
15. Five Rings of Retail Warfare | The Strategy to Shift Map
16. Disruption Playbook | The Tabletop Response Drill
17. GROW | The Coach Without Rescuing Lab

The seventeen tools include GROW as a credited coaching model. This is the curriculum structure, not a claim that every model was invented by Randi.

01. CARE

Connect, Ask, Reflect, Execute. Finish with a written agreement and follow up.

The Conversation Repair Lab

Practice focus: A strong repair owns the leader's behavior, preserves a clear standard, and finishes with an agreement both people can explain.

My repair opening

The evidence and question I will bring

Our action, owner, date, support, evidence, and follow up

Connect the tools: Use the Respect Blueprint to rebuild credibility through the commitment you actually keep.

Review the actual result after applying the plan. Record what you learned, including evidence that challenged your first explanation.

02. Respect Blueprint

Listen individually, participate in core work, make standards visible, and keep commitments. The book places first meetings in week one and written standards within two weeks of a new role.

The Promise Audit

Practice focus: The audit evaluates the leader's observable behavior rather than blaming the team for skepticism.

Promise, delivery, and remaining gap

What the affected person says

My repair, completion date, and evidence

Connect the tools: Follow the repair with a CARE conversation when an expectation needs clarification.

Review the actual result after applying the plan. Record what you learned, including evidence that challenged your first explanation.

03. Loyalty Ladder

Transactional, Conditional, Emotional, Advocate. Use observations and conversation rather than permanent labels.

The Commitment Evidence Review

Practice focus: A good review can explain why the evidence does not yet prove a particular level of loyalty.

Observed behavior and alternative explanations

The question and the person's response

Support action and review evidence

Connect the tools: Use the Motivation Pyramid to investigate purpose, strengths, and skills before choosing support.

Review the actual result after applying the plan. Record what you learned, including evidence that challenged your first explanation.

04. RITES

Respect, Investment, Trust, Empowerment, Support. Distinguish development, authority, voice, and practical help.

The Responsibility Transfer Contract

Practice focus: Responsibility, authority, capability, and support fit together. Delegation is not permission to ignore safety or policy.

Outcome, decision authority, and boundaries

Development and support required

Check in rhythm and review evidence

Connect the tools: Use the Training Ladder to check readiness for ownership.

Review the actual result after applying the plan. Record what you learned, including evidence that challenged your first explanation.

05. Bridge Framework

Communicate the why, create new memories, separate upward and downward conversations, and build your bench.

The First Team Reset Meeting

Practice focus: The reset preserves human connection while making authority, standards, and communication boundaries clear.

My explanation of the role and shared standard

New shared experience and communication boundaries

Bench development action

Connect the tools: Use the Respect Blueprint to make the role explanation believable through daily behavior.

Review the actual result after applying the plan. Record what you learned, including evidence that challenged your first explanation.

06. Motivation Pyramid

Check Purpose, then Strengths, then Skills before deciding what support fits.

The Motivation Hypothesis Test

Practice focus: The test works through Purpose, Strengths, and Skills in sequence without diagnosing a person from one observation.

Observed change and purpose question

Strengths, skills, and the person's explanation

Small change, review date, and evidence

Connect the tools: Use the Talent Alignment Matrix to consider whether role fit contributes to the problem.

Review the actual result after applying the plan. Record what you learned, including evidence that challenged your first explanation.

07. Talent Alignment Matrix

Consider role fit and motivation separately. Check your interpretation with evidence and conversation.

The Role Fit Experiment

Practice focus: The experiment does not use a personality label as a substitute for a fair discussion or performance evidence.

Role fit evidence and motivation evidence

Experiment, boundaries, and support

Results and next assignment decision

Connect the tools: Use the Training Ladder when the experiment reveals a teachable skill gap.

Review the actual result after applying the plan. Record what you learned, including evidence that challenged your first explanation.

08. Managing Up Framework

Data Mastery, Proactive Communication, Solutions Based Pushback, Advocate Up, Filter Down.

The Decision Ready Brief

Practice focus: The brief uses Data Mastery, Proactive Communication, Solutions Based Pushback, Advocate Up, and Filter Down without hiding material problems.

Decision, deadline, and relevant data

Options, tradeoffs, and recommendation

Advocacy, pushback, and team message

Connect the tools: Use the Bridge Framework to separate upward problem solving from downward clarity.

Review the actual result after applying the plan. Record what you learned, including evidence that challenged your first explanation.

09. Training Ladder

Awareness, Competence, Teaching, Ownership. Look for demonstrated evidence at each step.

The Demonstration Gate

Practice focus: Progress through Awareness, Competence, Teaching, and Ownership is supported by demonstrated evidence rather than confidence alone.

Task standard and safe demonstration

Observed evidence and teaching check

Next step and ownership boundaries

Connect the tools: Use RITES to make the transfer of authority and support explicit.

Review the actual result after applying the plan. Record what you learned, including evidence that challenged your first explanation.

10. HEART Framework

Hustle, Empathy, Accountability, Resilience, Teachability. Use consistent job related evidence.

The Evidence Calibration Lab

Practice focus: Calibration uses the same job related criteria consistently and does not substitute impressions or personal characteristics for evidence.

Questions and observable evidence

Actual response versus interpretation

Evidence gap and fair follow up

Connect the tools: Use the Talent Alignment Matrix only after gathering relevant role and motivation evidence.

Review the actual result after applying the plan. Record what you learned, including evidence that challenged your first explanation.

11. GM Wheel

Celebrate, Educate, Evaluate, Elevate. Give each section equal attention and close with one focus.

The Meeting Output Scorecard

Practice focus: The scorecard measures useful outputs, not whether every agenda item was read aloud.

Celebrate and Educate outputs

Evaluate evidence and question

Elevate focus, contributions, and review

Connect the tools: Use GROW for an individual coaching conversation that follows the meeting.

Review the actual result after applying the plan. Record what you learned, including evidence that challenged your first explanation.

12. Three Ps

Presence, Pacing, Proximity. Support the work without unnecessarily taking it over.

The Floor Observation Route

Practice focus: Visible leadership adds clarity and support. Constant intervention is not the same as useful presence.

Observation route and evidence noticed

Pacing and useful proximity question

Barrier removed and ownership preserved

Connect the tools: Use the Training Ladder when observation reveals a development need.

Review the actual result after applying the plan. Record what you learned, including evidence that challenged your first explanation.

13. Skill, Will, and Impact

Separate demonstrated Skill, Will, and Impact. Check expectations and barriers before choosing a response.

The Counterevidence Review

Practice focus: The review strengthens evidence before a response. It does not automate discipline, termination, or any other employment decision.

Behavior, impact, skill, and willingness evidence

Counterevidence and barriers

Response, support, and remaining uncertainty

Connect the tools: Use CARE to discuss the evidence and Turnaround Sequence when the source problem affects the operation.

Review the actual result after applying the plan. Record what you learned, including evidence that challenged your first explanation.

14. Turnaround Sequence

Observe, Prioritize, Plan with the team, Execute one at a time, Review and adjust.

The One Change Pilot

Practice focus: The pilot follows Observe, Prioritize, Plan with the team, Execute one at a time, and Review and adjust. It makes learning possible.

Source problem and baseline

One change, owners, and support

Review evidence and next decision

Connect the tools: Use the GM Wheel to review progress without turning every meeting into another overhaul.

Review the actual result after applying the plan. Record what you learned, including evidence that challenged your first explanation.

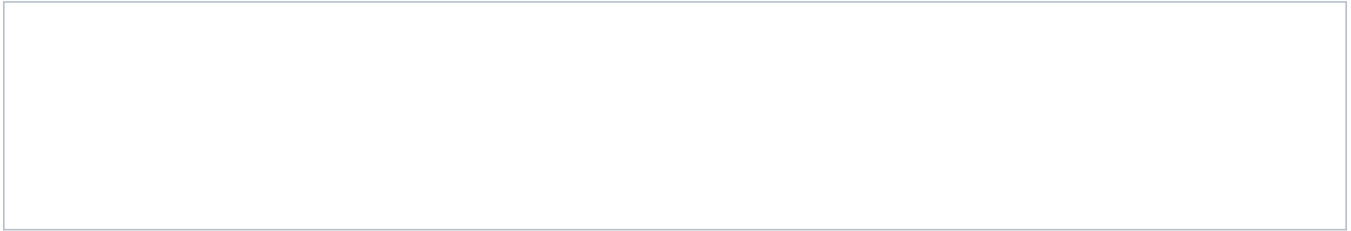
15. Five Rings of Retail Warfare

Ground Intelligence, Positioning, Training, Morale, After Action Review.

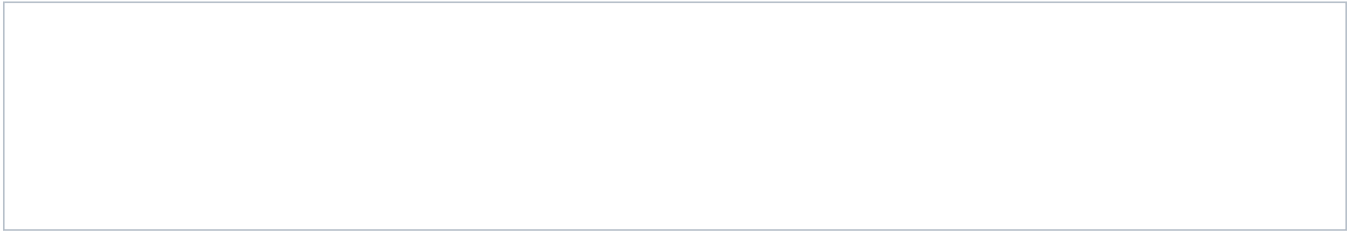
The Strategy to Shift Map

Practice focus: The map connects all five rings to one real priority. Ground Intelligence is one ring, and After Action Review is the fifth.

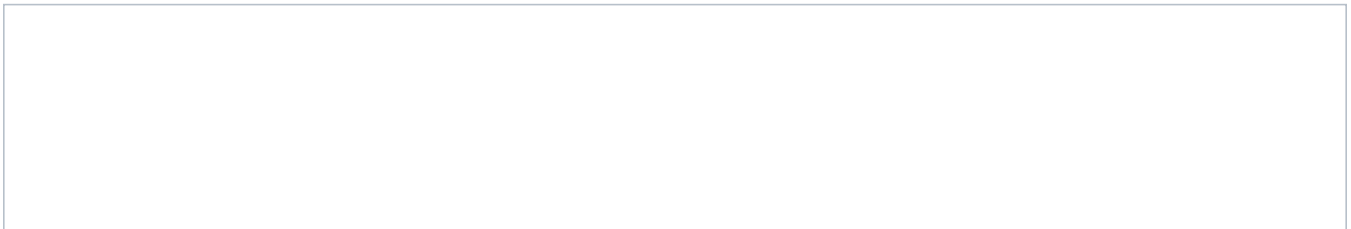
Ground Intelligence and Positioning



Training and Morale evidence



After Action Review and adjustment



Connect the tools: Use Managing Up to carry grounded intelligence and a practical recommendation upward.

Review the actual result after applying the plan. Record what you learned, including evidence that challenged your first explanation.

16. Disruption Playbook

Protect safety, use approved fallback practices, communicate clearly, preserve customer care, and debrief.

The Tabletop Response Drill

Practice focus: A useful drill improves readiness while respecting safety, security, and employer procedures.

Safety priority, escalation, and approved fallback

Roles and communication

Debrief gap and approved improvement

Connect the tools: Use Five Rings for the After Action Review and Training Ladder for any capability gap the drill reveals.

Review the actual result after applying the plan. Record what you learned, including evidence that challenged your first explanation.

17. GROW

Goal, Reality, Options, Will. Help the person think and agree a specific action, date, evidence, and review.

The Coach Without Rescuing Lab

Practice focus: The person contributes the thinking and owns a specific commitment. Coaching does not remove the leader's responsibility for standards or safety.

The person's Goal and current Reality

Options generated and tradeoffs

Will commitment, date, evidence, and review

Connect the tools: Use CARE for the quality of the conversation and Training Ladder to support demonstrated development.

Review the actual result after applying the plan. Record what you learned, including evidence that challenged your first explanation.

Choose Your Leadership Project

Choose a bounded challenge within your authority. Use at least one framework from each of the four topic groups plus GROW. Explain why those tools fit; do not force every framework into one situation.

The problem, standard, and starting evidence

Selected frameworks and why each fits

Authority boundaries, approvals, and available support

Useful measure, expected evidence, and review date

Week 1: Understand and Agree

Gather evidence, hear the person, examine your commitments, and agree a feasible goal.

Action, owner, date, and support

What actually happened and the evidence

What challenged my assumptions and what I will adjust

Week 2: Build Capability

Plan a demonstration, clarify responsibility and support, and run a GROW conversation.

Action, owner, date, and support

What actually happened and the evidence

What challenged my assumptions and what I will adjust

Week 3: Apply One Change

Execute one bounded change and record what happened. Support the work without taking over.

Action, owner, date, and support

What actually happened and the evidence

What challenged my assumptions and what I will adjust

Week 4: Review and Transfer

Compare evidence, run an After Action Review, and agree the next owner and review.

Action, owner, date, and support

What actually happened and the evidence

What challenged my assumptions and what I will adjust

Your Thirty Day Review

Before and after evidence, including other possible explanations

What the person or team says changed

What should continue, its owner, and the support required

My next development action and review date

No change yet? Record that honestly. Explain what was learned and revise the plan. An accurate review is more useful than an unsupported success claim.

Find the masterclass, free resources, and the book at LeadWithRandi.com. The book and earlier classes are optional. Course buyers can request free membership in the private Lead With Randi Facebook group.