AN ARTERS PIVOT PROGRAM · SAMPLE PAGES

The Consulting Leader

Day 1 · Self-Leadership
Can I lead myself?

Participant Workbook · Sample
Half-day facilitated session · 3.5 hours
Customised for each client
Facilitated by Ong Whee Teck

WELCOME

Before we start

This programme is about the move from capable consultant to client leader. It runs over three half-days, each answering one question:

Day 1 · Self-Leadership
Can I lead myself?
Half-day 1

Day 2 · Team Leadership
Can I multiply others?
Half-day 2

Day 3 · Client Leadership
Can I lead the room?
Half-day 3

How each unit works

Every unit follows the same rhythm: a short video frames the idea, you try it straight away through an activity or a game, a second video sharpens it, and you finish with something you can use on Monday.

How to use this workbook

- **Write in it.** The activity pages are yours. The rougher the better.
- **Don't read ahead.** Some activities work best when you try them cold.
- **Keep it.** The commitments page at the back is your plan for the next 30 days.

Videos and slides

Every unit's videos are played in the room, and the key slides are summarised in this workbook. After the session you keep this PDF, so the ideas, activities and your own notes stay with you.

Bring your phone. We use Mentimeter for quick polls. When you see a Menti slide, go to **menti.com** and enter the code on screen.

TODAY

Day 1 · Self-Leadership

Before you lead a team or a client, you lead yourself: how you're seen, how you decide, how you think, how you look after yourself, and what you're known for.

Time	Unit	The question it answers
10:00	Opening	Why self-leadership comes first
10:10	**1.1 Credibility**: Make Your Competence Visible	Why should they trust me?
10:42	**1.2 Judgment**: When the Data Runs Out	How do I decide when nobody has the answer?
11:14	**1.3 Creativity**: Vuja De	How do I see what everyone else has stopped seeing?
11:46	Break	
12:16	**1.4 Stress & Resilience**: Your Wellness, Your Job	Who looks after me when it gets intense?
12:48	**1.5 Personal Brand**: Be the Name They Ask For	What am I known for when I'm not in the room?
13:20	Close	My commitments

Your tables

You're seated with colleagues at a similar stage. Every activity uses the same idea, but the practice is pitched to your level. Where you see **Juniors** and **Seniors** in an activity, use the version that fits you.

UNIT 1.1

Make Your Competence Visible 1.1

Clients don't buy what you know. They buy what they *believe* you know. This unit helps you make your competence visible quickly, so you're trusted with harder problems sooner.

In this unit you will

1. Name the four sources of credibility and find your default and your blind spot.
2. Read which credibility a person needs from you right now, which often isn't the one you lead with.
3. Write and deliver a 60-second Credibility Statement.
4. Hold your credibility under pushback by spotting and answering the real doubt.

▶ **Watch:** "The Credibility You Don't Know You Have" · "Your Credibility Repertoire"
Played in the room. The videos say seller and buyer: hear consultant and client.

The four sources of credibility

Expertise
What you know that earns their attention.

Character
Whether they believe you'll act in their interest.

Delivery
The clarity and confidence of how you communicate.

Presence
The unspoken signal that you belong in the room.

Everyone has a **default**, the one they reach for by instinct, and a **blind spot**, the one they under-use. The credibility you lead with often isn't what the other person is missing.

AFTER VIDEO 1 · 2 MINUTES

Self-check: my default and my blind spot

Rate yourself honestly. 1 = weak, 5 = strong. Go with your first instinct.

Source	My rating
Expertise	1 2 3 4 5
Character	1 2 3 4 5
Delivery	1 2 3 4 5
Presence	1 2 3 4 5

My default (highest): _____ **My blind spot (lowest):** _____

ACTIVITY · 3 MINUTES

My Credibility Statement · Draft 1

Pick a topic you want to be trusted on at work. Write it fast. This isn't bragging: if you don't claim your experience, nobody else will.

I've spent...

In that time, I've...

What I've learned is...

That's why I believe...

GAME · 15 MINUTES

Earn the Room

Consultant

Reads the scenario, gives a 60-second Credibility Statement, then handles the pushback.

Client

Draws a *secret doubt* card (Expertise, Character, Delivery or Presence) and pushes back in character without saying which.

Observer

Guesses the hidden doubt and judges whether the Consultant answered it.

3 rounds of 5 minutes (1 min prep · 2 min play · 2 min score). Rotate roles each round. **Consultant** scores if they answer the hidden doubt; **Observer** scores for guessing it.

Round	My role	The hidden doubt was...	What worked or didn't
1			
2			
3			

AFTER VIDEO 2 · 3 MINUTES

My Credibility Statement · Draft 2

Rewrite it so it draws on your blind spot, not just your default.

I've spent...

In that time, I've...

What I've learned is...

That's why I believe...

Make it real. Pick one live engagement and the one person you most need to influence.

The person:

The credibility they need from me (circle): Expertise · Character · Delivery · Presence

What I'll do differently in our next conversation:

Key takeaways

- You already have credibility. What you need is **repertoire**.
- Four sources: **Expertise, Character, Delivery, Presence**. Know your default and your blind spot.
- Read the moment. Pushback usually hides one real doubt; answer *that*.
- Character is built in small moments: admitting what you don't know, saying when something isn't a fit.
- Presence is trained, not born. Practise the awkward.

UNIT 1.3

Vuja De

1.3

START HERE · 2 MINUTES · NO EXPLANATION YET

List 5 uses for a paperclip.

Stop here and wait for the video. Turn the page when your facilitator says so.

In this unit you will

1. Drop the "I'm not creative" story: creativity is a muscle that grows with practice.
2. Widen before you narrow, using lenses that make the familiar look new.
3. Bring options, not one answer: the most promising *and* the boldest.
4. Name your blockers and commit to one small creative habit.

▶ **Watch:** "Vuja De" · "The Lens You Carry"
Played in the room.

THE IDEA

Seeing the familiar for the first time

Déjà vu is the feeling that something new is familiar. **Vuja de**, a phrase popularised by comedian George Carlin, is the opposite: looking at something you've seen a hundred times as if for the first time.

Alexander Fleming noticed mould killing bacteria on a petri dish others would have thrown away. Fresh eyes are what clients pay consultants for. But six months into any engagement, we stop seeing too.

The six lenses

Your first day here
What would confuse you?

A 7-year-old
What would they ask "why?" about?

A competitor
What would they copy, or attack?

It breaks tomorrow
What fails first?

10× the people
What can't cope?

Do the opposite
What if we reversed it?

ATTEMPT 2 · 4 MINUTES

Same paperclip. 5 *new* uses, through the lenses.

Compare your two lists. The gap between them is the lesson.

TABLE GAME · 12 MINUTES

Fresh Eyes Walkthrough: Hotel Check-In

Walk through checking in at a hotel, step by step, from the taxi door to the room. Draw a lens, look again, and repeat with a new lens.

Lens	What we noticed that nobody notices

Our most promising idea

Our boldest idea

MAKE IT PERSONAL · 4 MINUTES

One familiar thing in my own work that I'll look at with fresh eyes this week:

The lens I'll use, and my one small creative habit:

Key takeaways

- Creativity is a muscle, not a gift.
- **Vuja de**: see the familiar as if for the first time.
- Widen before you narrow: use the lenses.
- Bring the most promising option **and** the boldest one.

CLOSE

My Day 1 commitments

One small action per unit, done in the next 30 days, will beat ten good intentions.

Unit	What I'll do	By when
1.1 Credibility		
1.2 Judgment		
1.3 Vuja De		
1.4 Wellness		
1.5 Personal Brand		

The one idea from today I'll tell someone about:

Keep going

Keep this workbook. Put your 30-day actions in your calendar now, and bring your commitments to Day 2: we'll start by asking how they went.

Day 2 · Team Leadership
Can I multiply others?
Half-day 2

Day 3 · Client Leadership
Can I lead the room?
Half-day 3

> *Lead from within.*