



SIGNALS OF IMPACT

Notice More. Lead Better.

A practical toolkit for everyday leadership

Introduction

Leadership happens in the everyday moments—how you run a meeting, respond when someone frustrates you, make space for other voices, manage your time, and recognize what people bring to the table.

This toolkit includes six practical resources designed to help you pause, notice what's happening, and take a small step toward leading better.

What's included

Your Own Mantra

Create a personal mantra to help you reset, assume good intent, and lead with the energy you want to bring.

The Subtleties of Silence

Observe the signals in the room to consider whether people feel comfortable speaking up and contributing.

1:1s That Actually Work

Start your relationship with a team member by getting to know them, what they need, and how to best work together.

Weekly Rhythm for the Player-Coach

Use the sample schedule to protect time for both doing the work and leading your team.

What Else Are You Good At?

Uncover the skills, interests, and expertise you bring beyond what shows up in your current job description.

The Right Seat

Reflect on how well your current role fits your strengths, interests, values, and the life you want to lead.



How to use this tool: Designed for leaders, PeopleOps professionals, and anyone who wants to lead more intentionally. Start with the resource that fits what you're facing right now. You don't need to complete the toolkit in order, or all at once. Use what's useful, come back when you need something else, and adapt the tools to fit you and your team.

Your Own Mantra

Resource 1 of 6

WHY THIS MATTERS

Assuming good intent doesn't always come naturally, especially when you're frustrated, under pressure, or dealing with someone whose choices have created more work for you. A personal mantra can help interrupt the instinct to blame and bring you back to the perspective and energy you want to lead with.



How to use this tool: Use the prompts below to create a short mantra you can return to when you need to reset, grant someone grace, or remind yourself of what you want to bring to the situation.

1

Name what matters

Answer the following questions with small, simple sentences.

EXAMPLE

"I want to be someone others can count on."

- ◆ What matters the MOST to you?
- ◆ What legacy do you want to leave behind?
- ◆ What tone or energy do you value?
- ◆ Whom do you want to help and support?
- ◆ What do you need to reaffirm to yourself sometimes?
- ◆ What do you know—about yourself, the universe?
- ◆ What do you want to trust about other people?

2

Choose your energy

This sounds silly, but stay with me in the woo-woo for a minute:

- What color is the energy of YOU?
- What color are you when you're the best version of yourself?

Try to make a mantra that communicates that color.

3

Assume good intent

Consider what sentence you need to be reminded of to grant others grace and assume good intent.

EXAMPLES

"I know no one has done something deliberately to hurt me."

"I assume everyone has a reason behind their choices, and they are not trying to cause me more work."

4

Build your mantra

Compile those answers into a pile of sentences.

There are no right or wrong answers here. Just choose something you could say to yourself every day or that would work to calm you down in a hard moment.

EXAMPLE

"I know the universe wants what's best for me. I have integrity. I know other people are doing their best. I will bring the best version of myself so I give my positive energy to the world."

5

Manifest your mantra

Say it every day. Write it on a sticky note and put it on your mirror or in a drawer at your desk.

Use it to get back to your optimal energy. Find the best version of you within its words.

The Subtleties of Silence

Resource 2 of 6

WHY THIS MATTERS

What is the silence in the room telling you?

A quiet meeting doesn't necessarily mean everyone agrees. Silence can mean people are thinking, but it can also mean they've learned that speaking up isn't safe, welcome, or worth the effort.



How to use this tool: As a PeopleOps or Leadership team, use this quick scorecard to determine if a particular leader is fostering input and discussion or if they're signaling they want silence from the room. During observation, pay close attention to signals from both the presenter and the audience. The goal isn't to judge one meeting in isolation; it's to notice patterns that may tell you whether people feel comfortable contributing.

Before you score: Use this only for a leader and team who have worked together enough for the meeting to represent their typical dynamic. Skip first-time presentations, company-wide meetings, emergencies, and training sessions.

PART ONE

Read the presenter

Check off anything you observed, then tally the points.

- ☐ Opens the discussion to others
- ☐ Asks thoughtful questions
- ☐ Waits long enough for people to respond
- ☐ Responds receptively and respectfully when someone speaks

+1

+1

+1

+1

- | | |
|--|----|
| ☐ Acknowledges or validates others' comments | +1 |
| ☐ Invites quieter voices into the conversation | +1 |
| ☐ Gives people time to absorb and respond to ideas | +1 |
| ☐ Dismisses or immediately challenges someone's input | -1 |
| ☐ Cuts someone off | -1 |
| ☐ Takes over someone else's time or presentation | -1 |
| ☐ Repeatedly redirects the conversation to their own experience | -1 |
| ☐ Speaks for nearly the entire meeting (more than 90% of the time) | -1 |
| ☐ Presents the problem, status, and solution without seeking relevant input from others | -1 |

PART TWO

Read the audience

Same idea. Check off anything you observed, then tally the points.

- | | |
|---|----|
| ☐ Appears relaxed and engaged | +1 |
| ☐ Chats and jokes with others, even before the meeting begins | +1 |
| ☐ Laughs naturally in response to the presenter's humor | +1 |
| ☐ Answers questions without needing to be coaxed | +1 |
| ☐ Asks questions | +1 |
| ☐ Pushes back or respectfully challenges the presenter | +1 |
| ☐ Is silent before the meeting begins | -1 |
| ☐ Appears rigid or stressed | -1 |
| ☐ Fake laughs (or doesn't laugh at all) at the presenter's humor | -1 |
| ☐ Exchanges glances with others during the presentation | -1 |
| ☐ Swaps texts or DMs with others during the presentation | -1 |
| ☐ Stops chatting when the presenter enters the room | -1 |

YOUR TOTAL SCORE _____

RESULTS

What your score says

9 to 13

You've got the room

This presenter creates an environment where people feel safe to engage. The audience is comfortable answering questions, discussing challenges, pushing back, and providing input.

1 to 8

Ego may be getting in the way

This presenter is struggling to own the room without relying on ego to hold down the fort. People may be hesitant to engage, speak candidly, or challenge ideas, and this leader may be becoming difficult to listen to, if not to work with.

0 to -12

This is a red flag

This presenter is becoming the type of leader people don't want to work with. They struggle with rapport, yes, but also with putting aside their own agenda long enough to really listen to the team.

1:1s That Actually Work

Resource 3 of 6

WHY THIS MATTERS

The first 1:1 sets the tone for every 1:1 that follows. It's your chance to get to know the person behind the employee, including what motivates them, what they value, how they want to receive feedback, and what they need from you as their manager.

It's also your first opportunity to show them that you're going to respect, value, and support them. And frankly, it's the best 1:1 because the hard part of working together hasn't started yet.



How to use this tool: Use the first template to guide your first 1:1 with a new team member and establish how you'll work together. Then use the later 1:1 options to build a recurring format that works for both of you.

FIRST 1:1

Starting off right

Here are the things to focus on most in a first 1:1:

- ◆ Getting to know the employee
- ◆ What motivates them
- ◆ What they value
- ◆ How they want to receive feedback
- ◆ How often they want to meet
- ◆ How you want to receive feedback from them

First 1:1

Date: _____

Getting to know you

What should I know about you?

Motivations

What motivates you? (Money, learning, feeling useful, making an impact, etc.)

Strengths

What are you really good at?

Growth

What do you want to learn?

Feedback

How do you like to receive feedback?

Affirmation

How often do you need affirmation?

Our 1:1s

How often would you like to meet?

Feedback for me

Here's how I prefer to receive feedback from you. (*Example: I typically use Start, Stop, Continue.*)

LATER 1:1s

Your 1:1s from here

The biggest thing to remember about any 1:1 is that your job as the manager is to:

- Ask questions
- Find gaps
- Determine whether those gaps call for training (they need to learn something for the first time) or coaching (they've learned it and need help applying or remembering it)

Choose a format that works

There are myriad ways 1:1s can go well after that first session. Here are a few potential agenda combinations:

Option 1

- Updates
- FYIs
- Discussion

Option 2

- Action items
- FYIs
- Asks/Needs

Option 3

- Discussion
- FYI
- Asks/Needs

Option 4

- Asks
- FYIs
- Friction points

For Sales or CS

- Personal
- Metrics
- Questions

FORMAT

Keep a running record

Regardless of which format you and your team member choose, keep a running, fluid agenda. You could use a Google Drive document that is templated and replicated week after week in one document. That way, you can highlight what you missed or need more time with, and you have a running record of your discussions from week to week.

HOW MUCH TO SHARE ABOUT YOU

I may be different from a lot of managers here, but I actually want my team to know me a bit. I spend most of our 1:1 asking questions about them and what they have going on, and I try to stay truly engaged and remember the details. This 1:1 is about them and what they need.

But I also want to make a real connection, so I share, too. I share not only what I did over the weekend, but my teams know about my family, my kids, and some of the funny stories I feel comfortable sharing.

Everything I share goes through a professional filter. I also check my tone so I don't turn *any* of our discussions into a complaint session. You can share quite a bit about your day-to-day without oversharing or losing the discretion and diplomacy that come with being the manager.

Weekly Rhythm for the Player-Coach

Resource 4 of 6

WHY THIS MATTERS

Being a player-coach means balancing two jobs: doing the work and leading the people doing it. Without intentional boundaries, individual work can leave too little time for coaching, accountability, and team support.



How to use this tool: Use this sample weekly schedule as a starting point for protecting time for both roles. Adjust them to fit your team, responsibilities, and individual-contributor work.

	Monday	Tuesday	Wednesday	Thursday	Friday
8:00	Email / Catch up / Weekly planning	Emails / Working deals	Emails / Working deals	Emails / Working deals	Emails / Working deals
9:00		Misc. meetings	Misc. meetings	Misc. meetings	Misc. meetings
10:00	Leadership duties (helping team)	Leadership duties (helping team)	Leadership duties (helping team)	Leadership duties (helping team)	Leadership duties (helping team)
11:00	1:1	1:1	Company meeting	1:1	1:1
12:00	1:1	1:1		1:1	1:1
	Lunch	Lunch	Company lunch	Lunch	Lunch
	Emails	Emails		Emails	Emails
1:00					
2:00	Task work / Tickets / Prospecting / Working deals	Task work / Tickets / Prospecting	Task work / Tickets / Prospecting	Task work / Tickets / Prospecting	Task work / Tickets / Prospecting / Working deals
3:00		Emails	Emails	Emails	
	Emails				Check in with team
4:00		Misc. meetings	Misc. meetings	Weekly office orders / Misc. meetings	
	Check in with team				Email / Catch up / Weekly planning

What Else Are You Good At?

Resource 5 of 6

WHY THIS MATTERS

We are all proverbial icebergs—there is so much to us that no one else sees. There's more to what you know than what shows up in your current job description. Your past experiences, hobbies, interests, and learning are all part of the expertise you bring.



How to use this tool: Use these questions to uncover what else you're good at, and what you might want to share, teach, or put to use. We'll look at two parts of the iceberg: your personality, hobbies, talents, interests, and learning; and the professional expertise you've gathered along the way.

PART ONE

Outside-of-work skills & interests

Think about the parts of you people at work may not see. Are you a creator? A thinker? A reader? A linguist? A musician? A developer? An athlete? Something else entirely?

- 1 What are you good at outside of your day-to-day work?
- 2 What hobbies, talents, or interests are you proud to share with others?
- 3 What could you teach someone?
- 4 What would you want to teach someone?
- 5 What do you prefer to keep just for yourself?
- 6 What do you spend your weekends working on, learning, practicing, or creating?

Your current job title doesn't tell the whole story. Think about everything you've gathered along the way.

- 1 **What industries have you worked in?**
- 2 **What roles have you held outside of your current role?**
- 3 **What responsibilities have you taken on that someone wouldn't know from your current job?**
- 4 **What teams have you led?**
- 5 **What initiatives have you been involved in?**
- 6 **What expertise have you gathered that you aren't using in your current role?**
- 7 **What random facts or useful knowledge have you picked up from past roles?**
- 8 **What are some of your best work stories (that you can share, obviously)?**
- 9 **What do you know well enough and are willing to teach someone else?**

THE BIG QUESTION

"If you look back on your career and crafted your resume around "what I did" and "why it mattered," what would it say?"

The Right Seat

Resource 6 of 6

WHY THIS MATTERS

Being good at your job doesn't necessarily mean it's the right job for you. The right seat is one that fits both what you're naturally good at and what you enjoy doing.



How to use this tool: This one's for anyone wondering, "Am I actually in the right seat?" Rate each statement from 1–10 to consider how well your current role fits you.

1 = Not at all true for me | 10 = Completely true for me

The work itself

Do I actually like what I do?

1 2 3 4 5 6 7 8 9 10

I regularly enjoy most of the work I do each day.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

I feel like I learn every day.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

The work I do each day is the right amount of challenging.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

I find my position interesting.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

People & environment

Do I feel connected, valued, and supported here?

1 2 3 4 5 6 7 8 9 10

I feel like I get enough time with my team, clients, and/or leadership.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

I feel a sense of belonging and am valued for my background and perspective.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

I feel supported by my colleagues and leadership.

☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

Aptitude & impact

Am I good at this, and does being good at it matter to me?

1 2 3 4 5 6 7 8 9 10

I feel like I add value every day.

☐☐☐☐☐☐☐☐☐☐

I feel like I am good at my job.

☐☐☐☐☐☐☐☐☐☐

I feel like the quality of my work sets a benchmark in my field.

☐☐☐☐☐☐☐☐☐☐

I feel motivated by being good at my job.

☐☐☐☐☐☐☐☐☐☐

I am the one whom others in my role come to for guidance.

☐☐☐☐☐☐☐☐☐☐

Rewards, values, & life

Does this job fit what I value?

1 2 3 4 5 6 7 8 9 10

How I measure success matches how I'm rewarded in this role.
(Pay, benefits, flexibility, autonomy, expertise)

☐☐☐☐☐☐☐☐☐☐

I feel like I get enough time outside of work for things I value in life.

☐☐☐☐☐☐☐☐☐☐

The time it takes to be good at my job matches the amount of
time I want to dedicate to work.

☐☐☐☐☐☐☐☐☐☐

My values (security, pay, ethics, impact) align with the company
and what it does.

☐☐☐☐☐☐☐☐☐☐

I am proud to tell others about the company I work for.

☐☐☐☐☐☐☐☐☐☐

Staying power

Can I see myself here for a while?

1 2 3 4 5 6 7 8 9 10

I could see myself staying in this industry for the next five years.

☐☐☐☐☐☐☐☐☐☐

I could see myself doing this type of work (operations, sales, etc.)
for the next five years, regardless of where I am on the ladder.

☐☐☐☐☐☐☐☐☐☐

I am proud to tell others about the work I do.

☐☐☐☐☐☐☐☐☐☐

YOUR RIGHT SEAT SCORE

Take the total number and average it.

Total: _____ ÷ 20 = _____

TAKE YOUR RESULTS WITH A GRAIN OF SALT

This is a gut check, not a career verdict. A lower score doesn't automatically mean you're in the wrong role. Pay attention to where you scored high and low, and use those answers as a starting point for thinking about what fits you best.

What your score says

7 to 10

You're likely in the right seat.

6 to 6.9

Something may be off; look more closely at where you scored high and low.

Under 6

It may be worth considering whether you're in the right seat.

NOW LOOK BACK AT YOUR ANSWERS

Your overall score tells you something, but the pattern may tell you more. Are your lowest scores clustered around the work itself? The people and environment? Your values and life outside of work? Where you're scoring low may give you a clue about what's actually not fitting.