

LEADERSHIP RHYTHM DOWNLOAD

Leadership Rhythm Manager Toolkit

Website-downloadable field tools from The Little Black Book on Leadership. Use these to build consistency, accountability, affirmation, and team development into the rhythm of every shift.



Use this tool during real shifts, not just training meetings. Print it, write on it, and return to it until the habit becomes normal.

Included Downloads

- Leadership Self-Assessment
- Employee Development Tracker
- Post-Shift After-Action Review
- Pre-Shift Huddle Template
- Difficult Conversation Guide
- Hiring Interview Guide

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Leadership Self-Assessment

A quarterly scorecard for checking whether your leadership convictions are showing up during real shifts.



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Rate yourself honestly from 1 = needs significant work to 5 = consistent strength. Revisit quarterly.

Yourself (Part I)

Statement	1	2	3	4	5
My belief in people's ability to change is reflected in how I lead, not just what I say.					
I have clearly defined my non-negotiable values and can articulate what they have cost me.					
I know my center and return to it daily, especially under pressure.					
I take extreme ownership when things go wrong instead of blaming others.					
I enforce standards consistently - on Monday and on Friday, when calm and when busy.					
I combine humility, taking the blame and giving the credit, with the will to refuse lowering the standard.					
I conduct an honest after-action review after every shift.					
I know what I am building and can describe the legacy I want to leave.					

Your People (Part II)

Statement	1	2	3	4	5
I can identify who on my team has humility, effort, and coachability - and who does not.					
I know what each team member wants to become, not just what role they fill.					
I understand what individually motivates each person on my team.					
I invest differently in people based on their willingness, not just their talent.					
I give honest, direct feedback with compassion.					

Environment (Part III)

Statement	1	2	3	4	5
I use stress as diagnostic information, not just something to survive.					
The language and tone on my shifts is clean, controlled, and intentional.					
The music, pace, and energy of my shifts reflect the culture we are building.					
My workspace is clean, organized, and intentional every shift.					
I actively shape the environment rather than letting it drift.					

Techniques of Leadership (Part IV)

Statement	1	2	3	4	5
I follow up on every standard I set, every time.					
I have real one-on-one conversations with my team, not just group announcements.					
I practice the 80/20 rule: mostly affirmation, targeted correction.					
I use the 8-10 minute rhythm to intentionally observe and affirm.					
I hold the line on details even when short-staffed or busy.					

Culture Overhaul (Part V)

Statement	1	2	3	4	5
When culture breaks, I examine the system and my own leadership before blaming the team.					
I know what every shift looks like when I am not there.					
I have identified my strongest Culture Carrier and use them strategically.					
I address shift leaders who are not holding the standard, even when it is hard.					
I commit to repetition and refuse to shortcut the process of rebuilding culture.					

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Employee Development Tracker

A monthly one-on-one tool for tracking growth, willingness, coachability, and the next clear step.



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Employee _____ Date _____

Manager _____ Review Period _____

Area	Observations	Next Step
Attitude & Teachability		
Technical Skills		
Consistency & Reliability		
Communication & Tone		
Initiative & Ownership		
Response to Feedback		
Impact on Team Culture		

What does this person want to become? (Chapter 11)

What is the single most important thing I can do to help them grow this month?

Can They Change? Checklist (Chapter 10)

- Humility demonstrated
- Effort present and consistent
- Coachability visible - applies feedback, not just hears it

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Post-Shift After-Action Review

A five-minute reflection tool for turning every shift into a leadership rep.



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Date	_____	Shift	_____
Leader	_____	Location	_____

1. What went well tonight?

Name specific people and specific actions.

2. What did not go well?

Focus on systems and processes, not just people.

3. What will I do differently tomorrow?

Name one specific action you will take.

4. Who did I affirm tonight? Who do I need to affirm tomorrow?

80% affirmation, 20% correction.

5. Environment Check

- Language and tone stayed controlled
- The stage was set - workspace clean and organized
- Energy matched the culture we are building
- I maintained composure under pressure

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Pre-Shift Huddle Template

A repeatable five-minute structure for setting the tone, priority, recognition, and support before the shift starts.



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1. Set the Tone (30 seconds)

Show up with energy and positivity. Your first sixty seconds set the team's emotional state for the entire shift.

Example: Hey team, I'm glad we're here together tonight. We've got a good crew and I'm expecting a great shift.

2. Communicate the Priority (60 seconds)

Name ONE thing the team needs to focus on. Not five. One.

Example: Tonight our focus is speed of service. When that ticket prints, we move. Every second matters to the customer.

3. Recognize Someone (60 seconds)

Call out a specific person for something specific they did well recently. People repeat what gets recognized.

Example: Jordan, the way you handled that rush on Tuesday - staying calm, keeping the line moving - that is exactly the kind of leadership we are building here.

4. Invite Input (30 seconds)

Ask one question, listen, respond, then go to work.

Example: Is there anything you need from me tonight to do your best work?

Today's Priority

Recognition I will give today

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Difficult Conversation Guide

A private, factual, dignity-preserving structure for addressing behavior and performance issues.



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Use this when it is time to address a performance or behavior issue. Have the conversation in private, never in front of the team.

Step 1: Choose the Setting

Private. Quiet. Calm. Public correction humiliates. Private correction develops.

Step 2: Lead with Facts

Not "I feel like you are not trying." Instead: "You were late three times this week, and here is how that affects the team."

Step 3: State the Expectation

Be specific. Not "Do better." Instead: "Starting tomorrow, I need you here at your scheduled time, ready to work. Can you commit to that?"

Step 4: Listen

Give the person a chance to respond. Sometimes there are real obstacles you did not know about. Sometimes the person just needs to feel heard.

Step 5: Define the Consequence

Not as a threat, but as a reality. "If this continues, here is what will happen." Without a consequence, the conversation is a suggestion.

Conversation Notes

Leader's Posture Checklist

- Am I seeking to help, or seeking to be right?
- Am I addressing the behavior, not attacking the person?
- Have I prepared specific facts, not just feelings?
- Am I giving a clear path forward, not just pointing out the problem?

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Hiring Interview Guide

Interview questions built to identify humility, effort, coachability, resilience, and growth posture.



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Character & Values

- Tell me about a time you had to do the right thing even when it was hard.
- What does integrity mean to you? Can you give me an example from your life?
- How do you handle working in an environment that has strict standards about language and conduct?

Teachability & Growth

- This company has a goal of building focused, accountable teams that follow strict processes. If these do not come naturally, you will be expected to change and grow. Do you want to grow as a person, or are you good with who you are?
- Tell me about a time you received feedback that was hard to hear. What did you do with it?
- What is something you are not good at that you are actively working to improve?

Resilience & Attitude

- Tell me about a time you failed at something. What happened, and what did you learn?
- When things get stressful and fast-paced, how do you respond?
- What does “Find a Way” mean to you?

Vision & Future

- Where do you want to be in one year? In five years?
- What kind of environment do you do your best work in?
- What is the most important thing you want from this job beyond a paycheck?

Closing Statement to Candidate

“At Brenz, we are going to invest in you. We are going to teach you. And we are going to hold you to a high standard - because we believe you are capable of meeting it. This is a place where people grow. If that excites you, you’ll thrive here.”

Candidate Notes
