

UKG GTM ENABLEMENT

Earned

A four-day leadership
intensive for GTM leaders

VERSION 1.0 · AUGUST 2026

THE ARC OF THE WEEK

- 01 Invert the Triangle
- 02 Build the Environment
- 03 Lead With Your Ears
- 04 Coach for Commitment

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DAY 1 · OPENING

When your team hits their number, how much of that is you?

Hold your answer. We come back to it Thursday afternoon.

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THE ARC

Four days

DAY	TITLE	CENTRAL QUESTION
1	Invert the Triangle	Who is my leadership actually for?
2	Build the Environment	What am I building for my people to work inside?
3	Lead With Your Ears	Am I hearing what my team is telling me?
4	Coach for Commitment	How do I turn compliance into commitment?

The leader, the environment, the conversation, the coaching. Each day assumes the one before it.

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AGREEMENTS

How this room works

01

What is said about a named person stays in this room

02

Bring the real example, not the safe one

03

Disagree out loud — silent disagreement costs us the insight

04

No laptops in practice. Nobody's forecast changes because you refreshed it

Add one of your own.

1

DAY ONE

Invert the Triangle

Who is my leadership actually for?

DAY 1 OBJECTIVES

By the end of today

01

You can describe the difference between leadership organized around yourself and leadership organized around your people

02

You know which one you default to under pressure — **which is the one that counts**

03

You have named the few activities where your leadership actually creates value

Management is appointed.
Leadership is earned.

The move this week is built around

Independent

Results through my own effort

Self-reliant, fast, takes the wheel

The traits that got me promoted

Ceiling: what one person can do



Interdependent

Results through combined effort

Trusts, includes, develops

The traits the job now requires

Ceiling: what a team can do

The capabilities that drive promotion are not the capabilities that produce results as a leader.

Three signals you are still operating independently

1

You take the pen

In deal reviews you rewrite the strategy instead of improving theirs

2

You are the escalation path for everything

Nothing above a threshold closes without you in the room

3

Your team's performance is bimodal

The people you spend time with are strong. The rest drift.

” STORY

The best quarter Marcus ever had

“I didn't want to bother you. You always just fixed it, and I figured you'd fix it when you got back.”

128%

Team result, year one

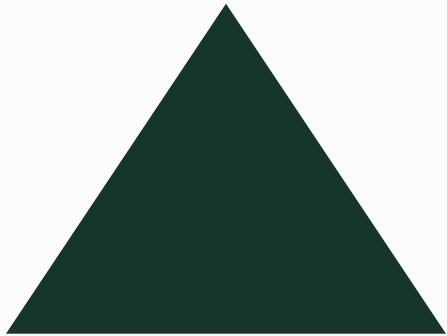
54%

The quarter he was pulled away

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The Superiority orientation



LEADER AT THE APEX

- Tells rather than asks
- Needs to be in every decision
- Runs on control — delegation feels like risk
- Oriented to problems: the job is to find what's broken
- Holds information closely
- Must be right

The org chart implies it: everything good flows down from the top.

The Supportive orientation



LEADER AT THE BASE

- Asks more than tells — known as someone who wants your read first
- Pushes decisions to the people closest to the information
- Runs on trust — delegation feels like leverage
- Oriented to solutions and opportunities
- Shares context generously, including bad context
- Can be wrong out loud, and lets others be wrong

Same people. Same reporting lines. Opposite implication.

SAY THIS OUT LOUD

Supportive is not soft.

It is not consensus. It is not the absence of standards, and it is not the absence of decisions. What changes is **who the structure is organized to serve.**

Two forecast calls, same week, same agenda

Call A

Opens with the dashboard
Goes rep by rep
Corrects the close plan twice
Three of seven never speak
Ends four minutes over

Call B

Opens: what did you see that you didn't expect?
Waits out eight seconds of silence
Says almost nothing for six minutes
Still moves two deals off the forecast
Still tells one rep the plan isn't real

Call A missed a competitive signal that surfaced six weeks later in a loss review. **Neither call was soft.**

THE PRESSURE TEST

Nobody drifts toward Supportive under pressure.

It has to be built deliberately enough to survive a bad quarter.

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Two distortions of the leader's role

1 The Ivory Tower

Information is filtered at every hop. Four levels up you are working from a picture that is optimistic and incomplete.

2 The Hero Trap

The leader who saves every deal builds an organization that cannot save one without them.

The test for both: **what happens when you are out for three weeks?**

STORY

What Dana learned in a parking lot

"Price is a clean close-out. If I put 'Product adoption' I get a ticket, a root-cause meeting, and two weeks of follow-ups. The account is already gone."

38%

of non-renewals coded to Price

7 figures

nearly spent on a problem she did not have

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Your core scarcity is not budget or headcount. It is attention.

And its value is wildly unevenly distributed.

MODULE 1.4

High-return activities

Where your involvement changes the outcome

Coaching conversations with individuals

Deal strategy at genuine inflection points

Removing obstacles the team can't remove

Developing the next layer of leaders

THE TEST

“What would have happened if I hadn't been there?”

If the honest answer is ‘roughly the same thing,’ it comes off the list. Everything else is delegable, automatable, or should stop.

The hard half of this exercise is the stop list. What comes off?

STORY

Sixty-one things

Four activities out of sixty-one mattered. All four happened in gaps. None were scheduled. In a busier week, all four would have been the first to go.

4 hrs

protected, every week

7 → 4

months to ramp a new rep

Before you leave today

01

One behavior I am changing,
stated as an observable action

02

The person on my team who will
notice first

03

The specific day next week it
happens

Your partner's only job: "How will I know you did it?"

2

DAY TWO

Build the Environment

What am I building for my people
to work inside?

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DAY 2

Performance is not primarily a function of talent. It is a function of the conditions talent operates inside.

And those conditions are a leadership output, not an accident.

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What people consistently want

1

Inclusion, not exclusion

Asked before the decision, not told after it. The opposite of inclusion is being informed.

2

Appreciation, not being taken for granted

Specific and timely. The opposite of appreciation is silence, not criticism.

3

Accountability — theirs and their colleagues'

Under-accountability reads as: nobody cares. And if nobody cares, why should I?

Almost nothing on this list costs money. **It costs attention.**

There is exactly one version of a high-performance environment that matters. **Theirs.**

The people who know what conditions would let them do their best work are the people doing the work.

STORY

What Renewal Team 3 asked for

"They didn't want more money. They wanted to stop being embarrassed in front of their customers."

9th

where pay ranked on a list of nineteen

4 → 1

departures, before and after

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Shared expectations — all three steps required

1

State it

Face to face, out loud,
specifically

2

Clarify it

What does good look like? What
does failing look like? This is
where the vagueness gets
removed.

3

Confirm and commit

Both people say it back and
agree, explicitly

It runs both ways. **And it is not the annual review.**

MODULE 2.2

The four questions

ABOUT THEM

ABOUT MY MANAGER

What I expect

1 • What do I expect of this person?

3 • What do I expect of my manager?

What they think I expect

2 • What do I think they believe I expect?

4 • What does my manager think I expect?

Items in box 1 that don't appear in box 2 — **that is where your friction is coming from.**

STORY

The two lists

"I assumed it was obvious."

11

items on the AE's list of what he thought was expected — seven of them activity metrics

5

items on the director's actual list — none of them on his

Coaching situation or genuine mismatch?

Coaching situation

A gap that responds to clarity
Expectations were never made explicit
The environment or role changed
Real coaching has not yet been applied

Genuine mismatch

The gap persists after expectations were clear
Real coaching has been applied over time
The person is capable — in a different seat
Frequently, they already know

Leaders err in both directions. **The more common error in this room is waiting far too long.**

The costs nobody adds up

- 01 The work quietly redistributes to your strongest people, who notice
- 02 Your standard becomes visibly negotiable, which affects everyone
- 03 Peers who are delivering conclude that delivery is optional
- 04 Your attention is consumed disproportionately by one person
- 05 And the person loses years in a role where they cannot succeed

Ellis knew for two years. He was waiting for someone to say something.

Change: three things that decide whether it lands

1 People don't resist change — they resist being changed

Resistance is usually about exclusion from the decision, not the substance

2 Everyone asks one question first: how does this affect me?

Lead with market logic and you have answered the wrong question

3 Change draws down a trust balance you must already have

Attempt a large withdrawal on an empty account and it fails on something other than the merits

Two territory cuts, same year, same design

Colin

45-minute all-hands, excellent deck

Market data first

Two procedural questions — read as alignment

Fourteen unscheduled 1:1s over three weeks

Two resignations. Five months to settle.

Nadia

Six weeks earlier, four reps individually

Asked one question: where does this break?

Changed the model twice

Opened with what changes for each person

Three weeks to settle. No regretted attrition.

Colin's deck was better. She deliberately consulted the skeptics, not the supporters.

3

DAY THREE

Lead With Your Ears

Am I hearing what my team is
actually telling me?

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If you are talking, you are repeating something you already know. If you are listening, you might learn something you don't.

Your core problem is that you decide on incomplete information. Talking cannot fix that.

Four listening failure modes

1 The compulsion to talk

Spikes when challenged, annoyed, enthusiastic, asked something you know, or facing silence

2 Lock-on / lock-out

Something grabs you, and you stop hearing everything after it

3 Answering too fast

Often under a second between question and response. Nobody thought in that gap.

4 Listening to respond, not to understand

Queue management: holding your answer, waiting for an opening

What to do instead

1 Recognize the trigger and stop

If recognition isn't enough, bite your tongue. Literally. It works.

2 Write the thought down

Two words on a pad parks it and frees your attention

3 Three seconds of silence, twice

After you ask. After they finish. It feels endless and is invisible to them.

4 Be able to state their position back

Well enough that they would agree with your summary

The second pause reliably produces **a better answer they would not otherwise have given.**

The person talking most is dominating. **The person listening is in control.**

You control a conversation by listening to it.

Three conversations are always running

1

The one you can hear

What is being said out loud

2

The one in their head

The most valuable to you, and the one you cannot access

3

The one in your head

Usually your response, being drafted while they talk

Short of telepathy: "Tell me what you're thinking." Then be quiet.

STORY

The renewal nobody heard

"Something feels off at Brightpath. I can't point to anything specific."

90 sec

to answer it with four data points

4 months

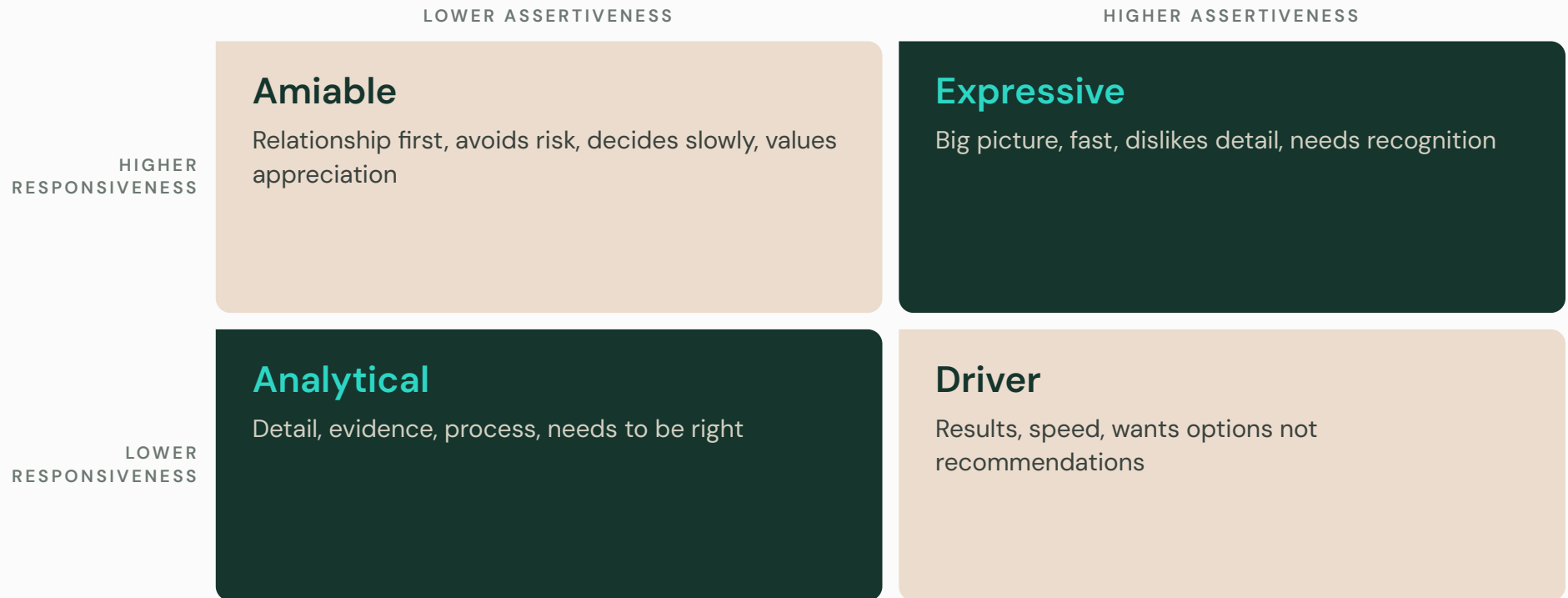
until it churned

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MODULE 3.2

Reading style: two observable dimensions



No best style. No leadership style. The point is versatility, not classification.

Practical adjustments

Analytical	Slow down, bring the data, reduce their risk, stay businesslike
Driver	Lead with the outcome, offer options not a recommendation, don't narrate your reasoning
Amiable	Allow time, be personal before transactional, provide reassurance, don't force the decision
Expressive	Move fast, stay big-picture, give recognition, and put the details in writing afterward

Watch your diagonal. **That relationship is where your unexplained friction lives.**

STORY

The same message, four times

One decision. One sender. Four completely different outcomes — and three of them were expensive.

Rep 3 replied “Sounds good, thanks” within the hour, said nothing for five weeks, then resigned over something never said.

The language of success — five practices

1 Move background conversations to the foreground
“What’s the conversation we’re not having?” Then be able to hear the answer.

2 Shift from discussion to dialogue
Discussion asks which view is right. Dialogue asks what’s actually true.

3 Get alignment before agreement
Alignment is what. Agreement is how. Slipped deadlines are usually an alignment failure.

4 Ask what's missing, not who's wrong
One points at the past and produces blame. One points forward and produces contribution.

5 Replace either/or with and/also
Some tensions don't need resolving. They need managing.

” STORY

The meeting where nobody said the thing

“I assumed I was the only one who thought that.”

6 of 7

senior people independently believed the strategy was wrong

11 weeks

of meetings in which not one of them said it

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A vision that works has three properties

1

**It is about the future —
and only you are reliably
looking there**

Everyone else is legitimately
consumed by this quarter

2

**It is shared, not
announced**

Test: ask three people separately
and see if you get the same
answer

3

**It connects to the
individual**

If it doesn't answer 'what does this
mean for my Tuesday,' it's
decoration

A vision without goals is a mood. **Goals without dates are dreams.**

” STORY

Three implementation consultants

“Meridian has eleven thousand hourly employees and about a third are getting paid wrong. When we go live in March, those people get paid correctly for the first time in years.”

Same four hundred pay rules. The first has a task. The second has a project. [The third has a reason.](#)

DAY FOUR



Coach for Commitment

How do I turn compliance into
commitment?

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DAY 4

Coaching is probably the most underdeveloped skill available to leaders.

Not because it is hard to understand. Because almost nobody has been shown how — **including most of the people who taught you what management looks like.**

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MODULE 4.1

The traditional model

People — power, authority, control



Conformity and compliance



Resentment



Poor attitudes



Struggling or mediocre results

It isn't evil. It works — it produces compliance. **The problem is its ceiling.**

People › Coaching › Commitment › Superior results

Note the capital P. And note what sits at the centre of coaching: **conversation**.
That is the whole tool.

The engagement ladder

Committed

Owens the outcome. Will make personal sacrifices for it.

Engaged

Brings energy and initiative

Cooperative

Helps when asked

Compliant

Does what is required, nothing more

Resistant

Actively works against it

Place each of your people privately. Most rooms find the bulk sitting at compliant or cooperative.

” STORY

The team that complied

“I always knew exactly what you wanted from me. I never once knew what you thought I was capable of.”

8

consecutive quarters green

5 months

to adapt to a market shift two other
teams absorbed in six weeks

Coaching is not

What it isn't

A performance review — periodic, documented, backward

Feedback — something you deliver

A check-in — “how's it going” is a greeting

Telling someone what to do

What it is

Frequent, informal, forward-looking

Something you do with someone

A conversation where they talk more than you

Helping them reach their own conclusion

Give the answer and you get compliance with your answer. **Help them find it and you get commitment to theirs.**

Seven characteristics of an effective coaching conversation

- | | | | |
|---|--|---|--|
| 1 | One to one | 2 | Performance related — observable, not a personality trait |
| 3 | Timely — hours or days, not the annual review | 4 | Specific — “joined at 9:14 and six people waited,” not “always late” |
| 5 | Managed — you steer it, but they fill it | 6 | Relationship preserving — a working relationship, not a friendship |
| 7 | Future focused — the past is evidence, not the subject | | |

CUS

Confront · Understand · Strategize

The name is deliberately ironic. It is the opposite of what cussing someone out looks like — which is also why it sticks.

Confront about 10%

- Be specific. One clear, concise statement of the issue. Observable facts.
- One issue only. The most common failure is arriving with a backlog and unloading six things.
- Point forward, not backward. Express what needs to change; don't demand an explanation for the failure.

"I want to talk about Monday's call. You moved to demo four minutes in, before we knew their close process.
I want to talk about how we handle that next time."

Understand about 70%

- Drop your agenda. Your theory is frequently wrong and always incomplete.
- Focus on their concerns, not yours. What do they see? What is in their way?
- Seek first to understand — this is where all of Day 3 gets used
- Agree on the issue and its causes before going anywhere near a solution

This is the step people skip, and skipping it is why most coaching fails.

Strategize about 20%

- They generate the solution. Ask what they think should happen. Then wait. Then wait more.
- Agree on follow-up — specific and dated. Without it, the conversation was a chat.
- Close positively and honestly. Name the impact and your genuine belief they can make it.

If you supply the solution they comply with it. If they supply it they commit to it. That gap is why this model exists.

Five rules for running it

1 People are best convinced by reasons they discover themselves

2 Coaching is letting go, not controlling
Fixing it is faster today and costs you every time after

3 If you are talking more than 20%, something has gone wrong

4 Patience — give them a moment before demanding a response

5 This runs on Day 3
The pauses, the questions, the versatility. Without those, CUS is a three-part lecture.

Practice lab

SETUP

Triads: Coach, Coachee, Observer. Three rounds, roles rotate.

TIMING

12 minutes conversation · 6 minutes feedback · 2 minutes reset

MATERIAL

Rounds 1 and 2: scenario cards. Round 3: your own real situation.

FEEDBACK ORDER

Coachee first, observer second (data only), coach last. One change for next round.

This is the most important ninety minutes of the week.

Honest

Forward-
looking

Inspiring

Competent

If people do not believe the messenger, they will not believe the message. **Everything else in this program is downstream of this.**

STORY

The VP who kept one promise

"I'm not going to make you a list of promises. You've had lists. I'm going to make one commitment, and you can judge me entirely on whether I keep it."

61

consecutive weekly notes

3 weeks

for a painful segmentation change to land, a year later

MODULE 4.5

Safety mindset or discovery mindset

SAFETY

Fights change

Holds onto what worked

Controls others

Either / or

Independent

Plays not to lose

DISCOVERY

Uses change

Reaches for what's next

Trusts others and learns from them

And / also

Interdependent

Plays to win

The right-hand column is the entire week. Every shot not taken converts at zero.

Your 90-day charter

1

The one sentence

The kind of leader I am choosing to be — written so my team would recognize it as true

2

Three behaviors I am changing

Observable. Someone else could tell whether I did it.

3

My stop list

What comes off the calendar to make room. Must not be empty.

4

My first coaching conversation

Name, issue, date — within ten days

5

My weekly commitment

One thing, every week, for ninety days, without fail

6

My accountability

Who I send this to, and when I share it with my manager

Before you leave the room: book the first conversation, the 30/60/90 blocks, and the manager conversation.

CLOSE

**When your team hits their
number, how much of that is
you?**

Same question. Thursday afternoon.

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Your title was appointed. Everything after that is earned.

Ask before you tell.

Deal with what you've been avoiding.

Coach instead of fixing.

Say what you expect.

Listen longer than is comfortable.