



EGLOBAL SKILL
ACADEMY



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TRAINING WORKBOOK



INITIATION OF A LEADER

WELCOME TO THE PROGRAMME!

The Initiation of a Leader Training Programme is an interactive journey to build credible, visionary, and resilient leaders. Across the sessions, participants will explore leadership foundations, vision creation, innovation, teamwork, resilience, and relationship-focused leadership.

Practical tools—mini-workshops, quizzes, case studies, and discussions—will help clarify values, craft inspiring visions, adapt to challenges, empower teams, and strengthen relationships. By engaging fully, participants will develop trust, foster innovation, and positively impact their organisations and communities. The programme encourages reflection and application of skills to ensure lasting leadership capabilities beyond the training.

You are supported every step of the way. Our dedicated team is available at support@eglobalskill.com. Together, let's embark on this inspiring journey toward personal and professional growth—your success starts now!

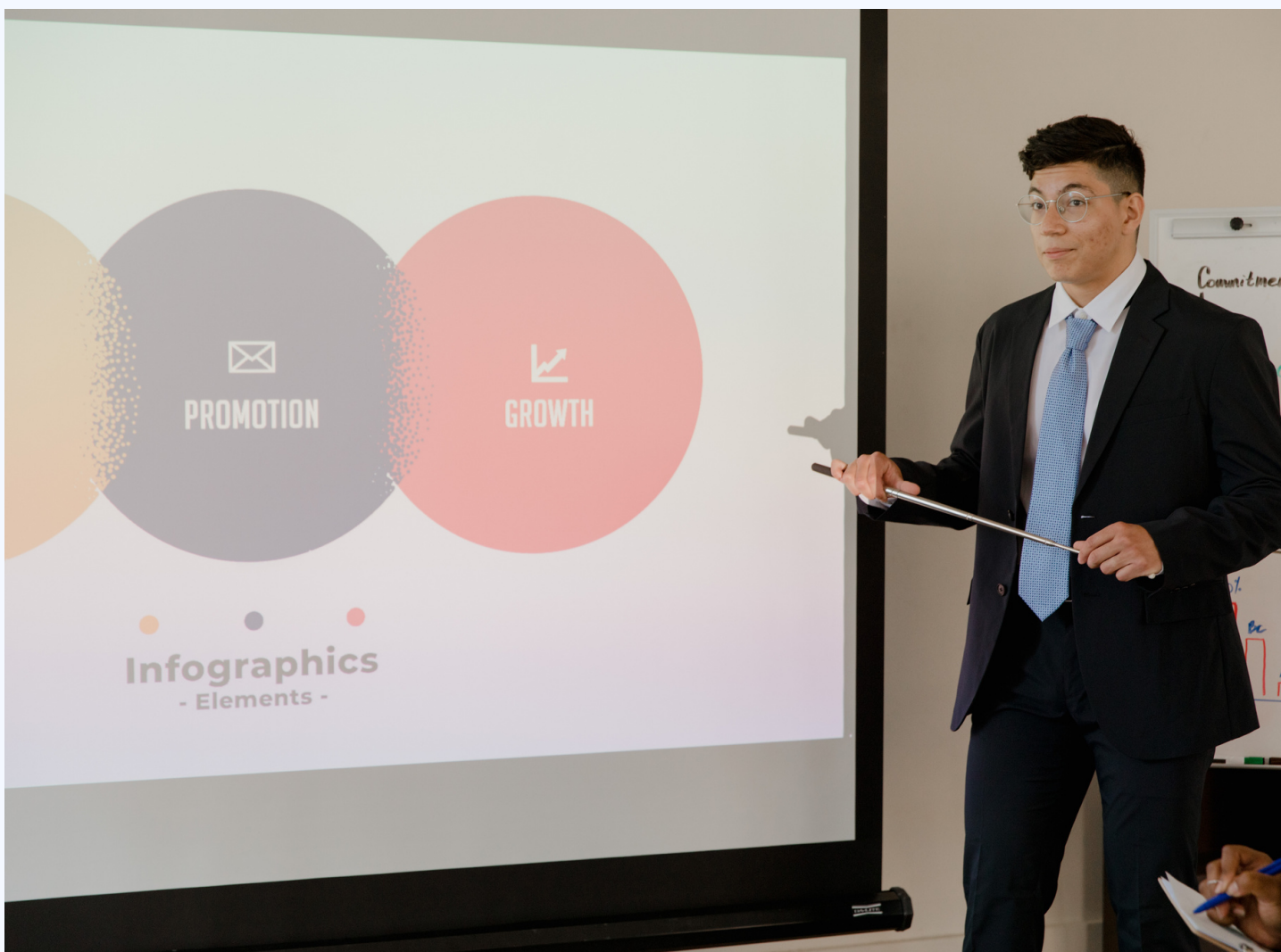


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Chapter 1—Foundations of Credible Leadership

Mini Workshop: Credible Leadership Foundations Lab

Materials:

Worksheet on personal values and credibility behaviours; markers or pens; flipchart or virtual whiteboard.

Objectives:

1. Discover the elements of credibility (trust, competence, consistency).
2. Reflect on personal values and how they shape leadership behaviour.

Questions:

1. What behaviours make a leader credible?

2. How can consistency and competence build trust?

Step-by-Step Facilitation Guide:

1. Warm-Up (5 min): Ask participants to list qualities they admire in credible leaders.

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2. Values Reflection (10 min): Individuals write down three core personal values and discuss how these guide their decisions.
 3. Credibility Mapping (10 min): Small groups map behaviours that align with trust, competence and consistency.
 4. Sharing & Debrief (5 min): Groups share insights; facilitator highlights the link between values and credibility.

Quiz Questions

1. What three elements combine to create a credible leader?

2. Why is self-reflection important for credibility?

3. How do shared values build trust?

4. What role does consistency play in credible leadership?

5. Name one behaviour that demonstrates competence.

Case Study— When Actions Undermine Words: The Credibility Gap in Leadership

Manufacturing:

A production manager frequently promises quality improvements but never follows through. Defects remain high and staff distrust new initiatives.

Discussion questions

1. What credibility breaches are evident in this scenario?

2. How could the manager model the way for quality improvement?

3. What actions would rebuild trust on the shop floor?

Healthcare:

A hospital supervisor implements new patient-care procedures without consulting nurses or physicians. Morale drops and adherence is low.

Discussion questions

1. Which credible-leadership behaviours were missing?

2. How might involving staff in decision-making improve credibility?

3. What values should guide patient-care policy?

Services:

A call-centre team leader demands punctuality but often arrives late and misses meetings. Agents begin to ignore schedules.

Discussion questions

1. How does the leader's inconsistency affect credibility?

2. What steps can the leader take to align words and actions?

3. How could the leader re-establish trust and reliability?

Government:

A department head publicly champions transparency but privately withholds information from team members.

Discussion questions

1. What are the consequences of saying one thing and doing another?

2. How can transparency be demonstrated in government contexts?

3. Which credible-leadership practices can build public trust?

Homework

1. Identify one recent situation where your actions did not align with your stated values. Describe what you would do differently.

2. Write a short statement of three values you want to model as a leader.

3. Choose one behaviour you will practise this week to demonstrate credibility in your role.

Chapter 2—Vision Crafting & Communication

Mini Workshop: Vision Crafting Lab

Materials:

Vision-template handout with prompts (desired future, impact, inspiration); sticky notes or virtual whiteboard.

Objectives:

1. Craft a clear, aspirational vision aligned with organisational values.
2. Practise communicating that vision effectively.

Questions:

1. What differentiates a vision from a goal?

2. How can a vision inspire collective action?

Step-by-Step Facilitation Guide:

1. Introduction (5 min): Define vision and share examples.
2. Individual Reflection (10 min): Participants answer prompts about the future they want to create.

3. Group Drafting (10 min): In small groups, draft a two-sentence vision statement and refine it together.

4. Vision Pitch (5 min): Each group presents its vision and receives peer feedback focusing on clarity and inspiration.

Quiz Questions

1. Define a leadership vision.

2. What elements make a vision compelling?

3. How does involving others enhance vision crafting?

4. Which communication method is most powerful when sharing a vision?

5. Why is repetition important when communicating a vision?

Case Study— Lost in Translation: When Vision Fails to Inspire and Guide

Manufacturing:

A factory CEO announces a vision ‘to be more efficient.’ Employees are unsure what to do differently, and productivity stalls.

Discussion questions

1. What makes the original vision weak?

2. How could leaders co-create a more inspiring vision?

3. Suggest two methods to communicate the new vision effectively.

Healthcare:

A clinic director envisions 'leading in patient care' but doesn't describe the desired future. Staff struggle to align priorities.

Discussion questions

1. How should the vision be clarified?

2. Who should be involved in crafting the clinic's vision?

3. What channels can reinforce the vision daily?

Services:

A hospitality chain launches a vision about 'customer excellence' but fails to link it to employee roles.

Discussion questions

1. Why might frontline staff feel disconnected from this vision?

2. What makes a vision relatable across service levels?

3. How could storytelling bring the vision to life?

Government:

A municipality's vision uses jargon ('process optimisation') rather than citizen-focused outcomes.

Discussion questions

1. What's wrong with bureaucratic language in a vision?

2. How can leaders craft a vision centred on public benefit?

3. Identify two ways to involve the community in the vision.

Homework

1. Write a two-sentence vision statement summarising your leadership aspirations.

2. Identify two stories or metaphors you can use to communicate your vision.

3. Plan one action you will take to reinforce your vision in the next month.

Chapter 3—Innovation & Adaptive Leadership

Mini Workshop: Innovation & Adaptive Leadership Lab

Materials:

Worksheet with sections for adaptive challenges, experiments, emotional intelligence tactics; pens and flipchart.

Objectives:

1. Distinguish between technical and adaptive challenges.
2. Design experiments to address adaptive problems in your industry.

Questions:

1. What is an adaptive challenge?

2. How can leaders create safe-to-fail experiments to support adaptive learning?

Step-by-Step Facilitation Guide:

1. Concept Clarification (5 min): Explain the difference between technical and adaptive challenges.

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2. Identify Challenge (10 min): Participants define an adaptive challenge they currently face.
 3. Brainstorm Experiments (10 min): Groups propose small experiments, including learning goals and measures.
 4. Emotional Intelligence Reflection (5 min): Participants select an emotional intelligence tactic to apply during the experiment.

Quiz Questions

1. Define adaptive leadership.

2. How does an adaptive challenge differ from a technical problem?

3. Why are safe-to-fail experiments important in adaptive leadership?

4. What role does emotional intelligence play in adaptive leadership?

5. Name one principle of adaptive leadership.

Case Study—Leading Change in the Face of Resistance and Constraints

Manufacturing:

A plant introduces new technology but treats it as a technical rollout. Workers resist, citing fear of job loss.

Discussion questions

1. Why is this an adaptive challenge?

2. What experiments could ease adoption?

3. How can leaders address emotions during transitions?

Healthcare:

A hospital must redesign patient care processes due to changing regulations and resource constraints.

Discussion questions

1. What makes this an adaptive issue?

2. What small pilots could test new approaches safely?

3. How might empathy improve patient outcomes?

Services:

A retail chain needs to innovate its customer experience but clashes with legacy policies.

Discussion questions

1. Identify adaptive versus technical elements.

2. Suggest experiments to modernise service delivery.

3. What support is needed to cultivate a learning culture?

Government:

A public sector agency faces budget cuts requiring innovative approaches within rigid regulations.

Discussion questions

1. What adaptive challenges do civil servants confront?

2. How can leaders encourage experimentation within policy constraints?

3. What emotions must be acknowledged in the change?

Homework

1. Identify one adaptive challenge in your role. Write down why it's adaptive.

2. Design a safe-to-fail experiment to address this challenge, including learning objectives and evaluation criteria.

3. Reflect on how you can use emotional intelligence to support yourself and others during the experiment.

Chapter 4—Empowering Teams & Collaboration

Mini Workshop: Team Empowerment and Collaboration Lab

Materials:

Empowerment framework handout (goals, authority, communication, recognition); sticky notes or shared document.

Objectives:

1. Identify elements that empower teams (clear goals, autonomy, resources, recognition).
2. Design a collaborative process for cross-functional teamwork.

Questions:

1. What does an empowered team look like?

2. How can you build trust and autonomy simultaneously?

Step-by-Step Facilitation Guide:

1. Definition & Benefits (5 min): Discuss what empowerment and collaboration mean.

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2. Team Design (10 min): Groups map out a team structure including purpose, autonomy boundaries and communication norms.
 3. Collaboration Exercise (10 min): Simulate a cross-department collaboration exercise to practise roles and responsibilities.
 4. Recognition Planning (5 min): Participants outline how they will celebrate team successes.

Quiz Questions

1. What are the four elements of an empowered team?

2. How does trust influence collaboration?

3. Name one way to share power without losing control.

4. Why is cross-functional collaboration essential for innovation?

5. How does recognition reinforce empowerment?

Case Study— Unlocking Collective Potential: Removing Barriers to Team Empowerment

Manufacturing:

A production line struggles because team leaders make all decisions. Operators feel disempowered and disengaged.

Discussion questions

1. How could decision-making be decentralised to empower operators?

2. What benefits might arise from greater autonomy?

3. What communication structures are needed?

Healthcare:

A multidisciplinary care team lacks clarity on roles and communication pathways, leading to delays and errors.

Discussion questions

1. What empowerment strategies could clarify responsibilities?

2. How can team debriefs improve collaboration?

3. How might recognition impact job satisfaction?

Services:

An IT support centre suffers from siloed departments; issues are escalated rather than solved collaboratively.

Discussion questions

1. Identify barriers to collaboration in this scenario.

2. How could cross-training or shared responsibility improve efficiency?

3. What cultural changes would support empowerment?

Government:

A municipal project requires input from planning, finance and community services but budget authority is centralised.

Discussion questions

1. Where is empowerment lacking?

2. How can shared governance be implemented?

3. What mechanisms build interdepartmental trust?

Homework

1. Assess your current team's level of empowerment. What is one area to improve?

2. Create an action plan to enhance collaboration across departments.

3. Describe how you will recognise team members for their contributions this month.

Chapter 5—Resilience & Recognition

Mini Workshop: Resilience & Recognition Workshop

Materials:

Stress-management checklist; recognition checklist; reflection journal.

Objectives:

1. Develop personal and team resilience strategies.
2. Design a recognition system aligned with organisational values.

Questions:

1. What habits support resilience?

2. How does recognition contribute to resilience?

Step-by-Step Facilitation Guide:

1. Resilience Assessment (5 min): Participants rank current stressors and coping mechanisms.
2. Resilience Tools (10 min): Groups share tactics such as mindfulness, flexible planning and support networks.

3. Recognition Design (10 min): Participants create a recognition plan (formal and informal) that reinforces values.

4. Commitment Sharing (5 min): Each participant commits to one resilience habit and one recognition act.

Quiz Questions

1. Define resilience in a leadership context.

2. How can stress be reframed as a growth opportunity?

3. Name two personal resilience practices.

4. Why is recognition essential for team morale?

5. What makes recognition meaningful?

Case Study— The Overlooked Factor: Valuing People in Challenging Times

Manufacturing:

During a high-demand period, workers are exhausted and error rates climb. Management offers overtime pay but no recognition.

Discussion questions

1. How could resilience be supported during peak workloads?

2. What types of recognition would be appropriate?

3. How might improve recognition reduce errors?

Healthcare:

A nursing team faces burnout from long shifts. Leadership expresses thanks but fails to address systemic issues.

Discussion questions

1. What resilience strategies could help staff cope?

2. How can leaders balance appreciation with meaningful change?

3. What recognition initiatives would matter most?

Services:

Customer-service representatives deal with high call volumes and rude customers without stress relief or appreciation.

Discussion questions

1. Identify resilience challenges in this setting.

2. Suggest two recognition methods that could boost morale.

3. How might resilience training improve customer satisfaction?

Government:

Public-sector employees handle crisis communications under political pressure, yet their efforts go unnoticed.

Discussion questions

1. How can leaders build resilience amid public scrutiny?

2. What recognition frameworks suit government contexts?

3. How does resilience influence public service outcomes?

Homework

1. Keep a daily resilience journal for a week. Note stressors and coping strategies.

2. Design a recognition plan for your team, including informal (thank-you notes) and formal (awards) elements.

3. Share one story of resilience from your past and the lesson learned.

Chapter 6—Leadership as Relationship

Mini Workshop: Relationship-Centred Leadership Lab

Materials:

Relationship-mapping worksheet; trust-building activity cards; small discussion groups.

Objectives:

1. Explore how leadership is built through relationships rather than positional power.
2. Practise active listening and empathy to strengthen relationships.

Questions:

1. Why are relationships central to effective leadership?

2. How do you build trust across hierarchies?

Step-by-Step Facilitation Guide:

1. Relationship Map (5 min): Participants identify key work relationships and assess trust levels.

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2. Listening Exercise (10 min): Pairs practise active listening using real work scenarios and provide feedback.
 3. Empathy in Action (10 min): Small groups discuss a recent conflict and reframe it through empathetic perspectives.
 4. Commitment (5 min): Participants choose one action to strengthen a professional relationship this week.

Quiz Questions

1. What does 'leadership as relationship' mean?

2. How does trust influence leadership effectiveness?

3. Name one listening skill that builds stronger relationships.

4. Why is empathy important in leadership?

5. How can you foster relationships across organisational levels?

Case Study— The Trust Connection: How Relationships Drive Leadership Success

Manufacturing:

A senior engineer refuses to share expertise with newer technicians, causing slow problem solving and frustration.

Discussion questions

1. What relationship barriers exist?

2. How could mentoring improve collaboration?

3. What steps can leadership take to encourage knowledge sharing?

Healthcare:

Doctors and administrators operate in silos, resulting in miscommunication and patient-care delays.

Discussion questions

1. How might relationships be strengthened between clinical and administrative teams?

2. What role does empathy play in resolving conflicts?

3. What processes could build trust across roles?

Services:

A sales manager focuses solely on metrics, ignoring team morale. Turnover increases.

Discussion questions

1. Why might focusing solely on results damage relationships?

2. How can the manager balance performance and care?

3. What practices nurture a sense of belonging in service teams?

Government:

A newly appointed director struggles to connect with long-tenured staff who are sceptical of change.

Discussion questions

1. What steps could the director take to build rapport?

2. How can listening sessions help bridge divides?

3. Which relationship-centred behaviours demonstrate respect for experience?

Homework

1. Identify a professional relationship you'd like to improve. List three actions to build trust and connection.

2. Practise active listening in your next meeting and note the impact.

3. Write a reflection on how empathy could improve a past workplace conflict.

Weekly Planner

Week 1

Monday:

Tuesday:

Wednesday:

Thursday:

Friday:

Week 2

Monday:

Tuesday:

Wednesday:

Thursday:

Friday:

Week 3

Monday:

Tuesday:

Wednesday:

Thursday:

Friday:

[illegible]

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Dedication of E-Global Skill Academy to Participant Growth

**Your Journey Continues:
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Commitment**



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