



Leadership Bench Starter Kit

Assess your team, identify the gaps, and start building the leadership bench your platform needs.

From Built to Lead, Built to Scale
by Jason Mickool



Introduction

Your mission is to cultivate a team of Level Four leaders. That is the sentence that changes everything in this book, and it is the foundation of this workbook.

Most founders are stuck doing the job themselves. The Five Levels of Leadership framework shows you how to build a team that can do the job, find the problems, fix the problems, and eventually lead others to do the same, without you in the middle of every decision.

This workbook gives you three tools to start. First, assess where each of your leaders actually is on the Five Levels. Second, map your team to see where the heroes and single points of failure live. Third, use the one-on-one template to start developing your people with structure and intention, because the ownership of growth lies with the participant, not the leader.

Worksheet 1:

Five Levels of Leadership Assessment



Based on Jason's Five Levels of Leadership framework, inspired by Ray Kelly. The framework is built on a progression of problem-solving capability, not management titles.

Review the five levels below. Then fill in the grid with each of your key people. Rate where they are today and where they need to be in 12 months. The gap between those two columns is your leadership development agenda. Be honest. As Jason notes in the book, most people tend to self-identify as better leaders than they really are.

The Five Levels

LEVEL 1	Can Perform the Job You give them a task and it gets done. No questions, no hand-holding, no "do you have a second?" They can simply do the job. We appreciate Level Ones because tasks are completed, deadlines are met, and the job is done.
LEVEL 2	Can Identify Problems They can do the job and they can spot what is broken. They come to you and say, "I am working on this and I have encountered a problem." They articulate the issue and bring it to you as a bottleneck they have identified. We value Level Twos because they surface issues instead of ignoring them.
LEVEL 3	Can Fix Problems They can do the job, identify problems, and fix those problems consistently without your assistance. They do not need you to solve it for them. Level Threes build freedom in your business. Your organization no longer functions as a job that requires you to solve every issue.
LEVEL 4	Can Mobilize Others to Solve Problems Everything a Level Three can do, plus they can gather a group of people around a task to consistently solve problems. They are tied to the company's vision and values. This is critical mass. If you had a team of Level Four leaders who could independently do the job, identify issues, fix them, and mobilize others to resolve problems while aligning with the mission, how incredible would that be?
LEVEL 5	Creates Level Four Leaders Everything a Level Four can do, plus their primary responsibility is to create more Level Four leaders. They develop shared language about what leadership at this level looks like, identify potential leaders, and help them build plans to get there. Your mission is to cultivate a team of Level Four leaders. Level Fives are the ones who make that happen at scale.

Assessment Grid



Name + Role	Current Level (1-5)	Target Level (12 mo)	Biggest Gap	One Action to Close It
e.g. Sarah, Ops Mgr	2 (finds problems)	3 (fixes them)	Brings every issue to me	Let her solve the next ops issue herself

Reflection prompts

- "What level am I?" (Be honest. Most people overrate themselves.)
- "How many Level Four leaders do I currently have in my organization?"

Worksheet 2: Team Mapping Worksheet



A diagnostic tool that forces the reader to see where their heroes and single points of failure are. Not an org chart.

For each key person on your team, answer the questions below. Be honest. The point is not to create a polished org chart. The point is to see where you are vulnerable and who your business depends on too much.

Team Map Grid

Name + Role	Name + Role Level (1-5)	What They Are Great At	What Breaks If They Leave	Who Could Replace Them	Hero or System?
<i>e.g. Mike, Sales Lead</i>	<i>3</i>	<i>Closing deals, fixing pipeline issues</i>	<i>Client relationships, revenue targets</i>	<i>No one right now</i>	<i>Hero</i>

Reflection questions

- How many of your key people are "heroes" versus part of a system?
- If your top performer left tomorrow, what happens to revenue? To culture? To client relationships?
- Where do you have no backup at all?
- Which roles need to move from hero-dependent to system-dependent first?

Worksheet 3: One-on-One Meeting Template



Based on Jason's one-on-one structure from the manuscript. Key principle: the ownership of identifying and solving problems lies with the participant, not the leader. The participant prepares the document before the meeting.

Use this template for every recurring one-on-one with your direct reports. The critical rule: the person you are meeting with fills out their sections before the meeting, not you. If they walk in unprepared, that is the first thing to address.

Date: _____

Current Level (1-5): _____

Person: _____

Target Level: _____

Meeting Sections

Section 1: Targets and Performance (participant fills in before the meeting)

The participant prepares a document each week that outlines their targets, whether they met them, why or why not, and what commitments they will make for the next seven days. "What gets measured gets momentum."

- My targets for this period:
- Did I meet them? (Yes / No / Partial)
- If not, what happened?
- What commitments will I make for the next seven days?

Section 2: Personal Mission and Development (participant fills in before the meeting)

The one-on-one form is not just about numbers and data. It includes the person's personal mission statement, development goals, and personal goals. WDYWFY: "What do you want for yourself?"

- My personal mission statement:
- What am I doing to develop professionally? What skills am I building?
- My personal goals (house, family, financial, health):
- How does hitting my business targets move me closer to these personal goals?

Section 3: Feedback (led by the leader during the meeting)

The leader provides feedback. Key principle: feedback should be perceived as an opportunity for growth, not as criticism.

- What am I seeing that is working well?
- Where are the gaps between their targets and their results?
- How can I frame this as a growth opportunity, not a critique?

Section 4: Delegation of Commitment (collaborative, during the meeting)

Instead of dictating tasks, encourage the person to propose their own commitments. The responsibility for performance lies with them, not with you.

- Based on this conversation, what commitments are you making for the next period?
- These are your commitments, not mine. What are you choosing to own?
- What support do you need from me to follow through?

Section 5: Leadership Development (led by the leader during the meeting)

Continuously ask people where they are in the process of becoming the next version of themselves.

"Where are you in the process of becoming a manager? Where are you in the process of becoming a VP?"

- Based on your current level, what is the one capability you need to develop next?
- What are you doing to get to the next level?
- What steps are you taking to develop someone else? (for Level 3+)

Section 6: Leader Notes (private, not shared with the participant)

For the manager only. Use it to track patterns over time.

- What patterns am I noticing?
- Where is this person growing? Where are they stuck?
- What do I need to adjust in how I lead them?

Take the Practice to Platform Scorecard to see exactly where you stand

Download the 4-Phase Platform Roadmap to see the full journey from garage years to exit optional.

**From Built to Lead, Built to Scale
by Jason Mickool**

**Five Levels of Leadership framework
inspired by Ray Kelly**