Together in Practice

A LEADERSHIP SUMMIT FOR THERAPISTS

SESSION FIVE · WORKBOOK

Leadership from Within

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Before the session · about 20 minutes

Welcome to Day Two.

I'm so glad you're here. In our hour together, we're going to look at the moments when you wonder whether you're the right person for the owner's seat, and at a different way of reading them.

These first three pages take about twenty minutes. There are no right answers here, only what you notice. Bring whatever comes up with you on Saturday morning.

A few words we'll use together

Imposter syndrome	The persistent feeling that you don't really belong in your role and will be found out. Here it is treated as a signal, not a verdict: often it shows up when what's expected of you and what you know, have done and hold true about yourself don't line up.
Outer authority	Authority that comes from outside you: your degree and training, your title and role, what your profession says a therapist should be, what others expect of you, and how others see you.
Inner authority	Authority that comes from within you. It rests on three pillars: My own wisdom My experience as evidence The expectations I hold for myself
The meaning	The sentence you attach to a situation, usually a verdict on you or a prediction of how others will see it. Finish: "This means ___ about me."
The reframe	Asking "What if this didn't mean that, but meant this?" and then "If I saw it this way, would that change what I do?"

Expectations here means the ones you set, not the ones your industry set for you.

Three ways to look again.

Each lens looks at the same situation from a different part of your own authority. None of them asks you to talk yourself into feeling better. They ask you to look for what's actually there.

My own wisdom

What do I know that this meaning leaves out?

What it is	What you know from your training, your years in the room and your own judgement. The meaning usually leaves some of it out.
What it can show you	Often a skill you already have. Sometimes it says "I don't know this yet," and that's useful too.

My experience as evidence

What have I done or seen that tells me whether this meaning is true?

What it is	Your track record counts as evidence, even when the meaning ignores it. Look for times you've faced something like this before.
What it can show you	Often that the meaning doesn't hold up. Sometimes a real gap, which is a different thing from a verdict about you.

The expectations I hold for myself

If I judged this by what I expect of myself, what would it mean?

What it is	The expectations you set, by your own measure, not the ones handed to you by your training, the profession or anyone else.
What it can show you	Often that you were measuring yourself against someone else's picture.

Expectations here means the ones you set, not the ones your industry set for you.

If one lens feels hard to answer, that isn't a score. It's information about where that pillar needs building.

Think of a moment that's been sitting with you.

1 In the last few months, when did you find yourself doubting whether you were the right person for this? What was happening?

2 When the doubt was loudest, what were you telling yourself?

3 Try finishing the sentence:

This means _____ about me.

4 Whose voice does that sound like? Your training, the profession, other owners, your team, your clients, or someone else?

You won't be asked to share this. It's just for you.

During the session

Notes for the live hour.

Jot down whatever lands for you. You can come back to it afterward.

What I noticed in Steph’s example, and where I heard my own version

Our group reframe

My own wisdom

My experience as evidence

The expectations I hold for myself

Expectations here means the ones you set, not the ones your industry set for you.

My turn

This means _____ about me.

If one lens feels hard to answer, that isn’t a score. It’s information about where that pillar needs building.

A question I’d like to ask in the Q&A

Keep this page

What if this didn't mean that, but meant this?

1 Name the meaning.

Finish the sentence "This means ___ about me," and notice whose voice it sounds like.

2 Look again through each lens.

My own wisdom
What do I know that this meaning leaves out?

My experience as evidence
What have I done or seen that tells me whether this meaning is true?

The expectations I hold for myself
If I judged this by what I expect of myself, what would it mean?

3 Ask yourself:

If I saw it this way, would that change what I do?

This isn't a way of deciding. It's a way of seeing the situation differently. Your choice may change, or it may not.

Expectations here means the ones you set, not the ones your industry set for you.

After the session · about 15 minutes

Now it's your turn.

Take the situation you brought, or one that's on your mind today. Go slowly. You don't need to get it right.

1 **The situation.** What happened, or what am I facing?

2 **The meaning I've attached.**

This means _____ about me.

3 **Whose voice is it?** My training, the profession, other owners, my team, my clients, or someone else.

Through my own wisdom

What do I know that this meaning leaves out?

Through my experience as evidence

What have I done or seen that tells me whether this meaning is true?

Through the expectations I hold for myself

If I judged this by what I expect of myself, what would it mean?

If I saw it this way, would that change what I do?

A blank lens is a real answer. Sometimes my own wisdom says "I don't know this yet," and that's useful too.

Expectations here means the ones you set, not the ones your industry set for you.

After the session · about 15 minutes

Another one, when you're ready.

1 **The situation.** What happened, or what am I facing?

2 **The meaning I've attached.**

This means _____ about me.

3 **Whose voice is it?** My training, the profession, other owners, my team, my clients, or someone else.

Through my own wisdom

What do I know that this meaning leaves out?

Through my experience as evidence

What have I done or seen that tells me whether this meaning is true?

Through the expectations I hold for myself

If I judged this by what I expect of myself, what would it mean?

If I saw it this way, would that change what I do?

A blank lens is a real answer. Sometimes my own wisdom says “I don’t know this yet,” and that’s useful too.

Expectations here means the ones you set, not the ones your industry set for you.

Looking back after thirty days.

1 Which meaning have I caught myself attaching more than once?

2 Which lens did I reach for most easily? Which one did I avoid?

3 What has shifted in how I see myself in the owner's seat?

4 What do I want to keep practising?

AT THE CLOSE OF THE SESSION

Eight sessions. *One identity.*



06 · DECIDE LIKE A CEO

A failed experiment is data, not a verdict.

What did Leadership from Within add to my CEO identity? ONE LINE.

What question do I need to explore further?

Together in Practice

A LEADERSHIP SUMMIT FOR THERAPISTS

SESSION SIX · WORKBOOK

Decide like a CEO: *How experiments build strategy*

Cecilia Mannella

BEFORE SATURDAY · 5 MINUTES

The decision you're *carrying now*

In Session 1, you named a decision you've been carrying. The summit may already have helped you make it. If it has, good: bring the next one. If it hasn't, bring that one again.

The decision I'm carrying right now:

_____

_____

_____

Is this the decision from Session 1? **Yes** / **No, it's a new one**

How long have I been carrying it? _____

What I've done about it so far. Check any that apply.

- ☐ Researched it online
- ☐ Asked colleagues what they would do
- ☐ Taken a course, webinar or program
- ☐ Talked it through with a partner, mentor or coach
- ☐ Made a list of pros and cons
- ☐ Tried a small version of it
- ☐ Nothing yet

Anything else: _____

Bring this page with you. We'll look at it together early in the session.

Three roads to *the same place*

One decision is rarely made by one experiment. Copy your decision from page 14 at the top. Underneath, write three different experiments that could help you make it.

This is the Wonder step, so you have permission. Don't judge whether they'll work, and don't pick the sensible one yet. Just make sure each one is about your practice, not something you saw work for someone else.

Stuck after one? Ask what the opposite approach would look like, or what the smallest possible version would be.

My decision
CECILIA EXAMPLE

[How do we grow referrals by being known in our community?]

I wonder if a billboard would bring in new clients.

I wonder if a print magazine would build relationships with our community and referral sources.

I wonder if [a third experiment you considered or ran].

My decision: _____

_____

1 I wonder if _____ would _____ for my practice.

2 I wonder if _____ would _____ for my practice.

3 I wonder if _____ would _____ for my practice.

Circle the one you'll test first.

KEEP THIS CARD

The *Test-to-Strategy Method™*

Wonder. Design. Measure. Refine. *Repeat.*

You can copy a tactic. You can't copy a strategy. You build it by testing what works in your own practice.

01 Wonder

Give yourself permission to be curious about a possibility for your practice, before judging whether it will work. I wonder if...

Ask yourself

Is this wonder mine, or someone else's tactic?

02 Design

Shape it into an experiment with limits: budget, timeframe and scope, small enough to try without real damage.

Ask yourself

If it failed completely, what would it cost? Could it be smaller?

03 Measure

Decide before you start how you'll know what happened, and what result means keep going.

Ask yourself

How will I know? What can I set up before I start?

04 Refine

Read the result. Keep it, adjust it or let it go, and let what you learned shape your next wonder.

Ask yourself

If it comes back flat, what would I wonder next?

Make it small *enough to start*

Take the wonder you circled on page 15. It doesn't have to be the best one, just the one you're most willing to start. Give it limits, decide how you'll measure it, and set the date you'll read the result.

The wonder I'm testing first:

I wonder if _____ would _____ for my practice.

DESIGN

The most I'll spend: $ _____

How long: _____ weeks, ending _____

How big (clients, sessions, people or pieces): _____

If I lost this experiment entirely, would it hurt my practice? Yes / No

If yes, make it smaller until the answer is no.

MEASURE

What I'll count: _____

How I'll capture it from day one: _____

The result that means keep going: _____

REFINE

The date I'll read the result: _____

FOR THE CHAT

I'm testing _____ for _____ weeks.

Coached *alongside*

While someone else is being coached, keep your own experiment in front of you and answer the same questions for yourself.

1 **Wonder.** Is my wonder mine, or someone else's tactic?

2 **Design.** If it failed completely, what would it cost me? Could it be smaller?

3 **Measure.** How will I know? What can I set up before I start?

4 **Refine.** If it comes back flat, what would I wonder next?

So I'm testing _____ for _____ weeks,

and I'll know by _____ .

A line that landed:

AT THE CLOSE OF THE SESSION

Eight sessions. *One identity.*



06 · DECIDE LIKE A CEO

A failed experiment is data, not a verdict.

What did Decide like a CEO add to my CEO identity? ONE LINE.

What did it tell me about my decision?

AFTER THE SESSION · 5 MINUTES

Put it *on the calendar*

An experiment that isn't on the calendar is still *a wonder.*

My start date: _____ My refine date: _____

How I'll capture my measure from day one:

_____

_____

_____

_____

_____

The one person I'm telling: _____

Read *the result*

One decision, many experiments. Add a line each time you read a result. If one didn't work, it still did its job.

My decision: _____

I WONDER IF…	WHAT HAPPENED	WHAT IT TAUGHT ME ABOUT MY PRACTICE	KEEP · ADJUST · LET GO
			Keep Adjust Let go
			Keep Adjust Let go
			Keep Adjust Let go
			Keep Adjust Let go
			Keep Adjust Let go

My next wonder:

I wonder if _____ would _____ for my practice.

Is my decision made yet? **Yes** / **Not yet**

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SESSION SEVEN · WORKBOOK

The Culture *Clinicians Stay For*

Stephanie Davis · Laura Bull

Co-founders, Shoreline Counselling

Four parts, *one conversation*

This session runs in four parts, and so does this workbook. Each part builds on the one before it, so keep the pages together.

1 **Before the session**
PRE-WORK · ABOUT 20 MINUTES
Look at your culture as your team lives it, and name one person.

2 **During the session**
YOUR WORKING PAGES
Notes, the model, and the live card moment.

3 **In the two weeks after**
POST-WORK · ACTION
Prepare for and have the one conversation you committed to.

4 **At the two-week mark**
REFLECTION
What happened, what you noticed, and what comes next.

Write what is true, not what you wish were true. No one else needs to read these pages.

The four *questions*

Culture isn't your values statement, your website or your mission statement. Culture is what people experience, repeatedly. Before you walk in, look at your practice from where your team is standing. Your team is asking four questions, out loud or not, every day. Score how a clinician on your team would answer each one today (1 = rarely true, 5 = consistently true). Then write one recent moment that proves the score.

Belonging Through Authenticity

Can I be myself here?

1 2 3 4 5

A RECENT MOMENT THAT PROVES IT

Growth & Feedback as an Expression of Care

Will I become better here?

1 2 3 4 5

A RECENT MOMENT THAT PROVES IT

Leadership Through Presence

Will I be supported and guided here?

1 2 3 4 5

A RECENT MOMENT THAT PROVES IT

Stewardship Over Ownership

Am I valued as a person, not just a resource?

1 2 3 4 5

A RECENT MOMENT THAT PROVES IT

Which pillar most surprises you? _____

The moments *that test it*

Culture shows up most in the ordinary moments that have nothing to do with clinical work: a leave, an illness, a milestone, something going wrong. Think of the last time one of those moments happened on your team.

1 What did you do?

2 If a newer clinician watched that moment, what would they have learned about how you lead?

3 Could your team predict, before it happens, roughly how you'll respond? What makes you say that?

THE SIGNS

Think of a clinician who left, or one you worry might. There were signs. There always are.

What were (or are) the signs? Which ones did you explain away?

Name *one person*

Name one person on your team you've been thinking about: a conversation you've been putting off, a pattern you've been tolerating, or a relationship that needs something different from you.

Their initials: _____

What's the conversation or pattern you've been avoiding?

_____

_____

_____

_____

What has avoiding it cost you, them, and the rest of the team so far?

_____

_____

_____

_____

Hold onto what you named here. We'll come back to it at the end of the session.

Culture is what people *experience, repeatedly*

What did you hear in the opening that you want to remember?

THE FOUR PILLARS	MY NOTES
Belonging Through Authenticity Can I be myself here?	
Growth & Feedback as an Expression of Care Will I become better here?	
Leadership Through Presence Will I be supported and guided here?	
Stewardship Over Ownership Am I valued as a person, not just a resource?	

Everything else (the retreats, the swag, the mission statement) is decoration.

Where have you been investing in decoration instead of the four questions?

KEEP THIS CARD

Care *& accountability*

Every leader is operating on two dimensions. These are not a sequence. They are separate places a leader can land. The point isn't diagnosing why. It's noticing where you are, right now.

	LOW CARE	HIGH CARE
HIGH ACCOUNTABILITY	**Over-managing** Corrects fast. Holds the line. Correction lands as surveillance; compliance replaces trust.	**The sweet spot** Care and accountability held at the same time. The hard conversation, staying warm through it.
LOW ACCOUNTABILITY	**Disengagement** Checked out. Decisions deferred, hard things avoided. Easy to miss because it isn't dramatic.	**Over-accommodating** Avoids the hard conversation to protect the relationship. Standards slide; resentment builds.

Belonging needs care.

Growth needs accountability. Feedback only feels like care if it's honest.

Presence and stewardship need both: relationally engaged and structurally reliable at the same time.

Your team will experience the leadership, *not the language.*

Where you *actually are*

Notes on each place:

Over-managing
HIGH ACCOUNTABILITY · LOW CARE

The sweet spot
HIGH ACCOUNTABILITY · HIGH CARE

Disengagement
LOW ACCOUNTABILITY · LOW CARE

Over-accommodating
LOW ACCOUNTABILITY · HIGH CARE

LIVE MOMENT

Of the four places, circle the one you spend the most time in.

Not the one you wish were true. The one that's true most weeks.

Disengaged · Over-accommodating · Over-managing · The sweet spot

One specific behaviour from the last month that put you there.

Not a feeling. A behaviour: something you did, or didn't do.

AT THE CLOSE OF THE SESSION

The closing *commitment*

Culture isn't what you intend. *It's what keeps happening.*

Work is either organising around your team's lives, or their lives are organising around work. Think of the person you named in your pre-work, or someone today brought to mind.

MY COMMITMENT

_____

_____

_____

THE CONVERSATION I'LL HAVE IN THE NEXT TWO WEEKS

_____

_____

_____

The date I'm having it by: _____

In two weeks, we're going to ask you.

AT THE CLOSE OF THE SESSION

Eight sessions. *One identity.*



07 · THE CULTURE CLINICIANS STAY FOR

Culture isn't what you intend. It's what keeps happening.

What did The Culture Clinicians Stay For add to my CEO identity? ONE LINE.

What question do I need to explore further?

Prepare for *the conversation*

You already know this conversation matters. This page is to help you have it from the sweet spot: high care and high accountability, held at the same time.

1 · GET CLEAR

Who: _____ By when: _____

What is the one thing I need them to understand by the end of this conversation?

What does a good outcome look like, for them, for me, and for the team?

2 · CHECK YOUR DEFAULT

Look back at the place you circled on your card. Under pressure, that default will pull at you.

IF MY DEFAULT IS…	IN THIS CONVERSATION, THE PULL WILL BE TO…
Disengaged	Postpone it, shorten it, or keep it vague enough that nothing changes.
Over-accommodating	Soften the message until it disappears, or rescue them from the discomfort.
Over-managing	Lead with the correction and skip the relationship.

What will my default pull me to do in this conversation? What will I do instead?

Hold *both*

HOW I'LL SHOW CARE

HOW I'LL HOLD ACCOUNTABILITY

My opening sentence (write it out in full):

What might they feel or say that could trip me up? How do I want to respond, and stay warm, if it gets hard?

What will I commit to after this conversation so they can predict how I'll show up next time?

Right after *the conversation*

Take five minutes the same day, while it's fresh.

Date it happened: _____

1 What did I say that I'm glad I said?

2 Where did I feel the pull toward my default? What did I do with it?

3 What was agreed, and what's my follow-up?

What *happened*

Leadership isn't what you meant to do. It's what keeps happening. This page is to look at what happened, and decide what happens next.

1 Did the conversation happen by the date you set? If not, what got in the way, and what was that really about?

2 Where did you lead from during it? Circle one.

Disengaged | Over-accommodating | Over-managing | The sweet spot

3 What surprised you, about them or about yourself?

4 What has shifted since, for them, for you, or for the team?

Your pattern, *and what comes next*

1 What are you learning about your default, and when it shows up?

2 Which one behaviour, repeated, would most change what your team experiences?

MY NEXT COMMITMENT

THE NEXT CONVERSATION, OR THE BEHAVIOUR I'LL REPEAT

By when:

Who will I tell, so it's real?

Together in Practice

A LEADERSHIP SUMMIT FOR THERAPISTS

SESSION EIGHT · WORKBOOK

The Long *Game*

Cecilia Mannella

BEFORE SESSION 8

The Long *Game*

Five minutes. Two questions. Bring your answers to Saturday.

1 Three years from now, your practice is something you're proud of. What's one thing that's true about it?

One line is enough. You'll build on this live.

2 What's one thing you'd be relieved to hand off?

Anything — a task, a decision, a role you're still holding.

That's all. Everything else happens in the room.

My three-year *draft*

My practice is for:

Not who it serves. What it's building, and what it makes possible.

Three years from now, my practice is something I'm proud of.

Write it in the present tense, as though you're standing in it.

1

2

3

4

5

Stuck? One sentence about the team. One about your week.
One about what the practice is known for.

My three-year *draft*

Somebody is running that practice in three years. *You've just hired them.*

They have no learning curve and no agenda. They already know your team, your numbers, your history — including the thing you haven't told anyone. They have already solved the problem you're sitting in.

ANSWER IN THEIR VOICE. THEY'RE TALKING TO YOU.

1 You walk into my practice on Monday morning. What do you tell me to stop doing?

You need to stop...

2 What's working right now that you know won't survive the next three years?

Right now you're relying on...

My three-year *draft*

ANSWER IN THEIR VOICE. THEY'RE TALKING TO YOU.

3 What have I been waiting for permission to do?

You've been waiting to...

4 What's the one thing I have to start first?

Start with...

My three-year *draft*

THE NEXT QUARTER

For Year Three to be possible, what has to be true by the end of next quarter?

First move: _____ By: _____

If you couldn't start it in the next thirty days, it's too big for one quarter. Make it smaller.

WHAT I'M HOLDING

- [ ] A purpose sentence
- [ ] A practice three years out, in the present tense
- [ ] Four answers from someone who knows my practice
- [ ] One thing I'm starting in the next ninety days, with a date

That's the spine of a three-year plan.

TURN THE PAGE FOR THE CLOSE

Eight sessions. *One identity.*



What they need me to start becoming:

SESSION 08

KEEP THIS CARD

Consult *the consultant*

When you're stuck on a decision, hire the version of you who is already running the practice you want in three years.
They know everything about your practice and have no learning curve, no agenda, and nothing to prove.

Answer in their voice. *They're talking to you.*

01 What do you tell me to stop doing?

02 What's working now that won't survive the next three years?

03 What have I been waiting for permission to do?

04 What's the one thing I have to start first?

OCTOBER 17 & 24, 2026 · VIRTUAL

Thank *you.*

For the time you gave this, the honesty you brought to these pages, and the practice you're building. It was a privilege to spend two days with you.

WHERE TO FIND US

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