

Generative Tension™

Training Workbook

An Interactive Training Workbook from the Manage From the Future™:
The Generative Manager™ Book and Training Series



Generative Tension™

Training Workbook

Interactive Training Workbook

Manage From the Future: The Generative Manager
GENERATIVE TENSION™ Training Workbook

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Welcome

This workbook is part of the Manage From the Future™ training series, designed to help leaders develop the mindset, skills, and practices required to become a generative manager. The purpose of this 8-hour workshop is to equip participants to shift from reactive or transactional leadership to generative leadership — leadership that develops people, builds trust, and aligns growth with future potential.

This workbook accompanies the workshop and training on **GENERATIVE TENSION™**, and is a proprietary framework for leadership development.

By the end of this program, participants will be able to:

- **Understand and apply the concept of Generative Tension™**, using the gap between present reality and future vision as a driver of growth.
- **Define current and future states clearly**, identifying the habits, skills, and beliefs that shape performance and potential.
- **Recognize discovery points and breakthroughs**, tracking milestones and supporting identity shifts in themselves and others.
- **Practice the GAP model (Ground, Aspire, Progress)**, building actionable pathways from today's reality to tomorrow's possibilities.
- **Integrate generative leadership practices**, using tension constructively to inspire progress, resilience, and transformation.

How to Use This Workbook

- Participate fully in the activities.
- Use the worksheets as your personal record of learning.
- Refer to the “Reflection Questions” in each module to deepen insight.
- Apply the **GAP Model (Ground, Aspire, Progress)** as a habit in your leadership practice.

Module 1: Foundations of Generative Tension™ (2 Hours)

Learning Objectives:

- Define Generative Tension™.
- Understand its role in leadership.
- Explore the concept through stories and metaphors.

Activity 1: Icebreaker — Tension in Growth

- Prompt: “Think of a time when tension helped you grow. What was the situation? What was the outcome?”

Mini-Lecture

- Generative Tension™ as the energized gap between present and future.
- Comparison to “creative tension” (Senge).

Worksheet 1: Reflection Questions – use the space below each prompt to capture your response.

- How do you respond to tension?

- What makes tension generative instead of destructive?

- Who modeled “generative leadership” for you in the past?

Module Notes:

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Module 2: Current State & Future State (2 Hours)

Learning Objectives:

- Use appreciative inquiry to uncover the current state.
- Co-create a compelling future state.

Activity 2: Coaching Pairs

- One person as “manager,” one as “team member.”
- Use coaching questions to explore Current State (skills, beliefs, habits).
- Switch roles after 15 minutes.
- Use the space below to debrief and capture insights and a-ha moments from the exercise.

Worksheet 2: Current State Map – use the space below each prompt to capture your response.

Skills I have today:
Habits / behaviors:
Mindsets / beliefs:
Where I feel stuck:
What feedback matters most:

Worksheet 3: Future State Visioning – use the space below each prompt to capture your response.

- What would success look like?

- How would my confidence change?

- What difference would others notice?



- Draw or sketch your future self at this stage.



Module Notes:



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Module 3: Discovery Points & Breakthroughs (2 Hours)

Learning Objectives:

- Identify milestones (Discovery Points).
- Recognize identity shifts (Breakthroughs).

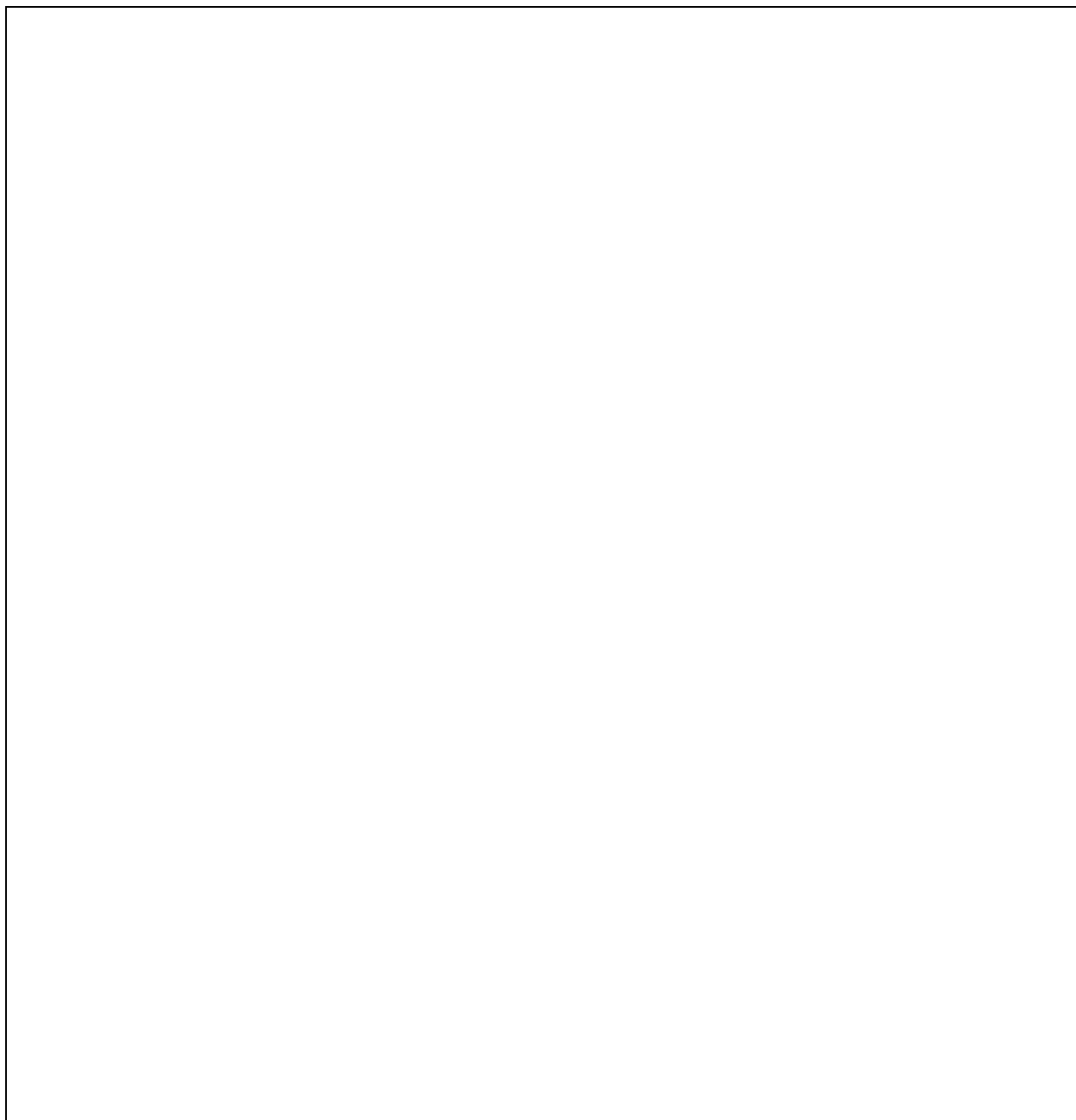
Activity 3: Case Study Analysis

- Listen/watch to the three case examples (Alex, Maria, Dante).
- In small groups, identify Current State, Future State, Discovery Points, and Breakthroughs.

<i>Current State</i>	
<i>Future State</i>	
<i>Discovery Points</i>	
<i>Breakthroughs</i>	

- Share insights with the class. Use the space below to capture insights and a-ha moments.

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Worksheet 4: My Discovery Points – use the space below each prompt to capture your response.

- First milestone I'll reach:

- How I'll measure progress:

- How I'll celebrate progress:

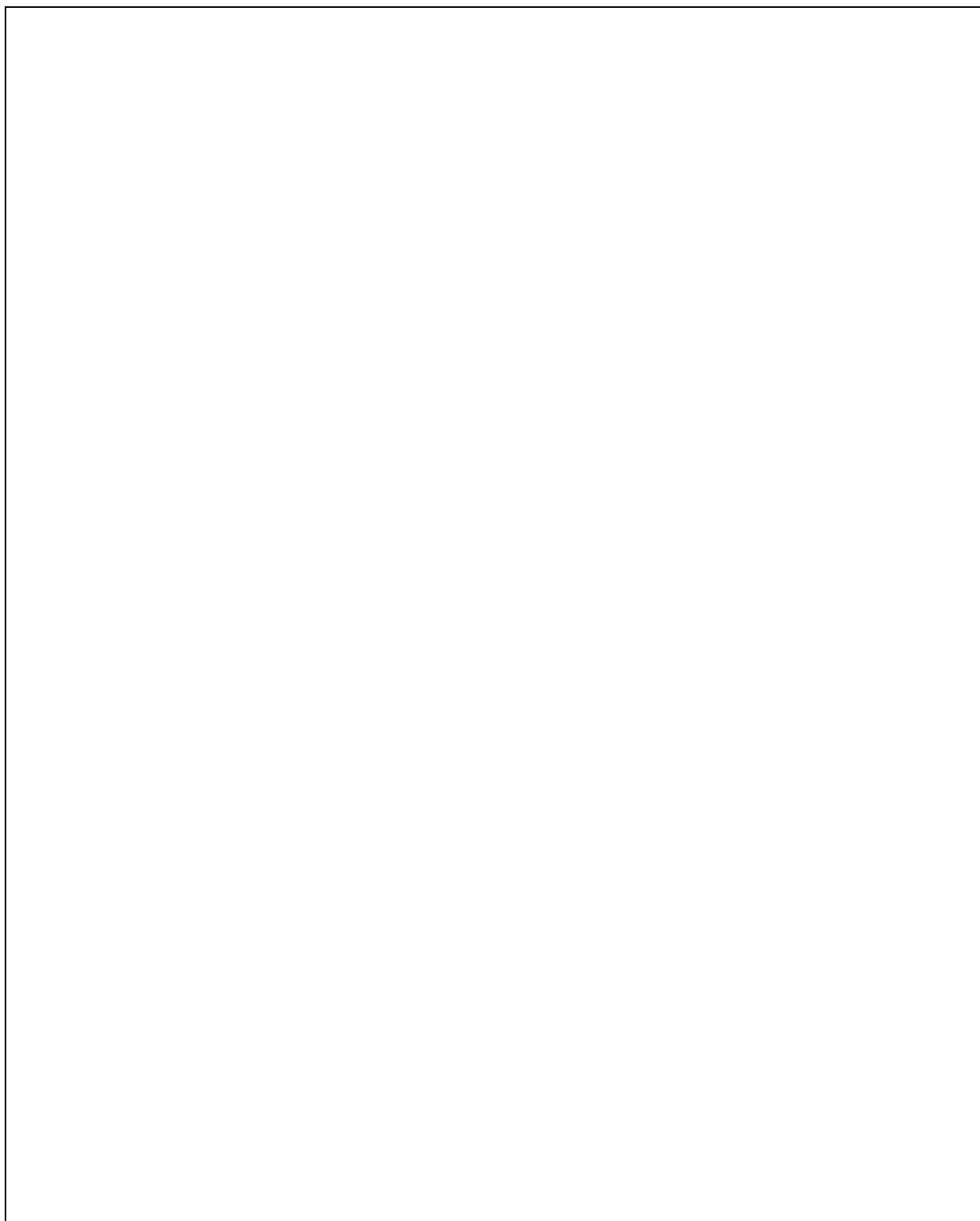
Worksheet 5: Breakthrough Reflection – use the space below each prompt to capture your response.

- A time I shifted my self-identity was:

- What triggered the shift?

- How can I support others to experience breakthroughs?

Module Notes:



Module 4: Applying the GAP Model (1 Hour)

Learning Objectives:

- Apply GAP (Ground, Aspire, Progress).
- Build an actionable plan.

Activity 4: Personal Action Plan

- Using GAP, outline one area of growth for yourself or a team member.

Worksheet 6: GAP Action Plan

- **Ground:** My current state is...

- **Aspire:** My compelling future state is...

- **Progress:** Two discovery points will be...

Closing Reflection Prompts – use the space below each prompt to capture your response.

- What did I learn about myself today?

- How will I apply Generative Tension™ this week?

- Who can I share this learning with?

Module Notes:

Closing Reflections & Next Steps

Congratulations on completing:

Generative Tension™ Training Workshop

You've spent the past 8 hours exploring, practicing, and applying the principles of **GENERATIVE TENSION™**. This workbook is a companion you can return to as you grow yourself and others.

Key Reminders

- **Tension is energy.** When managed generatively, it becomes a source of fuel for growth.
- **Your role is transformative.** Generative managers don't just manage tasks; they grow people.
- **Progress matters.** Celebrate milestones, however small. They are proof of forward motion.
- **Identity shifts last.** Breakthroughs are not just about skills but about who you are becoming.

My Action Commitment

Take a moment now to write down one action you will take this week to embody Generative Tension™ in your leadership practice:

A Final Word

Managing from the future requires courage, clarity, and care. Remember: the future you hold for others has the power to pull them forward. Carry that belief with you and lean into Generative Tension™.

Key Reminders:

1. Tension is energy. When held generatively, the gap between where you are and where you want to be becomes fuel for growth.
2. Clarity creates movement. Defining both the current state and the future state gives direction and purpose.
3. Progress has milestones. Discovery points and breakthroughs show that growth is happening — celebrate them.
4. The GAP model works. Ground yourself, Aspire to what's possible, and Progress step by step toward your vision.
5. Generative leaders embrace possibility. By working with tension instead of avoiding it, you unlock transformation for yourself and others.

Believe in yours and your team's next level. Create the conditions for their growth. See them not just as they are, but as who they are becoming.

Manage From the Future™ Training Series

Generative Tension™

Growth. Progress. Transformation.

For more information on additional topics in this series, please contact:

Team@outside-force.com

Certificate of Completion

This certifies that

has successfully completed

Generative Tension™
Training Workshop

Date: _____ Instructor: _____

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