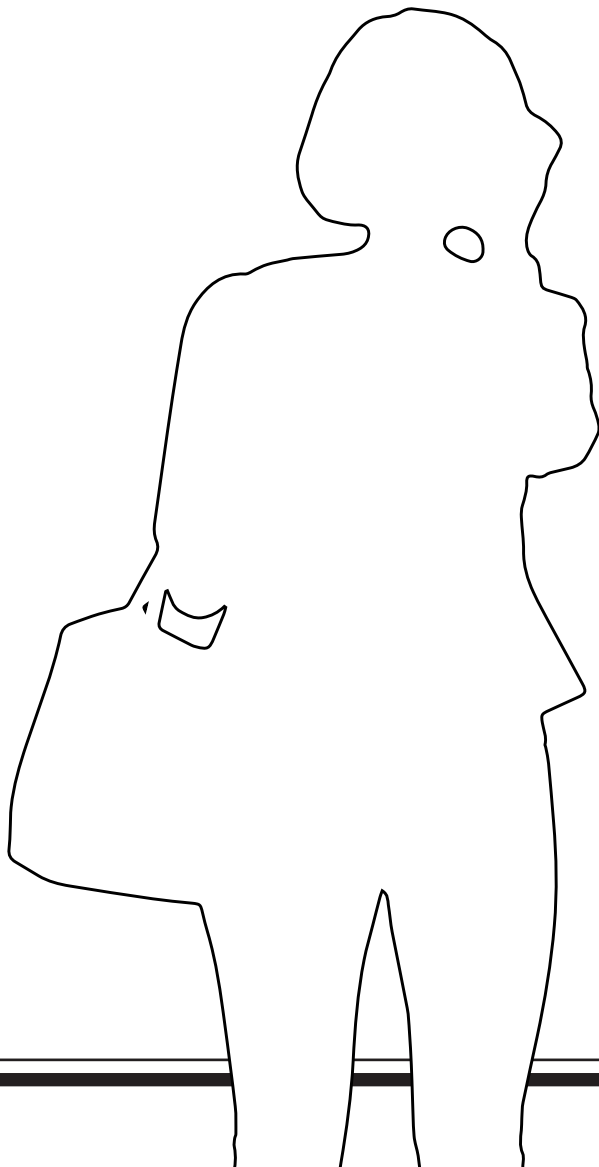


WORKBOOK 2  
**TAKE OWNERSHIP**



**THE MENTOR'S  
APPRENTICE**  
DOROTHY TUMA

# **THE MENTOR'S APPRENTICE**

## **Workbook 2 – Take Ownership**

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# The Mentor's Apprentice

## Workbook 2 – Take Ownership

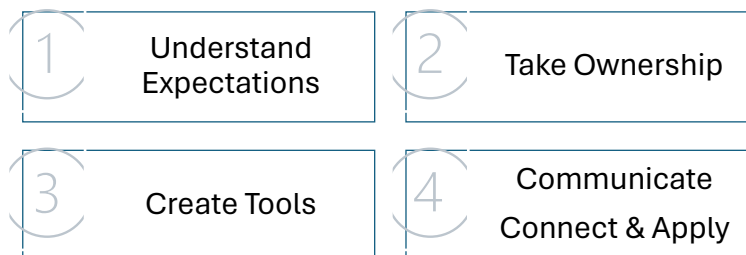
### HOW TO USE THE WORKBOOKS

Using the Mentor's Apprentice and your own experiences as reference points, the workbooks will help you:

1. Gain a deeper understanding of the principles and practices presented in the book
2. Create or adapt the project management tools mentioned in the book
3. Apply the principles, practices, and tools in your own situations.

This workbook can be used as part of a training exercise for a group of people or for individual study. Going through the workbook in a group setting will provide a much richer experience for all involved.

Unlike the book the Mentor's Apprentice, which is written in the form of Bianca's chronological journey, the four workbooks focus on specific principles and practices drawn from wherever they are mentioned throughout the book.



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### **Workbook 2 – Take Ownership**

The workbooks provide individual exercises, discussion questions, a review of specific sections from the book, personal reflection questions and an opportunity for you to identify and plan the specific actions you will take.

The workbooks are designed as fillable documents, so you can either fill in your responses electronically or by hand in a printed document.

#### **WORKBOOK OBJECTIVES**

By the time you both read the Mentor's Apprentice and complete all four workbooks, you will have learned some ways to improve your chances of getting promoted.

You will be able to:

1. Find ways to link your performance to your employer's expectations
2. Identify ways to take and demonstrate ownership of your assignments
3. Create some tools to improve your performance on the job
4. Identify ways to communicate more effectively
5. Think of ways to connect and apply lessons from other areas of your life to your work

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**WORKBOOK 2 – TAKE OWNERSHIP**

Whenever you undertake an assignment, make sure you fully understand the expectations of the person who entrusted you with its completion.

As employees we must remember that our employer is our customer. If we are to succeed in the workplace, we need to understand what our employers want from us professionally and provide it.

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Our employers expect the work we do to support the company in meeting its objectives. One of the important ways in which we can achieve this is by undertaking each assignment with the same enthusiasm as an entrepreneur running their own business. Within the company's parameters, we need to take ownership of our assignments and drive them forward with the same commitment and initiative that we display on our personal projects. Treat the work you do for others like you were doing it for yourself.

Taking ownership means different things to different people. In the context of The Mentor's Apprentice, it includes:

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- Motivating the team to move towards the goal.
- Looking ahead to anticipate any potential obstacles and finding ways to avoid them.
- Following up with non-responsive teammates for updates.
- Knowing exactly what is going on with the different project components all the time.
- Accepting responsibility when things go wrong and plotting a way forward.
- Keeping managers and teammates informed of progress and anticipating their questions and concerns.
- Knowing when to ask for help to move the assignment forward.

In Workbook 2 we will investigate some of the above aspects of taking ownership.

After completing this workbook, you will be able to identify different ways to take and demonstrate ownership of your assignments.

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**1. INDIVIDUAL EXERCISE**

Think of a time when you were given an assignment that felt overwhelming.

a) What was the assignment?

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b) What made it feel overwhelming?

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c) What actions did you take to lessen that overwhelmed feeling?

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d) In the end, were you successful in completing the assignment? List some of the reasons why you think so.

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**2. DISCUSSION**

“No, actually, I take that back,” Vivica continued. “The project should never have fallen six weeks behind in the first place. As team leader, you must identify potential delays early on and prevent them. Now that the project is behind schedule, what’s our plan moving forward?” asked Vivica.

*Chapter 12, The Mentor's Apprentice*

Identify at least three of Bianca’s actions that led to the project falling that far behind. What should Bianca have done instead?

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**3. REVIEW**

**Read Chapter 4 – Create Useful Tools in The Mentor's Apprenticeship.**

a) How much time had Bianca initially allocated for the completion of her high visibility product launch?

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b) How did Bianca come to realize that she had not allocated sufficient time?

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c) What were the potential consequences if Bianca missed the scheduled launch date?

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d) Think back to a time when you missed a deadline. What were the consequences?

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e) Imagine you had an update meeting with Bianca, and she gave you the response below. How would you respond?

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Well, I followed your suggestion on a weekly team meeting, but no one called me back to set it up. That's why I couldn't gather the project updates," responded Bianca.

***Chapter 11, The Mentor's Apprentice***

**The Mentor's Apprentice**  
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f) What change do you notice in Bianca's response below, a few chapters later?

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“I take full responsibility, Nicole. I had two other people looking everything over, but I was the final approver,”  
responded Bianca.

***Chapter 15, The Mentor's Apprentice***

**4. REFLECTION**

Think back to a recent situation in which something you were working on did not turn out the way it was supposed to.

a) Describe the situation. What was the undesirable outcome?

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b) How did you inform your manager about what transpired?

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c) Was your explanation more in line with Bianca's first response above (Chapter 11), or her second response (Chapter 15)?

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d) After reading The Mentor's Apprentice, what would you do differently, if a similar situation arises in the future?

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**5. TAKING ACTION**

a) Think about a project you are currently working on. What is your role in the project?

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b) What areas of the project provide an opportunity for you to demonstrate project ownership either of your specific tasks or of the project as a whole?

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c) What specific actions will you take over the next few weeks, to demonstrate ownership in the areas you listed above?

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