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START HERE

You just answered a lot of questions about how you show up on your team. This report is what those answers add up to.

Leadership on a team isn't one thing, and it isn't reserved for captains. It shows up in ten different ways — ten roles, filled by different people, in different situations. Some teams have all ten covered. Most don't, and you can usually feel which ones are missing.

The SALA™ tells you which of the ten you're already closest to.

WHAT THIS ISN'T

It isn't a test. There's no passing score, no right answers, and nobody on your team got a better result than you did.

It isn't a grade. The percentages show how strongly each role fits you compared to your own other results — not how you compare to anyone else.

It isn't a ranking. The ten roles aren't ordered best to worst. A team made entirely of Voices loses. So does a team with nobody taking care of it.

It isn't permanent. This is how your leadership is showing up right now. Take it again after a season, an injury, or a new team, and it may look different. That's the point.

And it's your view of yourself. You answered the questions, so this is how you see yourself. That's real information, and it's half the picture. Your coach holds the other half, which is why the conversation matters more than the number.

WHAT'S IN HERE

SECTION	WHAT IT SHOWS
Your results	Where you landed across all ten roles, and across the twenty character skills underneath them.
Your leadership roles	The two roles the assessment points to — plus a situational role if one applies to you right now.
Practice your role	Specific things you can do this week, this month, and this season.
Next steps	What to do with all of it, and where to go from here.

ONE MORE THING

You may not love what you got. Some athletes hope for Voice and get Bench Coach. Some open this in the worst season of their career and find Wounded Warrior waiting for them.

Read it anyway. The roles nobody hopes for are usually the ones teams are shortest of — and leading well from a role you didn't choose is harder and worth more than leading from one you did.



Scan to check out our website & view the SALA resources
PW: iambattletested

THE TEN LEADERSHIP ROLES

Leadership on a team gets shared out ten ways. These aren't ranked, and there's no best one to be — they're ten different jobs, and a team needs most of them covered to be any good.

Some athletes fill one. Some fill two or three. On bigger rosters, several people share the same one. What matters isn't which role you are in. It's whether enough of them are getting done.

The ten organize into four families, grouped by the situation that calls each one out. No family outranks another.

PERFORMANCE-DRIVEN: A demand for output and standards.



- ROOKIE — The new teammate with the uncommon ability to begin effectively leading their new teammates immediately.



- WORKHORSE — The teammate who leads their team through their superior work ethic.

RELATIONAL-DRIVEN: A demand for connection and development.



- CARETAKER — The teammate who leads through the care they show their teammates.



- GUIDE — The teammate who leads by helping teammates get where they're trying to go.



- SOCIALITE — The teammate who leads by ensuring the team spends time together outside of practice.

INFLUENCE-DRIVEN: A demand for direction.



- BENCH COACH — The teammate who is one of the strongest positive leaders on the team despite the lack of playing time.



- MAGNET — The teammate others follow without being asked and who leads them somewhere good.



- VOICE — The teammate whose words carry significant weight and are used to positively influence teammates.

ADVERSITY-DRIVEN: Something that has happened to the athlete.



- COMEBACK KID — The teammate who leads their team best in times of adversity.



- WOUNDED WARRIOR — The teammate who is able to positively lead while missing time due to significant or lingering illness or injury.

YOUR RESULTS: LEADERSHIP ROLE + CHARACTER SKILLS

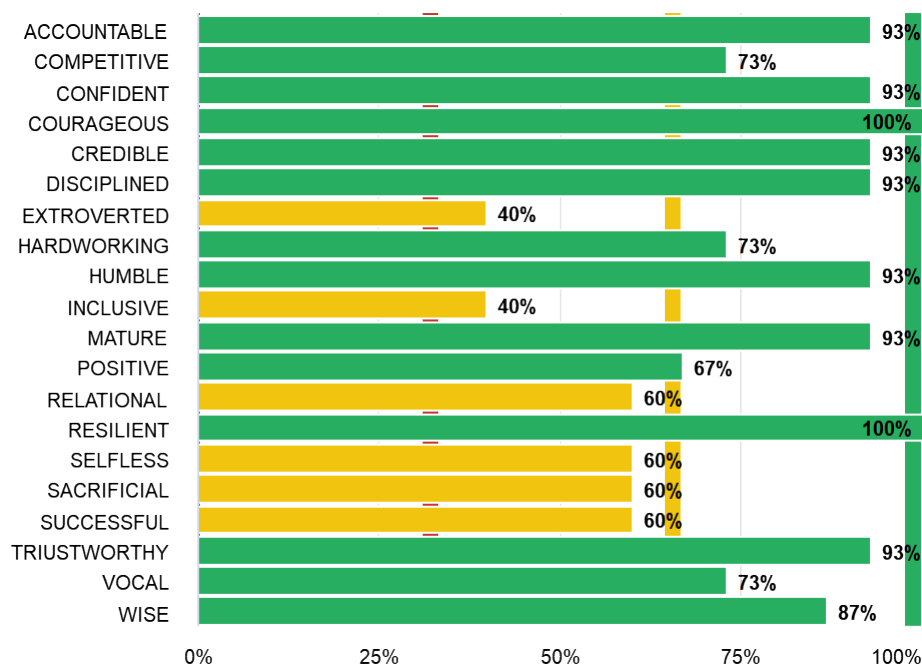
Before you dig into your top 2 leadership roles and the associated character skills, here is an overall view of your results for both leadership roles and character skills.

LEADERSHIP ROLES

 BENCH COACH 75%	 CARETAKER 70%	 COMEBACK KID 79%	 MAGNET 77%	 ROOKIE Situational Role
 GUIDE 75%	 SOCIALITE 54%	 VOICE 81%	 WORKHORSE 85%	 WOUNDED WARRIOR Situational Role

NOTE: Any roles that show 0% indicate that these do not apply based on your answers.

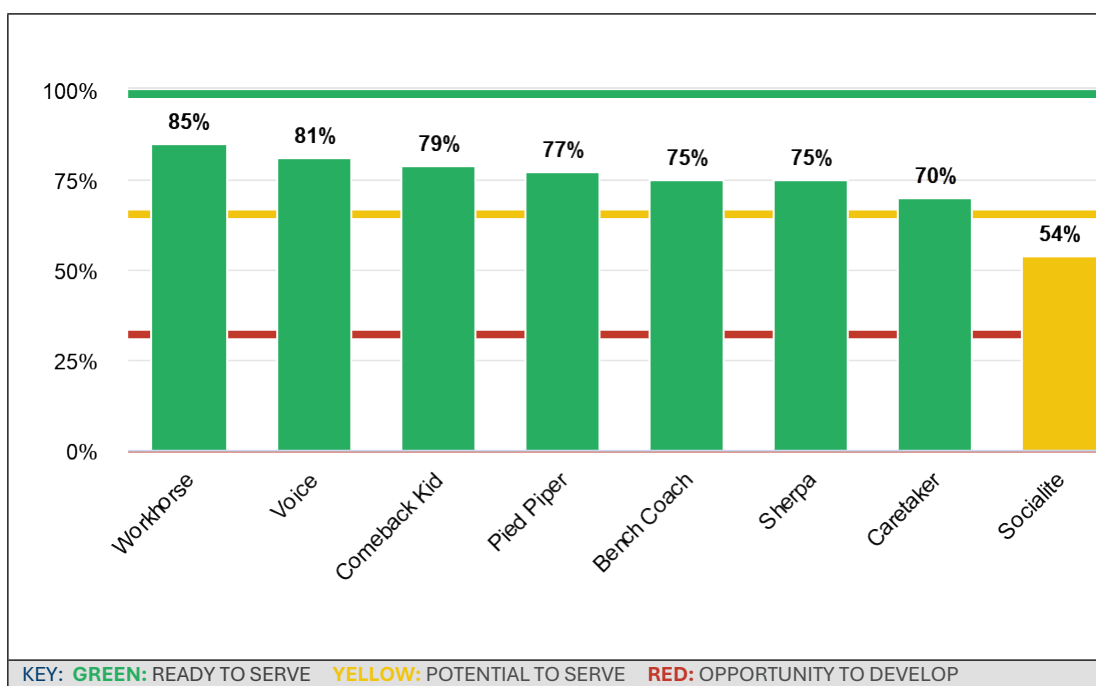
CHARACTER SKILLS



READY/POTENTIAL/OPPORTUNITY

Based on your input, your feedback shows your leadership role scores may fall within three different categories:

1. **Ready to serve** – you are deemed ready to serve in the indicated role(s) immediately.
2. **Potential to serve** – You have the potential to lead in the indicated role this upcoming season. Still, you will need to continue developing your leadership character to lead effectively in that role.
3. **Opportunity to Develop** – Your scores revealed that you’re not ready for a leadership role at this time, but they still provide you with leadership roles you might be able to grow into as you develop your leadership skills.



WHAT IF I DON'T HAVE ANY 'READY TO SERVE' ROLES?

For any role you play on a team, you must be adequately equipped to perform the role well. If you do not have any roles in which you are currently “Ready to Serve”, we hope you’ll spend time getting equipped. Later in this report, you’ll receive instructions on how to develop the character skills required to be an effective leader on your team. We also suggest you ask your coach to pair you with an established team leader who can mentor you for the highest-ranked leadership role shown above.

YOUR #1 LEADERSHIP ROLE



WORKHORSE

Performance-Driven

The teammate who leads their team through their superior work ethic.

You out-work the room, and everybody knows it. That's leadership whether or not you ever say a word.

Your leadership is mostly non-verbal. You set the tone in practices and workouts, and teammates match it without being asked. The effort argues for itself — you've never had to sell it.

Behind the work is a reason. Athletes who work the way you do have found one that's actually theirs, and the size of the reason sets the size of the work. Someone chasing to be the best in their sport will outwork someone doing it because a parent expects it. Every time.

You probably don't out-work everyone everywhere. Most Workhorses lead in one lane — the weight room, the practice field, the classroom. That's fine. Know which lane is yours and don't pretend it's all of them.

The trap. Assuming the example is enough. Example sets a floor. It doesn't teach anyone how, and it never reaches the teammate who needed to be told directly. There's a second trap in how teammates respond: some will call you a "try-hard," which is what people say when your effort makes them look bad. If you quietly dial down to fit in, the team loses its standard and nobody will tell you that's what happened.

CHARACTER SKILLS ASSOCIATED WITH WORKHORSE

ACCOUNTABLE

CREDIBLE

RESILIENT

COMPETITIVE

DISCIPLINED

CONFIDENT

HARDWORKING

Start with these three: DISCIPLINED · ACCOUNTABLE · RESILIENT



WORKHORSE

PRACTICE YOUR ROLE

Ways to get better at this role. Start small. Pick one — not all of them.

SMALL — this week. Low exposure. Nobody has to notice.

- Try to out-work whoever looks like the hardest worker at practice that day. One person, one session.
- In weight room sessions, raise your focus until it's obvious you're making the most of every rep.

STANDARD — this month. Real effort. Some people will notice.

- Say one thing out loud about why you work the way you do. Example sets a floor; words raise it.
- Take one teammate with you into the extra work. Study sessions count.

STRETCH — this season. Uncomfortable. This is the one that changes something.

- Take a real chance with your athleticism when it's warranted — dive for the loose ball, take the charge. Effort that costs something reads differently.
- Make your standard the team's standard, which means someone else has to hold it when you're gone. Pick who, and start now.



WHAT HELPS YOU LEAD WELL

- Disciplined about the things you care about
- Driven to succeed and highly competitive
- Hold yourself accountable to a high standard of effort
- Make time for extra work
- Take full advantage of every training opportunity
- Don't miss, and go hard when you're there



WHAT MAY HOLD YOU BACK

- Impatience with teammates who won't work the way you do
- Teammates feeling inferior around your effort
- Coming across as intimidating
- You may not be a vocal leader, so your example carries more than it can
- Dialing your effort down when teammates give you grief for it

You're doing this right when: *The work continues when you're not there.*

Next: find your three skills in your SALA™ Development Library, pick one rep, and bring this page to your coach conversation.

YOUR #2 LEADERSHIP ROLE



VOICE

Influence-Driven

The teammate whose words carry significant weight and are used to positively influence teammates.

When you talk, the room stops. That isn't something you can give yourself — your teammates gave it to you.

On most teams, one voice carries more than the others. You earned that over time, through how you've conducted yourself and what you've produced. You don't have to be the best player, but you do have to be someone who works and whom people respect.

A Voice isn't the loudest person in the room. Loud is somebody asserting themselves. You speak because the team needs something said, and you're good at knowing which words and which moment.

That's worth a lot. You can get the room's attention so a coach can be heard. You can correct a teammate directly, which takes weight off the staff. And you can say the thing after a loss that nobody else is willing to say.

The trap. Volume. Talk constantly, and the important thing sounds exactly like everything else you said today. There's a second trap: because your words land harder, they also cut deeper — you can damage a teammate without meaning to and not find out for weeks. And if there's another Voice on the team, watch for the power struggle. Teams can carry two. They can't carry two who are competing.

CHARACTER SKILLS ASSOCIATED WITH VOICE

ACCOUNTABLE

CREDIBLE

HARDWORKING

SUCCESSFUL

WISE

CONFIDENT

DISCIPLINED

MATURE

TRUSTWORTHY

COURAGEOUS

EXTROVERTED

POSITIVE

VOCAL

Start with these three: COURAGEOUS · CREDIBLE · VOCAL



VOICE

PRACTICE YOUR ROLE

Ways to get better at this role. Start small. Pick one — not all of them.

SMALL — this week. Low exposure. Nobody has to notice.

- Speak up in practice when it's useful, not to fill space. One specific thing per session.
- Use the team text thread deliberately. It's a voice too, and it's the one most often used badly.

STANDARD — this month. Real effort. Some people will notice.

- Agree with one or two teammates that you'll hold each other accountable out loud in practice. Start with people who'll take it well.
- Ask your coach if you can break the team down after practice. Prepare what you'll say beforehand.

STRETCH — this season. Uncomfortable. This is the one that changes something.

- Prepare what you'd say in the three worst moments of your season, before they happen.
- Speak once when it costs you something.



WHAT HELPS YOU LEAD WELL

- Not afraid to speak up when it's needed
- Highly respected by teammates
- You've proven yourself trustworthy
- A great motivator with a real work ethic
- You hold yourself to the standard you hold others to
- Able to correct and challenge teammates



WHAT MAY HOLD YOU BACK

- Having to be careful with every word, because of how much they weigh
- Hurting a teammate's feelings without meaning to, and damaging your influence with them
- A power struggle with another Voice on the team
- Getting discouraged when a teammate doesn't respond to you
- Speaking so much that other teammates stop speaking at all

You're doing this right when: *The room goes quiet when you start.*

Next: find your three skills in your SALA™ Development Library, pick one rep, and bring this page to your coach conversation.

WHAT TO DO NOW

FOUR THINGS, IN ORDER. THE FIRST ONE
TAKES ABOUT A MINUTE.

TODAY: Pick one rep.

Go back to your role pages. Under Practice Your Role, find the SMALL one. Do it at your next practice. Not all of them, just one. Athletes who take on five things at once finish none of them.

THIS WEEK: Talk to your coach.

Bring this report. Ask two questions: which of these roles does this team actually need from me, and what does it look like when I'm doing it well? That conversation is worth more than anything else on this page. If your coach hasn't set one up, ask for it.

THIS MONTH: Get your Playbook and your Library.

The SALA™ Development Playbook is where you build the plan: your role, one character skill, your reps, and a weekly tracker. The SALA™ Development Library includes all 20 character skills, with 3 reps for each. Both at battle-tested.us.

THIS SEASON: Run the ladder.

Small, then Standard, then Stretch. One skill at a time, until it's boring. Then pick the next one.

ALSO AVAILABLE

Becoming Uncommon. The book behind the SALA™ — the ten roles, the twenty character skills, and the student-athletes who have lived them.

One-on-one coaching. If your program has purchased coaching from the Battle Tested™ team, schedule your sessions at battle-tested.us. If it hasn't and you want it, start in the same place.

