



Leadership Excellence Workbook

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The Power of the Hidden

What You Don't Know Can Hold You Back

Change is hard, and the main obstacles to lasting change comes from the unconscious. The conscious mind alone, no matter how intelligent or knowledgeable, is unable to make lasting change if it is sabotaged by the unconscious, leading you to act against your own best interests and (conscious) intentions.

The best way to break this cycle, of attempting to change but falling back into old habits, is to bring your unconscious beliefs and ways of thinking to the surface, allowing deeper self-understanding and awareness of your hidden patterns of emotion, thinking and behavior. Once these unconscious patterns have been made conscious, you are able to make deliberate choices about how to act, rather than automatically reverting to old behaviors. It's not a matter of "fixing" you—no one is broken—but of bringing to consciousness patterns we are not aware of that affect our attitudes, behaviors, and relationships.

This process is The Power of the Hidden. Once your hidden thoughts and motivations are revealed, it suddenly becomes possible to make real changes. Perhaps more importantly, you can begin to discover what changes you really want to make.

How to Move Ahead

The process of uncovering hidden beliefs, patterns of behavior, and ways of thinking isn't easy, but is necessary for real change. This is true for teams or organizations attempting to change, as well as individuals. It takes a real commitment to self-understanding, and a lot of hard work. These exercises that Core Allies, LLC, has developed are a good starting point.

Some of the exercises involve self-reflection, thinking about what you enjoy doing and what you are good at. Others involve external feedback, learning how others see you and the image you project to the world. All this information then needs to be synthesized, looking for patterns and tensions that may reveal your unconscious fears and motivations. This process can be greatly helped by a skilled coach who can ask the right questions and help you make connections you wouldn't make on your own.

The Destination

By achieving this self-understanding, you are able to recognize automatic responses, pause in the moment and come to a place of choosing. A place where you can decide how to proceed, how to change (if desired) and how to lead, rather than being unconsciously led by your hidden patterns. Change always happens in the present moment, not the past or the future, and achieving deeper self-understanding and self-acceptance are the key to making intentional choices in the moment that support your true objectives.



About Dr. Melissa Fristrom



Dr. Fristrom is known for harnessing “The Power of the Hidden” to help individuals and teams discover the hidden factors that both help and hinder their success. For nearly two decades, she has assisted leaders from over eighty-one countries on six continents uncover the unconscious patterns that block growth and change in themselves and in their organizations. When solutions are easy, her clients don’t need her. But when they can’t find a solution on their own, she helps them figure out the hidden factors are holding them back.

A senior executive turned professional coach, Dr. Fristrom has significant organizational experience, ranging up to serving as CEO. She combines that with deep psychological study scrutinizing the unconscious ways leaders keep themselves from succeeding. In 2001, she was invited to be an inaugural member of the Harvard Business School (HBS) coaching staff, and has worked with over 2,000 HBS students, alums and executives. Known as “The Fixer,” she is called upon when there is a need for sensitivity and nuance.

Before becoming a coach, Dr. Fristrom had frontline business experience in a wide range of situations, from Fortune 100 companies and not-for-profit endeavors to successful companies and cash-strapped firms. She’s worked at General Mills, Hasbro, IBM, Answerthink & Polaroid, and managed brands such as Cheerios, Polaroid i-zone Camera, Tonka, Playskool and Cool Tools.

Dr. Fristrom has a B.A. in Foreign Affairs from the University of Virginia, an MBA from Harvard Business School, and a Doctor of Psychoanalysis degree (Psy.D) from the Boston Graduate School of Psychoanalysis, where her dissertation, “Self-Generated Limits to Success: A Case in Moving On,” enabled her to identify the often unconscious factors limiting clients’ success.

Keynotes & Workshops

In addition to her work as a coach, Dr. Fristrom delivers programs and customized workshops to global audiences. Unlike other programs, which typically involve a speaker and an audience, her programs include a high level of interactivity. Her most requested topics include:

Leadership Excellence:

Identify Your Unique Superpowers

Defining Success:

Figure Out Your Personal Success Formula

Delegation:

Scale Yourself by Leveraging Others

The Power of the Hidden:

Uncover Your Unconscious Barriers to Success

Networking:

Authentically Cultivate Your Relationships

Worry, Stress, Anxiety:

Navigate & Cope with Unprecedented Crisis



Self-Reflection Exercises

These self-reflection exercises provide various ways of thinking about your life and work. They are the first step in digging deep to identify and understand your hidden motivations, which are often confused by expectations, habitual patterns and the pressure of performance.

Summary

Exercise 1: Top Ten Activities

- Explore your most satisfying projects and activities to look for patterns in what skills you enjoy using.

Exercise 2: Work History

- Make an inventory of your career, emphasizing the skills you enjoyed using in each step.

Exercise 3: Desired Legacy

- Use imagined legacies to explore what you want out of your life and career, and how you want to be viewed by others.

Exercise 4: Serendipitous Inspiration

- Access your inner self without the self-censorship of conscious thought.



Exercise 1: Top 10 Activities

This exercise helps you discover patterns in the activities that bring you the most satisfaction.

List the top ten times in your life and career that you've enjoyed an activity or project. Think about times you enjoyed the process of doing something, regardless of the outcome. They should not all be work related; include at least two from your childhood, and also consider including activities from your hobbies or volunteer work.

For each activity you list, think about why it was a favorite and what you brought to it. Consider:

- What did you enjoy about the activity? Was it the skills you used, the people you did it with, the things you learned, or something else?
- What about the activity was unique to you? How was your approach different from anyone else's? What life experiences did you bring to the activity?

1.

2.

3.

4.

5.

6.

7.

8.

10.



Exercise 2: Work History

This exercise goes through your entire career, looking at what skills you enjoyed using.

On a separate piece of paper (or using your favorite app), make a chronological record of your job life. Go all the way back to your first job (babysitting, dog walking, whatever it is), and include any volunteer jobs you have done.

Under each job, write down the skills you enjoyed using in this job: the more specific you are, the more useful the information.

To make this job inventory more useful, in addition to the skills you used, for each job consider these questions and record your responses:

- How did you find out about the job? (E.g. headhunter, want ad, referral etc.)
- Why did you take it? What were your expectations?
- Did it live up to your expectations? Why or why not?
- What did you love about the job?
- What did you hate about the job?
- What did you learn?
- What made you successful? What made you unsuccessful?
- Any other details you think of when reviewing the jobs.

This process should be fun and not strenuous. If it gets overwhelming, stop and don't touch it for a few days.



2. Magazine Article

In what magazine would you like to be the subject of a cover article? Select the magazine in which you would like to be featured and explain why they picked you. What is the headline on the magazine?

If you like you can write the article, or a synopsis, emphasizing those facets of your life you would like covered.

Magazine: _____

Article Title: _____

Main Points of Article: _____

Content (if desired): _____

3. American Express Campaign

American Express has used a campaign where they identify the life mission of famous people by using the tag line “My project was to...” and then answered with famous people’s unique mission.

For example:

- Jim Henson: Use laughter to help children learn.
- Jerry Seinfeld: Point out the pointless.
- Laird Hamilton: Live on the edge.
- Martin Scorsese: Tell unforgettable stories.

If you were featured in the campaign, what would you choose as your unique mission?



Exercise 4: Serendipitous Inspiration

This exercise encourages you to access your inner self without the self-censorship of conscious thought. Many people have their best insights when they are engaged in an absorbing activity and aren't consciously thinking about a problem. Below are some suggested activities that can allow you to bypass your conscious mind and see what inspiration strikes you. Try one that appeals to you, or come up with your own approach. No matter what you do, try not to over think it, but go with what first pops into your mind.

1. Collage

Some people express themselves best through visual art, and collage is an art form accessible to almost everyone. Find visual representations that you like. The ones that excite you. Use any source: magazines, photos, ones you draw, and words if they help. Combine them on a big poster. Or create a digital collage using Pinterest, Trello, PowerPoint, etc. Post it where you can see it and put a sheet where you can put notes on it. Notice what comes up for you.

2. Journal

Other people do best with words, and a journal can be a good way to express yourself freely. There are all kinds of ways to journal: with prompts, for a set time without stopping, dreams, aspirations. Pick one that appeals to you. The main component is to write and write some more.

3. Kinesthetic Activities

Still other people do their best thinking when they are on a marathon run, a long swim, or a walk in the woods. Or even when gardening or doing the dishes. If you are highly kinesthetic you might consider moving as a way to access your deeper thoughts.



External Input Exercises

These exercises provide various ways of learning how you are viewed by other people: friends, colleagues, managers, or anyone else who knows you or works with you. You may be surprised how the image other people have of you differs from your own self-image, and such discrepancies can help reveal unconscious factors affecting how you present yourself to the world.

Summary

Exercise 1: One Word

- What is the main thing that comes to people's minds when they think of you?

Exercise 2: Appearing Your Best

- What do people most like about you? What are their best memories of working with you, and when have they seen you happy?

Exercise 3: 360 Feedback

- Go in depth with people in various professional relationships to you, including your manager, your reports, your peers, and/or external clients. What do they perceive as your strengths, your opportunities for growth, and your leadership and management styles?



Exercise 1: One Word

This exercise helps you discover in the most basic way what impression you make on other people. What is the main thing that comes to people's minds when they think of you?

Send out a request to as many people as you can think of who know you well: friends, family, co-workers, classmates, etc. You can contact them through email, or social media (Facebook, Twitter, Instagram) also works well.

The request is simple:

Describe me in ONE WORD...just one word!

Collect all the responses, and look for patterns and themes. Are some words repeated? Are some words wildly different, even contradictory? How do the words fit with your own self-image?

Exercise 2: Appearing Your Best

This exercise draws on other people's experience of you to help you identify your personal strengths and discover what kinds of work situations bring out your best.

Identify five to seven people who have worked with you. They could be current co-workers, former co-workers, or classmates. Ask each of them to respond to this brief survey, personalizing it as you see fit. If you feel comfortable doing so, set a deadline to encourage timely responses.

1. List the top three reasons you have enjoyed working with me. Please be as specific as possible.
2. List the top three times you remember me being the happiest at work. Again, please be as specific as possible. What was I doing, and why do think that made me happy?

Collect all the responses, and read through them multiple times to identify themes, dynamic tensions, skills, and other elements.



Exercise 3: 360 Feedback

This exercise goes deep to learn how you are viewed from all angles of your professional relationships. How are you seen by your manager, and your manager's manager? By your peers? By your direct reports, and their direct reports? By people you interact with professionally in other parts of your organization, or outside of your organization? Synthesizing all these viewpoints can help you learn what impression you make on the world, and how it fits with your own self-image.

This exercise, which involves interviewing various professional colleagues, is difficult to do by yourself, though it is possible. Ideally, someone else would conduct the interviews for you and synthesize the responses into a written or oral report. This could be someone inside your organization (possibly someone from HR) or an outside consultant who specializes in conducting such assessments. The advantage of having a third party conduct the interviews, besides providing a more objective eye, is that respondents are more likely to be honest about your strengths and faults if they are talking to someone else, especially if they know that the results will be synthesized before being presented to you, so you won't know the source of any particular response. If you do conduct the interviews yourself, it is important that you be as open as possible during the process, and don't try to defend yourself or argue with the responses. The goal at this point is to learn how you are viewed, not to change the view.

The process starts by identifying interviewees, including people with a variety of professional relationships with you. Try not to include only people you already know have a positive opinion of you; for a true 360 view you want all viewpoints represented. The exact number of interviewees can vary depending upon the breadth of your professional relationships (and is limited by practical considerations of conducting so many interviews), but five to ten is typical.

Each person identified should be interviewed for about half an hour. The next page gives a possible set of prompts for an interview, though it should be customized for your particular situation, and the interviewer should ask relevant follow-up questions based on responses. Again, the point of the interview is to solicit the person's opinions of you, not to challenge or change them. The interviewer should take detailed notes during the interview. You should also answer these questions yourself, before you interview others (or see the results if someone else is conducting the interviews). Doing so allows you to compare your own perception of yourself with other people's perceptions.

After the interviews have been conducted, the notes should be consulted to identify themes, commonalities, tensions, and contradictions. Do most people see you the same way, or do people in different roles have different experiences of you? Are you comfortable with what you have learned? Does it ring true to you, or are there surprises? This process can be quite difficult, as you may not always like what you learn, and your instinct may be to disagree. Try to take it all in, and think about what it means about the self you are presenting to others. Focus on the most important flaws that need to be addressed, and the most important strengths that can be bolstered. Going deep on every detail is not worth the time, and concentrating on major flaws and strengths provides a better ROI.



Sample 360 Feedback Questions for Jane

Purpose

Optimize Jane's contributions to the team by understanding how others view her strengths and opportunities for growth as a valued employee of Acme Corporation.

Method

Each interview is intended to explore the topics listed below, but need not address all of them. The questions given here are examples, and the actual questions should be tailored to the individual, with follow-up questions used as needed to elicit useful responses.

Topics

Strengths and Skills

Identify what people perceive as strong areas for Jane; what she is best at.

- Tell me about a time when have you seen Jane at her best—a time when she was doing the work she was meant to do—when she was in the zone?
- What would you say are Jane's strengths?
 - Please give me examples when you've seen her using them.
- Probe—skills, knowledge, style, results.
- Which of these strengths are valued by Acme Corporation?

Opportunities for growth

Identify what people perceive as weak areas for Jane; where she needs to grow.

- What behaviors limit Jane's success?
- When have you seen Jane struggle?
- Probe—skills, knowledge, style, results.
- Blind spots? What do you know about Jane she does not know about herself?

Leadership and Management

Ascertain ways Jane could improve your job experience

- How could Jane make it easier for you to improve both your individual and the company outcomes?
- Are there ways Jane could give you leverage to do your job better, decrease your stress, increase your fulfillment?
- Is there anything Jane could take off your plate?
- Prob--preferences for communication, reporting, contact, etc.



Deep Dive (for example, Leadership Presence)

(A deeper dive on a subject relevant to the subject. For this hypothetical example, there is a concern with Jane's executive presence.)

Executive presence is an important component of a leader. I'd like to discuss your experience of Jane's presence.

- How would you describe Jane's presence?
- How does it change as situations change (1-on-1, small group, large group, with clients)?
- Does she inspire you? Why or why not?
- How does Jane deal with conflict?

Advice and Support

Identify advice and sources of support for Jane.

- What advice would you like to give Jane?
- How can you or others help/support her?
- What resources do you recommend she seek out to continue to succeed?

Additional Information

- What did I not ask that I should have? What else would be helpful for me to know?



Synthesis

The exercises in this section build on the self-reflection and external input exercises, synthesizing what you have learned to look for themes, dynamic tensions, and transferable skills. These activities should give you a fresh perspective on yourself, and help you to uncover the hidden factors that may be holding you back or preventing you from changing.

Summary

Exercise 1: Themes

- What themes have emerged from your self-reflection and external input?

Exercise 2: Dynamic Tensions

- What conflicts or paradoxes have you discovered?

Exercise 3: Transferable Skills

- What skills or competencies are your strongest, and which ones do you most enjoy using?



Exercise 1: Themes

Reread the results of your self-reflection and external input exercises, and record the main themes that emerge. Are there values that have been particularly important to you? Things you have consistently avoided? Factors that often motivate you?

Exercise 2: Dynamic Tensions

When you reread your results, are there elements that seemed at odds with each other? Strengths that lead to problems? Tensions between various parts of your work and life? Write down the main paradoxes, conflicts, and tensions you notice.

Exercise 3: Top Transferable Skills

Looking back at the previous exercises, especially the *Top 10 Activities* exercise and the *Appearing Your Best* exercise, think about and record the top skills that you most enjoy. Concentrate on the types of skills and activities involved, rather than the particular context or subject matter on which you have used the skills in the past. For example, if you enjoy finding and developing new potential clients for your company's business-to-business software platform, think about your skill in terms of an ability to develop relationships or a facility in discovering what people need, rather than a detailed knowledge of that specific platform.



Leadership Profile

Your leadership profile is a distillation of what makes your leadership unique and valuable. It allows you and other to understand how you can have the biggest impact on your organization. Creating your leadership profile involves understanding what makes you unique (your superpowers), coming up with concise messaging around your superpowers, and then using the messaging to take action.

Summary

Exercise 1: Discovering Your Superpowers

- What are the unique leadership powers you bring to your work? What are examples of these superpowers in action?

Exercise 2: Superpower Messaging

- A concise, memorable statement you can use to communicate your superpowers to others.

Exercise 3: Using Your Superpower Messaging

- Three ways to leverage your superpower messaging to allow you and others to understand how you can have the biggest impact on your organization.



Exercise 1: Discovering Your Superpowers

Your superpowers are what makes your leadership unique and valuable. They are useful both for clarifying your leadership style for yourself, and for communicating with others. Discovering your superpowers will involve coming up with a superpower headline, a list of top transferable skills, and examples of these skill in action.

1. PAR Examples

List six examples from your work history when you most enjoyed yourself and it made a difference that you were involved.

For each example, write them up in Problem/Actions/Results (PAR) format. 10-15% of each example should be devoted to stating the problem; 75-80% to describing the actions you took, and 5-10% to giving the results.

Example 1

Problem: _____

Actions: _____

Results: _____

Example 2

Problem: _____

Actions: _____

Results: _____

Example 3

Problem: _____

Actions: _____



Results: _____

Example 4

Problem: _____

Actions: _____

Results: _____

Example 5

Problem: _____

Actions: _____

Results: _____

Example 6

Problem: _____

Actions: _____

Results: _____



2. Superpower Headline

Your superpower headline is a single sentence that describes what makes your leadership unique and valuable. Drawing on what you have learned about yourself in the previous exercises and the PAR examples, formulate your superpower headline.

Headline: _____

Here are examples of superpower headlines. While these examples can give you an idea of what a superpower headline is, you should not simply choose one, or make a minor tweak in one to make it your own; your superpower headline should be unique to you.

- The deal maker of “Big Data”
- Untangles complex, never before solved problems
- Harmony of creativity and numbers; artistic and quantitative
- Finds patterns across big complex landscapes
- Brings order to chaos
- Effectively influences cross-functional teams/individuals with conflicting goals
- Forges path to build business that uses design to decrease people’s tension
- Gives words to others
- Negotiation—Brings more deals to yes by finding a way for everyone to say yes
- Discovery of clean solutions to complex problem (the harder and more kludgy the better)
- Engages people and gets them talking by asking the right clarifying questions
- Improvement and iteration at the intersection of science and business
- Persuasion through logic and enthusiasm
- Winning from an underdog position
- Ringmaster of deal making in service of others (common good, humanist)



2. Top Three Transferable Skills

Review these examples and your other exercises and pick the three skills you enjoy the most, and which can be applied in a variety of situations. Ideally, the skills you pick should mesh well with your superpower headline and should be demonstrated by your PAR examples. If not, consider revising the skills, headline, and examples until they tell a unified story of what makes you unique.

Skill #1: _____

Skill #2: _____

Skill #3: _____

Examples of superpower headlines and associated top transferable skills. Again, these are intended to give an idea of what a transferable skill is, and should not be copied.

Headline: Strategically integrates existing knowledge and cutting-edge research into innovative, actionable healthcare programs.

Top Transferable Skills:

- Strategic new product development
- Pioneering problem solving
- Educating and counseling

Headline: Influential Sales Leader recognized for driving global sales results by bringing big-picture thinking and competitive strategy to business development processes.

Top Transferable Skills:

- Partner Development
- Competitive Strategy
- Client Growth

Headline: CEO and practitioner of innovation

Top Transferable Skills:

- Thinking “Out of the Box” and helping people/teams come up with ideas to make things better
- Taking an idea to reality by executing and delivering
- Building and nurturing a close, loyal, and high-performance team



Exercise 2: Superpower Messaging

Your superpower messaging can also be described as a positioning statement or 30-second elevator pitch; it is a key element of your networking strategy and the backbone of your communications. It is a concise message that should give your audience an immediate sense of who you are, what you are known for, what you are considering doing next, and how they can help you.

You will draw on it when communicating with others in your organization to help them understand how you can have the largest impact on the organization. Your messaging needs to reflect who you are, but it also needs to be exciting and memorable, to help you stand out from the crowd.

Drawing on what you learned about yourself and your superpowers in the previous exercise, draft a short superpower message for yourself:

Examples of Superpower Messaging:

- My forte is in leading strategic and tactical initiatives including mergers & acquisitions, joint ventures, alliances, and strategic partnerships that drive revenue growth. I can rapidly absorb large amounts of information on new businesses and markets then make connections and clearly develop those ideas into actionable plans across a diverse array of industries, products, and services.
- As a Senior Corporate Attorney, I excel at bringing parties together to achieve mutually beneficial ends especially when stymied by an impasse during complex negotiations of multi-million-dollar merger and acquisition transactions as well as software license agreements.
- I thrive when I am able to combine social purpose, customer focus, and analysis-based problem solving to drive business results. My interest in healthcare stems from an early interest in biological sciences and my passion for leadership comes from 9 years as a Marine.



- I am the sled dog of environmental issues. I do any job needed and I don't give up. I quickly scope the problem, create a strategic action plan and implement it to successful resolution. I am able to accomplish this because I don't make assumptions, I delve back to the origin of the problem, I am a stickler for details, and I can communicate with anyone from a house owner to a construction worker to the Vice President of operations.
- C-level leader who galvanizes underdog teams to win in challenging situations. Uses power of collective effort together with continual improvement to bring out best in people and tap into unrealized organizational potential
- I have a passion for creating revenue-generating opportunities by leveraging a deep understanding of the customer with my cross-functional expertise. I am a seasoned executive with experience across strategy, operations and marketing.
- I am an MD/MBA with a passion for helping people improve their wellness while reducing the cost of healthcare. I think strategically about key challenges and develop innovative solutions that are grounded in data, often involving education and new product development.
- As a technical general manager, I enjoy generating and implementing growth strategies. I have a particular interest in companies poised for growth that could use technology solutions to simplify and streamline their organization in service of that growth.
- I am an achievement-oriented investment professional, who enjoys solving strategic problems that have commercial impact. I would now like to apply the expertise I built at Goldman Sachs, Monitor Group and Mittal Steel to develop infrastructure assets (power and transport) in Africa. Originally from Ghana, I grew up and worked in South Africa before moving to the United States and getting my MBA from Harvard.
- I am a get-it-done executive who produces fast superior results by bringing order to chaos. I am at my best when I am implementing the strategic initiatives of executives who have a vision for change but need help driving it down the organization. I align teams around the critical strategic and operational goals by breaking complex ambiguous programs and processes into manageable pieces.
- Technical Team Leader: goes beyond, "on time, to spec and under budget," to bring customer vision to reality that delights. Adept communicator: surfaces latent requirements/concerns to align them with key success criteria.



Exercise 3: Using Your Superpower Messaging

Unlike many of the other exercises, this exercise doesn't involve entering information into the workbook. Instead, it is an invitation to apply what you have learned about yourself to your work, so you can have a larger impact, find greater job satisfaction, and advance your career.

Below are three ways you can use your superpower messaging; carry out as many of them as are appropriate to your situation.

Leverage Your Superpowers

Since your superpowers are where you are at your best, you should continue to develop them. Compare your superpower messaging with your current duties and opportunities. Are they making full use of your superpowers? If not, find ways to take on more work that uses your superpowers, and find ways, as far as practical, to delegate or off-load tasks that fall outside your sweet spot.

Diffuse Your Kryptonite

Most superpowers have a corresponding weakness, or kryptonite. Being strong in one area often means a weakness in another area. For example, a leader who excels at creating a harmonious team that works well together could go too far in conflict avoidance, and may suppress important dissenting viewpoints.

Think about the potential downsides of your superpowers, and come up with a strategy to avoid them. For example, the leader whose superpower of creating a harmonious team is suppressing needed dissent could consciously encourage more debate in meetings going to so far as to appoint a devil's advocate in each meeting.

Manage Perceptions

Compare your superpower messaging with the results of the *External Input* exercises. Do other people's perceptions of your strengths and abilities line up with what you have discovered about yourself, or is there a disconnect? If there is a disconnect, people may be undervaluing your contributions, and you may be missing opportunities to shine. Use your superpower messaging to manage their perception. Communicate the message to your colleagues, managers, and other people you work with. Don't be shy about telling them about your superpower, so they will know how you can have the biggest impact on your organization.



Personal Success Formula

In these exercises, you will deconstruct the mystery of success and set realistic expectations for yourself. By understanding and defining what success looks like to you, you can gain insights into how to navigate the inevitable tradeoffs in how to spend your limited time and effort. You will learn to cultivate success on your terms, and use that lens to value your life.

Summary

Exercise 1: Success Inventory

- Answering a series of questions about your views of success will help you clarify what is important to you.

Exercise 2: Defining Your Personal Success Formula

- Determine your top personal priorities, and set realistic goals for success.



Exercise 1: Success Inventory

Are you successful? _____

What does it mean to be successful? _____

How do you know when you are successful? _____

How do you measure success? _____

Do you feel successful when you succeed? _____

In what areas of your life do you wish you were more successful? _____

Name one successful thing you did today. _____

What stops you from being successful? _____

How do you celebrate your success? _____

What happens when you don't succeed? _____

Who in your life thinks you are:

Successful? _____

Unsuccessful? _____



Sample Personal Success Priorities

Aging parents
Artistic endeavor
Children
Contribution to society
Co-workers
Current income
Entrepreneurial venture
Equity ownership
Exercise
Extended family
Friends
Future income
Geographical location
Health
Immediate family

Influence and power
Intrinsic nature of work
Leisure time
Musical pursuit
Personal growth
Prestige and status
Professional growth
Security
Sports
Spouse/significant other
Theater
Title
Travel
Volunteer endeavors
Workplace environment