#1 Growth Mindset



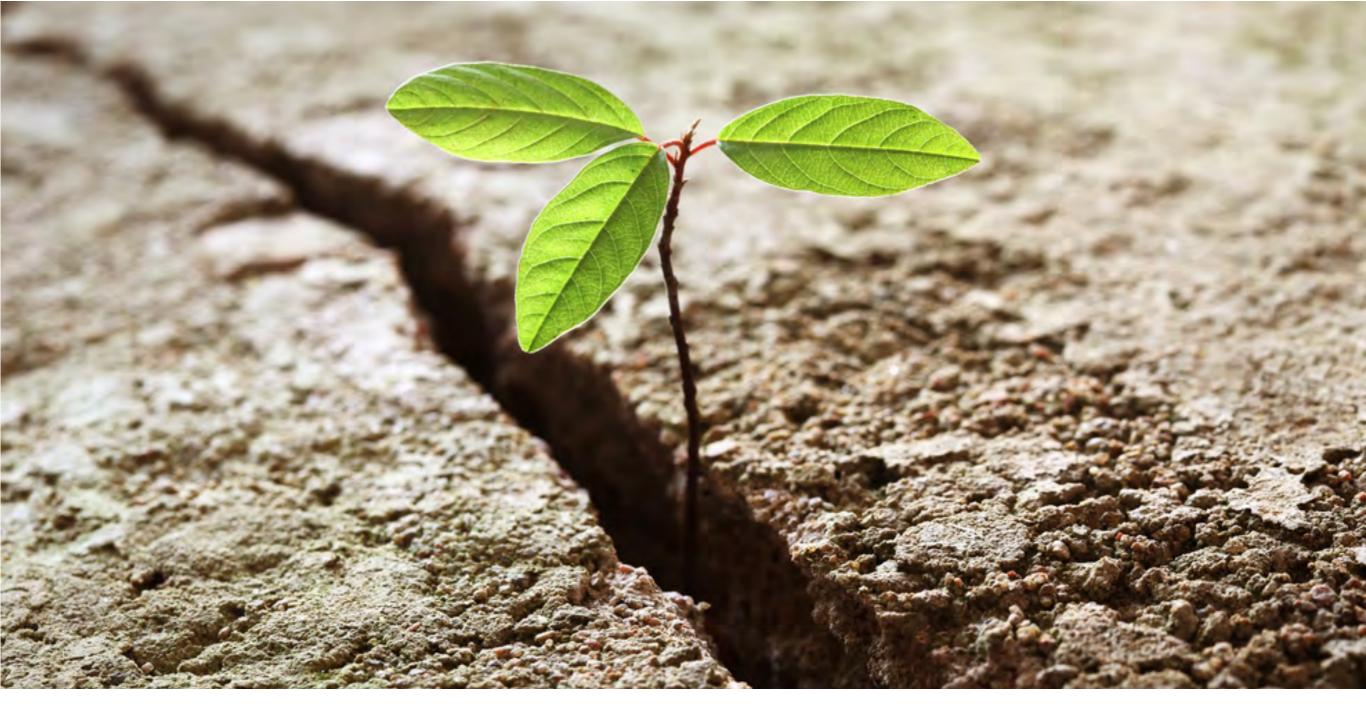


Growth Mindset

Growth requires an eye on the future and the resilience to get there. A growth mindset is the belief that your personal qualities can change; that you can develop your intelligence and abilities. This all starts with having a personal "vision" of what your life would look like if you were feeling "on top of the world" or totally "in-sync" or 100% true to your self. These are all common phrases we use to describe the feeling of being your best self. Both scientific research and ancient wisdom tell us that being your true self is a complex challenge. There are a handful of important factors in your life that all need to be in sync to attain the great feeling of full power. And keeping all of these factors aligned over any period of time is extremely challenging because we are faced with all kinds of unexpected surprises, obstacles, and new challenges every day. So it's not something most people can manage "on the fly." Developing yourself to your full potential takes an investment of time to reflect, consider, plan and experiment to help you adjust and grow

Growth Mindset: Clearing up Some Common Confusions; MindShift, 2015





Resilience

- 1. A staunch acceptance of reality
- 2. A deep belief, often buttressed by strongly held values, that life is meaningful
- 3. An uncanny ability to improvise

How Resilience Works, Harvard Business Review 2002

Develop A Thrive Vision

To help strengthen your growth mindset, build your Thrive Vision with research backed* Force Factors to help you answer the question, "What does it look like when you are 'at your best'?"

My life has purpose

Feeling like your time is spent on things that matter, that you are making an impact in the world, and acting as a force for good.

I feel energetic, motivated, and focused

Feeling like you have the lift, drive, verve, motivation, and clarity to act quickly and with enough force to meet the demands of your day.

I feel ready, organized, and open to new challenges

Feeling like you have things covered, checked off, in place, and/or organized enough to shift your focus to new things.

I feel safe and secure

Feeling like you have no serious threats in your life including physical harm, emotional stability, and all aspects of financial security.

I see beauty and inspiration around me

Feeling good about your surroundings in an artful or aesthetic dimension. This includes Nature, decor, music, food, fashion, and other experiences.

I am able to give freely and support others

Feeling able to give yourself or support others. Being generous and forgiving. This could be your time, focus, resources, or financial support.

I feel connected to and included by others

Feeling like you are in sync, on the same page, aligned, and/or understood with others in your life. This can be friends, family, significant other, community or colleagues.

I feel productive/ making progress

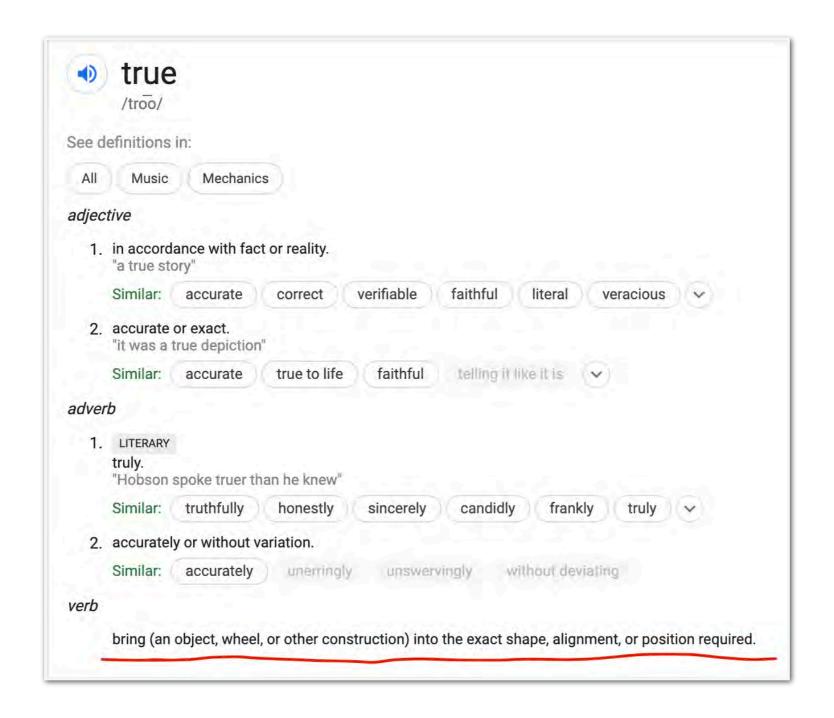
Feeling like you are getting things done, making progress, achieving your goals, and using your time effectively.

^{*}Force Factor framework elements are based on well being research conducted at IDEO, The Y, Hulu and Thrive Market.



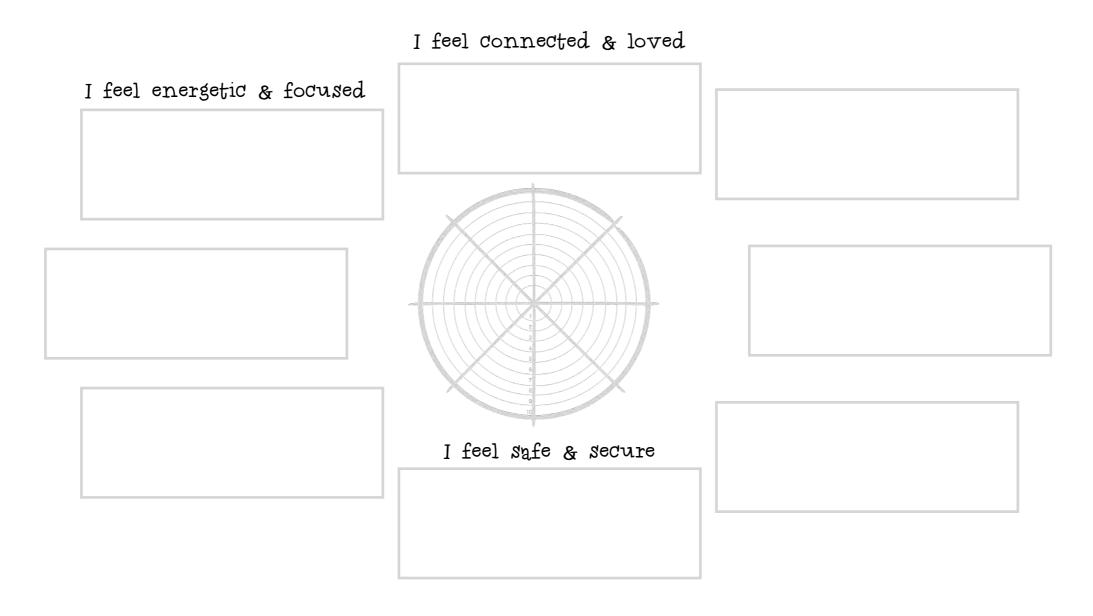
1. Create an Alignment Journal

Many people struggle with journaling because they're not sure what to write in it. To support your personal growth process of observation, evaluation, reflection, and planning you'll need a place to capture your thoughts and ideas. We call this an Alignment Journal because bringing all of the various aspects of your past, present, and future into alignment is the essence of being true.



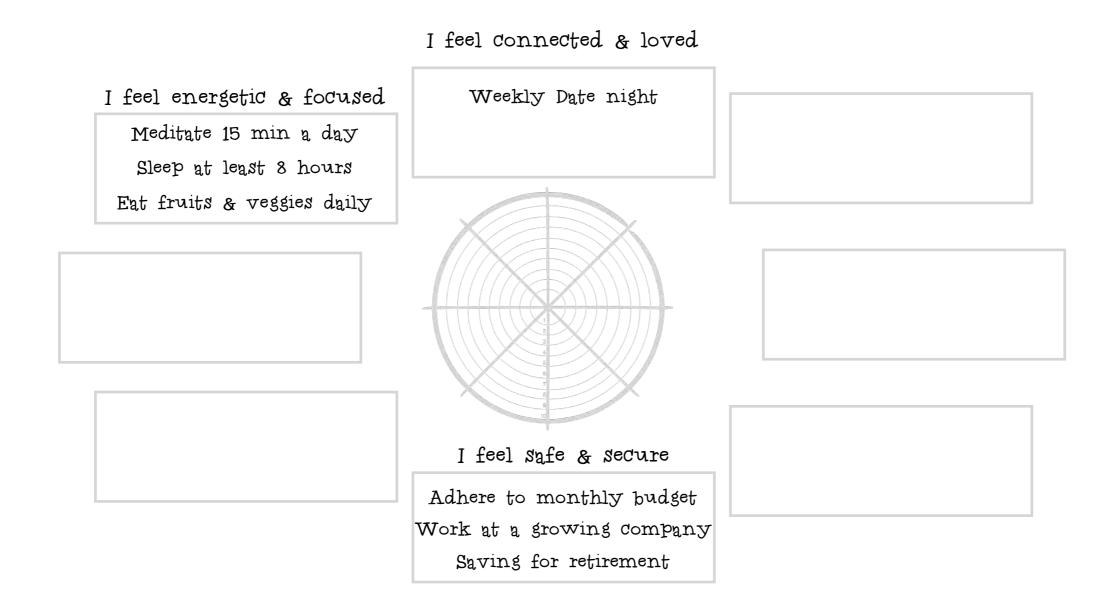
2. Define your True Self

To get started on your Personal Vision, first select at least 5 (or use them all) of the Force Factors listed on the previous page. You can use the phrases "as is" or edit them to use words you like better. The idea is to capture the full spectrum of factors necessary for you to feel "at your best". If you feel something is missing from the factors provided, you can add in your own, or you can leave out any that don't seem to apply to your sense of well being. Once you have a set that represents your full spectrum (usually 5-7 factors) of well being, you have defined your unique True Self. Now create a Vision Chart on a blank piece of paper that looks something like the example below. The labels should be written in the form of an "I feel" or "I have" type statement so you can use your chart as a self assessment tool. In other words, for each statement in your True Self you should be able to provide a rating from 1-10 indicating the strength of that factor.



3. Define Your Essential Activities

Now describe some things you currently do or would like to do that help you feel "at your best" in each of the factors on your True Self. For example, "Date night with my wife" could be an "essential activity" you do each week that helps you feel more connected. Try to list 2-3 activities for each factor. The resulting chart provides you with a holistic and detailed Thrive Vision of your target your lifestyle.



4. Visualize Your Essential Activities

For some people, photos and images that represent your True Self in action are a powerful reflection and inspiration tool. To explore this idea you can create a "Vision Board" where you upload or tag photos that represent the Essential Activities you've already listed in your Personal Vision. If Pinterest is not your thing, you can simply search and select a series of images and paste them into a PowerPoint or KeyNote slide. The key to these images is finding something that represents your specific Essential Activities, not an idealized or abstract platitude like "Live Simply" or "Dream Big".

Essential Activity Examples:













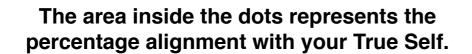


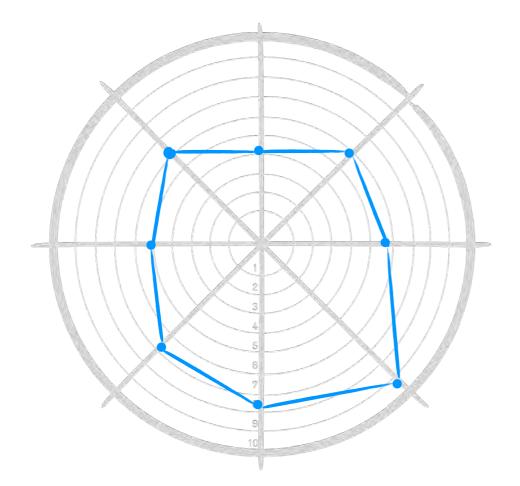


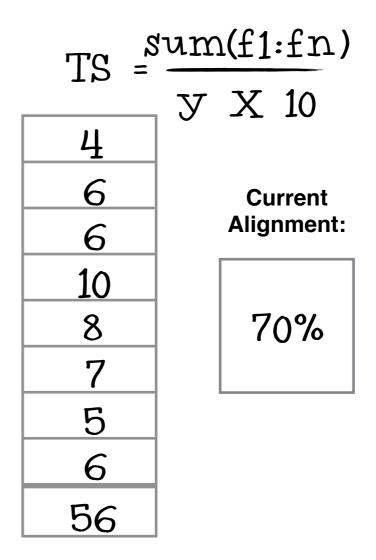
GAMUT

5. Check In On Your Self

To start using your vision as a guide for improvement, you can rate each "Force Factor" on a scale from 0-10 to indicate your current state for each one. A rating of 0 would be in the exact center of the chart, while a 10 would be on the outer edge of the circle. Indicate your rating by putting a dot on the line corresponding with each factor (example below). Now add up the ratings for a total score and divide by the number of factors (y) in your vision and multiply by 10. This gives you a percentage that indicates the current strength of your True Self







6. Track Your True Self Over Time

If you find this exercise helpful, you can start tracking your True Self for a few days, weeks or months to help you adjust and improve over time. We recommend you try this for at least one month, with a "check-in" at least twice a week (total of 8 check-ins). Tracking your True Self over time helps you get a better sense of your "reality" and is very useful to inform efforts you make to improve your well being going forward. When you are low in one area, consider your Vision and plan to include or increase your Essential Activities in the coming week. Imagine what life would be like if you were consistently closer to 100% of your True Self!

	Feb 16	Feb 23	Mar 2	Mar 9	Mar 16	Mar 23	Mar 30
I feel secure	4						
I feel connected	6						
I see beauty	6						
I have purpose	10						
I am able to give	8						
I feel productive	7						
I feel organized	5						
I feel energetic	6						
TOTAL	52						
Current Alignment	65%						

What I am looking for is not out there, it is in me.



#2 Everyday Presence





Everyday Presence

Presence is about focus and appreciation. Aligning your thoughts, emotions, and physical attention to the current moment and place. Presence helps you avoid jumping to conclusions or "awfulizing" a situation based on what might happen and instead seek understanding and explore possibilities you can control. This starts by being mindful of details, subtleties, and patterns that unlock opportunities. Presence enables empathy and is the foundation of collaboration which is essential for overcoming difficulties and solving problems.

What Is Appreciative Inquiry? CFAI, 2016



Presence

- 1. The state or fact of being present, as with others or in a place
- 2. The ability to project a sense of ease, poise, or self-assurance

The Everyday Presence Method

It's easy-just practice these three simple steps daily. Fit it in whenever you can throughout your day.



Find Your Breath.

Notice your breathing. Take a deep breath, let it out slowly. Stretch and sit up straight. Take a few more deep breaths.

Free Your Mind.

Close your eyes and imagine something beautiful or flowing. Water in a stream, waves on the shore, leaves or snow flakes floating in the wind. Focus on that mental image and take a few more deep breaths.

Feed Your Soul.

Think of something you appreciate. It can be a little thing like the sun on your face, or a person in your life, or whatever you like. List a few things in your head while you take a few more deep breaths.

1. Find Mindful Moments

Improve your presence by finding moments to doing something routine with greater intention. Before you start or during the activity, follow the three steps of the Everyday Presence meditation practice and enjoy each moment as a restorative break instead of a hurried chore.













visit Everyday Presence to find more moments

2. Practice Gratitude

Make a long list of "favorite things" you have actually experienced in your life. Simply noticing they exist has a profound effect on your everyday presence. Think small details like "a warm bed" or major factors like "my best friend". You can include experiences, rituals, routines, people, objects, pets, and places... whatever you deem "favorite" makes the list. Go for at least 100 items and post it somewhere you'll see it easily like your refrigerator, closet door, or inside the cover of a journal you use often.

	100 favoriele things	homeade bread
ice cream	Singing to the car vadio	Preplaces
daffodils		flower gardens
new pens	chinese food	dragonflies
long napr	riding on motorcycles	good movies
long runs	hummingbirds	laying in fields
sunsets from pla	ane windows smiles "	making lists
happy dogs	grandfather's stones	spontaneous trips
reunions	sweet tea	a good stretch
travelling	rain + sun @ some Hme	christmas lights
clean laundry	pizza /	
The National	light teal/tiffany blue	fireworks
fruit salad	new shoes	receiving letters
marghanitas	delicate necklaces	sleeping in
well pointed nai	is road trips	lattes
hiking	hot chocolate	starry skies
heights	new workout clothes	dressing up
	horseback riding	theme parties
Thanksgiving	aetting a haircut	surprise birthdays

100 Things I'm Grateful For, Skilled at Life

3. Share Your Appreciation

Think of someone you've encountered in the past week, either at work or in another aspect of your life, who impressed you with the way they acted. Perhaps they put in an extra effort, or were extra patient, or simply kind. Now write that person a simple note recalling the situation so they'll know you noticed them. That's it. Very short, nothing exaggerated, just a simple note of appreciation.

Make sure you give it to the person!



There is nothing better than right here, right now.



#3 Refined Self Awareness





Refined Self Awareness

Self Awareness is the foundation of Emotional Intelligence and an essential skill for success in any social setting. It is also the key to empowerment and becoming a self directing, self directing adult. The problem with self awareness is that it's incredibly hard! Humans are complex, messy, and dynamic. We have biases in our thinking, differences in our perception, and flaws in our understanding. It's probably not possible to become Self Aware, but the process of refining your awareness is immensely valuable and the true source of personal growth.



Emotional Intelligence

- 1. Emotional awareness, including the ability to identify your own emotions and those of others
- 2. The ability to harness emotions and apply them to tasks like thinking and problems solving;
- 3. The ability to manage emotions, including the ability to regulate your own emotions, and assist others with their emotions.

Emotional Intelligence Has 12 Elements, Harvard Business Review, 2017

Opportunities for Growth

These four areas represent the "inputs" of your lifestyle that lead to the output of "being your best as you've defined in your Thrive Vision. In order to discover your best opportunities for growth it's best to get an accurate understanding of what you are already doing on a regular basis. Once you've get a complete picture of your lifestyle, you can look for ways to improve.

Four building blocks of a healthy, sustainable lifestyle

Activity

All things you do on a daily or weekly basis to create, work, support others, earn a living, develop your capabilities, exercise, recreate, and play.



Recovery

Anything you do to rest, recover or relax; including sleep, meditation, pleasure reading, passive TV or music enjoyment, casual walks, warm-downs, stretching or yoga.

Food

Whatever you do on a regular basis to prepare, manage, and consume food for sustenance, energy, taste, tradition, habit, health and indulgence.

Relationships

All the things you do specifically to connect or build relationships with people in your life including family, friends, work colleagues and romantic partners.

1.Conduct a Lifestyle Audit

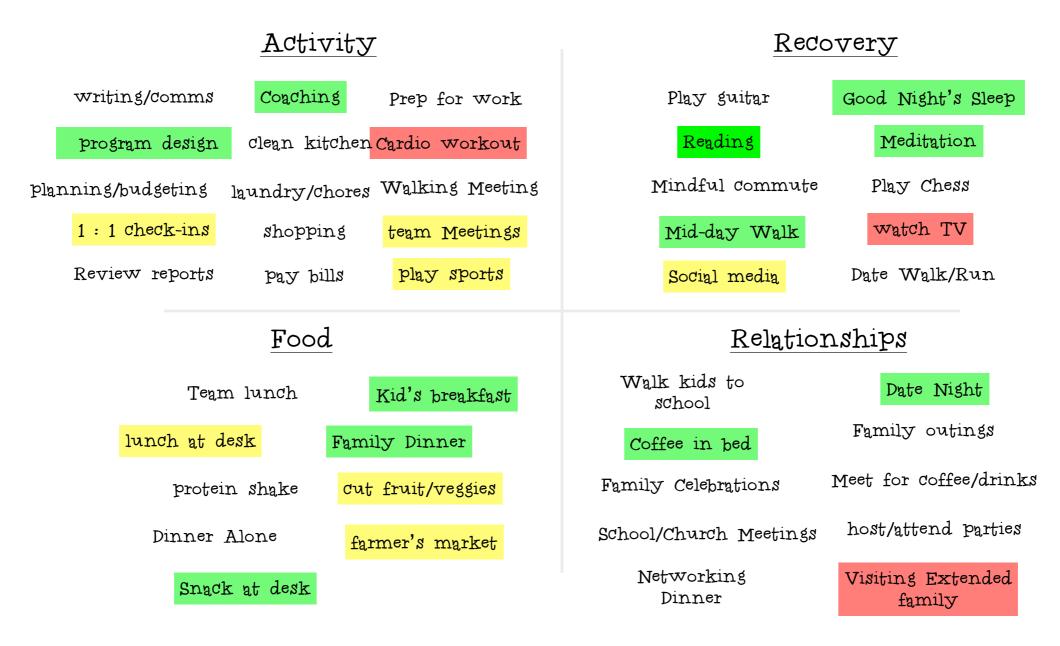
Most of us run through the day, week, month guided by a calendar full of events. They might be work meetings, family gatherings, social outings or planned vacations. In addition to our calendars we often create lists of things we want to accomplish, short term goals, or people we need to contact. It can be very enlightening to dig back through your calendar and list (assuming you can!) As you recognize patterns, discover trends, and evaluate your time against your results. Even with calendars and lists, much of what we do is not planned or recorded so we can miss significant information and develop biased insights without those details. The best way to REALLY know how you spend your time is to conduct an audit for at least a full week where you track your behavior every 15-30 minutes to capture all of what you do.

	Monday 3/26
6:00	Morning meditation (20 minutes)
	Stretching (10 minutes)
	Breakfast (10 minutes)
	Shower/Dress (20 minutes
7:00	Hang time with kids
7:30	Walk to school
7:45	Check email
8:00	Team "stand up" call
	Snack: apple slices
9:00	Coaching session with Mike

2. Evaluate Your Status Quo

We've all heard of "work-life balance" but despite the popularity of the phrase it's an incomplete way to evaluate your lifestyle in a VUCA, mobile, hyperconnected world. There's actually now optimal balance between work and life that works for everyone, and more importantly there's more subtlety to a sustainable lifestyle than Work and Life.

Sort your journal entries into the four lifestyle building blocks introduced on page 4. What aspects of your lifestyle are helping you achieve your PersonalVision? (green) What aspects are getting in the way?" (yellow/red)



3. Evaluate Your Approach

Sometimes you might be doing the right things, but not doing them the best way. It may be that how you've always done something no longer works well, and to get better results you need to adjust your approach. In other words, "What got you here, won't get you there!"

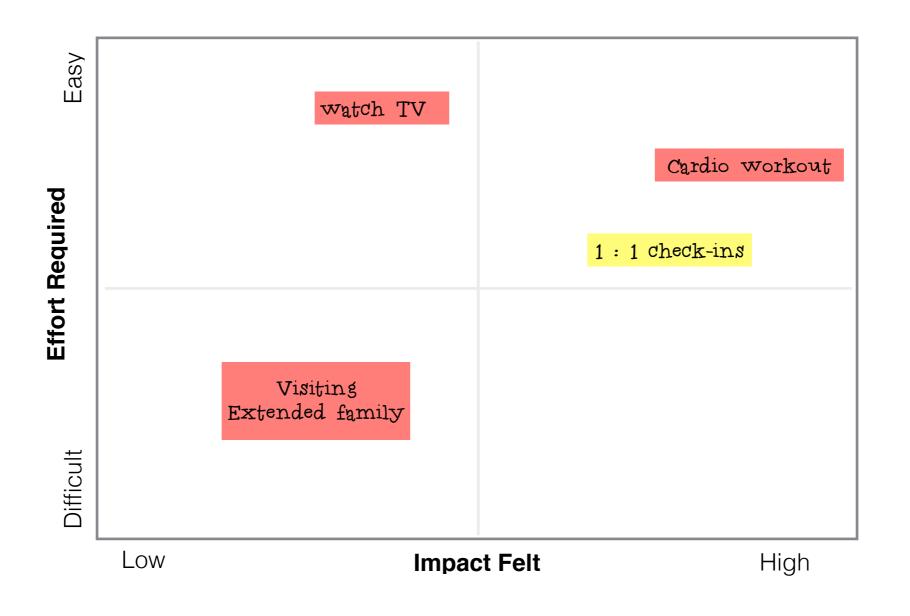
As you look for an improvement opportunity, consider these common the behavior traps below. Check the ones that sound a bit like you...

Winning too much: The need to win at all costs and in all situations, even when it doesn't matter.	Speaking when angry: Using emotional volatility and volume to strengthen your communications.
Adding too much value: The overwhelming desire to add "2 cents" to every discussion.	Playing the Devil's Advocate: Constantly pointing out why something won't work or is destined to fail.
Passing judgement: The tendency to rate people and things and dismiss/diminish their value.	Withholding information: refusing to share information to maintain an advantage.
Making destructive comments: Editorializing with needless sarcasm or cutting remarks (or self talk).	Claiming credit: Vocalizing your contributions to garner attention, especially if it's exaggerated or false.
Not Listening: being distracted, late, or impatient shows disrespect for others in the name of your valuable time.	Excessively"me": reframing annoying or ineffective behavior as permanent so others will excuse you for it.
Punishing the messenger: attacking or arguing with people pointing out flaws and only trying to be helpful.	Passing the buck: blaming other people or circumstances when things don't go as planned.

What Got You Here Won't Get You There, Marshall Goldsmith, 2007

4. Prioritize Your Growth Opportunities

To help you determine where to focus your growth efforts, use this chart to rank your opportunities based on the amount of effort you think it will take to improve and how much impact you will feel in your lifestyle. "Easy" means you already have the resources you need to make an effort (time, money, equipment, etc.) and you have a pretty good understanding of what it will take to accomplish the new behavior. For example learning a new language like Spanish might be something you've already studied, but you aren't fluent because you never practice. Learning to play guitar might be more difficult because you need to obtain a guitar, take some lessons, and learn the basics before you can even play a song. "Impact" is considering things like essential to your health or "nice to have" because it moves you to a higher feeling of satisfaction. Sometimes doing Easy/Lower Impact things is totally worth it under the conventional wisdom of "low hanging fruit".



The truth will set you free, but first it will make you miserable.



#4 Make It Happen



Make It Happen

Before launching into a growth commitment it's important to gather the right support, prepare your resources and use every motivation trick you can muster. Our brains like the idea of doing something new so much that we feel satisfied just setting the intention, even if we never actually do it! The psychology of goals teaches us that good intentions create strong positive chemicals in our brains, but the social awkwardness, emotional discomfort, and physical pain associated with adopting new behaviors soon create opposing forces and overcome our original intent. This is the underlying neuroscience that makes adopting new or stopping existing behaviors so difficult.



Habit Design

Understanding the basic technique of habit design helps you prepare everything you need to get past good intentions and into new behaviors. Good habit design takes into account these three aspects of behavior:

- 1. Ability. The knowledge, skill, resources, and experience to perform a specific behavior.
- 2. Motivation. The intrinsic desire to perform the behavior
- 3. Trigger. A strong behavior in an existing routine you use to anchor and launch new behaviors.

Introduction to Behavior Based Design, Jason HreHa, 2014

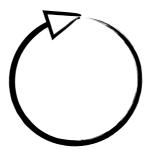
Focus on One Thing

Making it happen involves four behavior ingredients that work together to help you form new habits in one focus area. Follow the recipe outlined in the next few pages to integrate and leverage the four ingredients to keep you on track, inspired, and engaged in your efforts. It is essential to bring focus and commit to one thing at a time, and not make a sweeping attempt to create a whole new lifestyle.

Four ingredients of behavior change

Commitment

A specific behavior to adopt or change and a compelling reason for doing it.



Challenge

A set of actions and milestones in a specified time that help you achieve your commitment

Coach

An expert in the area of focus, who helps you define your commitment and guide your challenge

Cohort

A small group (2-6) of companions who support your commitment and participate in your challenge

Why Your Brain Makes Resolutions Impossible to Keep, Claire Maldarelli, Popular Science, 2017

1. Build a Commitment X-ray

A commitment is a promise not a goal. It's an emotional attachment to something you care deeply about, not a task you must accomplish or a reward to earn. A Commitment X-ray helps you see below the surface of a commitment to make sure there are no conflicts between your mindset and behavior. These hidden conflicts often prevent us from the growth we desire.

Create a Growth Journal where you can plan and track your efforts.

For your first Improvement Goal, record your answer for each of the columns of the Commitment X-ray template.

a. Improvement Goal

(What I want to get better, in what way, and by when)

Use one of your Growth
Opportunities you defined in Thrive
Force module 3. State your goal
here using the "SMART" convention
(Specific, Measurable, Achievable,
Results oriented, Time-bound)

Complete 3
30-minute cardio
workouts every
week.

b. Fearless Inventory

(My behaviors that are contrary to the goal)

Zoom out and look carefully and objectively at how you behave? What's working? What's not? Better yet, ask someone who knows you well to give you their perspective!

Working too late Drinking wine at dinner

c. Competing Commitments

(Reasons for contrary behaviors)

Consider doing the opposite of your column 2 behaviors... does this cause you to worry? What are your concerns?

"If I didn't do that, I'd..."

I have to work late to get ahead in my job.

I want to socialize and relax after a stressful day.

Immunity To Change, Robert Kegan & Lisa Lahey, 2009

2. Test Your Big Assumptions

Your Big Assumptions are the source of your immunity to change. To resolve the immunity and allow yourself to adapt your life to this new commitment you have to test and update your assumptions and create a new Frame of Mind that supports your commitment without any internal conflicts of interest. Under each Big Assumption we can usually find a "fatal fear", which is an emotional antibody that protects our "personal truths" about how to survive in the world. Sometimes these are formed in our immature, child minds and become "out of date" and no longer applicable in a "grown up" world. When challenged, we respond with aggressive self-protection as if we were going to die.

a. Big Assumptions

(My beliefs about the world that drive my Competing Commitments)

In order to get ahead in the world you have to work harder than those around you.

b. Fatal Fears

(A worry that you could die if your big assumption goes the wrong way)

Fear of failure
Fear of being wrong
Fear of rejection
Fear of emotional discomfort

If I leave earlier than my boss I will be fired, have no money and die homeless.

c. Reality Checks

(Small ways I can test my fears and move from worry to action)

Meet my friend Kevin at 5:30 for a run once a week.

Sign up for a yoga class at 6:00 one night a week.

3. Design Your Challenge

Acquiring new habits is easier when you take a systems view of your behavior and establish as many reinforcing mechanisms as possible around your desired new behavior. Use the planner below to surround yourself with support and increase your chances of success. Remember that changing behavior takes quite a long time! Most studies recommend more than 30 positive cycles of the new behavior before it's comfortable and as many as 90 before it becomes a true habit.

Start a new page in your Alignment Journal to record answers for each of the items in the template below.

Challenge Planner

A. My New Routine

At this time, in this location, I will do this specific behavior, this many times and at this frequency. I will also need to have these specific things happening around me to support this routine.

B. Trigger

A specific behavior I am ALREADY doing at a specific time immediately before my New Routine.

C. Mantra

A short, inspirational phrase I can repeat in my head, post on the wall/door/fridge/computer to help me keep my focus and channel my energy on my ONE THING.

D. Things to Read/Watch

Flooding you life with this topic increases your focus, so find related "content" (video, TV, movies, books, blogs, social media) you can read to reinforce your commitment and support your routine.

4. Build Your Team

Adapting your life to include a new behavior is extremely difficult, and something you should not attempt solo. Life is a team sport, so make sure you have a great team around you to support your growth and reach your commitments. Sure it's a bit awkward to be this open and honest with people around you, but "social contracts" are a great source of motivation during times when you don't feel strong enough to persist. Sharing your commitment makes you more accountable and provides a source of support and encouragement when you don't feel strong enough to persist on your own.

a. Choose a Coach

Someone you respect with expertise, experience, and ideas about how to be successful in the challenge you are attempting. You can pick an ACTIVE coach who provides specific guidance and support or a PASSIVE coach who you follow via social media, or a pre-built program/book.

b. Form a Cohort

These are people close to you that will come along for the journey either as a co-committed participant or as a cheerleader on the side. You should publish your commitment and make regular updates to keep your Cohort in the loop along the way. Try using social media or group texts to make this regular and easy.







I have to do it myself, but I can't do it alone.



#5 Love Your Work





In some form or another, philosophers on human existence say that the only way to be truly happy is to live a life of purpose. Living a purposeful life is a journey, a series of experiments that lead you to doing more of what you love and less of what you don't. Understanding your purpose is not a deep reflective process, it requires active engagement with opportunities and people, followed by simple evaluation of your emotional response. When you look in the mirror each morning are you excited to do what you have planned? If not, maybe you should explore another option! There will always be trade-offs between income and passion, so learn how to make the best of each situation as a learning experience until you have the freedom to find something better.



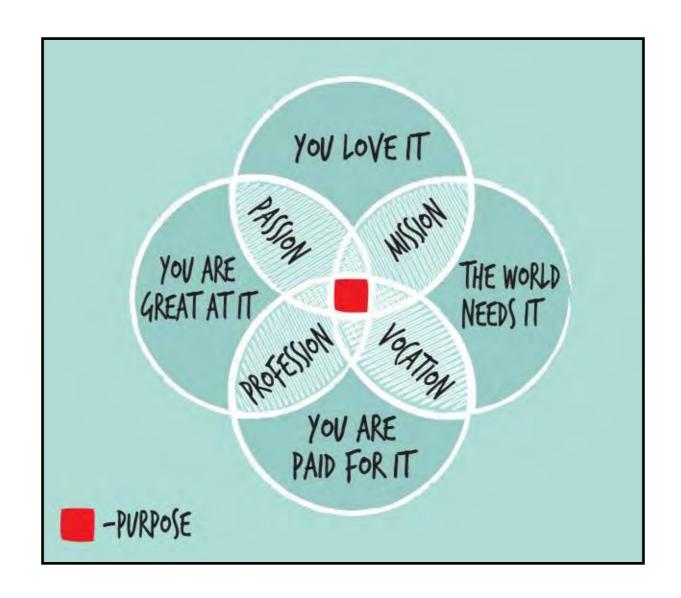
Passion + Practice

Find stuff you love and feel comfortable doing, then practice it obsessively with an attitude of excellence. This is how you develop a passion. Develop others too! Nobody says you have to be monolithic, that might be boring or even weird. Once you become passionate about something, you'll have intense enthusiasm to keep doing it and will begin to identify yourself with that thing. It becomes part of you, how you are known, and guides who else you will know. When you are fully passionate you have a gift. Now how will you give it away?

5 Characteristics Of Grit -- How Many Do You Have? Margaret Perlis, Forbes 2013

A Reason For Being

The main reasons people choose a job are covered well in this famous Ikigai diagram. How many apply to your current role? You can't always be on purpose with every role you take, but you can use this framework to make adjustments in how you organize your time and energy; and to evaluate how long you stay in a particular job before looking for something that is a better fit.

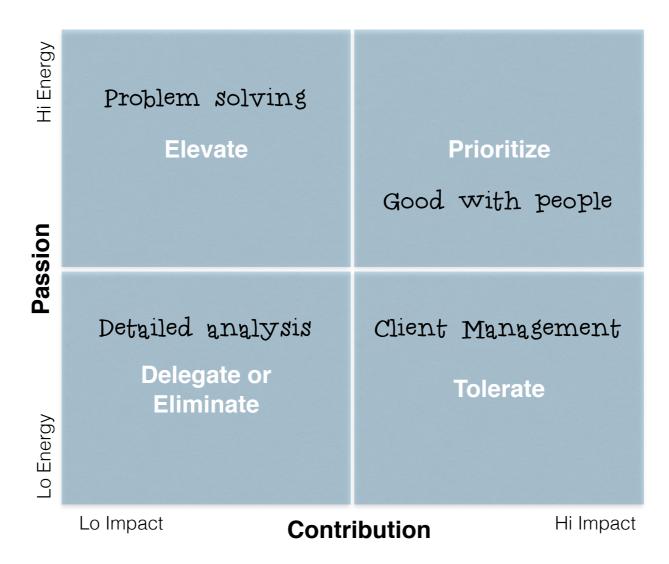


Ikigai: The Perfect Career Diagnostic, Hamza Khan, Medium Ideas Into Action

1. Discover Your Gifts

Purpose is the reason something exists. Why do you exist? Does it feel right to you? The most fulfilling reason to exist is to give away your gifts... the "select few" natural talents that give you the most joy when you perform them. Discovering your gifts is a process, and sometimes your real talents are hidden below the activities you perform. First identify key activities in your typical day and chart them according to passion and contribution.

Start a new page in your Alignment Journal to create a chart like this one to plot your typical activities



Designing Your Life, Bill Burnett & Dale Evans, 2016

2. Elevate Your Passions

Take a closer look at the activities you placed in the Elevate quadrant of your chart. How can you create more impact so they will be better recognized as valuable to your team/company? Is there an underlying skill/talent you perform in that activity you could re-apply to a higher impact activity?

Create a new page in your Alignment Journal to capture your "brainstorm" ideas about how to re-apply your talents to higher impact activities.

Underlying Talents

Skills, or abilities that give me energy, but aren't as valuable in the activities I'm currently doing.

Document design:

Make stuff attractive

Simplify complex concepts

Inspire people

Higher Impact Activities

Activities that my team/company would value more for their impact, but still rely on my high energy talents.

Program design Software design

3. Stretch Your Thinking

Sometimes we need to take a step back and take in the big picture to see a pattern and discover an opportunity. You can also zoom in on a very specific issue and work within the constraints it offers to stretch your thinking and test your assumptions. On one hand, you can make any task purposeful if you know how to tap your natural talents and apply them anywhere. On the other hand, you can imagine a perfect opportunity and set out to find it. To love your work, you have to do both!

Create a new page in your Alignment Journal to complete these two exercises.

Sweep the Floor

How I can make the best of this task to make it more purposeful by tapping my natural talents while doing this work.

Make stuff attractive

Declutter the room

Role model personal responsibility might inspire others

Dream Job

What I would do if I had a magic wand to create the perfect opportunity that aligns Passion, Mission, Profession, and Vocation.

Design, build, and launch a software application that helps people manage their careers

The meaning of life is to find your gift. The purpose of life is to give it away.

