

WORKBOOK

Hi all! Welcome to this Workbook. The intent is to create one place where you'll have:

- a) all the downloadable templates mentioned in the book
- b) space to take guided notes on each chapter/habit/habit-building tool
- c) prompt questions to consider to help you make the most of each chapter

Stay strong!

CHAPTER 1: The Power of Being Mentally Strong

Notes:

Notes:

CHAPTER 2: The Mental Strength Self-Assessment

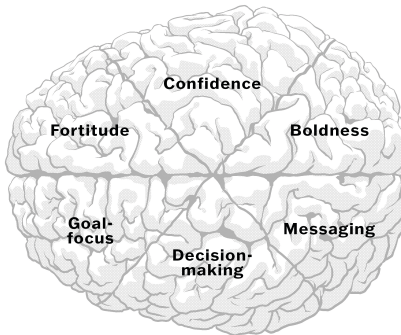
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Downloadable templates mentioned in this chapter:

The Mental Strength Self-Assessment

Being a mentally strong leader starts with awareness of how mentally strong you are. The Mental Strength Self-Assessment gives you a baseline measurement. It indicates your overall mental strength, and how you “rate” within each area (areas that most correlate with achievement, and that require self-regulation habits for success).



The assessment also provides a preview of the habits to build/supporting habit-building tools for each of these components of mental strength (all featured in the book, *The Mentally Strong Leader*).

Answer each of the following 50 questions, *honestly*, across each of the six areas (fortitude, confidence, boldness, messaging, decision-making, and goal-focus). The entire self-assessment will take about 15–20 minutes. Don’t overthink it - just go with your gut, first reaction to each question. Do pay attention to any emotions or feelings that are triggered as you answer each question; they might be pointing to something you need to work on, change, keep doing, or amplify, which you’ll be able to address after you’ve completed the assessment. Chapters 3-9 of *The Mentally Strong Leader* help you build the mental habits that are right for you, which you’ll do with the menu of habit-building tools also included in those chapters.

After you’ve answered these questions, you’ll be instructed on how to score your assessment, and what that score means for you. You’ll also get guidance on what habits/habit-building tools (from *The Mentally Strong Leader*) will help you “level up.”

Fortitude

1. Are you resilient in the face of setbacks?

1	2	3	4	5
---	---	---	---	---

Never

Sometimes

Always

2. How often are you able to stay motivated despite the “daily grind”?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

3. How often are you able to successfully, efficiently, solve problems?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

4. Do you perform well under pressure?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

5. Do you perform well in times of crisis?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

6. Do you model helpful behavior in times of adversity?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

7. Do you avoid victim mentality?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

8. When involved in a debate, how often do you ensure it remains healthy and productive?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

9. How often do you engage in difficult conversations (discussing something uncomfortable) vs. avoiding them?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

10. When engaged in a difficult conversation, do you handle it well (navigate it to a productive outcome)?

1	2	3	4	5
---	---	---	---	---

Never

Sometimes

Always

Confidence

11. Do you handle criticism well?

1	2	3	4	5
---	---	---	---	---

Never

Sometimes

Always

12. Do you keep self-doubt from limiting you?

1	2	3	4	5
---	---	---	---	---

Never

Sometimes

Always

13. Do you avoid approval-seeking behavior?

1	2	3	4	5
---	---	---	---	---

Never

Sometimes

Always

14. Do you avoid comparing yourself to others?

1	2	3	4	5
---	---	---	---	---

Never

Sometimes

Always

15. Do you avoid beating yourself up with negative inner-talk?

1	2	3	4	5
---	---	---	---	---

Never

Sometimes

Always

16. Do you feel like you're "enough"?

1	2	3	4	5
---	---	---	---	---

Never

Sometimes

Always

17. Do you avoid feeling like an imposter?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

18. How intentional are you about being optimistic?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

19. Do you believe you can figure things out as you go (without having all the answers)?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

20. How often would others, when asked, say you have executive presence (an aura that instills confidence in others to follow you)?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

Boldness

21. How frequently do you challenge the status quo?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

22. How often do you take calculated risks, operating outside your comfort zone?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

23. How often do you think big, trying to stretch the limits of what seems possible at that time?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

24. How often do you challenge unhelpful beliefs or perceptions that you/others are stuck in?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

25. Are you comfortable leading change?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

26. Do you model the positive mindset needed to be successful in times of change?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

27. When leading change, do you have a clear vision for that change?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

Messaging

28. Are you able to manage your negative emotions effectively in the moment they arise?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

29. How often are you able to keep your temper as a leader?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

30. Do you avoid saying demotivating things to others?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

31. Do you avoid letting complainers drag you down into a negative mindset?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

32. How often do you proactively exhibit a positive mindset?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

33. How often would others, when asked, say you're a good listener?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

34. How often are you transparent with others (when it's appropriate to be transparent)?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

35. How often do you act with integrity?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

36. How often do you act in a manner consistent with your values?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

Decision-Making

37. Are you confident in decisions you make?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

38. Are you disciplined in how you make decisions (thoughtful, structured, principled, and intentional, versus deciding “on the fly”)?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

39. How often do you effectively collect/analyze data to inform a decision?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

40. Do you make well-reasoned, effective decisions in times of adversity?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

41. How often would you (or others), say you’re decisive?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

Goal-Focus

42. How often would others, when asked, say the goals you set are motivating?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

43. Do you break your goals down into achievable pieces?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

44. How often would others, when asked, say they’re clear on what you expect from them?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

45. How often do you focus on what you can control (versus what you can't)?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

46. How often do you hold others accountable?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

47. How often do you hold yourself accountable?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

48. Do you avoid procrastinating?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

49. Do you avoid perfectionism?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

50. How frequently are you able to focus on the task at hand (versus getting distracted)?

1	2	3	4	5
---	---	---	---	---

Never Sometimes Always

SCORING

First, know that the value of this assessment isn't just the score you get, but in carefully considering the questions you're answering. What emotions and thoughts were sparked by what questions? What did you learn about yourself or get reminded of? What actions are you inspired to take?

Note that you'll get an overall MSS (Mental Strength Score), and a score for each of the six areas (fortitude, confidence, boldness, messaging, decision-making, and goal-focus). Follow the guidance accordingly for each score. It's all intended to help you grow mentally stronger, to increase your ability to productively self-regulate your emotions, thoughts, and behaviors for exceptional achievement (despite circumstances).

Your Overall MSS (Mental Strength Score)

Let's start by assessing your overall MSS (Mental Strength Score). Add up the total number of points you have across all fifty questions. As you experienced, each question has a maximum score of 5 points, which means your maximum total score is 250 points.

Once you have your point total, see which tier of mental strength you land in below. Remember, this is mental strength within the context of leadership. And remember that everyone has a baseline of mental strength: the opposite of mentally strong is not mentally weak. So, you won't see a Strong-to-Weakling scale like at the "strongman" carnival game (the one with the big hammer and bell).

Here are the four tiers of mental strength, and next steps based on which tier you fall into.

Beacon (225–250 points)

You're a beacon of mental strength. You exude it, are a role model for it. People are drawn to your disciplined, mentally strong leadership. You have tremendous influence on others, always seeming to send the right message at the right time, inspiring them to aim high, motivating them to power through the host of challenges they face, and encouraging the expenditure of their discretionary energy. Your confidence rubs off on others, while your decisiveness and focus keep the organization constantly moving forward.

Next steps: Maintaining mental strength requires constantly practicing the right mental habits. So, even if you're "top-tier" mentally strong, it's important to keep at the underlying work. Draw on the variety of habits/tools in *The Mentally Strong Leader* to stay sharp on this front. And if you scored lower than you'd have liked in any of the six areas of the assessment (i.e., not scoring enough 4s or 5s), or had a low score on one question in particular, focus your efforts there, first. Know that each question in the Mental Strength Self-Assessment links to a corresponding habit to build/supporting tool that you can reference/use in a later chapter of the book.

For example, say that while you scored in this top tier, you'll still didn't score as you wanted on question 44, in the Goal-Focus section of the assessment: "How often would others, when asked, say they're clear on what you expect from them?" In chapter 8, "The Goal-Focus Habit," you'll learn to build a habit of setting expectations thoroughly, and find a supporting tool called the Expectation-Setting Spectrum that will help you build a habit to improve in this area. You'll also find a quick reference summary of all the habits/supporting tools in the book in chapter 9, "The Mental Action Plan (MAP)."

You can also refer to the "Your score by area" section that follows for further guidance.

Source (200–225 points)

You're a source of mental strength to others at times, and you often draw on your mental strength as a source to help you succeed (whether or not you realize it). You haven't quite reached "beacon" level yet, as there is opportunity to be more consistent and forceful with your mental strength. You can strengthen the signal you send. You can build off of your solid sense of discipline to more frequently push people (and yourself) to even greater heights, with greater resilience, while more consistently sending a message that sparks energy and trust.

Next Steps: Identify which of the six areas of the assessment you scored lower in than you'd have liked (i.e., not scoring enough 4s or 5s), and start your strengthening efforts there. Know that each question in the Mental Strength Self-Assessment links to a corresponding habit to build/supporting tool that you can reference/use in a later chapter of the book, *The Mentally Strong Leader*.

For example, say you weren't satisfied with your scores on questions 13–15 in the Confidence section of the assessment: "13. Do you avoid approval-seeking behavior?," "14. Do you avoid comparing yourself to others?," and "15. Do you avoid beating yourself up with negative inner-talk?" In chapter 4, "The Confidence Habit," you'll find a habit to build that helps you better monitor the relationship with yourself, and a supporting, comprehensive tool called the Self-Acceptance Scale that will help you build habits to improve in all three of these areas. You'll also find a quick reference summary of all the habits/supporting tools in the book in chapter 9, "The Mental Action Plan (MAP)," all so that you can "level up" your mental strength. Finally, refer to the "Your score by area" section that follows for further, by area, guidance.

Determined (175–200 points)

You have a good foundation of discipline and resolve. While you might not yet be emitting mental strength consistently to others, there are strengths to build from. You have an opportunity to be more proactive and consistent in regulating your emotions, thoughts, and behaviors. There's room to push harder to get to even more meaningful improvement, to build a greater reserve of fortitude to guide you through the corresponding challenges more frequently. You can evolve from being determined to "get there," to inspiring others to do the same.

Next Steps: Discern which area of mental strength requires the most attention, and would have the greatest positive impact on yourself, and others, and start there. Remember, this is about mental strength within the context of leadership, so you want yours to be a force multiplier. And remember, you're strong when all your muscles are strong (not just your legs, for example). So, balance your mental muscle building efforts across all the areas that need it. Know that each question in the Mental Strength Self-Assessment links to a corresponding habit to build/supporting tool that you can reference/use in a later chapter of the book, *The Mentally Strong Leader*.

For example, say you were particularly dissatisfied with your score on question 41 in the Decision-Making section of the assessment; "How often would you (or others), say you're decisive?" In chapter 7, "The Decision-Making Habit," you'll find a habit to build that helps you default to being decisive, and a supporting tool called the Cornering Indecision visual that will help you build a powerful habit to improve in this area. You'll also find a quick reference

summary of all the habits/supporting tools in the book in chapter 9, “The Mental Action Plan (MAP)”—all so that you can “level up” your mental strength. So, create a plan for building all of the necessary tools into your routine. And consider applying the “weight-adding” approach detailed in the final tier description that follows.

Lastly, refer to the “Your score by area” section that follows for further guidance.

Novice (175 or below)

You have a baseline of mental strength to build from, but you have a lot of work to put in to become mentally strong—and that’s okay! (You’re far from alone) Think about it this way; you’re in the early stages of weight training. Meaning, to become mentally strong, you need to add more weight in two ways:

- Give the concept of mental strength more weight (more importance), and along with it, a commitment to work on it.
- Add more weight as you go to get stronger. In other words, start building your mental strength with some of the easier, “low-hanging fruit” habits to establish, then build up from there, to more and more difficult habit-building challenges (adding more “weight” as you go).

Next Steps: Develop a plan for doing exactly this. Using this questionnaire and the MAP in chapter 9 of *The Mentally Strong Leader* as help, make a prioritized list of the mental strength areas you need to improve, along with the habits and habit-building tools to get there. Start with the areas that will be easiest for you to improve upon so you create some momentum.

For example, say you didn’t like your score on question 23 in the Boldness section of the assessment, “How often do you think big, trying to stretch the limits of what seems possible at that time?” But you know that this is something you can easily and quickly improve, because you’ve just been given a project at work that’s going to require you to think big. Now, the good news kicks in. Each question in the Mental Strength Self-Assessment links to a corresponding habit to build/supporting tool that you can reference/use in a later chapter of the book. So, you turn to the corresponding habits and tools regarding thinking big (in chapter 5, “The Boldness Habit”), and you’re off and running. You create a plan where you’re adding on other relatively easy “wins” and incorporating the corresponding habits/tools into your routine, one at a time, steadily increasing the difficulty as you go. You’ll also find a quick reference summary of all the habits/supporting tools in the book in chapter 9, “The Mental Action Plan (MAP),” all so that you can “level up” your mental strength.

Finally, refer to the “Your score by area” section that follows for further guidance.

Your Score by Area

Now let’s look at your scores by specific area and what it means for you, as well as a “mini-preview” of the habits/supporting habit-building tools you’ll find in the book, *The Mentally Strong Leader*, that will help you level up.

Fortitude Score

There are 50 possible Fortitude points in this assessment. Anything 40 points or below marks a priority opportunity for strengthening. Realize why fortitude is so essential for achievement (especially in the face of challenges) and why it's one of the six tests of leadership (that also necessitates mental strength/self-regulation skills). Fortitude is mandatory in a work world where adversity is becoming the norm more than ever, where the things that wear us down, professionally and personally, are in ever-increasing supply. So, a less-than-optimal score here means a weakened "defense system," unimpeded exposure to the energy-draining elements of the everyday. You'll find a host of fortitude-strengthening habits and supporting habit-building tools in chapter 3, "The Fortitude Habit," each of which lines up with the questions in the Fortitude section of this assessment (plus some additional habits/tools outside of what the assessment directly measures). These include habits/supporting tools to help you reframe setbacks, solve problems with discipline, perform under pressure and in crisis, bravely conduct difficult conversations, and more.

Confidence Score

There are 50 possible Confidence points in this assessment. Anything 40 points or below marks a priority opportunity for strengthening. Realize why confidence is so critical for achievement (especially in the face of challenges) and why it's one of the six tests of leadership (that also necessitates mental strength/self-regulation skills). Confidence is nonnegotiable in an increasingly challenging work world where reasons to doubt yourself are around every corner, where self-belief (or lack thereof) becomes a self-fulfilling prophecy, and where, more than ever, organizations look to their leaders for belief and inspiration. So, a less-than-optimal score here means a weakened sense of self, making it nearly impossible for the best version of oneself to emerge, largely obstructing mental strength development (as confidence is a "feeder trait" to the other five tests of leadership). You'll find a menu of confidence-strengthening habits and supporting habit-building tools in chapter 4, "The Confidence Habit," each of which lines up with the questions in the Confidence section of this assessment (plus some additional habits/tools outside of what the assessment directly measures). These include habits/supporting tools to help you handle criticism effectively, monitor your relationship with doubt and with yourself, practice two types of optimism, exude executive presence, and more.

Boldness Score

There are 35 possible Boldness points in this assessment. Anything 30 points or below marks a priority opportunity for strengthening. Realize why boldness is so essential for achievement (especially in the face of challenges) and why it's one of the six tests of leadership (that also necessitates mental strength/self-regulation skills). Boldness is the antithesis of status quo, the courage elixir that pushes you past ordinary achievement to extraordinary achievement. It's what makes growth happen. So, a less-than-optimal score here means you start with more of the same, you ascribe to limited versus limitless, you hold yourself back with pragmatism instead of lifting yourself up with possibility. You'll find many boldness-strengthening habits and supporting habit-building tools in chapter 5, "The Boldness Habit," each of which lines up with the questions in the Boldness section of this assessment (plus some additional habits/tools outside of what the assessment directly measures). These include habits/supporting tools to help you think big, change a group's unhelpful set of beliefs/narratives, foster a risk-taking spirit, lead change with conviction (by setting an inspiring change vision), and more.

Messaging Score

There are 45 possible Messaging points in this assessment. A score of 35 points or below marks a priority opportunity for strengthening. Realize why messaging is so vital for achievement (especially in the face of challenges) and why it's one of the six tests of leadership (that also necessitates mental strength/self-regulation skills). Messaging is the signal you send to those around you, whether positive or negative, encouraging or toxic, that inspires people and adds to the workplace culture and spirit, or detracts from all of it. So, a less-than-optimal score here means opportunities to motivate missed and unwanted/unnecessary withdrawals from the trust and energy level of your workplace. You'll find a host of messaging-strengthening habits and supporting habit-building tools in chapter 6, "The Messaging Habit," each of which lines up with the questions in the Messaging section of this assessment (plus some additional habits/tools outside of what the assessment directly measures). These include habits/supporting tools to help you navigate negative emotions in the moment, avoid losing your temper and using demotivating language, avoid stealth negativity traps and proactively exude positivity instead, be an active listener, exhibit transparency and unyielding integrity, and more.

Decision-Making Score

There are 25 possible Decision-Making points in this assessment. A score of 20 points or below marks a priority opportunity for strengthening. Realize why decision-making is so central to achievement (especially in the face of challenges) and why it's one of the six tests of leadership (that also necessitates mental strength/self-regulation skills). Decision-making is at the epicenter of the leader's job, what they do all day, every day, the quality of which discerns high-potential leaders from just leaders (or managers), and is often the difference between success or failure. So, a less-than-optimal score here means a disadvantage from the get-go, too many incorrect paths chosen, too much momentum counteracted. You'll find a breadth of decision-making strengthening habits and supporting habit-building tools in chapter 7, "The Decision-Making Habit," each of which lines up with the questions in the Decision-Making section of this assessment (plus some additional habits/tools outside of what the assessment directly measures). These include habits/supporting tools to help you avoid decision-making biases, create discipline and structure to drive better decisions, maximize decision confidence and decisiveness, and more.

Goal-Focus Score

There are 45 possible Goal-Focus points in this assessment. A score of 35 points or below marks a priority opportunity for strengthening. Realize why goal-focus is such an imperative for achievement (especially in the face of challenges) and why it's one of the six tests of leadership (that also necessitates mental strength/self-regulation skills). It's as simple as this—stay focused on the thing you're trying to achieve, you're far more likely to achieve it. Let your focus stray, and associated achievement wanders away as well. You get what you measure; you achieve what you focus on. So, a less-than-optimal score here means effort that drifts to anything but what matters most for getting where you want to go. You'll find a variety of goal-focus-strengthening habits and supporting habit-building tools in chapter 8, "The Goal-Focus Habit," each of which lines up with the questions in the Goal-Focus section of this assessment (plus some additional habits/tools outside of what the assessment directly measures). These include habits/supporting tools to help you set intrinsically motivating goals, set thorough expectations, avoid distractions and focus on what you can control, stop procrastination and end perfectionism, and more.

Some questions to consider for this chapter:

1. What emotions and thoughts were sparked by what questions?

2. What did you learn about yourself or get reminded of?

3. What actions are you inspired to take (even before diving into the rest of the book)?

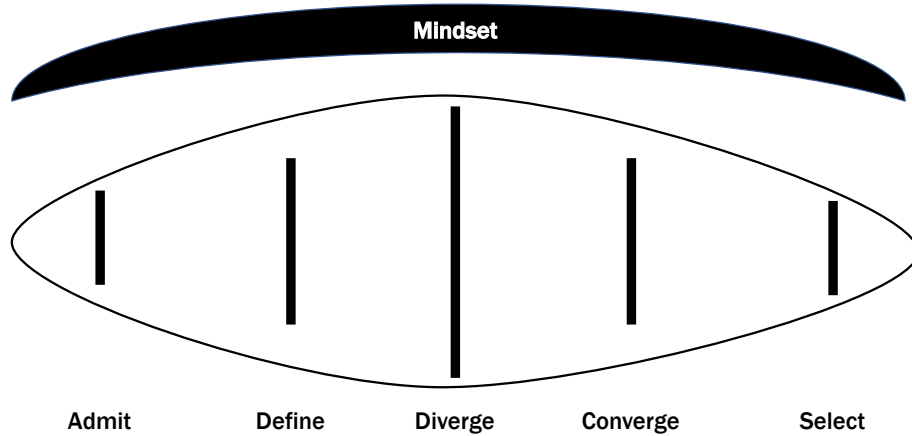
CHAPTER 3: The Fortitude Habit

Notes:

Notes:

Downloadable templates mentioned in this chapter:

Fig. 3.3 The Problem - Solving Eye



The ***Difficult Conversation Consideration*** template helps you successfully navigate tough conversations by helping you methodically and intentionally prepare for/conduct them.

Preparing for difficult conversations: Circle the source of tension(s) below, and, in the space provided in the “How to Prepare” column, write notes on exactly how you will prepare. Use the corresponding section of Chapter 3 to help guide you.

Source of Tension	How to Prepare
Emotions	
Power Structure (+ - =)	
Relationship	

Lack of Familiarity	
Lack of Control	

Conducting difficult conversations:

Below are the four principles/rules of thumb for conducting a difficult conversation. Make notes in the space provided below for how you'll incorporate each into your difficult conversation. Use the corresponding section of Chapter 3 to help guide you.

1. Acknowledge your responsibility in the mess, and your discomfort.

2. Press REC (Respect, Empathy, Curiosity).

3. Focus on what you're hearing, vs. saying.

4. Outcome = your anchor

CHAPTER 4: The Confidence Habit

Notes:

A large, empty rectangular box with a thin black border, intended for taking notes. It occupies most of the page below the 'Notes:' label.

Notes:

Downloadable templates mentioned in this chapter:

Regularly conduct Self-Acceptance Assessments using this template. Circle any area on the Scale below (to the right of “self-acceptance”) that you find yourself straying into. Use the corresponding sections in Chapter 4 to steer you away from these areas, and towards a habit of self-acceptance.

Fig. 4.2 The Self-Acceptance Scale

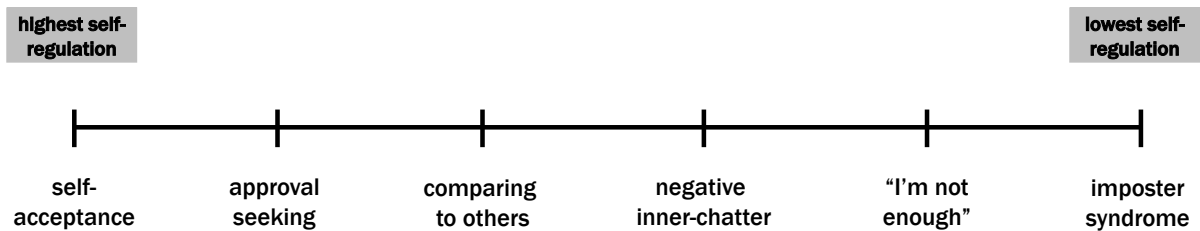
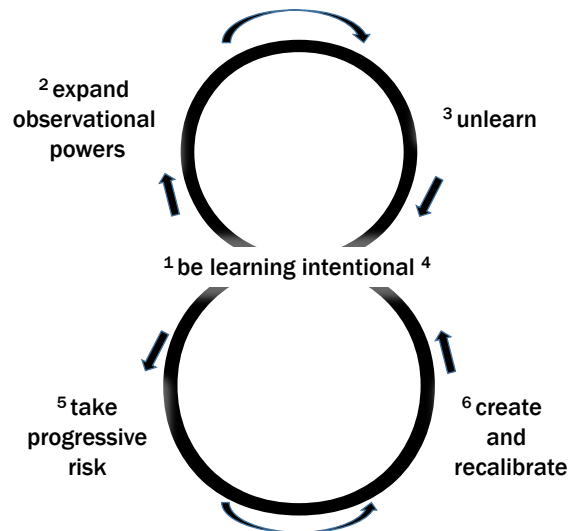


Fig. 4.3 The Figure-It-Out Figure Eight



Some questions to consider for this chapter:

1. What's a specific situation where you want to be intentional about showing up more confident?
2. Where do you tend to fall on The Doubt Continuum, and what habits/tools in this chapter will be of the greatest help to you in strengthening your place on it?
3. Where do you tend to fall on The Self-Acceptance Scale, and what habits/tools in this chapter will help you move more consistently towards self-acceptance (i.e. the left side of the scale)?
4. What's an upcoming instance where you know greater learning agility will be required?
5. What will be the specific benefits to you, in your situation, if you strengthen your executive presence?

CHAPTER 5: The Boldness Habit

Notes:

Notes:

Downloadable templates mentioned in this chapter:

The template below is for conducting Belief and Behavior Exchanges, Steps 2 – 5 of the **Think Big Blueprint**. Use the corresponding sections of Chapter 5 to help guide you here.

STEP 2: Uncover the beliefs holding you back. Ask yourself these four questions (answer in the space provided below):

1. *What resistance am I feeling inside while thinking about achieving this goal? Why do I think it's too difficult?*

2. *What assumptions am I making? Am I making global assumptions: "I am...", "Life is...", "People are...", "Things like this..."*

3. *What stories am I telling myself?*

4. *What labels am I applying to myself that are holding me back?*

STEP 3: Replace the beliefs holding you back. Ask these four questions (answer in the space provided below):

1. *How did I form this limiting belief?*

2. *Would people who know me question the validity of my limiting belief? Would super-achievers question it?*

3. *Was there a time when I didn't believe this? Why?*

4. *What are the consequences of sticking with this limiting belief?*

Now, conduct a *Belief Exchange*.

Limiting Belief(s)	Empowering Belief(s)
	➔
	➔
	➔
	➔
	➔

Confirm the value of your replacement empowering beliefs by asking yourself three questions (answer in the space provided below):

1. *How will this new belief help me reach my goals?*

2. *How will this new belief help me in the short and long-term?*

3. *What about this new belief energizes me?*

STEP 4: Uncover the behaviors holding you back. Ask yourself these 6 questions (answer in the space provided below):

1. What excuses am I making that are holding me back?

2. What negativity am I projecting that's holding me back?

3. What standards am I setting too low that are holding me back?

4. Am I engaging in procrastination or perfectionism that's holding me back?

5. Am I letting fear hold me back?

6. What other bad habits are limiting my perception or potential?

STEP 5: Replace the behaviors holding you back.

Now, conduct a *Behavior Exchange*.

Limiting Behavior(s)	Empowering Behavior(s)
	➔
	➔
	➔
	➔
	➔

Now, confirm the value of your replacement empowering behaviors by asking yourself three questions (answer in the space provided below):

1. How will this new behavior help me reach my goals?

2. How will it help me in the short and long-term?

3. What about this new behavior energizes me?

The TO and FOR Behavior Brief

Change can either happen TO you, or FOR you – it’s up to you how you’ll see it.

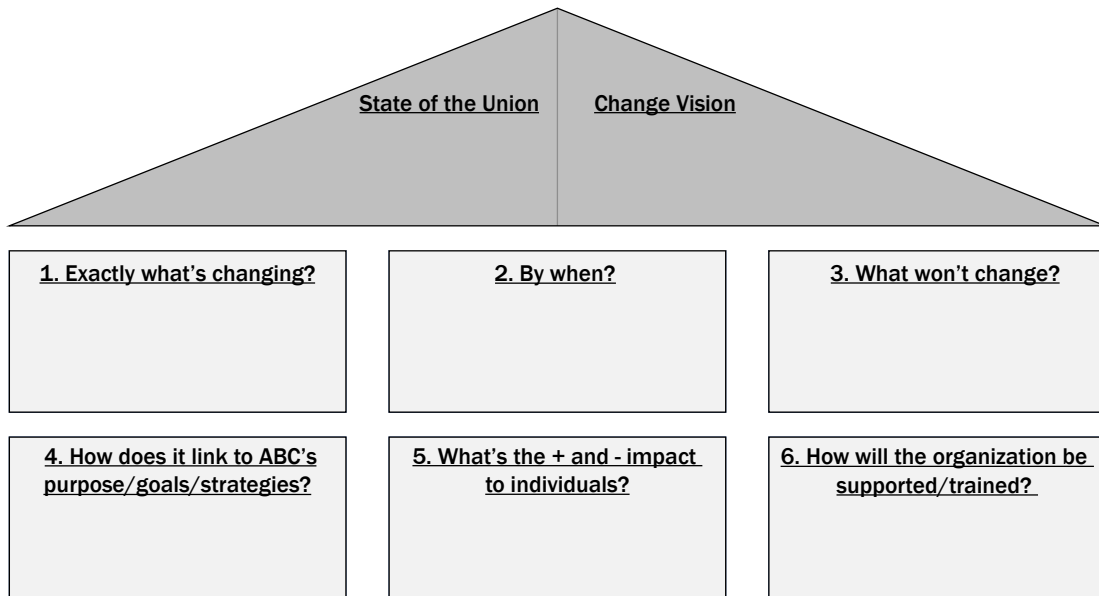
Here’s what **TO Behaviors** look like (that you want to avoid):

- You get frustrated, angry, and stuck in “It’s not fair.”
- You catastrophize what might happen to you because of change. For instance, you worry that the new computer program you have to learn at work will make you look dumb and feel inadequate.
- You play the victim, believing and acting as if you’re powerless.
- You obsess over what you’ll lose that’s associated with change. For example, there’s a reorganization at work and you panic that you’ll lose your status, identity, confidence, income, support network, or even your job. Your fear of loss causes logic to fly out the window.
- You assume change will mean nothing but more work for you.
- You never commit to the change, bury your head in the sand, and just wait for it to go away.
- You actively resist change, seeking out others who think like you in an effort to form an Antichange support group.
- You yearn for status quo because it’s safer.

Mentally strong people choose **FOR Behaviors**. Here’s what those look like:

- You know the only thing constant is change, and that adaptability is a critical skill.
- You simply observe uncertainty – without overreacting. You acknowledge its presence and move from thinking, “beware”, to “benefit” – as in, the benefits that uncertainty unlocks, like creativity, resilience, and agility.
- You think of change like a personal software upgrade, a way to download a better version of you (You 2.0, if you will).
- You spend less time fighting change, more time forming it to fit a desired goal. For example, you get involved with the change, ask questions, voice your concerns, get clear on the case for change, explore how the change will make life better.
- You accept that change comes with some discomfort, as does growth.
- You understand that you cannot get to what you yearn to be, by remaining what you are – change is the catalyst.
- You believe that you have the competence for change. You’ve been through it before and more than survived, and will again. For example, think of when you took on a new role or started working with a new technology. Perhaps you were apprehensive at first, but soon enough, with a little training, practice, and trial and error, you adapted just fine. We tend to forget these little victories and instead imagine defeat.
- You give change structure, breaking it into manageable pieces and developing supporting routines to quickly reestablish the familiar.

Fig. 5.6 The Vision-Building Building



Bonus Tool in-between chapters 5 and 6

The Helping HANDS tool (principles to remember when asking for help)

Research shows that self-reliance is one of many people's ten core values. But while self reliance is admirable, it can also be self-limiting. CEO of the Lego Group, Jorgen Vig Knudstorp, takes it further by saying he believes that blame isn't for failure, it's for failing to ask for help.¹ When you do ask for help, it can change everything. The truth is, asking for help is not a sign of weakness, it's a sign of wisdom. It's a hallmark of being mentally strong. You just need a little wisdom in how to go about it, some helping HANDS. That is, follow the acronym, HANDS, to ask for help in the right way:

Have a specific ask – Be able to articulate why you need help so you can pinpoint what help you need. Then, be specific in what you ask for as it will produce a more beneficial reaction. Research among panhandlers bears this point out.² In one test cell the panhandler simply asked for money, with 22 percent of people complying and giving an average of \$.50 each. In the next scenario, the panhandler specifically asked for \$.37, and 36 percent of people complied – a better financial outcome. The study showed that when we give specific asks, it gives people the concrete criteria against which to decide if they want to help or not. Such asks are more likely to be acted upon because it's clear what can be done to help.

Ask for advice versus help – An effective way to ease the unease of asking is to turn it into an exercise of seeking advice. Research from the Harvard Business School and the Wharton School indicates that advice-seeking is a different, easier bridge to getting help.³ This is because you're seeking information to inform a course of action, retaining control over the decision-making process, and flattering the other person by indicating that you value their knowledge and experience.

Never ask timidly – When we do muster up the courage to ask, we often still do so with trepidation, for fear that we're putting the other person out, or that we'll get rejected. However, research indicates that our fears are most often unfounded. The truth is, we vastly underestimate just how willing others are to lend a helping hand. To illustrate, researchers from Columbia University instructed test participants to ask a stranger to borrow a cell phone, or ask for an escort to a gym they couldn't find.⁴ Those that did, indeed, ask for help, underestimated by as much as 50 percent how likely the other person would be to help. It turns out that we also underestimate the social cost (feeling embarrassed) that others experience if they say no to our request for help. So, ask away, and when you do, do so with confidence. It will make the other person even more likely to want to invest what it takes to help you.

Do your due diligence – It's one thing to help the truly helpless, but quite another when approached by someone being helpless. Don't be that guy/girl. Make yourself helpable by showing up prepared, with a specific ask (as mentioned earlier), and even with options. Be sure that you've exhausted what you can do on your own. Be ready to share what's been tried and

why it didn't work, why you feel that the person you're asking for help is the right one, and what you'll do with help if given. Finally, think through how the request for help could be a mutual win (for you, and the person you're asking).

S*Start with a foundation of being helpful* – First, it's much easier to ask for help when you know you're a helpful person. Beyond that, being helpful triggers human nature and a desire for reciprocity. Neuroscience research shows that we are hard-wired to show reciprocity in three ways.⁵ First, directly; you helped me, I feel compelled to help you. The more people you help, the broader your base of future supporters. Second, indirectly; others feel compelled to help you based on your reputation of being helpful, even if they haven't received help from you directly. Third, pay-it-forward reciprocity; where people simply want to help others because they themselves have been helped by someone else in the past. While, of course, being a helpful person is just the right thing to do, it also triggers a virtuous cycle of reciprocity.

Notes

1. Y. Morieux, "How Too Many Rules at Work Keep You from Getting Things Done," ted.com/talks (July 2015).
2. A. Ayres-Deets, "How to Ask for Help (And Not Feel Bad About It)," thenextweb.com (August 1, 2014).
3. S. Vozza, "How Leaders Can Ask for Help and Keep Their Team's Confidence," fastcompany.com, (June 25, 2015).
4. S. Roesler, "Help and How to Ask For It," allthingsworkplace.com, (June 5, 2009).
5. T. Watanabe, "Two Distinct Neural Mechanisms Underlying Indirect Reciprocity," *PNAS* Vol. 111, pnas.org. (March 18, 2014), as cited in W. Baker, "5 Ways to Get Better at Asking for Help," hbr.org, (December 18, 2014).

CHAPTER 6: The Messaging Habit

Notes:

Notes:

Downloadable templates mentioned in this chapter:

Use the template below to set a balanced tone/message for whatever you want to communicate. Use the corresponding section in Chapter 6 to guide you.

Fig. 6.6 The Motivating Match exercise

	TONE	MESSAGE
Primary		
Balancing		
Primary		
Balancing		

**The Values Vault
(a values identification tool)**

Values are those little things we do every day that exemplify who we are. The daily little impressions that add up to a huge permanent impression. Our most closely held and guarded, non-negotiable, behaviors that come from a place locked deep within (like a vault).

Values are powerful for many reasons, including the fact that they help us turn guesses into good decisions. Accordingly, it's important to be clear on your values and keep them in front of you in your professional and personal life. Follow these steps to do just that:

STEP 1: The Foundation. There's a reason why less than half of all adults can readily list their values – it's not like they automatically spring to mind for everyone. It requires laying a foundation to start, to get in the right mindset. Answer the 4 prompts that follow to get you warmed up:

1. Think of a peak experience or meaningful moment in your life. What was happening? What values were you honoring at the time? (write your answer below)

2. Think of when you were the happiest, most proud, or most fulfilled in your life. What was happening during those times? What factors were contributing to your happiness, pride, or fulfillment? (write your answer below)

3. Think of a time when you were particularly upset or frustrated. What was happening? What values were being suppressed or violated? (write your answer below)

4. Think of someone you love or admire. What values do they embody? (write your answer below)

5. If you had to write your epitaph (what's written on your headstone), what would you like it say about you? About how you chose to live your life?

STEP 2: Inspiration. Below are a set of common values, intended to help stimulate what yours might be. Circle any word that stands out as being extra important to you. Don't overthink it – just react.

Acceptance	Candor	Competitiveness
Accountability	Capable	Confidence
Accuracy	Carefulness	Consistency
Achievement	Certainty	Contentment
Adaptability	Challenge	Continuous Improvement
Adventurousness	Charity	Contribution
Assertiveness	Cheerfulness	Control
Attentiveness	Clarity	Conviction
Awareness	Comfort	Cooperation
Balance	Commitment	Correctness
Being the best	Common sense	Courtesy
Belonging	Communication	Creativity
Boldness	Community	Credibility
Bravery	Compassion	Curiosity
Calmness	Competence	Decisiveness

Dedication	Harmony	Patience
Dependability	Health	Patriotism
Determination	Helping Society	Peace
Devotion	Honesty	Perfection
Dignity	Honor	Performance
Diligence	Hope	Persistence
Discipline	Humility	Playfulness
Discovery	Humor	Poise
Discretion	Hustle	Positivity
Diversity	Imagination	Potential
Drive	Improvement	Power
Effectiveness	Independence	Practicality
Efficiency	Individuality	Preparedness
Empathy	Ingenuity	Productivity
Empowerment	Innovation	Professionalism
Endurance	Inquisitiveness	Prosperity
Energy	Insightfulness	Purpose
Enjoyment	Inspiring	Quality
Enthusiasm	Integrity	Realistic
Ethical	Intelligence	Reason
Equality	Intensity	Recognition
Excellence	Joy	Recreation
Excitement	Justice	Reflective
Experience	Kindness	Relationships
Experimentation	Knowledge	Reliability
Expertise	Lawfulness	Resourcefulness
Exploration	Leadership	Respect
Expressiveness	Learning	Responsibility
Fairness	Legacy	Restraint
Faith	Liberty	Results-oriented
Family	Logic	Rigor
Fearlessness	Love	Risk-taking
Fitness	Loyalty	Security
Focus	Making a difference	Self-actualization
Fortitude	Mastery	Self-control
Freedom	Meaning	Selflessness
Friendship	Merit	Self-reliance
Fun	Motivation	Sensitivity
Generosity	Nature	Serenity
Goodness	Obedience	Service
Grace	Openness	Sharing
Gratitude	Optimism	Simplicity
Greatness	Order	Significance
Growth	Organization	Silence
Happiness	Originality	Sincerity
Hard Work	Passion	Skillfulness

Smart	Thankfulness	Vigor
Solitude	Thoroughness	Vision
Speed	Thoughtfulness	Vitality
Spirituality	Tolerance	Wealth
Spontaneity	Toughness	Winning
Stability	Tranquility	Wisdom
Status	Transparency	Wonder
Strategic	Trustworthiness	
Strength	Truth	Other:
Structure	Understanding	
Success	Uniqueness	
Support	Unity	
Surprise	Usefulness	
Teamwork	Victory	

STEP 3: Look for central themes. With the first two steps in mind, write down any central themes below:

STEP 4: List your Top 5 values. Write them below. As a check, ask yourself, “Is this truly a core value of mine that I live by, or just one that *should be* a core value?”

STEP 5: Pick the Top 2 driving values in your life. To narrow down from the list of 5, consider these questions:

- What values are *essential* to your life?
- What values are primary drivers of your behavior/how you strive to behave?
- What values represent your *primary way of being*?
- What values are essential to supporting your inner-self
- What *must* you have in your life to experience fulfillment?

Now, write your top two driving values below.

CORE VALUE #1:

CORE VALUE #2:

STEP 6: Share your top 2 values with your team/the group. How will they show up at work? (Note: It’s powerful when you share values with one another. You learn things about people you would have never known. It creates bonds *with* and deeper understanding *of* one another. Knowing your teammates values informs you on how best to interact with them.)

Some questions to consider for this chapter:

1. In what instances must you be mindful to avoid contributing to a negative vibe, or to be certain to proactively feed a positive vibe?

2. Is there a person/circumstance that tends to spark a rush of negative emotions in you, that you must learn to overcome (with the corresponding habits/tools in this chapter)?

3. Is there a person/circumstance you engage with that makes it particularly hard for you to stay positive-minded (and thus you'd benefit from the habits/tools in this chapter for those interactions)?

4. Are there specific instances where you simply must be a better listener (and so would benefit from the corresponding habits/tools in this chapter)?

5. Do you have an upcoming instance where you really need to be balanced in what you communicate, and the tone you set (and so would benefit from the corresponding habits/tools in this chapter)?

CHAPTER 7: The Decision-Making Habit

Notes:

Notes:

Downloadable templates mentioned in this chapter:

If you want to be a mentally strong decision maker, you must be aware of, and resist, biases that can distort decisions - like the 12 most common ones (in the template below). Make a habit of referring to this sheet when you have to make a decision. At that time, review each bias below, and mark an “X” (in the “Yes, this could be me” column) next to any bias you could see yourself falling into in that specific decision-making scenario. Wherever you marked an “X,” refer to the solution column for help in avoiding that bias. Use the corresponding section in Chapter 7 for further guidance.

The Bias Buster

Bias	Yes, this could be me (mark “X” for all that apply)	Solution
<i>Confirmation bias</i> - the tendency to search for, interpret, and favor information that confirms your beliefs, or a decision you want to make.		Invite people in to challenge your point of view, to try to disprove what you’re inclined to decide. Accept inevitabilities sooner (stop looking for data to support what you want, and accept facts and data that may be pointing you towards an obvious decision).
<i>Sunk cost bias (the IKEA effect)</i> - when you overvalue something as a result of having put effort into it.		Look at resources you’ve put into something - time, money, effort, people-hours, as a non-recoverable cost. Your job isn’t to recover your investment, just to make the best decision possible with the data you have.
<i>Availability bias</i> - when you make a decision based on the most immediate information available to you (including recent, dramatic examples), as opposed to gathering further information that could bring greater clarity to a situation.		Pay attention when you’re drawing on a recent piece of information. A little flag should go up in your mind saying, “Do I have other information I can draw from to create a well-rounded perspective here?”
<i>Loss aversion</i> - the tendency to protect against loss, more than seeking to gain.		Ask, “What might we gain?” vs. just focusing on “What could we lose?” Put things in perspective by asking, “How painful is the downside here, really?”
<i>Bandwagon effect</i> – doing, or believing, things because many other people do, or believe, the same.		Separate what’s right in that situation from what others are doing. Go back to the data, ignore the crowd.
<i>Status quo bias</i> - the preference towards alternatives that keep things the same, even when better alternatives exist.		Ask yourself, “Does my decision move things forward, in a positive way, or hold things constant?” Be honest if you’re trying to maintain status quo, and question why.
<i>Authority bias</i> - when you favor authority figures' input over others, despite there being information and opinions that are more informed and relevant to the decision you’re trying to make.		Put all input on equal ground. Remember that the collective wisdom of a group is better than the position power of an individual.
<i>Self-serving bias</i> - making decisions that benefit yourself over other employees, customers, clients, partners, or the organization and its goals.		Ask yourself, “Have I made a decision, or a “decision”? Meaning, does your decision have too many “i’s” in it – is it too focused on how “I” will benefit vs. the greater good.
<i>Similarity bias</i> - the tendency to prefer that which is like you, vs. what is different (most		Actively find common ground with people who appear different.

obvious in people decisions – who to hire, promote, etc.)		
<i>Overconfidence bias</i> - overestimating or having excessive confidence in your ability to predict/foresee future events.		Identify the risk you're introducing by being so "certain." Balance that risk with humility and an understanding that each event is independent of the other, and deserves data as its primary guide.
<i>Imbalance bias</i> - the tendency to focus only on the benefits of a decision, without weighing the potential downsides. Happens most often in a time crunch, when limited information is available, or when one option is favored over another.		Ensure an objective analysis of the pros and cons. If time or information is limited, at least spend some time brainstorming what potential downsides could be. Resist looking at only the positives of a favored option.
<i>Anchoring bias</i> - the tendency to fixate on a single, initial piece of information when making a decision, and failing to adjust for subsequent information as it's collected.		Commit to a breadth of data collection. Treat that first piece of information as equal to the other information you must go and collect.

The Bad Habit Inventory

This is about identifying bad habits that lead to bad decisions. As you prepare the inventory, don't be afraid to get input from people who know you well. Use the corresponding section of Chapter 7 to guide you.

Fig. 7.2 Bad Habit Inventory

Bad Habit	Impact on Decisions	New Habit

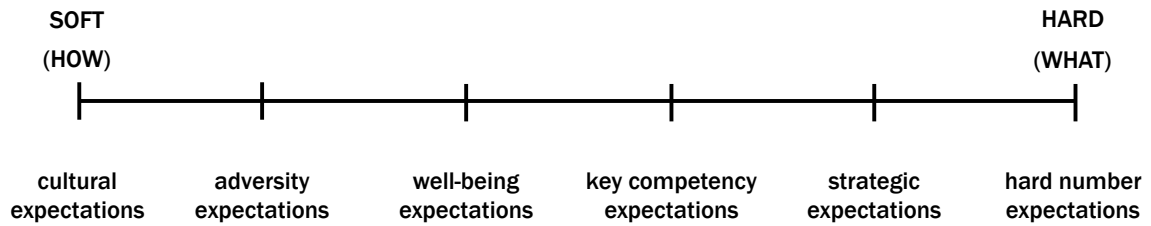
CHAPTER 8: The Goal-Focus Habit

Notes:

Notes:

Downloadable templates mentioned in this chapter:

Fig. 8.4 The Expectation - Setting Spectrum



Staying goal-focused requires concentrating on things you can control, and that give you more control over goal-progress. The Control Check helps you do this. In the Setbacks column, list everything you're worried about that could become a setback regarding pursuit of your goal. Then, circle only what you can control. In the Systems column, list all the systems (processes, procedures, and structures) you'll need to have in place to help you achieve your goal.

Fig. 8.5 The Control Check

Setbacks	Systems

CHAPTER 9: The MAP (Mental Action Plan)

You're now fully equipped to productively regulate your emotions, thoughts, and behaviors (i.e., wield your mental strength), to tackle all six of the leadership tests that most directly correlate with exceptional achievement—even in the face of substantive challenges. While all six tests require self-regulation skills to navigate them effectively, doing so is about to become a habit for you. Literally. In fact, you have six overall habits to build as you see fit (fortitude, confidence, boldness, messaging, decision-making, and goal focus), and a menu of supporting habits and habit-building tools to choose from to ensure success. You're well on your way to managing internally, so you can lead externally—with brilliance.

So, it's time to create a tailored MAP (Mental Action Plan) to guide your mental strength-building regimen moving forward. Do so by using the template that follows.

Fig. 9.1 The MAP (Mental Action Plan)

Overall Habits to Build	Supporting Habits/ Habit-Building Tools		Specific Action(s) I'll Take
The Fortitude Habit:	Habit #1: Reframe Setbacks Habit #2: Mind the Grind Habit #3: Solve Problems with Discipline Habit #4: Perform under Pressure Habit #5: Shine, Don't Shrink, in Crisis Habit #6: Preplan Reaction to Adversity Habit #7: Vanquish Victim Mentality Habit #8: Foster Healthy Debate Habit #9: Bravely Conduct Difficult Cnversns.	Tool #1: <i>The Lenses of Resilience</i> Tool #2: <i>Grindfulness</i> Tool #3: <i>The Problem-Solving Eye</i> Tool #4: <i>The Diamond Directive</i> Tool #5: <i>The CALM Credo</i> Tool #6: <i>The Adversity Manifesto</i> Tool #7: <i>Victim to Victor Strategies</i> Tool #8: <i>The Healthy Debate Hub</i> Tool #9: <i>Difficult Cnverstn. Consideration</i>	
The Confidence Habit:	Habit #1: Handle Criticism Effectively Habit #2: Monitor Yr. Relationship w/ Doubt Habit #3: Monitor Relationship w/ Yourself Habit #4: Practice Two Types of Optimism Habit #5: Be Learning Agile Habit #6: Engage in Deliberate Practice Habit #7: Exude Executive Presence	Tool #1: <i>The Criticism Critical Path</i> Tool #2: <i>The Doubt Continuum</i> Tool #3: <i>The Self-Acceptance Scale</i> Tool #4: <i>Direct and Dormant Optimism</i> Tool #5: <i>The Figure-It-Out Figure Eight</i> Tool #6: <i>The Deliberate Drill</i> Tool #7: <i>The Integrated Aura model</i>	
The Boldness Habit:	Habit #1: Think Big Habit #2: Change the Group Narrative Habit #3: Foster a Risk-Taking Spirit Habit #4: Inspire the Right Change Choice Habit #5: Lead Change with Conviction	Tool #1: <i>The Think Big Blueprint</i> Tool #2: <i>Flip the COIN exercise</i> Tool #3: <i>Right Signals/Wrong Impulses</i> Tool #4: <i>The TO and FOR Behavior Brief</i> Tool #5: <i>The Vision Building-Building</i>	
The Messaging Habit:	Habit #1: Nav. Neg. Emotions in the Moment Habit #2: Avoid Losing Your Temper Habit #3: Avoid Demotivating Language Habit #4: Avoid Ninja Negativity Traps Habit #5: Choose to Stay Positive Habit #6: Be an Active Listener Habit #7: Be Transparent Habit #8: Set a Balanced Tone Habit #9: Exhibit Unswerving Integrity Habit #10: Use Your Values as Your Lighthts.	Tool #1: <i>The Redirect Rhythm</i> Tool #2: <i>The PALMS Up exercise</i> Tool #3: <i>Eight to Eliminate</i> Tool #4: <i>The Catch and Release exercise</i> Tool #5: <i>The Plus Sign</i> Tool #6: <i>The Peak Listening model</i> Tool #7: <i>The Window of Transparency</i> Tool #8: <i>The Motivating Match exercise</i> Tool #9: <i>The Integrity Audit</i> Tool #10: <i>The Values Vault</i>	

<p>The Decision-Making Habit:</p>	<p>Habit #1: Avoid Decision-Making Biases Habit #2: Stop Bad Habits -> Ld. to Bad Decs. Habit #3: Clrfy. Who/What/How of dec. mkg. Habit #4: Hold Disciplnd. Dcsn.-Mkng. Mtgs. Habit #5: Know When to Decd., When Not To Habit #6: Collect Data Wisely/Analyze Crtcly. Habit #7: Explore a Better Third Option Habit #8: Maximize Decision Confidence Habit #9: Elevate Your Predictive Ability Habit #10: Default to Being Decisive</p>	<p>Tool #1: <i>The Bias Buster</i> Tool #2: <i>Bad Habit Inventory</i> Tool #3: <i>Who/What/How Q's of Dec. Mkg.</i> Tool #4: <i>The Decision Meeting Dictates</i> Tool #5: <i>The Decision Timing Table</i> Tool #6: <i>The Collect and Respect Credo</i> Tool #7: <i>Explore If a Better 3rd Optn. Exists</i> Tool #8: <i>The Decision Confidence Test</i> Tool #9: <i>Elevate Your Predictive Ability</i> Tool #10: <i>The Cornering Indecision visual</i></p>	
<p>The Goal-Focus Habit:</p>	<p>Habit #1: Set Intrinsically Motivating Goals Habit #2: Visualize the Work It Will Take Habit #3: Set Expectations - Thoroughly Habit #4: Control the Controllables Habit #5: Avoid Distractions with Intention Habit #6: Ask for Accountability Appntmnts. Habit #7: Leverage the Power of Small Wins Habit #8: Stop Procrastination Habit #9: End Perfectionism Habit #10: Sharpen Your Focusing Skills Habit #11: Adjust Goals as Needed</p>	<p>Tool #1: <i>The Cascading Goal System</i> Tool #2: <i>Goal Realization & Action Board</i> Tool #3: <i>The Expectation-Setting Spectrum</i> Tool #4: <i>The Control Check</i> Tool #5: <i>If/Then Inventory</i> Tool #6: <i>The Accountability Asks</i> Tool #7: <i>Circle of Perpetual Progress</i> Tool #8: <i>The Path Through Procrastination</i> Tool #9: <i>The Perfectionism Pyramid</i> Tool #10: <i>The Mental Spotlight</i> Tool #11: <i>Funnel v. Tunnel Vision Frmwrk.</i></p>	
<p>Bonus Area</p>	<p>Bonus Habit: Ask for Help</p>	<p>Bonus Tool: <i>The Helping HANDS</i></p>	

That's it! I hope you found this Workbook, and the book, *The Mentally Strong Leader*, of great value.

If interested, check out my menu of keynotes/trainings/workshops and books at **scottmautz.com**.

And check out all my courses on LinkedIn Learning, at: [linkedin.com/learning/instructors/scott-mautz](https://www.linkedin.com/learning/instructors/scott-mautz) (and see why the courses have been taken 1.5 million times and counting!)