

Personality Test

On each line across, write a 4 next to the word that best describes you, a 3 next to the word that describes you next best, a 2 next to the one that describes you 3rd best, and a 1 next to the one that least describes you. On each horizontal line, you will then have a 4, 3, 2, and 1. There should *not* be more than 1 of each number in the horizontal line of words.

For example, my answers for the first line look like this:

L O G B								
1.	Likes having authority	3	Enthusiastic	4	Sensitive feelings	1	Likes instructions	2

	L		O		G		B	
1.	Likes having authority		Enthusiastic		Sensitive feelings		Likes instructions	
2.	Takes charge		Takes risks		Loyal		Accurate	
3.	Determined		Visionary		Calm, even keel		Consistent	
4.	Enterprising		Likes talking		Enjoys routine		Predictable	
5.	Competitive		Promoter		Dislikes change		Practical	
6.	Problem solver		Enjoys popularity		Gives into others		Factual	
7.	Productive		Fun-loving		Avoids confrontation		Conscientious	
8.	Bold		Likes variety		Sympathetic		Perfectionistic	
9.	Decision maker		Spontaneous		Nurturing		Detail-oriented	
10.	Persistent		Inspirational		Peacemaker		Analytical	
	Total L		Total O		Total G		Total B	
	Total							

After completing the test, total each of the four vertical columns. To make sure you added correctly, add the four totals together. The sum should be 100, if it is not, you have mis-calculated one or more of the four columns.

Personality Test Cont.

Now plot your total score for each vertical column (L,O,G,B) from the previous page on to the chart below. Each letter stands for a particular personality type. The column with the highest score is your dominant personality type, while the column with the second highest number will be your sub-dominant type. While you are a combination of all four personality types, the two types with the highest scores reveal the most accurate picture of your natural inclinations, strengths, and weaknesses.

Use an "X" or "√" to chart your results below.

	L	O	G	B
40				
35				
30				
25				
20				
15				
10				

L=Lions

Natural Strengths	Natural Weaknesses
<div>Decisive</div> <div>Goal-Oriented</div> <div>Achievement Driven</div> <div>Gets Results</div> <div>Independent</div> <div>Risk Taker</div> <div>Takes Charge</div> <div>Takes Initiative</div> <div>Self Starter</div> <div>Persistent</div> <div>Efficient</div> <div>Driven to Complete Projects Quickly and Effectively</div> <div>Enjoys Challenges, Variety, Change</div>	<div>Impatient</div> <div>Blunt</div> <div>Poor Listener</div> <div>Impulsive</div> <div>Demanding</div> <div>May View Project as More Important Than People</div> <div>Can be Insensitive to the Feelings of Others</div> <div>May "Run Over" Others Who are Slower to Act or Speak</div> <div>Fears Inactivity, Relaxation</div> <div>Quickly Bored by Routine or Mechanics</div>

Basic Disposition:	Results, challenge, action, power, and credit for achievement.
Motivated By:	Fast paced, task oriented.
Time Management:	Lion's focus on "NOW" instead of distant future. They get a lot more done in a lot less time than their peers, hate wasting time and like to get right to the point.
Communication Style:	Great at initiating communication; not good at listening.
Decision Making:	Impulsive. Makes quick decisions with goal or end result in mind. Results focused, needs very few facts to make a decision.
In Pressure or Tense Situations:	The Lion takes "command" and becomes autocratic.
Greatest Needs:	The Lion needs to see results, experience variety, and face new challenges. He or she needs to solve problems and wants direct answers.
What the Lion Desires:	Freedom, authority, variety, difficult assignments and opportunity for advancement

O=Otters

Natural Strengths	Natural Weaknesses
Enthusiastic Optimistic Good Communicator Emotional and Passionate Motivational and Inspirational Outgoing Personal Dramatic Fun Loving	Unrealistic Not Detail Oriented Disorganized Impulsive Listens to "Feelings" Above "Logic" Reactive Can Be Too Talkative Excitable

Basic Disposition:	Fast paced, people oriented.
Motivated By:	Recognition and approval of others.
Time Management:	Otters focus on the future and have a tendency to rush to the next exciting thing.
Communication Style:	Enthusiastic and stimulating, often one-way; but can inspire and motivate others.
Decision Making:	Intuitive and fast. Makes lots of "right calls" and lots of wrong ones.
In Pressure or Tense Situations:	The Otter attacks! Can be more concerned about their popularity than about achieving tangible results.
Greatest Needs:	The Otter needs social activities and recognition; activities that are fun, and freedom from details.
What the Otter Desires:	Prestige, friendly relationships, opportunity to help and motivate others; and opportunities to verbally share their ideas.

# G=Golden Retrievers

Natural Strengths	Natural Weaknesses
<div><p>Patient</p><p>Easy Going</p><p>Team Player</p><p>Stable</p><p>Empathetic</p><p>Compassionate</p><p>Sensitive to Feelings of Others</p><p>Tremendously Loyal</p><p>Puts People Above Projects</p><p>Dependable</p><p>Reliable</p><p>Supportive</p><p>Agreeable</p></div>	<div><p>Indecisive</p><p>Over Accommodating</p><p>May Sacrifice Results for the Sake of Harmony</p><p>Slow to Initiate</p><p>Avoids Confrontation Even When Needed</p><p>Tends to Hold Grudges and Remember</p><p>"Hurts" Inflicted by Others</p><p>Fears Change</p></div>

Basic Disposition:	Slow paced, people oriented.
Motivated By:	Desire for good relationships and appreciation of others.
Time Management:	GR focus on the present and devote lots of time to helping others and building relationships.
Communication Style:	Two-way communicator; great listener and provides empathetic response.
Decision Making:	Makes decisions more slowly, wants input of others, and often yields to that input.
In Pressure or Tense Situations:	The GR gives into the opinions, ideas and wishes of others. Often too tolerant.
Greatest Needs:	The GR needs security, gradual change and time to adjust to it; an environment free of conflict.
What the Golden Retriever Desires:	Quality relationships, security, consistent known environment, a relaxed and friendly environment, freedom to work at own pace.

B=Beavers

Natural Strengths	Natural Weaknesses
Accurate Analytical Detail Oriented Thoroughness Industrious Orderly Methodical and Exhaustive High Standards Intuitive Controlled	Too Hard on Self Too Critical of Others Perfectionist Overly Cautious Will Not Make Decision Without "All" the Facts Too Picky Overly Sensitive

Basic Disposition:	Slow paced, task oriented.
Motivated By:	The desire to be right and maintain quality.
Time Management:	Beavers tend to work slowly to make sure they are accurate.
Communication Style:	Beavers are good listeners, communicate details, and are usually diplomatic.
Decision Making:	Avoids making decisions; needs lots of information before they will make a decision.
In Pressure or Tense Situations:	The Beaver tries to avoid pressure or tense situations. They can ignore deadlines.
Greatest Needs:	The Beaver needs security, gradual change and time to adjust to it.
What the Beaver Desires:	Clearly defined tasks, stability, security, low risk, and tasks that require precision and planning.



# The 3 Step Process for Reprogramming Your Brain and Attitude

## Step 1: Realization

- Your future success is not based on, nor limited by, your present know-how or resources like time, talent, or money.
- Your future success is not limited by your lack of achievement in the past or by past failures.
- Your future success at home and on the job is going to be based on the fact that your computer is programmed for extraordinary success through a specific set of strategies, skills, and techniques that you are going to learn in our mentoring sessions and will utilize in your daily life.

## Step 2: Personal Comittment

Make a decision right now to believe that the strategies and skills in this program will make a difference and then act according to your belief by using the skills and strategies contained in this course on a daily basis.

## Step 3: Strategy

You will learn a set of skills in a future session that I call Vision Mapping. Vision Mapping will give you a clear definition of your goal on any particular dream, the extraordinary outcome that you want to achieve and the way to make those dreams a reality.

# The Most Important Areas of My Life

## List the Most Important Areas of Your Life

List your ideas in as many areas of your life as you want. Do not edit or judge your ideas but rather list as many as you can. You do not have to write or compete this list in one sitting. It will be a process that you will follow again and again every time you have a dream that you want to convert into reality.

I personally divided my life into eight important areas: my relationship with God, my marriage, my relationship with my children, my family's health and security, my health, my career, my finances, and my extracurricular dreams and passions.

## Prioritize Your List

After you have created one or several lists to your liking, prioritize them into areas of importance listing the most important area at the top.

1.

2.

3.

4.

5.

6.

7.

8.



Dream Page

Select one of the important areas of your life and write it down on the "Area" section below. For example, one of the areas may be finances. Now write down your dreams in this area (aka the things you would like to see happen to you).

Area: \_\_\_\_\_

1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. \_\_\_\_\_  
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\_\_\_\_\_  
\_\_\_\_\_

7. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Dream Page Cont.

Now select a dream from the previous page. We will be Vision Mapping this dream.

Dream # \_\_\_\_\_

Dream: \_\_\_\_\_

Shooting For the Moon Revision/ Revised Dream (if necessary):

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Broad Vision- Ramifications:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

People to Share My Vision With

_____	_____	_____
_____	_____	_____

My Helpful Personality Traits & Strengths:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

My Personal Weaknesses & Lack of Helpful Personality Traits:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Dream Page Cont.

My Lack of Know How

My Lack of Necessary Resources (time, talent, or money):

Possible Partners to Recruit

Type	Person	Type	Person

Possible Mentors to Recruit

Type	Person	Type	Person

Outside Experts Whose Knowledge or Help I Need:

Other Outside Resources I May Need to Recruit (time, talent, or money):

Dreams to Goals

Now let's set some specific goals to accomplish this dream.

Dream # \_\_\_\_\_

Dream: \_\_\_\_\_

Goals

1.
2.
3.
4.
5.
6.
7.
8.

Goals to Steps

Now we'll convert your goals into specific steps. Choose one goal from the previous page, and write it below. Now, think of the individual steps that it will take for you to accomplish that goal. Pencil in the date when you want to accomplish each step.

Dream # \_\_\_\_\_

Dream: \_\_\_\_\_

Goal # \_\_\_\_\_

Goal: \_\_\_\_\_

	Steps	Target Date
1.	<div></div>	<div></div>
2.	<div></div>	<div></div>
3.	<div></div>	<div></div>
4.	<div></div>	<div></div>
5.	<div></div>	<div></div>
6.	<div></div>	<div></div>
7.	<div></div>	<div></div>
8.	<div></div>	<div></div>

Goals to Steps

In the Vision Mapping process, this step is to convert any complex step (a step which requires more than one task to be completed) into the specific tasks needed to complete the step. After completing this step, you should have a detailed map to lead you from where you are right now to the final achievement of your goals and dreams. You have successfully mapped your vision!

Dream # \_\_\_\_\_

Dream: \_\_\_\_\_

Goal # \_\_\_\_\_

Goal: \_\_\_\_\_

Step # \_\_\_\_\_

Step: \_\_\_\_\_

	Steps	Target Date
1.	<div></div> <div></div>	<div></div> <div></div>
2.	<div></div> <div></div>	<div></div> <div></div>
3.	<div></div> <div></div>	<div></div> <div></div>
4.	<div></div> <div></div>	<div></div> <div></div>
5.	<div></div> <div></div>	<div></div> <div></div>
6.	<div></div> <div></div>	<div></div> <div></div>
7.	<div></div> <div></div>	<div></div> <div></div>
8.	<div></div> <div></div>	<div></div> <div></div>



Find a Mentor

1. List your personal strengths

Start with the personality strengths you listed from your personality type and add to them any additional strengths, talents, or abilities that you have.

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2. List your business strengths (such as sales, administrative abilities, managerial abilities, marketing abilities, and so on).

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3. List what you consider to be your personal weaknesses- for example, your lack of education, lack of success, or lack of patience. Are you too quiet or too talkative? Are you too tolerant or not tolerant enough? And so on. Here again, start with your natural weaknesses revealed in your personality test and add to the list.

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Find a Mentor Cont.

4. List what you consider to be your business or professional weaknesses. For example, maybe you are a terrible salesmen. Maybe you're a bad communicator. Maybe you're not detail oriented or are too focused on detail. Other potential weaknesses are lack of managerial, marketing, and communication skills. If you have a hard time developing a lengthy and accurate list of weaknesses and faults, ask your spouse or people at work. They often see these more clearly than you do.

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5. List the things you love to do (your passions, hobbies, work projects, etc.).

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6. List what you do really well, both personally and on the business side.

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Master the Techniques

Technique: Your 3 most limited resources are time, talent, and money.

Write down where your lack of any of these resources and where obstacles lie to achieving any particular dream when you want to achieve it. For example, going back to the dream of fulfilling your spouses deepest needs, lack of time to visit a counselor or read a book could be a significant obstacle. If your dream is starting your own business, lack of time, talent, and money could all be significant.

Exercise: Identify any "lack of resources" that might affect your ability to achieve extraordinary outcomes.

Technique: We expand our limited resources by recruiting the help of outside resources and partners.

- We expand time by delegating work and duties.
- We expand talent by recruiting those who have talents that we lack.
- We expand money by recruiting the help of banks, investors, financiers, etc.

Exercise: Where can you recruit the help of partners?

Write down current activities that could be delegated to someone else so you can free-up more time.

Write down the kinds of talents you need to look for in others whom you want to recruit.

Write down the possible resources you might recruit to gain the money necessary to achieve your dream.

## Section 7

## No Time, Talent, Money- No Problem!

## Master the Techniques Cont.

**Exercise:** On each of the Dream Pages in these PDF's, begin assessing your "lack of resources" within any given dream, goal, task, or step, noting your partnering or recruiting ideas, that you will use to remove the lack of time, talent or money from your dreams.

[illegible]

Maximum Achievement in Minimal Time

Four Steps to Effective Partnering

- 1. Identifying the right type of partner needed for a given situation.
- 2. Identifying the right person within that type.
- 3. Recruiting the right person with the right kind of offer.
- 4. Effectively utilizing the partner for optimal results. When any of these components are absent, partnering becomes far less effective and potentially disastrous.

Eleven Incomparable Benefits of Effective Partnering

- 1. It's the fastest and most beneficial way to overcome your "lack of know-how".
- 2. It's the fastest and most beneficial way to remove the limits of your limited resources.
- 3. It raises your chances of success exponentially.
- 4. It raises your level of success exponentially.
- 5. It accelerates your achievement of success meteorically.
- 6. It increases your knowledge and broadens your expertise.
- 7. It increases your offensive power against competitive forces and reduces your vulnerability to their attacks.
- 8. It reduces your risk of failure.
- 9. It reduces the quantity and the degree of failures you will experience.
- 10. It reduces your personal workload.
- 11. It reduces your level of personal stress.

Implementing the Four Steps of Effective Partnering

- |        |  |
|--------|--|
| Step 1 | Identify the Right Type of Partner(s) Needed for a Given Situation <ul style="list-style-type: none"><li>a. You must gain a clear and precise vision</li><li>b. You must have an accurate assessment</li><li>c. You must determine the category of partner</li><li>d. You must determine the role the partner plays</li><li>e. You must create a profile or description of the ideal partner</li></ul> |
| Step 2 | Identify the Right Person Within That Type.  |
| Step 3 | Recruit the Right Person With the Right Kind of Offer.   |
| Step 4 | Effectively Utilize the Partner for Optimal Results.   |

### Maximum Achievement in Minimal Time Cont.

#### Four Essential Components to Effectively Utilize Partners

1. Provide the opportunity and authority.
2. Provide the right environment.
3. Provide the right incentives.
4. Use the greatest long-term motivating strategy

#### Strategies and Tips for Identifying and Recruiting the Right Partners

1. Assess your own strengths and weaknesses.
2. Identify the talents, abilities, and strengths that you need in a partner to compensate for the areas of your weaknesses, inabilities, and lack of interest.
3. Look for a person who shares the same vision you have for your own business venture or personal dream.
4. Look at the character and integrity of your would be partner
5. Look for a partner who is willing to be totally committed to your vision to achieve its success.
6. Is your would-be partner a positive person or a negative person?
7. Look at your would-be partner's natural drive and gifts rather than his or her resume.



# Identifying and Recruiting the Right Partners

1. Which of your personal or business areas, dreams, endeavors, projects, or goals do you think would benefit significantly by your recruitment of a partner or mentor? Prioritize your list, beginning with your most important areas first.

2. Identify the specific kinds of partners or mentors you should try to recruit that would enable you to more quickly and effectively achieve your most important dreams or projects. In addition to your strengths and weaknesses, you should also take into account your personality type with its natural strengths, weaknesses, and drives.

a. Areas or Dreams for Which You Need Partners or Mentors

AREA or DREAM

Strengths, abilities, talents, resources, or personality traits desired in this partner or mentor.

Identifying and Recruiting the Right Partners Cont.

3. For each kind of partner or mentor that you have identified, make a list of specific individuals who fit your qualifications for each kind of partner or mentor you want to recruit.

4. Using the methods outlined in this mentoring session, lay out your plan for recruiting the partners and mentors you need for your most important dreams.

5. How do you currently motivate your peers, your loved ones, and those under your authority?

With love

With fear

Never thought about it

Don't know where to begin

6. Do you usually motivate with fear or with love? List an example of someone you needed to motivate, write the reason you needed to motivate them, how you have motivated them in the past and what you are going to do in the future.

7. Write down some of the people you want to motivate, with any ideas on how you can begin to motivate those people with value, honor, kindness, and security.

People you want to motivate

Ideas on how to motivate with value, honor, kindness, and security

Checklist for Potential Partner

Area, Dream, or Project: \_\_\_\_\_

NAME OF POTENTIAL PARTNER: \_\_\_\_\_

DOMINANT PERSONALITY TYPE(S): \_\_\_\_\_

Strengths, abilities, talents, resources or personality traits that this person has that compensate for or compliment my weaknesses or lack of abilities, talent, resources, or needed personality traits.

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Is this person a Positive or Negative Person? \_\_\_\_\_

Is this person a Theorist or a Doer? \_\_\_\_\_

What are this person's weaknesses? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What are their character strengths and weaknesses? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What are their "natural drives" and "natural gifts"? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

If they do not have a vision for your dream or project, what can you do to impart that vision?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Checklist for Potential Partner Cont.

Starting with the mentors at the top of your list and working down, write down the status of your current relationship with them (boss, friend, acquaintance, friend of a friend, total stranger, etc.).

POTENTIAL MENTOR	CURRENT RELATIONSHIP

Write down everything you know about this person through either your personal experience with them, or second or third hand knowledge.

POTENTIAL MENTOR:

What you know about them:

POTENTIAL MENTOR:

What you know about them:

POTENTIAL MENTOR:

What you know about them:

POTENTIAL MENTOR:

What you know about them:

Checklist for Potential Partner Cont.

Research everything you can about your potential mentors or partners. What are their likes, their dislikes, their passions, how do they spend their time on and off the job, what motivates them, etc.

ADDITIONAL INFORMATION ON MENTORS/PARTNERS

If they are mere acquaintances or strangers to you, do you know anyone they know? If you do, begin to find out all you can from that person and consider using that person as a reference when you make your initial contact with a potential partner or mentor.

MENTOR/PARTNER

CONTACTS OR REFERENCE


Checklist for Potential Partner Cont.

Prepare to contact your potential partner or mentor on the phone, or in writing with a brief proposal or request. Whether you plan to make your contact in person, on the phone or in a letter, you need to prepare your proposal or request well before you make the contact. If you are contacting someone who knows your reference but doesn't know you, your reference should be stated in your opening sentence. Your next sentence should briefly touch upon the quality or qualities that you so admire about this person. You should then briefly explain why those qualities are so important to you and how you want to gain this person's insight and wisdom in making those qualities a part of your life or project. If you want this person as a mentor, briefly ask if they could spare you a brief amount of time each week or month (a lunch, a breakfast, a coffee break, a round of golf) in which you could ask them questions that might help you grow in this particular area.

Contacting Potential Partners or Mentors

MENTOR/PARTNER: \_\_\_\_\_

Phone: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Contact or Reference Name: \_\_\_\_\_

Plan or Proposal

Include a personal reference in your opening  
\_\_\_\_\_  
\_\_\_\_\_

Qualities, traits, accomplishments that you respect and desire to learn  
\_\_\_\_\_  
\_\_\_\_\_

Why these qualities are so important to you  
\_\_\_\_\_  
\_\_\_\_\_

Proposed time for a brief meeting: \_\_\_\_\_



## Checklist for Potential Partner Cont.

Make the contact. Nothing beats a personal appointment. Depending on your potential partner or mentor, that may or may not be practical. If you can't make an appointment to see him or her, the next best thing is a phone call. Regardless of how you make your contact it should be brief and to the point. *(Any mentor worth their salt, unless they are already retired, already has a very busy schedule, and if they think future contacts with you are going to take too much of their time, they will either turn your proposal down outright, or simply avoid you like the plague.)*

Follow up! After you have made your first contact, follow up with a brief note of appreciation, commenting on something specific that he or she said or did. Use the following form to keep a record of your contact and follow up.

[illegible]

Go to the next person on your list. If your first choice for a mentor or partner turns you down, be sure to find out why. Then go through this same procedure with the next person on your list

## Motivate With Love

Now that you understand the value of partnering, evaluate how you currently motivate your peers, your loved ones and those under your authority. Do you usually motivate with fear or love?

Write down some of the people you are desirous of motivating, and write down any ideas you can think of on how you can begin to motivate that person with love.

[illegible]

# Persuasive Communication

### Laying the Foundation for Effective and Persuasive Communication:

1. An approach of honor
  - a. Timing
  - b. Listening
  - c. Respond and validate
  - d. An attitude of consideration
2. A full perspective
3. A thorough preparation

### The Nine Barriers to Effective Communication:

1. The listener's frame of reference
2. The listener's ego
3. Gender differences
4. Personality types
5. Semantics (different definitions)
6. They'd rather be speaking than listening
7. Opposing opinions
8. Time
9. You

### The Critical Elements of Effective and Persuasive Communication

Communication is only effective when it enables the listener to clearly understand what you are saying and feel what you are feeling.

- First goal is to implant into the listener's mind a clear and precise understanding of what you mean.
- Second goal is to implant your feelings into the heart or emotions of the listener by using "emotional word pictures".

### The Four Challenges of Effective and Persuasive Communication

Challenge 1: Grabbing the listener's undivided attention.

Challenge 2: Holding their attention level high throughout the communication.

Challenge 3: Imparting and implanting understanding and feeling.

Challenge 4: Influencing their will to make the right choice for the right reason.

Persuasive Communication Cont.

1. Write down some of your ideas, opinions, hopes, or goals that have been rejected by your boss, your contemporaries, or your spouse.

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2. Write some of the barriers you heard mentioned from the list "Nine Barriers to Effective Communication" that likely contributed to the rejections you listed.

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3. When you experienced those rejections, which of the three foundational components from the "Foundation for Effective and Persuasive Communication" were lacking and may have contributed to those rejections? List them.

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4. If you have any important issues that you hope to communicate in the next several weeks, list each of them.

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Persuasive Communication Cont.

5. For each important issue that you have listed, write down the barriers that are likely to stand in your way.

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6. For each important issue that you have listed, write down your ideas on how to apply each of the three foundational components to that upcoming conversation or presentation.

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7. Think back on any situation, either personal or professional, in which you either attempted or desired to persuade someone to do something that was important to you. Describe the situation, then answer questions 8-8c.

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8. What could you have said or done that would have shown a greater degree of honor or value to the person you desired to persuade?

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Persuasive Communication Cont.

a. Describe the person's "frame of reference" as it related to you and the situation or issue (personality type, opinions, past experiences, concerns, etc.).

b. What could you have done to have more clearly understood the person's "frame of reference"?

c. Were you a good listener?



# Preparing a Logical and Persuasive Presentation

1. Describe your listeners or readers.

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2. Make a list of their needs or desires that are relevant to your idea or product.

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3. Make a list of their concerns or fears that are relevant to your idea or product.

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4. State why or how your idea or product fulfills and/or benefits their relevant needs or desires better than any other idea or opportunity available.

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5. Identify their desires for gain, fears of loss, or desires to love that your idea or product will address.

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6. State why or how your idea or product resolves their concerns or fears better than any other idea or opportunity available.

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Preparing a Logical and Persuasive Presentation Cont.

7. List and then prioritize every objection or excuse they may have for resisting or rejecting your idea, product or the action you are asking them to take.

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8. List and prioritize how your idea or product overcomes each individual objection or excuse.

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Laying the Foundation of Persuasion

1. Think back on any situation either personal or professional, in which you attempted, or desired to attempt, to persuade someone to do something that was important to you and then answer the following questions:

a. What could you have said or done that would have shown a greater degree of honor or value to the person you desired to persuade?

b. What was their "frame of reference" as it related to you and the situation or issue? (Their personality type, their opinions, their past experience, their concerns and so on.).

c. What could you have done to have more clearly understood their "frame of reference"?

d. Were you a good listener?

2. If there is any situation in the immediate future in which you are going to attempt effectively to communicate an important issue or wish to persuade someone, complete the following exercise before you do so.

a. What specifically can you say that will show a greater degree of honor or value to the person you desire to persuade?

Laying the Foundation of Persuasion Cont.

b. What is their "frame of reference" as it relates to you and the situation or issue? (Their personality type, their opinions, their past experience, their concerns and so forth.)

c. What specific questions can you ask that will help you to understand their "frame of reference", and will help them to know that you value their opinions and concerns.

d. Is your motive to inform them, to persuade them to do what is in their best interest or to do what is in your best interest?

Becoming a More Effective & Persuasive Communicator

1. Think back on any situation either personal or professional, in which you either attempted or desired to attempt to persuade someone to do something that was important to you and then do the following:

a. Write out several different "hooks" that could have been used to grab their undivided attention.

b. Write out statements or questions that could have been used as "salt" to have kept their curiosity high throughout your conversation or written presentation.

c. Write out one or more "emotional word pictures" that could have been used that would have enabled your listener or reader to better understand what you were "salting" and feel what you were feeling.

d. How did you appeal to their greatest internal motivating factors (their desire for gain, fear of loss and desire to love)?

Becoming a More Effective & Persuasive Communicator Cont.

2. If there is any situation in the immediate future in which you are going to attempt to effectively communicate an important issue or wish to persuade someone, complete the following exercise before you do so:

a. Write out several different "hooks" that you can use to grab their undivided attention.

b. Write out statements or questions that you can use as "salt" to keep their curiosity high throughout your conversation or written presentation.

c. Write out one or more "emotional word pictures" that you can use that will enable your listener or reader to better understand what you were saying and feel what you were feeling.

d. How are you appealing to their greatest internal motivating factors (their desire for gain, fear of loss and desire to love)?

Presentation Worksheet

1. Describe the person(s) you are presenting your idea or product to, and list their desires or needs that your idea or product will fulfill

DESCRIPTION OF LISTENER

DESIRES OR NEEDS YOUR IDEA OR PRODUCT FULFILLS

2. State why your idea or product fulfills these needs BETTER than any other idea or product available to your listener or reader.

IDEA OR PRODUCT ADVANTAGES

3. How does your idea or product appeal to your listener's "Desire for Gain" and "Fear of Loss"?

DESIRE FOR GAIN

Presentation Worksheet Cont.

FEAR OF LOSS

4. List and prioritize every possible objection and excuse a person could use to avoid accepting your idea or product.

OBJECTIONS AND EXCUSES

5. List and prioritize how your idea or product overcomes each objection or excuse.

OBJECTION:

ANSWER:

OBJECTION:

ANSWER:

OBJECTION:

ANSWER:

OBJECTION:

ANSWER:

OBJECTION:

ANSWER:

OBJECTION:

ANSWER:



Presentation Worksheet Cont.

6. Create an opening that INSTANTLY "grabs" the listener's undivided attention, using as strong of a "hook" as you can create.

OPENING STATEMENT OR QUESTION

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7. "Set up" the problem or problems your idea or product is going to solve.

PROBLEMS THAT WILL BE SOLVED

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8. "Salt" the presentation with curiosity building statements or questions as often as you need to raise your listener's attention level.

"SALTING" QUESTIONS OR STATEMENTS

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9. Using "emotional word pictures" to make your most important points clear and unforgettable, take your most important benefits and answers to objections and illustrate them with word pictures.

WORD PICTURES THAT ILLUSTRATE MY MOST IMPORTANT POINTS

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Presentation Worksheet Cont.

10. Use testimonials of others who have benefited from your idea or product.

POSSIBLE TESTIMONIALS

11. Use comparisons to other ideas, products or prices to build a "perceived value" that far exceeds the cost of the idea or product.

COMPARISON OR PERCEIVED VALUE

12. Close with a quick summary of the most important benefits, a risk/reward comparison (minimizing the potential risk and maximizing the potential gain), and a clear cut reason for action or call to action

Presentation Worksheet Cont.

Asses Your Future and Present Presentations

1. Describe any situation, personal or professional, in which you either attempted or desired to persuade someone to do something that was important to you.

2. Write out several different "hooks" that could have been used to grab the person's undivided attention.

3. Write out statements or questions that could have been used as "salt" to keep the person's curiosity high throughout your conversation or written presentation.

4. Write out one or more "emotional word pictures" that could have been used to enable your listener or reader to better understand what you were saying and feel what you were feeling.

5. Write how you could have appealed to one or more of the three greatest internal motivating factors (desire for gain, fear of loss, and desire to love or be loved).

Utilizing Failure

1. Refer to your "Dream Page" in Section 5. You can use your dreams listed there to build off of in this section.

a. State a dream to practice these skills on.

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b. State the broad ramifications of achieving that dream.

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c. Make a list of the people that you want to share your vision with.

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d. List the potential obstacles that could prevent you from achieving that dream.

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e. For each potential obstacle, develop creative alternatives for overcoming the obstacle.

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Utilizing Failure

f. List your weaknesses, "lack of know-how", and "lack of resources" that could prevent you from achieving that dream.

g. List the types of partners, mentors, or outside resources you will need to recruit to overcome the limitations you've defined.

h. Review all of your target dates for achieving your important dreams and consider if they should be revised to follow a marathoner's pace or a sprinter's pace. Any long-term vision may require a long-term commitment and therefore may need a marathoner's pace with extended deadlines.

2. Make a list of some of your past failures, both at home and on the job. Consider each one and determine if you were trying to run a "three-legged horse", or if you simply failed because of your "lack of resources", "lack of know-how", or inability to develop creative alternatives.

Utilizing Failure

3. List some of the failures that people around you (at home or at work) have experienced and write down your response or reaction to those failures. Did you lecture, advise, criticize, discipline, overcorrect, or become angry? Or, did you listen, encourage, ask questions and coach the person through their "strikeout"? How could you have better dealt with their failures?

Dream Conversion Exercise

1. For each of your most important dreams, write the broadest vision of that dream and all of the potential ramifications of achieving that particular dream.

2. Share your most important dreams with other people that you trust, especially those that you might want to recruit as partners or mentors in achieving each dream. Who will you share your most important dreams with?

3. Think of "strikeouts" or failures you have experienced at home or on the job. How did you usually react? Also, ask those closest to you how they think you normally react to "strikeouts" or failures.

Time Inventory

1. Using this "Time Inventory Form" fill in how you think how you spend each hour in your typical week. Then circle every hour block that is an "elective" block of time where you have no weekly obligations. For example, my "elective" times are each weekday evening from 6:00pm until 11:30pm and most of Saturday and Sunday.

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
6:00 AM							
7:00							
8:00							
9:00							
10:00							
11:00							
NOON							
1:00PM							
2:00							
3:00							
4:00							
5:00							
6:00							
7:00							
8:00							
9:00							
10:00							
11:00							
MIDNIGHT							
1:00AM							
2:00							
3:00							
4:00							
5:00							

Time Inventory Cont.

2. Take this second "Time Inventory Form" with you everywhere you go for one week. Every couple of hours, record what you did in the preceding hours. Once again, circle every hour block that is an "elective" block of time. At the end of the week, compare this actual log of your time with your "guesstimate" log from the previous page.

	Mon	Tue	Wed	Thu	Fri	Sat	Sun
6:00 AM							
7:00							
8:00							
9:00							
10:00							
11:00							
NOON							
1:00PM							
2:00							
3:00							
4:00							
5:00							
6:00							
7:00							
8:00							
9:00							
10:00							
11:00							
MIDNIGHT							
1:00AM							
2:00							
3:00							
4:00							
5:00							



## Time Inventory Cont.

3. Write down ideas on how you can replace your "good uses" of your elective blocks of time with uses that reflect your greatest values, highest priorities and achieving your most important dreams.

[illegible]

## Section 12

## Time Inventory Cont.

4. Make a list of any activities that you think you could delegate now or in the future. Then write out a plan on how you can begin to delegate each activity with a deadline for accomplishing that plan.

[illegible]

Dealing with Fear

Four Steps for Overcoming Fears of Failure in Any Endeavor

- 1. Define what you really want in each endeavor, project, or dream you are pursuing.
- 2. List the potential obstacles that could stand in the way of getting what you really want.
- 3. List your reasons for not confronting each obstacle.
- 4. Create a risk-reward analysis chart for each of your fears (see sample chart below).

Sample Risk-Reward Analysis Chart

FEAR	WORST CASE	BEST CASE	LIKELY CASE
I'll be punished.	He'll give me more grunt work and pass me over at promotion time.	He'll be fine and give me better work assignments.	He'll be angry and things will remain the same.
I'll be turned down for the transfer.	I'll be turned down for the transfer and keep doing what I'd be doing if I didn't ask for a transfer.	I'll get the transfer and start enjoying my work.	I'll get the transfer and be shunned by my ex-boss.
I'll be stuck in this department.	I'll have to put up with days or weeks of my boss's disdain.	I'll get the transfer and start enjoying my work.	I'll get the transfer and feel awkward when I see my ex-boss in the cafeteria.

Dealing with Fear

Detecting Subtle Fears

1. Take any area of your life (your career, your marriage or any other relationship, a hobby, finances, etc.) and write down the answer to this question: If you could have anything you want to happen in that area, what would it be?

AREA	WISH

2. List the obstacles that prevent you from seeing that wish fulfilled.

DREAM	OBSTACLE

Dealing with Fear

3. List any fears that keep you from confronting that obstacle and trying to overcome it.

OBSTACLE	FEAR

Diffusing and Defeating "Bad" Fear- Putting Fear into its Proper Perspective

1. Take any of the fears you've listed on the previous page and answer the following three questions:

a. What's the worst that can happen if that which I fear comes to pass?

b. What's most likely to happen if that fear is realized?

c. What's the best possible outcome for you and others if the fear isn't realized and you overcome the obstacle?

Dealing with Fear

Making Your Past Failures Your Strongest Allies

1. List any personal or business failures that you can recall that were hurtful to you. (i.e. a failed marriage or relationship, a failed project or business, a rejected idea, etc.)

a. Using this list, write down all of the possible reasons that caused or contributed to each failure.

2. Look at the causes you listed above and write down the general lessons or principles demonstrated. (If you have a hard time answering any of these questions, seek out answers from others who have been involved or can help you learn the lessons of those failures.)

Failure

Causes

Lessons Learned

Failure

Causes

Lessons Learned

Continue this process for as many failures as desired.

Dealing with Fear

3. Are you currently ignoring those lessons and repeating those factors in any relationships or projects you are currently involved in? If so, write them down.

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4. List any similar relationships or projects you are currently involved in which these failures could be repeated.

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5. List the actions you can take to prevent repeating the lessons of past failures in current similar situations.

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Analyzing Criticism

- 1. List below some of the more memorable criticisms that you have received either at home or at work.
- 2. Determine how qualified the person was to give such a criticism. Beside each of the criticisms below, write VQ for Very Qualified, SQ for Somewhat Qualified, or NQ for Not Qualified.
- 3. Beside each criticism below, write down as many of the following reasons that may have been the basis of the person's criticism

- (E) *Emotionally based*
- (PE) Based on your or their *past experiences* or past failures.
- (LU) Based on their *lack of understanding* or fully comprehending your goal, intention, or vision.
- (CT) Based on their *conventional thinking* rather than creative thinking.
- (L) Based on *logic*.
- (RS) Based on the *realities of the situation*.

CRITICISM	CRITIC	QUALIFICATION	BASIS



Analyzing Criticism

4. What was the motive of the critic? Was it love, concern for you or the project? His or her genuine concern for others? Or was it selfishness, jealousy, fear, animosity, hurt, anger, or his/her immaturity?

5. Looking back, how accurate was the criticism?

a. Define the "water" in the criticism- that which was exaggerated, absurd, or meaningless.

Criticism

Water

b. Define the "sand" in the criticism- that which was most irritating or hurtful (specific words, tone of voice, spirit of the criticism, etc.).

Criticism

Water

c. Determine the "gold" in the criticism- the truths that can be drawn from the criticism that can help you better perform in the future.

Criticism

Water

Analyzing Criticism

6. How did you respond to the criticism? Was it with anger, defensiveness, denial, blame, attack, or withdrawal? Or did you listen to, acknowledge, thank, or give the critic an explanation that helped him or her to better understand you or your action?

CRITICISM	YOUR RESPONSE

7. How could you have responded in a way that would have been better for you, your growth, and your relationship with the critic?

CRITICISM	YOUR RESPONSE

Analyzing Criticism

8. Write down the best ways you believe you could respond to criticism in the future. Use the following format to evaluate any current or future criticism you face.

CRITICISM

WATER

SAND

GOLD

CRITICISM

WATER

SAND

GOLD

Becoming a Positive Person

Four Steps to Becoming a Positive Person in a Negative World

- 1. Take Responsibility for Your Responses.
- 2. Build an Attitude of Gratefulness.
- 3. Strive For and Achieve Excellence.
- 4. Maximize Your Relationships at Home and at Work.

Seven Keys to Maximizing Your Relationships

- 1. Honor
- 2. Encouragement
- 3. Security
- 4. Respect and Admiration
- 5. Effective Communication
- 6. Fighting by the Rules
- 7. Correct Criticism

Take Action

1. Write down recent situations or circumstances in which you reacted, rather than responded. Describe your reactions and any negative consequences they produced with you or someone else.

SITUATION \_\_\_\_\_

Your Reaction	Negative Consequences to You/Others
_____	_____
_____	_____
_____	_____

SITUATION \_\_\_\_\_

Your Reaction	Negative Consequences to You/Others
_____	_____
_____	_____
_____	_____

Becoming a Positive Person

2. Looking at the situations you've described, write down how you could have responded to those situations or circumstances that would have produced more positive outcomes for you or others.

SITUATION _____	
Your Reaction	Possible Positive Outcomes
_____	_____
_____	_____
_____	_____

SITUATION _____	
Your Reaction	Possible Positive Outcomes
_____	_____
_____	_____
_____	_____

3. For the next two weeks, take a few minutes each night to write out any situations that occurred during the day that you reacted to and the negative consequences of those reactions. Then, for each situation, write how you could have better responded to that situation.

SITUATION _____	
Your Reaction	Negative Consequences to You/Others
_____	_____
_____	_____
_____	_____

SITUATION _____	
Your Reaction	Negative Consequences to You/Others
_____	_____
_____	_____
_____	_____

Becoming a Positive Person Cont.

4. Take a few minutes each night during the next week to write out any situations that occurred during the day that you responded to and the positive outcomes you experienced because you responded rather than reacted.

SITUATION _____	
Your Reaction	Positive Outcomes
_____	_____
_____	_____
_____	_____

SITUATION _____	
Your Reaction	Positive Outcomes
_____	_____
_____	_____
_____	_____

5. Ask people at work and at home if you are generally a negative person or a positive person. If they answer positive, have them rate you on a scale of one to ten (one being a little more positive than negative, 5 being fairly positive, and 10 being very positive). Ask those same people things you currently do that reflect positive attitudes. Finally, ask those same people how you could be more positive. Be sure to take notes.

THINGS I DO THAT REFLECT NEGATIVE ATTITUDES

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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THINGS I DO THAT REFLECT POSITIVE ATTITUDES

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\_\_\_\_\_

Becoming a Positive Person Cont.

HOW OTHERS SAY I COULD BE MORE POSITIVE

6. What are the greatest "hurts" you have suffered that may still affect your attitudes? (Abuse, divorce, job firings, hurtful actions or words of friends, physical disabilities, and so on.)

7. Go "Treasure Hunting" through your "hurts". For each "hurt" you list, write down the "Treasure" (the spiritual or character qualities you gained as a result of these hurts).

- Do you have a greater ability to feel or empathize with the painful experiences of others?*
- Do you have a more acute sensitivity to the needs and trials of others?*
- Are you less judgmental or more tolerant of others?*
- Are you more protective of children or others who may face the same kind of hurt you have faced?*
- Do you have a much greater capacity to be patient?*
- Are you more thoughtful, kind, tender, and caring?*
- Are you more serious about life and more spiritually sensitive?*

HURT

TREASURE

Becoming a Positive Person Cont.

HURT \_\_\_\_\_

TREASURE \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

HURT \_\_\_\_\_

TREASURE \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Building More Enjoyable Relationships

1. Being able to build relationships that are fulfilling requires showing honor and value. How can you begin to show more HONOR and greater VALUE to those you relate to, both professionally and personally (words, actions, attitudes, etc.)?

PERSON	WAYS I CAN SHOW HONOR AND VALUE
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____



Becoming a Positive Person Cont.

2. What are some of the specific things you can begin to say or do that will ENCOURAGE people you regularly relate to?

PERSON	WAYS I CAN SHOW ENCOURAGEMENT

3. What are some of the specific things that you do to dishonor or discourage people who regularly relate to. (The best way to answer this is to ask those whom you relate to.)

PERSON	WAYS I DISCOURAGE AND DISHONOR

4. Evaluate how safe and secure those you relate to feel in their relationship with you. What can you do that will infuse more safety and security into each relationship? (If you struggle with this question, ask those you relate to what you could begin to say/do or not do, that would make them feel more secure in the relationship.)

PERSON	WAYS I CAN INCREASE SAFETY AND SECURITY

## Conflict Do's and Don'ts

## Rules for Constructive Conflict

**Conflict Don'ts**

1. Don't bury the problem or the hurt it's causing you
2. Don't deny or run away from the problem or the confrontation required to address it.
3. Don't let your addressing the problem degenerate into an attack on the person or his or her character. (If character is the issue, address, don't attack the specific character failing, not the character in general.)
4. Don't use inflammatory remarks, sarcasm, or name calling.
5. Don't enter a conflict in the spirit of a self righteous know i all.
6. Don't let the conflict broaden to issues other than the one(s) you are trying to address.
7. Don't use generalizations, exaggerations, or blanket statements such as "you always" or "you never".
8. Don't use ultimatums or threats.
9. Don't use body language or nonverbal communication that shows disbelief or lack of respect (such as rolling your eyes or shaking your head).
10. Don't interrupt.
11. Don't raise your voice.
12. Don't withdraw or walk away or hang up the telephone in the middle of a confrontation.

**Conflict Do's**

1. Take a timeout to gain control, become calm, and reduce anger before you engage in the confrontation.
2. Prepare for the confrontation before you engage in it.
  - a. Determine your specific goal for the confrontation
    - i. Do you want to resolve a problem?
    - ii. Do you want to stop a behavior pattern?
    - iii. Do you want to replace a destructive behavior pattern with a constructive one?
  - b. Determine what specifically you want to say and how you want to say it. Write it down if time permits so you can make sure to avoid all of the "don't" in your message.
  - c. Determine how to begin the confrontation in the least inflammatory way. Include your positive goal for the confrontation. (For example, "I really want to be the best friend I can be to you." or "Because our relationship is so important to me, I wanted to share something that could make it better for both of us.")
3. Approach the confrontation in the spirit of a learner who also makes mistakes and has weaknesses.
4. If criticism is to be given, use the "sandwich method".
5. Use as many encouraging and positive statements as you can in the context surrounding the central issue you are trying to address or resolve.
6. Be willing to offer and accept a progressive resolution of the problem or issue. In other words, be willing to come up with a solution that involves a period of time. Don't demand that the solution be agreed on, enacted, or achieved by the end of the confrontation.
7. Ask for advice on what you can do to help resolve the problem on your end, or to reduce your contribution to the problem.
8. If the person attacks you, don't defend yourself or retaliate. Assure him or her that you, too have weaknesses that you need work on.
9. Keep the confrontation on track. Don't be diverted to side issues or opportunities to deal with problems other than those you have planned to address. If the other person won't proceed unless you do address side issues, you can always agree that he or she has a legitimate concern and ask if you can set aside time later to deal with that issue.
10. Control your words, tone of voice, and nonverbal communication. Respect and honor the person, even in the midst of conflict. Remember the wisdom of the proverb of Solomon, "A soft answer turns away wrath, but grievous words stir up anger." In other words, giving a soft answer defuses and prevents anger, while destructive, divisive, or inflammatory words of answers turn up the heat and cause the other person's anger to boil over
11. Reassure the person of your ongoing care and commitment to him or her and to your relationship.

Criticism

Think back to the last few times you've handed out criticisms. Write down how you could have voiced each criticism using the "Sandwich Method".

CRITICISM \_\_\_\_\_

REVISED CRITICISM \_\_\_\_\_

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\_\_\_\_\_  
\_\_\_\_\_

CRITICISM \_\_\_\_\_

REVISED CRITICISM \_\_\_\_\_

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CRITICISM \_\_\_\_\_

REVISED CRITICISM \_\_\_\_\_

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CRITICISM \_\_\_\_\_

REVISED CRITICISM \_\_\_\_\_

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Helpful Definitions

The Three Essential Ingredients of Passion

<b>Vision:</b>	A clearly defined dream with a precise and detailed map or plan to achieve that dream within a defined amount of time.
<b>Hope:</b>	A well-founded and confident expectation that a specific dream, goal, step, or task will be accomplished within a defined amount of time.
<b>Fulfillment:</b>	The inner joy and excitement that comes from achieving meaningful goals, steps, and tasks that reflect your core values