



# BREAKING THROUGH

Closing the Gap Between Where  
You Are and Where You  
Want To Be

Personal Advancement Guide

Property of:

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# About this Video Program and Personal Advancement Guide

The video program and this Personal Advancement Guide are based on:

**Tools**, not just theory.  
**Science**, not just success talk.  
**Measurable Results**, not just new ideas.

You may use this Personal Advancement Guide with or without a facilitator or leader in one of the following ways:

## **1. Self-Study with this Guide:**

We recommend that you work through this guide and its material in the order that follows this page. Before you watch the video, please read about Dr. Robert K. Cooper on page 3 and the Preface on page 4. Also, complete the activities on pages 6 and 7. Throughout this guide you will be asked to write down or work through a variety of insights. Your work is not intended for any other purpose than your own development. It is not for any use other than your own. We recommend that after you've completed this program you continue to refer to this material as well as your personal insights. Your notes will serve as motivation and measurement for your continued advancement.

## **2. Learning with a Group or Team – with each person having a copy of this guide:**

A detailed Leader's Guide and tips for organizing your training session are provided on pages 43 - 47 of this guide. We recommend that you work through this guide and its material in the order that follows. Each participant will have the opportunity to write down and work through his or her own personal insights. Encourage participants to refer to this material and their own discoveries from this program. Their notes will serve as motivation and measurement for their ongoing advancement. Information about additional participant guides or duplication rights are available at [www.vividedgeproductions.com](http://www.vividedgeproductions.com).

## **3. Learning with a Group or Team – without each person having a copy of this guide:**

A detailed Leader's Guide and tips for organizing your training session are provided on pages 43 - 47 of this guide. We recommend that you work through this guide and its material in the order that follows. Although we recommend that each participant have a Personal Advancement Guide, you may choose to review/paraphrase the material provided and have participants answer (*either through group discussion or by using a notebook*) many of the insightful questions and exercises provided throughout this guide.



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*Enjoy this program and good luck in your continued journey  
as you Break Through to where you want to be.*

## Robert K. Cooper, Ph.D.



Praised as “a national treasure” by Stanford Business School Professor Michael Ray and named “the ultimate business guru for the new millennium” by *USA Today*, for five years Robert Cooper has been the highest-rated faculty member in the Lessons in Leadership Distinguished Speaker Series sponsored by universities and business schools worldwide.

An acclaimed educator on how exceptional leaders and teams liberate untapped capacities and excel under pressure, Cooper is also recognized for his pioneering work on the practical application of emotional intelligence and the neuroscience of leadership.

He has lectured at the Stanford Executive Program, Management Centre Europe, and over twenty leading business schools. He serves as Adjunct Professor in the Ph.D. Program at the Union Institute and University in Cincinnati. In addition to graduate work at the University of Michigan and University of Iowa, he completed his undergraduate degree with honors at the University of Minnesota and earned his doctorate at the Union Institute and University Graduate College in health and psychology with an emphasis on leadership.

In a recent survey of managers and professionals from more than 90 organizations, his work was compared to twenty widely recognized leadership authorities. Cooper rated highest on every scale, including inherent value, usefulness, applicability, delivery, and overall results. In an independent rating by professionals and managers in the Senior Management Interchange, the value of his work was rated at 4.9 out of 5.0.

Cooper’s practical, scientifically-based advice has garnered accolades from all corners. In addition to praise from *USA Today* and a number of scientists, executives, and researchers worldwide, according to *The Detroit News*, “Robert Cooper’s books are among the best researched and most helpful of all those published in the past decade.” *Library Journal* has called his work “a valuable contribution to the literature.” His articles have been published in *Strategy & Leadership Journal*, and his books, including *The Performance Edge* and *Executive EQ: Emotional Intelligence in Leadership & Organizations*, have sold over four million copies. His newest book, *The Other 90%: How to Unlock Your Vast Untapped Potential for Leadership & Life*, has received 5-star reviews, has been on the *Wall Street Journal* Bestseller List, the *BusinessWeek* Bestseller List, and #3 on Amazon’s Top 100 List.

Cooper is chair of Advanced Excellence Systems, LLC, a leadership consulting firm in Ann Arbor, MI. For five years he served as Chair of the Board for Q-Metrics, a San Francisco-based firm specializing in the measurement and advancement of star performance and applied intelligence. Cooper has consulted with or presented leadership development and professional education programs for many organizations, including 3M, Verizon, Ford, Intel, Qualcomm, American Express, Disney, Capital One, Wells Fargo, Pepsico, Delta Air Lines, Ball Aerospace, Deloitte & Touche, Scientific Atlanta, Novartis, Johnson Controls, Morgan Stanley, AC Nielsen, Diageo, Checkpoint, Liz Claiborne, Hilton, Georgia-Pacific, Booz/Allen/Hamilton, Marriott, Sun Microsystems, Analog Devices, GlaxoSmithKline, AT&T, Fidelity Investments, PNC Bank, American Hospital Association, Methodist Hospitals of Dallas, Department of Veterans Affairs, Valassis, J.D. Edwards, Fireman’s Fund Insurance, Northwestern Mutual Life, The Limited, Allstate Insurance, and Coca-Cola.

He served in the U.S. Marine Corps during the Vietnam War. An All-American athlete, he is a recipient of the University of Michigan’s Honor Trophy Award for “outstanding achievement in scholarship, athletics, and leadership”. Beyond his corporate work, Cooper’s background includes a decade of study on stress dynamics, effective change, and instructor-level certifications from several leading preventive medicine institutions.



## Preface

All future success depends on overcoming obstacles, mastering changing conditions and finding new ways to do what yesterday no longer works or today still seems impossible. To do this, worldwide research has advanced a simple, proven formula for what is called **Breaking Through**.

This program reflects how I see the hidden possibilities that are everywhere around us for growth and success during times of great change. All of us have, within our reach every single day, untold opportunities to transcend barriers and flow with change, instead of getting derailed or overwhelmed by these pressures.

We are given a chance at every turn and at every moment of our lives and work to shape what we become. If only we can find the most effective approaches for **Breaking Through**.

A handwritten signature in black ink that reads "Robert". The signature is written in a cursive style with a large, sweeping initial 'R'.

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## To Begin With . . .

Let's start with a simple exercise, or mechanism, called a **Check-In**. In a few moments, on the chart below you will be asked to rate yourself on your current level of energy and focus.

Before you decide, here is an example of how the scale works . . .

For **energy**: a 10 means you have so much energy you need a seat belt and a 0 means it's a miracle you are upright. For **focus**: a 10 means you have the best imaginable level of concentration and a 0 means your attentiveness is as low as it has ever been.

With this perspective in mind, go ahead and check in . . .



### Check-In

At this moment what is your self-rating for:

**Energy: 0-1-2-3-4-5-6-7-8-9-10**

**Focus: 0-1-2-3-4-5-6-7-8-9-10**

Of course you could alter the truth on this exercise. There's nothing objective about these numbers. But the moment you begin to check in, your internal self-observation process sharpens. Your curiosity — Where *am* I right now? — is naturally heightened. The process of checking in tends to automatically raise the level of energy and attentiveness you have.

You can also use this simple tool before each important activity — every meeting, interaction, problem-solving time, and so on. It's also a very effective mechanism to use with groups.

Now, let's explore your own frame of reference for **Breaking Through** on the next page.

## Your Own Frame of Reference

Science confirms that the most effective learning begins with a sense of personal context. This could be remembering a peak experience and relating it to a current challenge or priority in your life work. We can all draw upon examples to remind ourselves of what happens when **Breaking Through** is made visible.

**Directions:** Take a moment to think about and write two brief descriptions that will help you remember some of the best experiences you have had in **Breaking Through** up to this point in your career or life. These remembrances will help you focus on building new experiences that are even better than these.

### Breaking Through

Setting the Context for Closing the Gap Between Where You Are  
and Where You Want to Be

Briefly describe the time in your life when you were the **most self-motivated to succeed**:

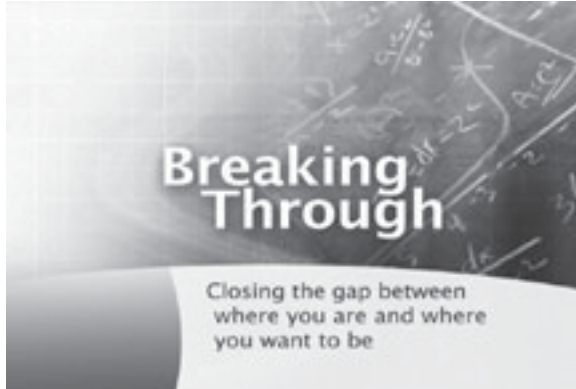
Briefly describe a time in your life when you took an **unexpected approach to an obstacle and overcame it**, even if no one else believed you could:

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As you build new insights and skills during this **Breaking Through** program, keep relating them to the examples above — and work to create even better results going forward.



## After the Video



### Breaking Through

Let's begin shaping your future. To do that, we must find ways to draw the future into the present day and venture beyond our up-close vision and established routines. To be our best and accomplish our best, we must be ready and willing to go beyond the gates of current reality and look as far and wide as we can into the distance and future. We must also acknowledge that we don't know exactly what's ahead, and expect to be surprised.

This simple exercise can help you be more "far-seeing" and calm in creating a more successful and rewarding future.



### Personal Insight

Some people have a natural tendency to imagine the best, others the worst, and some dream of "impossible" things coming true.

Which do you think that you are generally?

- I generally imagine the **reasonable best-case outcome**.
- I generally imagine the **possible worst-case scenario**.
- I generally imagine a **breakthrough or "impossible" outcome**.

The good news is that to be successful at **Breaking Through** you need to be able to blend all three.

As you choose possible directions to go forward, briefly glance ahead on each path and imagine the reasonable best-case scenario, possible worst-case scenario, and then the breakthrough or "impossible" outcome. This program will help you learn how to set great goals, clearly see all the obstacles in the way, build practical mechanisms to beat the obstacles, and then measure your progress.

Those who hold a long-term view — into the far distance and across time for many months or years — are most likely to demonstrate exceptional leadership, thrive under pressure, earn higher incomes, and have happier and longer-lasting relationships.<sup>1</sup> But it's not just how far you can see, but also *what* you see.

**New results begin with you. Let's get started!**



## Personal Insight Exercise

Take a moment to write your thoughts about:

When you glance *one year into the future*, what do you most strongly want to create more of or achieve for the first time?

### In Your Work

|  |
|--|
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|  |

### In Your Life

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Now, examine *current reality*. There is a natural tension between where you want to be and the way things are right now. This creates a powerful force called *constructive discontent*. Between the pull of these two forces, who you want to become matters more than what you want to do; personal development goals have been proven to lead to greater progress than performance goals.<sup>ii</sup> When you focus on personal learning advancement, you move from just contemplating the end result of changes to actually making the specific steps that result in change.



## Personal Insight Exercise

When you glance *five years into the future*, what is the best possible work and life you can envision?

### Best Work

|  |
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### Best Life

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## Personal Insight Exercise

What are several *specific examples* of what you would *need to do differently* with your time and energy right now, and tomorrow, and next month, if this previous vision on page 10 were to be true five years from now?

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This brief kind of envisioning is a powerful driver of new learning and hope. It can connect you with real possibilities for growth, instead of vague goals that may be exciting to look at but rarely are realized.

By putting your current challenges into a long-range context, you are effectively devoting yourself to today's priorities while also asking, "How does this fit in my overall life and the world around me, now and in the future?"<sup>iii</sup> Without such context, we're lost.

When you can see a clear image of the best one-of-a-kind person you could learn to be — it means you are developing your own distinguishing values, talents and passions, not someone else's rendition of their own ideal or society's norm. In this clear light of holding in focus the gap between where you could be and where you are, you can clearly and decisively decide what, exactly, you want to *stop doing* and *start doing*.

Let's continue with another quick, but insightful exercise.



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## Life Navigator

An insight for streamlining your focus to do more of what matters most in your life and work.

### The Premise:

You have \$5 million in savings and, beginning today you also have less than 5 years to live.  
If this is true, thinking about the past month and looking at the month ahead,  
what would you:

**Stop Doing**

**Start Doing**

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## GOM<sup>2</sup>

Envisioning yourself in the future is one of the most effective ways to unlock hidden potential and turn it into real, lasting personal development.

You now have a preliminary sense of some of the things you want to achieve in the next five years. It's time to look further at the model for **Breaking Through**.



### The Formula for Breaking Through

As you know from the video program, the four-part **Formula for Breaking Through** is **GOM<sup>2</sup>**. The **G** is for goal. The **O** is for obstacles. The first **M** is for mechanism and the second **M** is for measurement. Let's quickly review each:

#### GOAL

Goals are as clear and specific as we can possibly make them. Make sure every goal that you set is focused on *exactly what you want to have happen*.

#### OBSTACLES

Obstacles are things that could block or get in your way of your goals being met.

#### MECHANISM

Mechanisms are small specific ways to work around obstacles to get the right results to happen. Mechanisms could be a small change in how you listen or how you interact, plan, get things done, or innovate. It should be something simple, concrete and measurable that you can test within a short period of time.

#### MEASUREMENT

The final M is for measurement. You should be able to see a tangible positive result from each chosen mechanism in not more than a week. If the mechanism is working, keep doing it. If not, modify it or stop doing it.

That's the basic **GOM<sup>2</sup>** — **Formula for Breaking Through**.

# Goals

A great goal is specific, challenging, believable (*by you, not necessarily others*) and measurable. Great goals are compelling, even when they are small. Your goals are unique to you and are things that you consider worthy of your own individual pursuit.

## Specific

Generally, each goal should be specific enough that you can vividly see it. Vague goals never generate enough energy or commitment to see them through.

## Constructive and positive

If you allow your mind to focus on preventing a bad outcome instead of bringing about a good one, your brain gets entrapped by the negative, making the bad outcome even more likely to occur.<sup>iv</sup> Negative suggestion works, bringing about in reality the worries and other victimizing traits that are imagined. So whenever you set a goal, focus it on *exactly* what you want to accomplish.

## Believable

Your goals must also be believable to you, even if to others the goal may seem “impossible”. Just because you believe a goal is possible does not necessarily mean that it is realistic or even probable by another’s standard. Keep in mind that many of the greatest breakthroughs in history — both big things that changed the world and small things that changed countless lives — were those that others did not consider being realistic or believable.

## Challenging

Generally, your goals should be challenging and keep you stretching to achieve more of what’s possible in your life and work. But work with small challenges as well as big ones. Sometimes small wins promote progress in the most powerful ways, even while we’re working long term on making big wins happen.

## Measurable

Your goals don’t necessarily need a deadline, but whether a goal is short-term or long-term, it’s vital to be able to measure progress at regular intervals — never more than one week apart!

Now, let’s do some work...



## Personal Insight Exercise

Use the questions below to begin formulating some ideas and then using the chart on the next page, note the important goals that you have for different aspects of your life and work: work effectiveness, energy level and calm effectiveness, ingenuity and innovation, work relationships, life relationships, talents or passions, and rest and rejuvenation.

Once you have made notes regarding your specific goals, use the chart on the next page to prioritize each one in terms of short-term value to your life on a scale of 1 to 10 and long-term value to your life on a scale of 1 to 10.

In terms of your **work effectiveness**, what are several areas that you feel need advancement?

Priority

In terms of your **energy level and calmness** during stressful situations throughout the work day or off the job, what are several areas that you feel need advancement?

Priority

In terms of your **level of ingenuity and innovation** in the midst of your busy work schedule, what are some areas that you feel need advancement?

Priority

What **work relationships** would you most like to improve?

Priority

What **life relationships** would you most like to improve – with loved ones, family, or friends?

Priority

What **talents or passions** do you most want to develop or pursue?

Priority

What **rest and rejuvenation** do you need to plan for? How can you have more **fun**?

Priority

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# The Bridge for Breaking Through: A Priority Goal List



| Key Areas   | Specific Goal(s)   | Value Short-Term 0-1-2-3-4-5-6-7-8-9-10<br>Value Long-Term 0-1-2-3-4-5-6-7-8-9-10 |
|---|--|---|
| Work effectiveness<br>Work flow<br>Meetings<br>Valuing<br>Recognition | This guide is<br><b>FOR PREVIEW ONLY</b><br>Illegal for Training |   |
| Energy and calm effectiveness   |  |   |
| Ingenuity and innovation  |  |   |
| Work relationships  |  |   |
| Life relationships  |  |   |
| Rejuvenation  |  |   |
| Talents   |  |   |



## Personal Insight Exercise

Now pick any three of your top priority goals — either short- or long-term that you developed on page 16. The goals that you choose here are the ones that you will continue to refer to throughout this guide.

1

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Keep in mind that almost any goal, no matter how difficult, can become more manageable by breaking it down into smaller components.

Can you break any of your three goals down into smaller components? If so, revise as needed.

## Obstacles



The second part of the **GOM<sup>2</sup> — Formula for Breaking Through** is obstacles. What's in the way of meeting your goal? Visionaries tend to dislike talking about obstacle and barriers — but real-world pressures mean that few goals ever come true unless we can clearly see what's in the way and build a route around it. Other people jump immediately into creating action steps without first understanding what problems and challenges are standing between them and their desired outcome.

Obstacles are everywhere. Sometimes you can climb over them, but many times, you will have to find a way around them or break the barrier down, a little at a time. Your ability to **Break Through** often hinges not on your talents and worthiness but on how you handle the obstacles along the way.

Consider the most common obstacles you will run into with almost any goal. One barrier is old habits. The brain has an inherent tendency to crave routine and old habitual patterns. So, you'll want to spend time thinking about the kinds of habits you have that may be blocking your progress.

Here are some other common obstacles:

- Long-standing routines
- Tension
- Rushing
- Distractions
- Time constraints
- Not enough energy
- Narrow mindsets
- Hidden presumptions
- Unchallenged assumptions
- Rigid attitudes
- Difficult people

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## Personal Insight Exercise

Think of one or two obstacles in the way of achieving each of the goals you have established on page 17. These help you see the real-world barriers between where you are and where you want to be.

# GOM<sup>2</sup>

## Goal - Obstacles - Mechanism - Measurement

|   | Goal (page 17) | Obstacles |
|---|----------------|-----------|
| 1 |                |           |
| 2 |                |           |
| 3 |                |           |

Note: You will have the opportunity to pull all your work together in the GOM<sup>2</sup> model at the completion of this guide on page 38.

## One Small Strategy

For the purposes of this program on **Breaking Through**, begin to think of these obstacles as an opportunity. Only when you can see them can you overcome them!

A strategy is an approach to solving a problem or cracking a code. Come up with one *small strategy* to bypass each obstacle. Ask yourself, “What can I do, however small, to make progress in overcoming what’s in the way?” It could be anything. Be creative. Small can be big. Think of the unexpected. In virtually every case, there *is* some small way to loosen the grip of the barrier and see at least a hint of light beyond it on the way to your goal.

|   | Obstacles (page 19) | One Small Strategy |
|---|---------------------|--------------------|
| 1 |                     |                    |
|   |                     |                    |
|   |                     |                    |
|   |                     |                    |
| 2 |                     |                    |
|   |                     |                    |
|   |                     |                    |
|   |                     |                    |
| 3 |                     |                    |
|   |                     |                    |
|   |                     |                    |
|   |                     |                    |

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The small strategies that you have just come up with to overcome your specific obstacles are seeds of *mechanisms* — which we will discuss in further detail during the next section of this guide.

This skillset is great practice for real-world situations. Even when it seems we’re past all obstacles, others tend to pop up in our path. Much of achieving your goals is learning to stay adaptable and creative enough to deal with adversity, surprises, and unexpected obstacles.

When unexpected barriers appear, pause to examine them. Add them to your list. Devise small strategies — and then mechanisms — that can help you go around, through, or over each obstacle to reach your goal. Ask yourself, “Is there anything, no matter how small, that I can do to make progress in the face of these obstacles?” Almost always, there is. Start there.

## Mechanisms



One good mechanism beats a hundred good plans! Success in life and work is almost always the result of a succession of small specific choices, not one vast leap.

### Understanding the brain's amygdala

Before we begin devising mechanism for new results, let's examine something else that's in the way of success.

There's a small but very powerful part of the brain, the amygdala, that wants the world to run on routine, not change...not even *small* changes. Located within the limbic system, an ancient area of the brain that deals with the way you perceive and respond to the world, the amygdala relentlessly urges us to favor the familiar and routine. It wants you to be what you have been and stay just the way you are.

### Devising effective mechanisms

Star-performing individuals devise ways — mechanisms — to consciously override this don't-change-anything brain tendency which would otherwise keep them stuck repeating the past. One of the most effective ways to get past this obstacle is to devise simple mechanisms that shift how you approach achieving your goal.

A mechanism is a specific change in how you *do* something — for example, a change in how you listen, interact with others, innovate, or approach getting something accomplished. It can be a very small change but it must be something clear and measurable.

Mechanisms can be seen as leverage points — where a small action can make a big difference. A plan is a fine intention or faraway vision. It may be inspiring, but by itself it usually doesn't amount to much. But once you have a clear sense of what you want, a *mechanism* actually begins the momentum to bring the goal to fruition.

Throughout this segment of the program, we will explore several different mechanisms that you can use to help overcome some of your own obstacles. First...



### Mechanism 1: Two Simple Questions

**Goal:** To help you overcome natural resistance to growth or change by noticing and taking small exceptional actions

**Obstacle(s):** Old habits, rushed work environments, feeling invisible and not valued

All that's required for this simple mechanism is to find a time every week — Friday is a good choice — to ask yourself two questions:

1. What's the most exceptional thing you've done this week?
2. What's the most exceptional thing you will do next week?

The word "exceptional" is defined however you want it to be. It simply means, "What stood out for you?" or "How did you go against the crowd?" or "What real difference did you make to the people around you or the world at large?" Perhaps this week it was something big. Or maybe it was a kind word or an unnoticed task at home or at work that made you proud? It's the intensity that counts. Take a moment to reflect on your answer. Was this the best you could give? Is there any way you could have given something more?

Ask yourself these same questions every week at the same time. Let's get started today.



## Personal Insight Exercise

Take a moment to write down:

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1. What's the most exceptional thing you've done this week?

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2. What's the most exceptional thing you will do next week?

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When you establish the asking of the two questions — what did you do last week and what will you do next week — as an integral part of your life, it can change your approach to everything you do. It steadily raises your sights about your capabilities.



You can also use this mechanism to help motivate your team, co-workers, or even family members to bring out their best. Ask each person in each group these same questions every week at the same time. Watch how it begins to change what is possible and what each person believes is possible.



On the next page is an insight worksheet that you might consider incorporating into your next weekly team meeting. You may make photocopies of this worksheet.



# Cascading Breakthroughs & Learning

A Brief and Effective Mechanism for Sharing New Learning and Advancement Tools Every Week with Your Boss and Team Members

| Individuals who are vital to the success of a group or team: | What is the most exceptional new thing you have tested this week at work? | What were the results? What did you learn? |
|--|---|--|
| Your name:   |   |  |
| Others:  |   |  |
| Name:  | <p>This guide is<br/><b>FOR PREVIEW ONLY</b><br/>Illegal for Training</p> |  |
| Name:  |   |  |
| Name:  |   |  |
| Name:  |   |  |



**Mechanism 2: Check-In**

**Goal:** To have better one-to-one interactions and group meetings in less time

**Obstacle(s):** Old habits, unchallenged assumptions that showing up for meetings automatically means you're 100% "on," nonstop work pace where people rarely pause to clearly observe their level of energy or focus

At the beginning of this program, you did one Check-In. Let's do another.

The Check-In has two numerical scales from 0 to 10. One is for energy and one is for focus. Each person answers where he or she is *right now* on the scale in terms of energy and focus.

For **energy**: a 10 means you have so much energy you need a seat belt and a 0 means it's a miracle you are upright.

With this perspective in mind, go ahead and check in...

**Energy: 0-1-2-3-4-5-6-7-8-9-10**

For **focus**: a 10 means you have the best imaginable level of concentration and a 0 means your attentiveness is as low as it has ever been.

With this perspective in mind, go ahead and check in...

**Focus: 0-1-2-3-4-5-6-7-8-9-10**

This mechanism is simply to raise your own self-observation. When a Check-In is used, most people skip pretending and look at the real numbers. A very powerful change occurs. We start to manage our energy and focus *upward*.

Let's say you incorporate a Check-In at all of your meetings in the future. If you do it alone, then you will automatically begin to better self-manage your level of energy and focus — just by observing it. If you use a Check-In with a group or team at the start of meetings, people will end up walking to the meeting knowing that they are going to have to give two numbers. If a person is a 2 for Energy and a 3 for Focus before the meeting, then he or she will likely do something quickly to begin raising their energy and focus. Perhaps they'll shift their mind away from another project and start thinking about the task at hand in the meeting. Maybe they haven't eaten anything in hours so they'll grab a bite of energizing food or sip some ice water. If you make a Check-In a habit at your meetings, you will find every single person tends to bring a higher level of energy and focus as a result.



### **Mechanism 3: Start the Day Right**

**Goal:** Have higher energy and attentiveness all day long

**Obstacle(s):** Old habits, sleeping in as late as possible, starting the day in a low-energy state where tension, anger, rushing, caffeine, and deadlines are required to create the illusion of “energy”

Metabolism is how we make energy and engage our senses with the world. What you do or don't do first thing in the morning points toward how much energy you will have throughout the day.

Here is a four-part mechanism for increasing energy and attentiveness all day long:

- 1 Ease out of bed.**  
Lots of people set their alarms as late as possible and then leap out of bed in a last minute rush to begin the day. The result is a tension-producing shock to the system. Blood pressure soars as stress hormones pour into the bloodstream. Instead, ease — don't leap — out of bed, giving your muscles a chance to ease into action.  
  
Then, within 30 to 60 minutes after arising:
- 2 Turn up the lights.**  
Harvard Medical School research shows that light is a very strong stimulus for increasing energy. Progressively turn on twice the number of lights you'd usually turn on. Leave those lights on for the first 10 or 15 minutes that you're awake. Or step outside for a minute or so to flood your eyes with daylight. Feel the difference in energy.
- 3 Get at least five minutes of light activity.**  
Movement is a powerful signal for increased vigor and focus.
- 4 Eat at least a few bites of a small breakfast.**  
It's amazing that at least half of Americans still skips breakfast every day. We think it saves calories. It doesn't. And it actually blocks us from our best performance. So a few bites of whatever you enjoy in the morning for breakfast is a signal that this is going to be an active day, give me more energy.



#### **Mechanism 4: Take Strategic Pauses**

**Goal:** Increase levels of energy and attentiveness on-the-spot whenever they start to fall

**Obstacle(s):** Old habits, pushing nonstop, rushing, tension, always being behind on your to-do list, confusing motion with advancement

Once you get the day off to a great start, the key is having an effective strategy to keep your level of energy and attentiveness high. Science indicates that to get ahead, you have to be able to pull back. To be more present, you have to be able to withdraw. To accomplish more, you have to take more of the right breaks.

It was Goethe who said, “The miracle of doing something exceptional in this world depends on energy.” Calm energy, that is. Here are the five quick, do-it-anywhere options you can use in any order to take a strategic pause every half-hour or so throughout the day:

### **1 Breathe**

How well you breathe has a lot to do with how much energy and attentiveness you can generate and sustain all day long. Oxygen interruption — frequent brief halts in breathing, or chronic under-breathing — is a common contributing factor to tension and tiredness. Conversely, every time you deepen your breathing, you increase calmness and alertness. It’s easier to flow and notice opportunities, instead of just problems. Take a moment right now to breathe in and let the air expand your lungs more than usual. Do you notice your posture lifting slightly or your senses sharpening? Breathe out fully and then take another lung-expanding breath. That’s the idea.

### **2 Rebalance your posture**

Begin by standing up — tall, loose, and at ease. For those of us who spend long periods of the day sitting down, there is evidence that simply standing up every half hour or so increases alertness and energy. Poor posture — even a slight slumping of the shoulders — depletes lung capacity by as much as 30 percent.<sup>v</sup> Keep your chin slightly in, head high, muscles relaxed, and you will significantly increase oxygen flow to your brain and senses.

### **3 Sip some ice water**

One of the most overlooked reasons for lack of energy is lack of water. Even a slight dehydration — not enough to make you thirsty — can measurably deplete toughness and calm energy. By sipping extra water, especially if it’s ice-cold, you not only improve your overall health and resistance to illness but also provide a repeated signal to your metabolism to keep your energy and attentiveness levels higher.

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## 4 Increase exposure to light

Step to a window or glance at a bright indoor light. Change your view. Many people report a lasting sense of calmness followed by a surge of energy after looking at a bright outdoor scene or glancing at indoor light, even at the intensity level of normal room lamps.

## 5 Eat smart

Whenever you skip between-meal snacks, blood sugar falls and you are likely to experience increased fatigue and tension. Eating small, nutritious meals and snacks at mid-morning and mid-afternoon helps stabilize blood sugar levels, which in turn optimizes memory, learning, and performance. Experiment to find which light snacks work best for your unique metabolic needs.



### Mechanism 5: Redesign Your Evenings

**Goal:** More energy in the evening and deeper rest at night

**Obstacle(s):** Old habits, numbness and tense-tiredness at day's end, hunger, tendency to overeat and then collapse in a chair

What you do or don't do in the half hour following your evening meal sets the stage for how much vigor and fun you will have throughout the evening hours and how well you sleep that night. A few minutes of light physical activity at this time of the day elevates your energy level and metabolic rate just as it's winding down.<sup>vi</sup> Researchers report that walking after a meal may speed up energy-boosting and fat-burning heat production by up to 50 percent.<sup>vii</sup>

Test how this works for you. Push back from the table after tonight's meal and go for a brief walk. Encourage other household members to join you. If you walk with your romantic partner, it may very well improve your love life by helping to synchronize biological rhythms of energy and attraction.<sup>viii</sup> If, on your post-meal stroll, you include other family members or friends, you may also gain an ideal chance for some good old-fashioned talk and light-hearted fun — the kind that keeps you closer together rather than drifting apart.

Sleep researchers at the Mayo Clinic say a light evening exercise session can measurably deepen sleep. "If you can increase your body temperature with exercise about five or six hours before going to bed," explains Dr. Peter Hauri, director of the clinic's insomnia program, "the temperature then will drop most as you are ready to go to sleep — and sleep becomes deeper, with fewer awakenings."<sup>ix</sup>



### **Mechanism 6: Encourage Others to Go the Extra Mile**

**Goal:** To be able to make requests and give assignments that produce exceptional contributions from others

**Obstacle(s):** Old habits, feelings of resentment or anger because whenever you do great work other people seem to dump more projects on you

It's one thing for *you* to go the extra mile and exceed expectations, especially your own. But whenever you call upon someone else to help you face a challenge or take on added responsibility, you may go through some intense consideration. You ponder talents, attitudes, and past actions of a number of people you could call upon, and then make a choice. You contact this person, and ask him or her to take action to handle the problem or pursue the opportunity.

However, because of rushed schedules today, these requests often get conveyed in some form of shorthand, without explanation for *why* we are asking this other person to help.

The recipient of such a message often feels it's a case of "If you do contribute a lot here, they dump extra work on you," which isn't fair. That perception is confirmed when this person looks around and, sure enough, it seems others are leaving work early or heading off to do something fun and he or she has to stick around to get all this extra work done.

In addition, the request for added effort gets perceived — with no little ire — as a compliance maneuver. The recipient thinks, "If I speak up or say no, I'll face some kind of sabotage or be ignored. So I'll just do it anyway. You expect me to do everything around here and I resent it."

In light of this, here's the mechanism. Each time you make a request of another person, make it a point to:

***Explain, "Here's why I'm asking you..."*** Be specific about why you need this other person's energy, talents, and time. With every request or assignment to solve a problem or pursue an opportunity, explain "*Here's why...*" Take thirty seconds on the phone or in person, or in an extra paragraph or two in a written message, to let the other person know why you have chosen to ask him or her to handle this, and which strengths and experiences make this person the best choice. Be clear, genuine, and specific. In addition, use this as a two-way process. If someone calls you with a request or assignment, ask him or her to explain why they have chosen you.

Note: If this happens to be a "just do it" assignment or "because I said so" request, then acknowledge it honestly and handle with care. "I needed someone to help with this and you're the first person I ran into." It doesn't feel great on the receiving end, and many people won't believe it was random, but sometimes it's necessary to just do something and move on.

**Acknowledge, “I know you’re busy...”** Let the other person know that if they’ll help with this request you’ll reciprocate in some way that’s valuable to them” ...and I realize how swamped you are right now. Please let me know what I can do to help take something off your plate so you can free up the time to accomplish this.” Who do you know who doesn’t typically feel snowed under with things to do? None of us believe we have much time to take on anything more. That’s why this step is so crucial. Acknowledge time constraints in others when asking for something. Whenever you can, find a way to lighten their workload in exchange for coming through on your request.



### **Mechanism 7: Take Charge of Stress-Recovery Balance**

**Goal:** To increase your physical emotional, and mental resilience and ability to bounce back from tough situations

**Obstacle(s):** Old habits, numbness, chronic sense of urgency, pushing nonstop, too much unmanaged stress and tension

Star performers around the world have learned that there’s a real difference between slowing down and letting go. They devise mechanisms to recover deeply and well. This allows them to give more of their untapped capacity and brilliance to the next important effort. But if they pushed nonstop, they would falter and eventually burnout.

The point is this: slowing down is fine. It’s necessary, often imperative. Yet from time to time throughout every day, the brain and senses must do less than just shift gears — they must stop pushing altogether. If these essential breakaways are not planned, they will occur randomly, causing the space-outs that wreak so much havoc in our work and personal relationships. Chances are, you already have lots of experience with such random “mental fade-outs” and “microsleeps-while-standing-up”. Other people believe you are ignoring them or that you just don’t care, because your eyes are open but, as anyone can plainly see, you’re not really in there.

We have dedicated our lives to doing, and inexplicably, we’re falling farther behind. Many of us feel there’s nothing we can’t do — except, of course, doing nothing. Could ten well-chosen minutes of delightful “non-doing” be more valuable than ten minutes of pushing hard at your job, daily tasks, in traffic or at the gym? Yes. If not, the pushing itself can do us in. As cardiologist Robert Eliot puts it, “Often the first indication of heart disease is sudden death.”<sup>x</sup>

One reason is that we’ve become obsessed with speed. We make lots of plans we can’t execute and create packed schedules that can’t be followed. We feel fragmented and overloaded. With all of today’s timesaving high-technology gadgets, we’ve ended up with no free time. The best advice, say researchers, is to go for walks and grow a garden. Do exercises that shouldn’t be rushed and include loved ones.<sup>xi</sup> But digging a garden as a duty or going for a walk to avoid feeling guilty doesn’t give much benefit to someone who can no longer fathom the word “slow”.

So this mechanism aims to establish a healthy balance between the times you push hard and the times you let go and rejuvenate your energies.



## Personal Insight Exercise

If you mapped out a typical 24-hour day, how many hours would you spend on each of the following? Only by making this visible, as this mechanism does, can you get your bearings and make changes that matter.

### *Pushing Hard*

Working hard, concentrating intensely: \_\_\_\_\_  
 Resting tensely or poorly: \_\_\_\_\_  
 Dealing with interruptions/emergencies: \_\_\_\_\_  
 Complaining: \_\_\_\_\_  
 Doing errands for others: \_\_\_\_\_  
 Doing added/extra/unexpected work: \_\_\_\_\_  
 Exercising intensively: \_\_\_\_\_  
 Focusing on short term details: \_\_\_\_\_  
 Subtotal of hours: \_\_\_\_\_

### *Recovering Well*

Thinking informally and creatively: \_\_\_\_\_  
 Sleeping deeply and well: \_\_\_\_\_  
 Enjoying healthy meals and snacks: \_\_\_\_\_  
 Laughing: \_\_\_\_\_  
 Spending fun time with loved ones: \_\_\_\_\_  
 Taking effective breaks and pauses: \_\_\_\_\_  
 Enjoying, relaxed, fun activities: \_\_\_\_\_  
 Focusing on the big picture: \_\_\_\_\_  
 Subtotal of hours: \_\_\_\_\_

How did you do?

Your goal is to be balanced: to have *at least* 50% for recovering well and *less than* 50% pushing hard. If you are not balanced today, then identify a few specific ways you can gain better balance:

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### **Mechanism 8: Glance Farther Ahead Than You Have To**

**Goal:** Create greater future success today

**Obstacle(s):** Old habits, vague or narrow view of time, sole focus on immediate results, tension and distractions, fear, uncertainty about the future

A rising problem in the work world is something called “shoe-top gazing”. It’s a way of living and working where all you see is shoe tops, exactly where your next step goes, and then the next step. That’s all. Nothing farther off ahead of you.

This mechanism acknowledges that it’s essential to devote most of your time and energy to delivering results today. That’s reality. But one of the persistent obstacles to unlocking human capacity is the vagueness or narrowness of our view of time. Many of us are swept along in the all-consuming rapids of now, with little chance to ponder what came before or envision what’s yet to come. Others are trapped in the past with its regrets and fond memories, unable to think forward into today or tomorrow. And there are those who spend most of their time wishing only for the far-off future.

To live life to the fullest, none of those views will do. Instead, we must learn to wisely devote most of our attention to the present while always holding it in light of the past’s lessons and the future’s possibilities.<sup>xii</sup> The **ideal time horizon** centers on making the most of today’s reality while also devoting some time and attention to remembering the past’s teachings and glancing farther ahead — toward desired results five years or more into the future.

Individuals who do this are most likely to demonstrate leadership, thrive under pressure, earn higher incomes, and have happier and longer lasting relationships.<sup>xiii</sup> In contrast, the evidence shows that those who have a short time horizon — those individuals who rarely, if ever, think very far into the past or ahead into the future by more than a few months — tend to be the most rigid and rule-anchored, struggling with change of any kind. Test this mechanism by scheduling a few minutes every single day to look into the future at least 5 years ahead and vividly envision your life and your work. If all kinds of things went right, what’s the best future you can imagine?

Then, in your imagination, go out 5 years and turn around and look back at today and yesterday. Ask yourself: “If I keep repeating the habits from yesterday and today, will I be positioning myself to arrive at this best future five years from now?” If you can answer “yes,” then keep doing it. But if you’re like most of us, you’ll say “no”.

You’ll realize that if you keep repeating what you did today and yesterday, you won’t be able to get the best results 5 years from now. With that realization there is this inner calling to change something tomorrow, to test a better way to get at that kind of success 5 years from now.



### **Personal Insight Exercise**

Complete the insight exercise on the next page to begin seeing your best life in the next five years.

## Time Horizon: Building Future Success Today

An Insight Page to extend and deepen your vision and ingenuity, both today and at least 5 years into the future. Extensive research indicates that star performers at all levels of organizations have the longest time horizons.

Complete this brief exercise at least once a week.

Look ahead. **Vividly imagine your greatest desired successes in 5 years.**  
Briefly describe them.

Greatest desired successes **in my work** . . .    Greatest desired successes **in my life** . . .

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If I repeat my habits and choices from yesterday and today,  
will I create this most successful future?

If not, what small, specific changes can I make tomorrow  
to make this future success more likely?



## Personal Insight Exercise

Review the priority goals that you established on page 17 and obstacles on page 19. Now, think about what mechanisms you can devise to overcome the obstacles and achieve the results you desire.

# GOM<sup>2</sup>

## Goal - Obstacles - Mechanism - Measurement

|   | Obstacles (page 19) | Mechanism |
|---|---------------------|-----------|
| 1 |                     |           |
|   |                     |           |
|   |                     |           |
|   |                     |           |
| 2 |                     |           |
|   |                     |           |
|   |                     |           |
|   |                     |           |
| 3 |                     |           |
|   |                     |           |
|   |                     |           |
|   |                     |           |

Note: You will have the opportunity to pull all your work together in the GOM<sup>2</sup> model at the completion of this guide on page 38.

## Measurement



All advancement in life and work depends to one degree or another on measurement. When you test a new approach to reach for a goal and overcome obstacles, the key question is, “*Is it working?*”

That’s the measurement. If you can see that something is moving you forward, then keep doing it. But if there’s no sign of progress,

then modify your approach or stop doing it and test another way that may be successful.

**The Formula for Breaking Through** is based on being able to see a *tangible positive result from each chosen mechanism in no more than a week*. Sometimes, you can measure progress by the minute, hour, or day. But you should always be able to create a measurement that gives you a progress-check within a week.

What are some possible measures for the mechanisms we’ve discussed and for other mechanism you begin to devise to reach your most important large and small goals?

Here are some examples of simple measurements. Ask yourself:

- Am I feeling more positive, focused, or energetic today? This week?
- Are the people around me feeling more positive, focused, or energetic today? This week?
- Am I more willing to go the extra mile? Do I feel I’m getting something more in return?
- Do I have more evening energy?
- Do I have deeper sleep?
- Is my energy level or calmness level staying higher at key times of day?
- Am I paying closer attention to the people and projects that matter most to my success?
- Am I working more effectively with fewer distractions or mistakes?
- Am I accomplishing more important tasks in less time?
- Am I accomplishing better results in meetings in less time?
- Am I coming up with more new ideas?
- Am I giving or receiving more genuine valuing and recognition?
- Are sales higher or complaints fewer?
- Am I bouncing back faster from dealing with difficult people, mistakes, or disappointments?
- Am I going home with more energy at the end of the day?
- Did I manage to hold on to some more of the things that matter the most to me and not get carried away by the little details of the things that don’t?
- Am I more flexible?
- Do I look farther ahead than I used to?



## Personal Insight Exercise

What measures will you use to determine if the mechanisms established on page 33 are helping you move closer to the priority goals established on page 17?

# GOM<sup>2</sup>

## Goal - Obstacles - Mechanism - Measurement

|   | Mechanism (page 33) | Measurement |
|---|---------------------|-------------|
| 1 |                     |             |
|   |                     |             |
|   |                     |             |
|   |                     |             |
| 2 |                     |             |
|   |                     |             |
|   |                     |             |
|   |                     |             |
| 3 |                     |             |
|   |                     |             |
|   |                     |             |
|   |                     |             |

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Note: You will have the opportunity to pull all your work together in the GOM<sup>2</sup> model at the completion of this guide on page 38.



## Pulling It All Together

Every day, in hundreds of small ways, you are shaping your unique imprint on the world through your work and life. **Breaking Through** is designed to be a real-world set of insights and tools that reveal a more effective approach for you to find your own best ways to make a greater difference, not just a living.

### A few final reminders:

**Give yourself daily assignments.** There's no point in waiting for anyone else to tell you what to do when you have a chance to move ahead on the path by yourself. What we deserve is based on what we give, on what we struggle to learn and sweat to accomplish. Grumbling and bystanding amount to nothing in the end. When you're inclined to grumble, try giving yourself a daily assignment instead.

**Keep changing what remains of your life with utmost awareness.** If you were to write your life story and then read it aloud, how would you feel? If you could change anything as you write the story forward, what would it be?

**Keep asking, "What does it mean to be a successful human being?"** Life is too short, people say. And it's true. Life is too short for theatrics, for face time, for jumping through hoops, for excuses, for blaming, for trying too hard to please others, or for chasing society's illusion of distant riches or fame. But most of all, life is too short because we die. When you're awake late at night, pause to wonder what matters most in life and assess the difference you are making in the world around you.

**Write a one-page message for the coffee table or kitchen counter.**<sup>xiv</sup> Imagine that you have to write a note today — the most important note of your life. It can be a single line or can fill a whole page but not a word beyond that. If you knew that you would then go home and place this note on the coffee table or kitchen counter for future generations to read, and you would never be seen again, what would you write down?

It is hard work. Sometimes startling, but always attention-getting and will bring a sharp focus to your mind and heart. When Abraham Lincoln was asked how long it took him to write the single page of the Gettysburg Address, he replied, "All my life."<sup>xv</sup>

**Close the distance between the work you do and the difference it makes in the world.** One of life's central challenges is to keep closing the gap between where you are and where you most want to be. This includes the connection between the work you do and knowing in your heart the actual difference your efforts are making in the world. On average, we spend 60 percent of our waking adult lives working. However, none of us feels compelled to give the best of our discretionary effort when it's only for a paycheck. We need something more.

To begin with, do you know the hearts, faces, and stories of those who benefit from the efforts you make? If not, how can you learn what your contribution does to help people in their own work or their own lives. Learn these real-life stories. Jot down some notes. They are the single most vital catalyst for prompting us to keep giving more of our unique potential to our daily work.

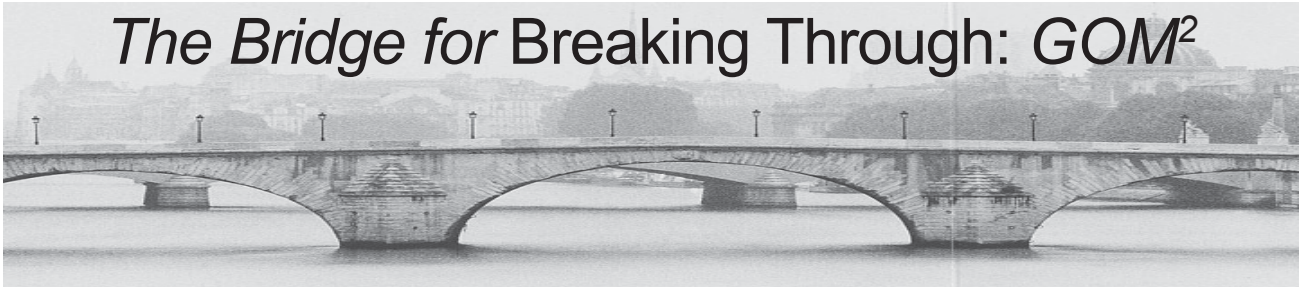


## Personal Insight Exercise

Take a few moments on the next page to pull all your work together. Write down your three priority goals (page 17), list the obstacles you have identified (page 19), the mechanisms (page 33) you have devised for bypassing the obstacles to reach your goals, and finally how will you measure (page 35) your progress within the next week.

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## *The Bridge for Breaking Through: GOM<sup>2</sup>*



| <b>Goal #1</b> | Obstacles | Mechanism | Measure<br>(within one week!) |
|----------------|-----------|-----------|-------------------------------|
|                |           |           |                               |
| <b>Goal #2</b> | Obstacles | Mechanism | Measure<br>(within one week!) |
|                |           |           |                               |
| <b>Goal #3</b> | Obstacles | Mechanism | Measure<br>(within one week!) |
|                |           |           |                               |

## The Last Word

All of us have within our reach, every single day, untold opportunities for discovery and growth. We are given the chance — at every turn and in every moment of our lives and work — to overcome challenges and awaken more of our hidden capacity. Yet few of us ever take advantage of this opportunity.

One of the primary reasons is that we lack a formula for **Breaking Through**.

This is your opportunity. Make the most of it.

In the spirit of what's possible, not what's common,



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The time is now.

The leader is you.

If not now, when?







# Leader's Guide

## About The Breaking Through Program

This program is intended for all employees in your organization. It is particularly useful to bring together diverse groups (managers, employees, co-workers, leaders) of people who count on each other at work.

This program can be used for:

- Self-Improvement
- Professional Advancement
- Collaboration and Team Building
- Change Management
- Risk Taking
- Leadership Development
- Creativity and Innovation

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## Facilitation Suggestions

### 1- 4 weeks ahead

- Watch the video.
- Consider your own reaction and make notes. These notes will be helpful for you to introduce the video itself.
- Determine the date and select participants for the training session.
- Send an e-mail, memo or letter inviting participants at least one to two weeks in advance.
- Secure a location for the training session where the video can be viewed and heard easily. It's generally best to create a relaxed, informal discussion environment. The location should have an adequate writing surface for taking notes and be accessible for participants with disabilities.
- Create an agenda for **Breaking Through**. Use agenda provided or customize one to fit your time, needs and participants.

## 1-2 days ahead

- Test the VCR and monitor at your selected session location. Make sure both are properly connected and that you understand how to control volume, tracking and color.

## 1 hour before

Do you have...

- The videotape: **Breaking Through?** Is it rewound?
- Agenda? Personal Advancement Guides for each participant, if using?
- Pencils and notepads for participants not using the Personal Advancement Guide?
- Optional: Ice water, fruits, or other low-fat snacks?

## Suggested Agenda

### Introduce the Program to Your Audience

*(Allow 10-16 minutes)*

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- Welcome participants.
- Introduce yourself and participants to each other if needed.
- **Optional Meeting Opener:** The 6-minute video by Robert K. Cooper, *Priorities for Life: Change or Capacity & Energy*, may be an inspiring and useful way to open this learning session. For more information regarding this video, contact [www.vividedgeproductions.com](http://www.vividedgeproductions.com).
- Overview or ask participants to read Robert K. Cooper's biography on page 3 and the Preface on page 4.
- *If participants are using this guide, ask each to read Robert K. Cooper's biography on page 3 and the Preface on page 4.*

### Opening Activities

*(Allow 5 - 10 minutes)*

- Overview and complete Check-In activity on page 6. Ask participants to write his or her answers in a notebook.
- *If participants are using this guide, ask each person to turn to page 6 and read and complete the Check-In activity.*
- **Optional:** You may ask participants to share their energy and focus with the rest of the group.

### Your Own Frame of Reference

*(Allow 15 minutes)*

- Overview Your Own Frame of Reference on page 7.
- **Ask each participant to:**  
Briefly describe the best working relationship he or she has ever had.  
Briefly describe the best mentor or teacher he or she has ever had.

- *If participants are using this guide, ask each person to turn to page 7 and complete the frame of reference activity.*
- **Optional:** Your group might find it insightful to share these descriptions. If time allows, ask participants if he/she would like to share any of their descriptions.

## Watch the Video

*(19 minutes)*

- Show the **Breaking Through** video at this time.

## After the Video

*(Allow 20 minutes)*

- **Discussion:** Share general reactions.
- Overview and discuss information provided on page 9. Ask participants to answer the insight questions provided throughout pages 10 - 12.
- *If participants are using this guide, ask each person to read page 9 and complete the personal insight exercises throughout pages 10 - 12.*

## The Formula for Breaking Through

*(Allow 5 minutes)*

- Review and discuss the principles of GOM<sup>2</sup> on page 13.
- *If participants are using this guide, ask each person to review the GOM<sup>2</sup> principles on page 13.*

## Goals

*(Allow 20 minutes)*

- Overview and discuss information provided on page 14.
- Ask each participant to answer the personal insight questions provided throughout pages 15 - 16.
- Ask each participant to write down what they would consider to be three of their top priority goals. Each participant will continue to refer to these important goals through the remainder of this learning session.
- *If participants are using this guide, ask each person to read page 14 and complete the personal insight exercises on page 15 - 17.*

## Obstacles

(Allow 20 – 25 minutes)

- Overview information provided on page 18 and ask participants to complete the personal insight exercise on page 19.
- *If participants are using this guide, ask each person to read pages 18 - 20 and complete the personal insight exercises on pages 19 - 20.*
- Overview information provided on page 20 and ask each participant to develop one small strategy for overcoming his or her designated obstacles.
- **Optional Group Discussion:**  
Discuss the different kinds of obstacles that participants are facing in their work. Have participants brainstorm additional small strategies for overcoming these obstacles.

## Mechanisms

(Allow 45 minutes)

- Overview and discuss information provided on page 21.
- *If participants are using this guide, ask each person to read page 21 and discuss.*
- Overview and discuss Mechanism 1 on pages 21 - 22.
- Ask each participant to write down:  
What's the most exceptional thing he or she has done this week?  
What's the most exceptional thing he or she will do next week?
- *If participants are using this guide, ask each person to read pages 21 - 23 and complete the personal insight exercise on page 22.*
- **Optional Group Discussion:** Ask each participant to share their answers to both questions on page 22 with the group.
- Overview and discuss Mechanism 2 on page 24.
- Ask each participant to do another Check-In.
- *If participants are using this guide, ask each person to read page 24 and complete the Check-In on page 24.*
- Overview and discuss Mechanism 3 on page 25.
- *If participants are using this guide, ask each person to read page 25 and discuss.*
- Overview and discuss Mechanism 4 on pages 26 - 27.
- *If participants are using this guide, ask each person to read pages 26 - 27 and discuss.*
- **Optional Activity:** Take a break to sip some ice water and offer a healthy snack such as fruits or granola bars.
- Overview and discuss Mechanism 5 on page 27.
- *If participants are using this guide, ask each person to read page 27 and discuss.*
- Overview and discuss Mechanism 6 on pages 28 - 29.
- *If participants are using this guide, ask each person to read pages 28 - 29 and discuss.*
- Overview and discuss Mechanism 7 on page 29.
- *If participants are using this guide, ask each person to read page 29 and discuss.*

- Ask participants, to evaluate how they push hard as opposed to recover well as outlined on page 30.
- *If participants are using this guide, ask each person to complete the personal insight exercise on page 30.*
- Overview and discuss Mechanism 8 on page 31.
- *If participants are using this guide, ask each person to read page 31 and discuss.*
- Ask participants to look ahead and vividly imagine his or her greatest desired successes in 5 years as outlined on pages 31 - 32.
- *If participants are using this guide, ask each person to complete the personal insight exercise on pages 31 - 32.*
- Next, ask participants to review the 3 priority goals and obstacles previously established. Ask each participant to determine a mechanism to help overcome the obstacles they have previously identified.
- *If participants are using this guide, ask each person to complete the personal insight exercise on page 33.*

## Measurement

*(Allow 15 minutes)*

- Overview and discuss information provided on page 34.
- Ask participants to add a possible measurement to the 3 priority goals, obstacles, and mechanisms already determined as outlined on page 35.
- *If participants are using this guide, ask each to read page 34 and complete the personal insight exercise on page 35.*

## Pulling It All Together

*(Allow 10 - 20 minutes)*

- Overview and discuss information provided on pages 36 - 37.
- *If participants are using this guide, ask each person to read pages 36 - 37 and complete the personal insight exercise on page 38.*

## The Last Word

*(Allow 5 minutes)*

- Read The Last Word from Robert K. Cooper on page 39.
- *If participants are using this guide, ask each person to read The Last Word on page 39.*

## Selected Endnotes

- i See: Jaques, E., and Cason, K. *Human Capability* (Falls Church, VA: Cason Hall, 1994); Jaques, E. *Time-Span Handbook* (Falls Church, VA: Cason Hall, 1964); and Buckingham, M., and Coffman, C. *First, Break All the Rules* (New York: Simon & Schuster, 1999).
- ii See, for example: Sansone, C., and Harackiewicz, J.M. (Eds.) *Intrinsic and Extrinsic Motivation* (New York: Academic Press, 2000); Hen, G., et al. "Examination of Relationships Among Trait-Like Individual Differences, State-Like Individual Differences, and Learning Performance." *Journal of Applied Psychology* 85(6)(2000): 835-847; and VandeWalle, D., et al. "The Influence of Goal Orientation and Self-Regulation Tactics on Sales Performance: A Longitudinal Field Test." *Journal of Applied Psychology* 84(2)(1999): 249-259.
- iii See, for example: Stockdale, J.B. *Courage Under Fire* (Stanford, CA: Hoover Institution: 1993, No. 6); Stockdale, J. and S. In *Love and War* (Annapolis, MD: Naval Institute Press, 1990); Loehr, J. *Stress for Success* (New York: Times Books, 1997); Wholey, D. *When the Worst That Can Happen Already Has* (New York: Hyperion, 1992); Cramer, K.D. *Staying on Top When Your World Turns Upside Down* (New York: Viking, 1990); Flach, F. *Resilience* (New York: Fawcett-Columbine, 1988); and Collins, J. *Good to Great* (New York: HarperBusiness, 2001).
- iv Restak. *Mozart's Brain and the Fighter Pilot*.
- v Fried, R. *The Breath Connection* (New York: Plenum, 1991); and Cailliet, R., and Gross, L. *The Rejuvenation Strategy* (New York: Doubleday, 1987).
- vi Davis, J.M., et al. "Weight Control and Calorie Expenditure: Thermogenic Effects of Pre-Prandial and Post-Prandial Exercise." *Addictive Behaviors* 14(1989): 347-351; Gleeson, M. "Effects of Physical Exercise on Metabolic Rate and Dietary Induced Thermogenesis." *British Journal of Nutrition* 47(1982): 173; and Bielinski, R., et al. "Energy Metabolism During the Postexercise Recovery in Man." *American Journal of Clinical Nutrition* 42(1985): 69-82.
- vii Davis, et al. "Weight Control"; Gleeson, M. "Effects of Physical Exercise on Metabolic Rate and Dietary-Induced Thermogenesis." *British Journal of Nutrition* 47(1982); Bielinski, et al. "Energy Metabolism during the Postexercise Recovery in Man." *American Journal of Clinical Nutrition* 42(1985); Darden. *Day-by-Day*: 75.
- viii Rossi, E.L. *The Twenty Minute Break* (Los Angeles: Tarcher, 1991).
- ix Hauri, P., and Linde, S. *No More Sleepless Nights* (New York: Wiley, 1991): 130-131.
- x Eliot, R.S. *From Stress to Strength* (New York: Bantam, 1994).
- xi Della Cava, M.R. "The Price of Speed" *USA Today* (Aug. 3, 2000): 10D.
- xii See, for example: Fritz, R. *The Path of Least Resistance* (New York: Fawcett, 1989).
- xiii See: Jaques, E., and Cason, K. *Human Capability* (Falls Church, VA: Cason Hall, 1994); Jaques, E. *Time-Span Handbook* (Falls Church, VA: Cason Hall, 1964); and Buckingham, M., and Coffman, C. *First, Break All the Rules* (New York: Simon & Schuster, 1999).
- xiv For a memorable exploration of this theme, see: Greene, B., and Fulford, D.G. *Notes on the Kitchen Table* (New York: Doubleday, 1998).
- xv Holzer, H. (Ed.) *Lincoln As I Knew Him* (Chapel Hill, NC: Algonquin Books, 1999).