THE POWER OF ONE

Applying Your Integrity and Values to Bring Out More of the Best in Yourself and Others

Personal Advancement Guide

Property of:

(Name)

(Date)

Produced by:
Vivid Edge Productions
www.vividedgeproductions.com

Content Developed by:
Robert K. Cooper, Ph.D.

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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 page 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 46 - 51 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.

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 46 - 51 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.

Unless specifically noted by this icon, photocopying or electronically sending or duplicating worksheets or materials from this program are prohibited.

*Enjoy this program and good luck in your continued journey developing The Power of One.*
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

The power of one person, one idea, or one small action at the right time — often these are what make the greatest difference in leadership and life.

This program on The Power of One reflects how I see the hidden possibilities that are everywhere around us for growth and success during times of great change. The latest scientific discoveries show that all of us have, within our reach every single day, untold opportunities to deepen and apply our integrity and values to bring out more of the best in ourselves and others.

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 master The Power of One.
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To Begin With . . .

Before you view the video, *The Power of One*, 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 *The Power of One* 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 The Power of One is made visible.

**Directions:** Take a moment to think about and write two brief descriptions that will help you remember some of the best personal experiences you have had 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.

The Power of One
Setting the Context for Applying Your Integrity and Values to Bring Out More of the Best in Yourself and Others

Briefly describe the **best working relationship you have ever had:**

Briefly describe one of the **best mentors or teachers you have ever had:**

As you build new insights and skills during this The Power of One program, relate to these examples as you work to create even better results.

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Watch the Video

After you have completed Your Own Frame of Reference on page 7, please watch The Power of One video. The video program is 18 minutes in length.

At the end of the video, you will have an opportunity to work through all the ideas and concepts presented by Dr. Robert K. Cooper. Please use the space below to write down any thoughts or ideas that you want to follow up with later.

Enjoy.

This guide is FOR PREVIEW ONLY Illegal for Training
The Power of One Passport™
Like a passport for international travel, the right relationship passport opens doors. It provides opportunities. It engenders trust and promotes ingenuity. It challenges you to learn and grow. As you now know, The Power of One Passport™ requires six primary insights – first about yourself, and then about the other unique individuals who are vital to your success in the weeks and months ahead.

Insight 1:
What are your distinguishing individual values?

Insight 2:
What is the work you’re best at?

Insight 3:
What do you most love to do?

Insight 4:
What do you need to learn and work at your best?

Insight 5:
What do you need to feel visible, valued, and involved?

Insight 6:
What do you need to feel genuinely respected and recognized?

Not only will it be important for you to understand your own specific answers to these defining questions, it is also vital to begin learning the distinctive answers for each of the individuals who are vital to your success in work and life.

The Power of One Passport™ works in two directions. It’s the requisite knowledge that each individual must share with — and learn about — others. Without this, it’s business-as-usual and life-as-usual — and in today’s world that won’t get us very far.

New results begin with you. Let’s get started!
Insight 1: What are your distinguishing individual values?

Every one of us has inherent qualities that anchor us in the world and enable us to shine. To live in that way, you must clarify your own values and understand those of others. Studies indicate that the greatest driver of individual commitment is individual values — which can be even more vital to personal commitment and initiative than shared or group values.

When our individual values don't fit with the life we're leading or the direction we’re moving, we withhold our best and can end up feeling increasingly distressed.

Let's first begin by identifying your own distinguishing values.

**Personal Insight Exercise**

On the next page choose any word or phrase to help you clarify the five values that best describe or define who you are and what you stand for. Think of who you are when no one else is looking, how deep your roots go and how high your aspirations extend. What words first come to your mind and heart? What words do you want others to think of when they think of you?

It doesn’t matter whether you specify work or personal values, or your current or desired values. The key is to reach as deep inside as you can.

This simple two-minute exercise is designed to spark a direct and soul-searching dialogue that links your heart and mind: the outer you talking with the inner you. If you chose words that describe you as you are now, then a voice in you will probably say, “Yes, but you could be more.” If you select words that are aspirational — that represent more of what you wish to be than what you are today — a voice inside you will likely say, “Yes, but you will have to do some work to live these words.”

*Dwell as near as possible to the channel in which your life flows.*

- Henry David Thoreau
# Distinguishing Values: Individual

A Personal Insight Page for Defining What You Value Most, and Can Be Counted On to Stand For, Stand Up For, Speak Out For, and Do

List the top five values, principles, or character traits that matter most to you and best describe or define who you are and what you stand for.

**Instructions:** Use the following list as a starting point. Circle (or add) the values, principles, or character traits that matter most to you and that best describe or define who you are and what you stand for. Then number the top five from 1 (most important) to 5 and enter them in the left hand column.

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<td>Fairness</td>
<td>Prestige</td>
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<td>Faith</td>
<td>Profit</td>
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<td>Productivity</td>
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<td>Focus</td>
<td>Purpose</td>
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<td>Attentiveness</td>
<td>Forgiveness</td>
<td>Quality</td>
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<td>Authority</td>
<td>Friendship</td>
<td>Recognition</td>
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<td>Balance (Work + Home)</td>
<td>Harmony</td>
<td>Relationships</td>
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<td>Being the Best</td>
<td>Honesty</td>
<td>Relaxation</td>
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<td>Belonging</td>
<td>Humor/Fun</td>
<td>Reliability</td>
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<td>Breathing Space</td>
<td>Improvement</td>
<td>Resilience</td>
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<tr>
<td>Caring</td>
<td>Independence</td>
<td>Respect/Valuing</td>
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<td>Caution</td>
<td>Influence</td>
<td>Responsibility</td>
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<tr>
<td>Challenge</td>
<td>Information</td>
<td>Results</td>
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<td>Collegiality</td>
<td>Initiative</td>
<td>Reverence</td>
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<td>Comfort</td>
<td>Innovation</td>
<td>Risk Taking</td>
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<td>Commitment</td>
<td>Integrity</td>
<td>Safety</td>
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<td>Communication</td>
<td>Intelligence</td>
<td>Security</td>
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<td>Community</td>
<td>Involvement</td>
<td>Service</td>
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<td>Compassion</td>
<td>Justice</td>
<td>Socializing</td>
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<td>Competition</td>
<td>Knowledge</td>
<td>Spirituality</td>
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<td>Confidence</td>
<td>Leadership</td>
<td>Stamina</td>
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<tr>
<td>Contribution</td>
<td>Learning, Formal</td>
<td>Status</td>
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<td>Control</td>
<td>Learning, Informal</td>
<td>Success</td>
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<td>Cooperation</td>
<td>Listening</td>
<td>Teamwork</td>
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<td>Creativity</td>
<td>Location</td>
<td>Territory</td>
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<td>Customer Satisfaction</td>
<td>Long-Term View</td>
<td>Tolerance</td>
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<td>Dignity</td>
<td>Love</td>
<td>Tradition</td>
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<td>Discontent</td>
<td>Loyalty</td>
<td>Trust</td>
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<td>Discretionary Time</td>
<td>Making a Difference</td>
<td>Unity</td>
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<td>Diversity</td>
<td>Meetings</td>
<td>Vacations</td>
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<td>Empathy</td>
<td>Money</td>
<td>Variety</td>
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<td>Energy</td>
<td>Opportunities</td>
<td>Vision</td>
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<td>Enthusiasm</td>
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<td>Environmental Awareness</td>
<td>Positive Spirit</td>
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Simply by asking this question about your individual distinguishing values, you start what is called an internal conversation. A sorting-out process begins. You may continue to clarify or revise the values you come up with today as you look deeper at the question: What best defines who you are and for what you stand?

**Personal Insight Exercise**

From this brief exercise, list the 5 value words here.

__________________________  __________________________
__________________________  __________________________

Read these words aloud.

Do they sound like a true and distinctive reflection of who you are? If not, can you find other words that are closer? When you're finished, copy these words on a three by five card. Carry the card with you to keep assessing these values whenever you have a spare moment here and there.

Clarity of individual values is a key gateway to commitment and initiative.

**Consider This:**

In one study, researchers asked people about the connection between values and their commitment to doing exceptional work. When group or organizational values were unclear and the person was also unclear about his or her own personal values, the average commitment score was 4.9 on a scale from 1 to 7. When organizational values were clear but the individual’s personal values were unclear, the commitment score was fractionally lower.

The second highest commitment score came when individuals had clarity on personal values but lacked clarity on organizational values. Here, the average commitment score was 6.12 out of 7. Then when they added clarity on organizational values to clear personal values the commitment score went to the highest measure of all, 6.26 out of 7.

Knowing individual values is a missing piece in the puzzle of personal and organizational success that grows and lasts.
How well are you living your values?

There is often a gap between knowing and doing. This next tool is a simple and direct way to evaluate how well you are living your values. It can serve as a powerful reminder of the importance of building a bridge between intentions and action.

On the next page, list your five top value words on the left side of the page. Fill in the dates for each day across the top of the page. For the next week, starting today, take a few minutes each evening to think back across your day and rate yourself from 0 to 10 for how well you have lived each value that day. There is space for you to note your reactions and observations. This understanding can help you look ahead to tomorrow and plan how to better align your efforts with your values. At the end of the week, ask “Am I satisfied with the results? If not, what can I change going forward?”
Distinguishing Values: Application

A Personal Insight Page for Gauging How Well You Are Living Your Values

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What are the distinguishing values of each important person in your work and life?

As we mentioned earlier, it is not only important for you to understand your own values, it’s also essential to learn and respect the distinguishing values of each of the other individuals you depend upon in work and in life.

Begin by releasing any preset assumptions about another person’s values. Instead, ask and observe, listen and learn. Be ready for a few surprises.

To keep yourself from making assumptions, pause. Look at every one of the people you count on as a blank canvas that you will uniquely begin to illustrate. If you find yourself guessing or assuming, stop — and clarify.

The next time you have an opportunity, take a few minutes — at an upcoming meeting or get-together — to explore individual values with co-workers, family members, or friends. This is a way to keep shedding new light on what matters most to you at the same time you learn more about others. Even in groups with an overarching shared mission or purpose, it is unusual when more than one or two of the five values are shared by the group or team as a whole. Yet these values are what bring each of us to life inside as individuals; they cannot be implanted from outside.

Other people’s values may not be the same as yours but they are clarifying and real. The very act of making individual values explicit initiates a conversation not only with others but an inner dialogue with your best self. Our differences — our genuine, true human diversity — are a source of great hidden potential for success in times of uncertainty and change.
Consider This:

A man listed money, power, and control among his five distinguishing values. The other people in his management team were stunned, but a conversation was started that changed forever the relationships these individuals had. The leader talked about how his entire family had been killed in an auto accident when he was a small boy. Social Security had provided for him as he grew up in more than ten different foster homes. He explained the reason that money, power, and control were among the important words for him was his fear that he did not yet have enough savings… if he were killed today, he never wanted his children to be left where he was left.

You could have heard a pin drop in the room when he said that. None of these other individuals — some who had worked with him for more than a decade — had any idea about what he had been through. Their empathy and respect for him immediately grew. Those words meant something far different to him than to them. His experiences had shaped a deep drive in him to provide for his children and — for now — it factored in to his commitment to his work.

A useful variation on this tool is to have others create a list of what they believe your distinguishing values are. You may be surprised by what they say – that is, by what your actions have been telling them are the things that really matter to you. Use this as a starting point for further dialogue – with them and with yourself – about what actually matters the most to each of you. Then respect each other accordingly.

Keep demonstrating what you value. Show it in what you do and how you treat people. Lower the façade. Be more open and clear in inviting others to better understand what matters the most to you, at work and in life. Let them see you step up to new challenges and call upon your own values during tough times.

People are like lighthouses of values. Even if the lights seem out, go out of your way to find your own light inside and make it a point to learn enough about others to recognize their inner light, too.
Insight 2: What is the work you’re best at?

Every one of us is gifted with natural and enduring personal attributes along with a strong inner drive to apply them in pursuit of something that is meaningful to us. In most cases, a glimpse of these talents can be seen very early in life.¹

Consider This:

When he was a young boy, his friends called him Sparky, after a comic-strip horse named Sparkplug. School was all but impossible for him. In the eighth grade, he failed every subject. In high school, he flunked physics with the lowest score in the school’s history. He also flunked Latin, Algebra, and English. He did poorly in sports. No one seemed to care about him. He remembers being astonished when anyone even said hello.

He, his teachers, and classmates all knew he was a loser by every conventional measure. He resigned himself to the bottom rung of mediocrity, or worse. But, against all doubters, he believed in his heart that he had one natural streak of genius or talent: drawing. He was proud of his sketches, even if no one else thought much of them. In his senior year of high school, he submitted a series of cartoons to his high school yearbook. They were rejected.

After high school, he completed a correspondence course in art — his only art training. Then he wrote a letter to Walt Disney Studios, hoping to be a cartoonist there. He got a request for drawings, and he worked many hours on them before mailing them to Disney. His reply from the studios: a form letter turning him down.

But Sparky sensed he had been endowed with a unique talent that was of value, if only to him. So he reacted to the rejection from Disney by drawing his autobiography in cartoons about a chronic underachiever, a boy whose kite would never fly and yet someone the whole world would come to know: Charlie Brown. Sparky was Charles Schultz, and his “Peanuts” cartoon strip that began in 1948 went on to become one of the most popular cartoon strips in history, ending in late 1999 at a time when it was appearing in 2,600 newspapers in 21 languages. Through the years, he made an estimated $55 million. He had his own star on the Hollywood Walk of Fame. And he drew every cartoon himself by hand.

Each of the Peanuts characters became household names for an estimated 350 million readers in 75 countries. Those characters had strong, distinctive personalities and a willingness to think and act on their own, even when surrounded by life’s pitfalls, just as Schultz did in counting on his truest hidden talent and developing it into his greatest strength.

Keep in mind that your talents and passions are not always one and the same. A strength or talent is not necessarily something you love to do even though you’re good or even great at doing it. A strength is something that you naturally and consistently do very well and where you feel you can make a valued contribution or meaningful difference, whether or not you have much fun with the effort itself.
Think back across the activities and pursuits in your life and work. What has felt the most natural to do well? In what specific actions have you shined the brightest, or made the biggest difference, or greatest contribution?

Currently, on most work days, what average percentage of time do you get to devote to using these strengths and talents? ________%

One of the simplest and most practical ways to explore your deep and distinguishing personal attributes is to carefully observe yourself. Begin by noticing how you come at things differently than others, and what you’re most drawn to do.

What specifically sets you apart from the crowd?

In what ways do you add value in five minutes or less to any group or team?

When you do or try an activity, notice how satisfying it feels or whether you keep saying to yourself, “When will this end?” or “When can I do it again?” Observe how readily you learn as you go and see if you get so absorbed in doing it that you lose track of time.

Nearly four decades of extensive, systematic global research by the Gallup Organization on over two million people indicates that we cannot do anything well we set our minds to, yet each of us can do at least a few things exceptionally well. We need to discover these talents wherever we can, develop them into strengths, and then apply them as fully as possible. Dramatic improvements in effectiveness and productivity are possible when this happens.

Personal Insight

Think back across the activities and pursuits in your life and work. What has felt the most natural to do well? In what specific actions have you shined the brightest, or made the biggest difference, or greatest contribution?
The same powers of heightened awareness can be used to better understand the unique attributes of others, too.

According to researchers, individuals can double, and even triple, their effectiveness and productivity by focusing on identifying and analyzing their talents and strengths.iv

**Personal Insight Exercise**

Using the following charts, identify some of the activities or approaches where you believe you shine. Take some additional notes if needed.

---

**What is your natural style of approaching a task or working to accomplish a goal? What are you best at?**

Check those that apply:

- **Details**: Descriptions, data, numbers, or measurements
- **Structure**: Design, models, physical elements, or materials
- **Sensory experience**: Sights, sounds, colors, textures, lighting, form, or movement
- **Human aspects**: People and interactions
- **Ideas**: Philosophy, principles, theories, or concepts being used
- **Process**: Strategies, mechanisms, techniques, or procedures for accomplishing the goal

Notes:

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What is your natural style of influencing others?

Check those that apply:
- Listening very carefully to the feelings and priorities of others
- Negotiating
- Empathizing with the challenges that others are facing
- Analyzing the facts or data for making a choice
- Suggesting and weighing alternatives
- Conversing and talking things through
- Serving as a test case or personal example
- Conveying excitement or persuading by motivation
- Measuring the benefits of doing something
- Encouraging others to learn more or try a different approach
- Counseling others along their own path
- Referring others to a reliable source of knowledge
- Writing or diagramming the possibilities or problems
- Establishing a logical sequence of reasons for action or non-action

Notes:

What is your most natural style of learning?

Check those that apply:
- Visualizing or conceptualizing the subject
- Memorizing facts
- Determining why it matters
- Understanding how it links to what you already know
- Reading everything available about it
- Making notes or diagrams
- Observing
- Experimenting
- Asking others
- Discussing things

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Review these reflections and notes.

What will begin to take shape is your own distinctive pattern of personal attributes. What can you do to include a stronger dose of these in everything you do, so that you bring out more of your best capabilities more of the time? Talk about this with others. Find every way you can to better understand and then make the most of talents and strengths in yourself and every person who is close to you.

**Personal Insight**

*Find new ways to apply what you’re great at doing.* Reflect on how you can devise ways to apply more of what you’re great at — your talents and strengths — during the day?

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*Manage your vulnerabilities out of your way.* Vulnerabilities are those specific inadequacies that interfere with your effectiveness at work or your success in life.

What vulnerabilities do you feel you have?

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Often the first logical question to ask ourselves about something we don’t do well is: does this require additional knowledge or know-how? Every one of us has experienced the benefit of developing insights or skills that help us handle certain situations. Let’s say you can’t keep up with your schedule because you’re being driven crazy by a difficult software program that you just can’t get the hang of. So you take a class or get some coaching on making this software run smoothly, and the vulnerability is no longer a barrier.
If you struggle with remembering names, you could buy a name-filing system and refer to it often. If you are a terrible speller, you can refer to a spell checker every time you send a letter. This is common sense but often it’s not common practice.

Another sensible choice can be to find a partner who does well what you struggle with doing. The key is to match one person’s best with another individual’s vulnerabilities, and vice versa, and to cooperate with that in mind.

**Personal Insight**

Who are the people around you at work and in life that are strong in areas that you are vulnerable?

Everyone is great at something. The key is to keep searching until you find the right fit for what you do best, what you are naturally talented or highly skilled at doing. But don’t stop there…

**Use a Weekly Check-In to Discover More of What You’re Best At . . .**

Take a few minutes each week to reflect on ways you did new things or tried to face old challenges in new ways. Then for each of these activities rate from 0 (least) to 10 (most) your response to the following:

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<th>New Activity</th>
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<td>How natural or easy was it to learn?</td>
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<td>How proficient was I at doing it?</td>
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<td>Did I get so absorbed in doing it that I lost track of time?</td>
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<td>Do I want to give this more of my energy and attention?</td>
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Once you have a heightened awareness of where you shine, devise ways to weave in more of your talents during the day. For example, take a moment at the top of every hour to ask: “How can I apply more of my strengths?” Pause before agreeing to take on any new effort and be certain it involves doing some of the things you do best.

You might also ask:

- Is this the most exceptional work I can do, the very best effort I can make?
- Am I drawing on the utmost of my capabilities?
- Can I bypass, minimize, or delegate some of the upcoming tasks that I’m not talented at, or skillful at, and that feel like drudgery?
- Do I notice and reinforce the best efforts in other people, or am I staring at their blemishes and weaknesses?
- Can I take on from others more of what I’m best at and, in turn, ask them to lighten my load of the things I’m not great at?

Without such questions, it’s easy to keep rushing ahead, with lots of motion but not making much of a real difference. When you do work you’re best at, it flows — even during the times when you don’t love it.

The best of life depends on a willingness to identify and apply what you’re best at . . . and then to keep stretching beyond your current capacities by exploring, testing, and reflecting.
**Insight 3: What do you most love to do?**

We are shaped and guided by what we love.
- Goethe

Research shows that doing one thing well over and over again by habit does not drive the greatest success. Neither does money.

**Passion drives the greatest success.**

Passion’s effects are always profound in the sense that they come from places deep within us. So much has been made in contemporary America of toiling along — of relying on repetition or toeing the line in order to get ahead — that many of us have lost touch with the zeal that can bring out our best. First thing Monday morning, do you wake up envisioning — “Another week of stress and strain at work” or “Another chance to do more of the things I love”? 

Think about some of the people in history who have lived passionately in accordance with their ideals. For example:

- Martin Luther King Jr.
- Joan of Arc
- Pablo Picasso
- Mother Teresa
- Nelson Mandela
- Your favorite painter
- Your favorite teacher
- The person you most love to spend time with

Passion in your life is a practical necessity. It is a driving force of heart and soul. It engages your excitement for activities that matter most to you and that lead to inner happiness, whether or not these are out of your regular job. Daily life involves very hard work, and a lot of it doesn’t contain much excitement or joy for most of us. Too soon, though, it may lack not just excitement but even enthusiasm, not just joy but even enjoyment. And that’s a straight track to numbness and regret.

Of course, we each have to be blasé about some things. Otherwise, we might die of overexcitement! Yet your individual passion about a direction or a dream can see you far. Without the guidance of passion, rational thought slows and disintegrates. The emotions are mechanisms that drive the brain’s highest-level goals.
Consider This:

Albert Lexie lives in Pittsburgh. For the past forty years, Lexie, who is mentally retarded, has supported himself by shining shoes. Since 1981, he has shined shoes two days a week at the Children’s Hospital of Pittsburgh — donating all of the tips he earns to the hospital’s Free Care Fund. Those donations now add up to more than $40,000. He has become the very soul of this medical center. He remembers people’s names. Through the years, his open heart, ready smile, hard work, and constant desire to shine shoes to help “his” kids has touched thousands of lives. His passions and personal contributions have made medical care possible for hundreds of children.

Here’s a compelling study. In 1960, a researcher interviewed 1500 business school students and classified them in two categories: those who were in it for the money — 1245 of them — and those who were going to use the degree to do something they cared deeply about — the other 255 people. Twenty years later, the researcher checked up on the graduates and found that 101 of them were millionaires — and all but one of those millionaires came from the 255 people who had pursued what they loved to do!

Research by the Gallup Organization on more than 400,000 Americans over the past 40 years suggests that pursuing your passions even in small doses, here and there each day helps you make the most of your current capabilities and encourages you to develop new ones. It can also help keep you feeling younger throughout life!

One of the simplest ways to increase passion is by noticing where it’s hiding in the midst of your busy life.

Personal Insight Exercise
Name your most compelling life interests — either in work or life.
What do you love to do so much you would do it for free?

What are the pursuits or passions you want to devote more time and attention to?

What are some things you want to do more of?

What are the areas of work or life in which you’re most excited to pursue new experiences and growth?

From the notes above, select five of your top passions.

1. 
2. 
3. 
4. 
5. 

Once you start looking more closely for passions in work or life, what you love is usually easier to uncover. Once you identify it, you can begin to put it at the center of your life and work, instead of losing it around the edges.

By the way, do you know the most compelling interests for each of the people closest to you? That’s important, too.

Put a Dose of Extra Passion in Your Daily Routine

Make some small changes in your daily schedule. In simple, specific ways, how can you increase your chances to do more of the things you love? Do whatever you can to keep shifting your attention toward whatever excites you or makes you smile. It’s a simple antidote to stress and a renewed call to capability.
Insight 4: What do you need to learn and work at your best?

During the hectic and often pressure-packed conditions of everyday work, one of the brain’s natural tendencies is to go on autopilot. We adapt to the rush and roar around us, revert to old habits, tune out, and do whatever it takes to finish tasks, make due, get along, and get by. But these routines and conditions rarely promote your best work (or the best work of your co-workers).

Consider what it takes for you — and each of the unique people around you — to learn and work at your best. This part of *The Power of One Passport™* offers a crucial area for rapid performance breakthroughs.

Often there are simple, yet powerful changes that you can make on your own to bring out more of your best — better focus, energy, and ingenuity in less time. Let’s explore.

**Personal Insight Exercise**

What were the conditions when you did the best work of your life?

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Circle which variables were most true during that time:

- Best work early in the morning
- Solo
- Quiet surroundings
- Worked alone
- Fast paced work
- Bright light
- Cool temperatures
- Colors, visual aids
- Snacks and fluids
- Best work late in the day
- Surrounded by people
- Noise or music (relaxed, upbeat)
- Worked with people or team
- Slower paced work
- Low light
- Warm temperatures
- Simple notepad or tools
- No food or drink
What can you do to increase the opportunities for you to do more of your best work? How can you bootstrap resources or make small low-cost or no-cost changes from the notes on the previous page to get more of these conditions incorporated into your work?

________________________________________________________

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It’s also vital to find out more about the optimal working conditions of the people that you count on for success in your work and life. Use the chart below to take some initial notes. In what specific ways can you help each of these unique individuals create better pacing, environment, and other aspects of maximal effectiveness?

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<td>4. Name:</td>
<td></td>
</tr>
</tbody>
</table>
Insight 5: What you do need to feel visible, valued, and involved?

Being visible, valued, and involved has little to do with doing. Instead, it is something that each of us needs from others for just being present or showing up. It is acknowledgment for being willing, able, and ready to offer our best to an organization, team, or family. It is one of the simplest and most vital ways to honor this inherent worthiness in others.

Hopefully you have never left your job at the end of the day and wondered, “If I hadn’t come to work at all would anyone have noticed?” That’s the feeling of being invisible. In this high tech, distanced world, more and more people everyday feel invisible. This blocks them from accessing their hidden genius and makes it very difficult, if not impossible, to bring their best to each effort.

Consider the wide range of possible answers. For some of us, our family is the center of our universe. Asking someone about their family, makes all the difference in the world.

For others it’s a chance to talk about new ideas or to get a moment of coaching or mentoring. On the next page, review a short list of some specific types of valuing.
Personal Insight
Mark which specific types of valuing matter the most to you. Add any others that are meaningful to you.

Specific Type of Valuing

- Acknowledgment of being present
- Words of support
- Words of authentic caring or concern
- Attentiveness to views or actions
- Encouragement to speak up
- Individual opportunities to learn and grow
- Mentoring or teaming, even briefly
- Quality coaching moments
- Discretionary creative time
- Clarity on expectations and outcomes
- Acknowledgment of efforts
- Chance to get to know others as real people
- Concern for personal/family well-being
- Fun or humor
- Chances to lead or take responsibility
- Chances to share views or ideas
- ________________
- ________________
- ________________
- ________________

Now think about a time when you arrived at work and you felt the most valued just walking in the door, what happened? What made you feel genuinely seen and valued just for showing up?

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Is this the way you feel most days at work or in your life? The power to change this starts with you. Begin by becoming a keener observer of yourself and others.

First, clearly identify what you need to feel visible and valued.

Next, talk about this with the individuals who are vital to your success in the weeks and months ahead. Make sure they know what kind of valuing means the most to you — and make sure you know what kind of valuing means the most to them.
You might explain that research now suggests that – both on and off the job – individual drive, commitment, trust, and initiative depend on feeling genuinely valued by those who are important to our future. Fred Smith, founder of FedEx, suggested that his managers and employees carry a notebook. The only time they were to write in it was when they saw someone’s eyes light up with excitement. Every day, the eyes give clues to what matters most to each of us. Observe yourself and those around you. Take notes.

Make sure that at the beginning of each day you provide a genuine form of visibility and valuing to each and every one of the people you count on at work and in your life. Individualize your approach.

**Acknowledge:**
A good place to start is to connect with others eye-to-eye, no matter how busy you are! Don’t get distracted by cell phones, pagers, or your own busy-ness and look away from people around you. If you do, you run the risk of inadvertently making them feel denigrated and devalued — that is, making them feel “invisible.”

**Instead:**
- Take a split second to acknowledge others with clear, kind eye contact (and if possible, a kind word).
- Take a split second to feel a sense of the uniqueness and value in each person.

Throughout our lives, we assess much of our value and meaning to others by the look in their eyes. Those looks are more powerful than words. All it takes is an instant to make kind, clear eye contact, and then to sense something of the hidden genius or greatness — known or unknown — in the other person.

Lift your head. Take off the blinders. Open your eyes. Whenever you walk past others, especially at home or at work, acknowledge them with a kind glance and a nod of your head.

**Individualize:**
Learn and support the unique and specific ways that others feel most visible and valued by you.

Let’s explore that further.

**Personal Insight Exercise**

**Notice what truly matters to others.**
On the next page, jot down the names of four individuals who are vital to your success in the next twelve months in your professional or personal life. Make notes for each of these one-of-a-kind individuals about what makes their eyes light up — that is, what you believe they need to feel visible and valued:
Sharpen your observation powers. Before long, you will be noticing things that you would have missed in the past. When you notice exemplary qualities, make it a point to let the person know. Pause now and then to show that you care.

Being genuinely seen and valued is vital to every human being. It is a key that unlocks our discretionary caring and brilliance, and awakens our hidden potential.

It’s choices, not chances, that shape the future. Make certain you find new ways to pause now and then every day to show that you see…and care.

<table>
<thead>
<tr>
<th>Individuals</th>
<th>In what special ways does each of these unique individuals feel the most genuinely visible and valued.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Name:</td>
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<tr>
<td>2. Name:</td>
<td><strong>This guide is FOR PREVIEW ONLY</strong>Illegal for Training</td>
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<td>3. Name:</td>
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<td>4. Name:</td>
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</table>
Insight 6: What do you need to feel genuinely respected and recognized?

When it comes to making exceptional efforts, many people have come to tolerate the absence of respect and to expect poor recognition or none at all, for the efforts they make. As a matter of fact, one of the main reasons that people leave a group or team is that they get “limited, if any, genuine praise or recognition for their contributions.”

It’s not always easy to remember. But it’s a simple yet powerful tool to give genuine, specific recognition to every individual who makes a worthwhile effort. It’s also vital that you receive such recognition and, during times when it’s missing, that you find respectful ways to ask for it – and encourage others to ask for it from you.

Personal Insight

Start by remembering the best respect and recognition you have ever received — a time when you made an effort and someone else noticed and genuinely acknowledged you. Perhaps the interaction ended with the other person saying something like, “Thanks for what you did. I saw you making this (specific) effort. It really mattered. You made the difference.”

Describe in detail the best form of recognition that you have ever received:
On average, how many times do you receive some form of this highest level of respect and recognition each week at work?

Circle one: 0 - 1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10

On average, how many times do you receive some form of this highest level of respect and recognition each week in life beyond your work?

Circle one: 0 - 1 - 2 - 3 - 4 - 5 - 6 - 7 - 8 - 9 - 10

When you don’t get enough of that kind of respect or recognition, or others seem to be taking you for granted, you must find an effective way to ask for it. Imagine that you worked several long evenings or weekends on a special project. Your efforts really mattered. The project is a success — either you learned something valuable or a breakthrough occurred. But what if the acknowledgment or thank you from your boss, project leader, or some other significant person, doesn’t feel right to you? What then?

Here’s an approach to consider: Make an appointment with the person from whom you want you want genuine, specific recognition. In that meeting, do four things:

1. **Acknowledge the other person’s effort to recognize you.** Be respectful. Say, “Thank you for the e-mail messages and compliment you paid me the other day.” Or, if there was no attempt at all to acknowledge your efforts, mention that. “Perhaps it was lost by the Internet Postmaster...” you might say with a bit of humor, in hopes that it’s true.

2. **Describe your best form of recognition.** “I’d like to take a minute to tell you about the one time I felt the most respected and recognized...” Describe it. Be specific. When was it in your life? How did it feel? What did it mean? How did it inspire your next efforts? Other people need our help on this. They’re not mind-readers, no matter how much we expect them to be or how hard they try. They need our insights to know how best to value and respect our efforts and get more of our best one-of-a-kind contribution.

3. **Align direction.** Say something like, “I am certain that you want me to keep contributing more of the best I can give to every effort that’s needed.”

4. **Help shape new behavior.** “In order to help me keep giving more of my best, I would really appreciate it if the next time you thank me for an effort I have made, you would make the recognition more like the kind I just described.” Your boss or spouse or peer won’t likely say, “No, I won’t do that.” Instead, they are likely to be responsive to this request. In a specific and significant way, you have become more visible in this person’s eyes.
Personal Insight Exercise

Let’s work with the same four people vital to your success as discussed on page 32. You have already made notes about something distinctive about each of these important people to you: a particular talent or strength, or something that makes their eyes light up. Write down the top two ways that you believe that each of these individuals needs to feel respected and recognized by you after they make an effort. Once you have noted these actions, confirm them with each person and revise if needed. Think about how and when you can apply this valuable knowledge.

<table>
<thead>
<tr>
<th>Individuals</th>
<th>Make note of the top two ways to provide genuine respect and recognition to this unique individual for each effort.</th>
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<tr>
<td>1. Name:</td>
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<td>4. Name:</td>
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Now that you have these insights, here are some effective ways to give the gift of frequent and meaningful recognition.

1  **Give recognition with the honor it deserves.**
   Pause for a moment before thanking others. Keep several things in mind:

   - **Make it genuine.** Samuel Johnson said, “He who praises everybody praises nobody.” He was right, sort of. When praise is generic and shallow, it fails, and may even backfire. Instead, learn all you can about what another person is most excited about and what their favorite work is — and the direction it’s taking, the possibilities and obstacles it offers, the way the individual is dealing with the pressures and progress.

   - **Personalize your comments.** Be specific. “Here’s why I believe in you...” When people listen to comments from another person, they weigh how well this person knows who they really are and what they’re capable of. Consequently, whenever you value or recognize another person, make it as individualized and specific as you can.

   - **Individualize your remarks for members of a group.** Whenever you thank more than one person, single out each individual. Most people give praise to the whole group. Yet no matter how sincere they may be, they inadvertently make every one of these individuals feel devalued. Each individual knows that he or she contributed something that the others did not. And you missed it.

2  **Before thanking a group, learn at least one specific contribution that each individual made to the project’s success.**
   Assemble and thank the entire team. Say, for example, “We couldn’t have accomplished this without each of you. I wasn’t there for the entire effort but I have learned at least one specific thing that each of you contributed to produce this great result. Then, one by one, mention something specific and distinctive about the contribution of each individual. Watch people’s eyes. It’s amazing the difference this can make.

   - **Every week, use hand-written notes to acknowledge the efforts of others.** What one or two people have made the biggest difference in your life this week? Who would benefit most from some words of encouragement from you? Have you ever saved a special note or letter from someone? May you be fortunate enough to receive fifty such notes in your lifetime. And may you be generous enough to send hundreds!

   - **Respect every request you make.** Whenever you call upon someone else to help you face a challenge or take on added responsibility, it is likely that you usually 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, 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 half a minute on the phone or in person, or 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.

* **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. “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.

**But what about you?** What if you are asked to do something and don’t really understand why? It’s a two-way process. If someone calls you with a request or assignment, ask him or her to please clarify why they have chosen you.
One last and very powerful tool you can use is the **Friday Milestone Meeting**. Every Friday, gather your team, co-workers, or employees together to discuss two simple questions. Or if you can't get everyone together, you can do this by e-mail, phone, or a combination of all three.

The two questions are:

1. What is the most exceptional thing you have done **this week** at work?

2. What is the most exceptional thing you'll do **next week** at work?

This pair of questions raises self observation in all of us. The aim is for each person to better notice — and, at times, actively create — opportunities to shine, and then to have the genuine chance to be valued for such contributions, no matter how simple or small they may seem to be. This small, practical tool is a very effective way leaders at all levels in an organization can bring out more of the best in themselves and others.

Each person gets a total of one minute — or a single clear paragraph — to answer each question. Listen carefully. Take notes. Be specific. Many times what's "exceptional" this week may seem small. That's fine. It still matters! Small exceptional actions really add up.

Begin to stream these notes into performance reviews and evaluations. The **Friday Milestone Meeting** will help you begin to learn more about each of the unique individuals with whom you work, and to notice contributions that, in the past, you may have missed.

This is also a key way to strengthen the value of diversity by applying **The Power of One**. It is a formal, simple structure that enables us to see and value the distinctive kinds of exceptional efforts that benefit us all.

On the next page, is a sample template you can copy and use at your first **Friday Milestone Meeting**.
## Friday Milestone Meeting

<table>
<thead>
<tr>
<th>Individuals who are vital to the success of the group or team.</th>
<th>What is the most exceptional thing you have done this week at work?</th>
<th>What is the most exceptional thing you will do next week at work?</th>
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</thead>
<tbody>
<tr>
<td>Your name:</td>
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<tr>
<td>Other individuals</td>
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<tr>
<td>Name:</td>
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<td>Name:</td>
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</table>

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All Rights Reserved. Email: Cooper@RobertKCooper.com
According to the fourteenth-century scholar Rumi, the ultimate goal in life is not a grand monument or an eloquent epitaph but to live on in the hearts of those still alive. The Power of One is a real-world set of insights and tools that enable us to make more of a difference, not just a living.

A few final reminders:

When in doubt, care more, not less.
“What comes from the heart goes to the heart,” Samuel Coleridge wrote.
So be slower to judge. Be quicker to notice glimpses of the hidden strengths, values, talents, and needs of others.

When making decisions, ask ethical caring questions:
- If someone did this to you, would you think it was fair?
- Would you be comfortable if this were to appear on the front page of your hometown newspaper?
- Would you like your parents to see you do this?

Keep taking actions confirming The Power of One.
Gandhi said, “You must be the change you wish to see in the world.”
Most lasting changes are brought about not by intellectual musings but by small yet bold gestures that keep confirming that you care.

If you have any doubt left about The Power of One, think about...
- Rosa Parks refusing to give up her seat on the bus.
- That lone dissident student facing a line of tanks in Tiananmen Square.
- The first bricks in the Berlin Wall coming down.
- A hand reaching out to help someone struggling with a bag of groceries or a heavy door.
- A driver waving you through a four-way stop even though it was his turn to go.
- A child stepping forward to hand a cookie or soda to a homeless person on the street.

Personal Insight
The Power of One begins with you. You have worked through the six insights that can help you apply your integrity and values to bring out more of the best in yourself and others. On the next page, pull all the information together that you have completed throughout this Personal Advancement Guide. Refer to it often and modify it as needed.
The Power of One Passport™
Six Keys for Turning Hidden Potential into Real Results by Bringing Out More of the Best in Yourself and Others

The right passport opens doors. It provides opportunities. It engenders trust and promotes ingenuity. It challenges you to learn and grow. The new workplace passport requires six primary insights. It works in two directions. It’s the requisite knowledge that each individual must share with – and learn about – others. New results begin with you.

<table>
<thead>
<tr>
<th>1. <strong>These are my values…</strong></th>
<th>2. <strong>This is the work I’m best at…</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Distinguishing values</em></td>
<td><em>Defining strengths</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3. <strong>This is what I most enjoy doing…</strong></th>
<th>4. <strong>This is what I need to learn and work at my best…</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Individual drive or passions</em></td>
<td><em>Environment</em></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5. <strong>To feel visible, valued, and involved, I need…</strong></th>
<th>6. <strong>To feel genuinely respected and recognized, I need…</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Visibility and valuing</em></td>
<td><em>Recognition</em></td>
</tr>
</tbody>
</table>

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The Last Word…

As much as we value groups and teams, the greatest power to make an immediate and lasting difference always depends on the actions of an individual. You. That’s The Power of One.

With best wishes for the continued achievement of your dreams,

The time is now.

The leader is you.

If not now, when?
Leader’s Guide

About The Power of One 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
- Team Building
- Improving Relationships Between Employees and Management
- Career Development
- Motivation
- Values and Ethics
- Leadership Development

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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 learning session.
- Send an e-mail, memo or letter inviting participants at least one to two weeks in advance.
- Secure a location for the 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 The Power of One. Use the suggested 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: The Power of One? 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)

☐ 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: Leadership may be an inspiring and useful way to open this learning session. For more information regarding this video, contact www.vividedgeproductions.com.
☐ Overview 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 10 minutes)

☐ Overview and complete Check-In activity on page 6.
☐ If participants are using this guide, ask each person to turn to page 6 and complete the Check-In activity.
☐ Optional: You may ask participants to share their energy and focus numbers 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
(18 minutes)

- Show The Power of One video at this time.

After the Video
(Allow 10 minutes)

- Discussion: Share general reactions of the video program.
- If participants are using this guide, ask each person to review The Power of One Passport by reading page 9.

Insight 1: What are your distinguishing individual values?
(Allow 20 minutes)

- Overview and discuss information provided on page 10.
- Overview the personal insight exercise on page 10. Ask each participant to write the 5 words that best describe his or her values, principles, and the life he or she wants to lead.
- If participants are using this guide, ask each person to read page 10 and complete the personal insight exercise on page 11. On page 12, ask participants to write the 5 words that best describe their individual values.
- Optional Activity: Hand out 3 by 5 cards. Ask each participant to copy the five words they chose onto the 3 by 5 cards. Suggest that each person carry the card with them to keep assessing these values day to day.
- Overview and discuss information provided on pages 12 - 13.
- If participants are using this guide, ask each to read pages 12 - 13 and review the worksheet on page 14.
- Overview and discuss information provided on pages 15 - 16.
- If participants are using this guide, ask each to read pages 15 - 16.
- Optional Group Discussion: Ask each participant to share their distinguishing individual values and allow clarification if needed. This can be an important way to gain a better understanding of the people we count on at work.
Insight 2: What is the work you’re best at?
(Allow 20 – 30 minutes)

- Overview and discuss information provided on pages 17 - 18.
- Ask each participant to think back across the activities and pursuits in their life. Ask each person to write down their thoughts on what has felt most natural. Where have they shined the brightest?
- *If participants are using this guide, ask each person to read pages 17 - 18 and complete the personal insight exercises on pages 18 - 20.*
- Overview and discuss information provided on pages 21 - 23. Ask each participant to answer the questions provided on pages 21 - 22.
- *If participants are using this guide, ask each to read pages 21 - 23 and complete questions on pages 21 - 22.*
- **Optional Group Discussion:** Ask participants how they might be able to improve (without altering their current job) the fit between what they do from day to day and what they shine at doing? And/Or ask how each person might be able to weave more of their talents into their current position.
- **Optional Group Discussion:** Discuss how each participant might creatively manage his or her vulnerabilities out of the way.

Insight 3: What do you most love to do?
(Allow 15 minutes)

- Overview and discuss information provided on pages 24 - 25.
- Ask each participant to answer the questions provided on pages 25 - 26.
- *If participants are using this guide, ask each person to read pages 24 - 26 and complete the personal insight exercise on pages 25 - 26.*
- To wrap up, overview information provided on the bottom of page 26.

Insight 4: What do you need to learn and work at your best?
(Allow 15 minutes)

- Overview and discuss information provided on page 27.
- Ask each participant to answer the questions provided on pages 27 - 28.
- *If participants are using this guide, ask each person to read page 27 and complete the personal insight exercise on pages 27 - 28.*
- **Optional Activity:** Have participants share their own optimal work conditions and brainstorm how each might be able to improvise to get more of those conditions into his or her work today.
Insight 5: What do you need to feel visible, valued, and involved?
(Allow 20 minutes)

- Overview and discuss information provided on pages 29 - 30.
- Ask each participant to answer the questions provided on page 29 - 30.
- If participants are using this guide, ask each person to read page 29 and complete the personal insight exercises on page 29 - 30.
- Overview and discuss the information provided on the bottom of page 30 - 32. Ask participants to write down the names of the four most important people in their work or life. Then write down what makes each of these people feel visible and valued.
- If participants are using this guide, ask each person to read pages 30 - 32 and complete the personal insight exercises on pages 31 - 32.
- Optional Group Discussion: Ask participants to name something distinctive — a gift or talent — about each of the other people participating in the session.
- To wrap up, overview and discuss information provided on the bottom of page 32.

Insight 6: What do you need to feel genuinely respected and recognized?
(Allow 20 minutes)

- Overview and discuss the information provided on page 33.
- Ask each participant to describe in detail the best form of recognition that he or she has ever received.
- If participants are using this guide, ask each person to read page 33 and complete the personal insight exercises on page 33 - 34.
- Optional Activity: Have each participant share their own experience. This will be particularly insightful if the group includes both managers and employees.
- Overview and discuss information provided on page 34.
- Ask each participant to write down the four people that have the most impact on their work and life. Next to each name, have participants write down the top two ways they believe each person needs to feel respected and recognized.
- If participants are using this guide, ask each to read page 34 and complete the personal insight exercises on page 35.
- Overview and discuss information provided on pages 36 - 38.
- If participants are using this guide, ask each to read pages 36 - 38.
- Group Discussion: Ask each person to share with the group:
What is the most exceptional thing he or she has done this week at work?
What is the most exceptional thing he or she will do next week at work?
Pulling It All Together
(Allow 10 minutes)

- Overview and discuss information provided on page 40 and read The Last Word on page 42.
- **Discussion**: Share general reactions.
- *If participants are using this guide, ask each person to read pages 40 - 42 and work through the insight exercise on pages 40 - 41.*
Selected Endnotes

i  Survey data from 50,000 people since 1970 by People Management. Results reported in Miller, A.F., Jr. Why You Can’t Be Anything You Want to Be (Grand Rapids, MI: Zondervan, 1999).

ii  Ibid.


