



**INTERPRETATION MANUAL
FOR LEADERS**

DEDICATIONS

*“So much is possible if we consciously and wisely choose
how best to step forward as leaders for this time.”*

—AUTHOR MARGARET WHEATLEY

This Be Well Lead Well Pulse® Interpretation Manual is dedicated
to the exceptional people who shared their enthusiasm and feedback in its creation—
Jane Cocking, Dianne Culhane, Don Gardner, and Jackie Alcalde Marr
—and to people everywhere who strive
to consciously and wisely step forward as leaders for this time.

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This Manual is part of a transformative system of learning to advance thriving leadership and thriving organizations for a thriving world.
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Get To Know Be Well Lead Well Pulse®



CONGRATULATIONS!

You are participating in the first integrative leadership assessment focused on wellbeing and transformation. *Be Well Lead Well Pulse*® is built from the belief that you have the innate capacity to thrive and evolve—and tapping into that capacity is vital to lifting your personal fulfillment, leadership effectiveness, and positive impact. When you thrive, you have more energy to amplify thriving wherever you lead. *Be Well Lead Well Pulse*® provides guidance to support you.

The reality is: We live and work in times of unprecedented complexity, interdependence, disruption, and change. Thriving in this environment demands continual transformation of our organizations. Yet, organizations cannot change faster than the leaders and strategic change agents that shape them. As a leader, you help to transform the culture and future of your organization when you operate from an elevated consciousness, continually evolve yourself, and empower thriving within others.

“The process of becoming a leader is much the same as the process of becoming an integrated human being.”

— WARREN BUFFETT
RENOWNED BUSINESS INVESTOR

Be Well Lead Well Pulse® measures key inner factors that facilitate personal wellbeing and leadership transformation—life vision and purpose, engagement and flow, stress coping and resilience, energy management, mental and emotional wellbeing, learning, and wisdom. The survey was built from valid and reliable questions drawn from scientific research, along with new questions derived from more than three decades of experience in developing leaders worldwide. Your responses to the survey questions were analyzed using proprietary algorithms then shared as innovative, easy-to-use scores across six dimensions—Thriving, Fuel, Flow, Wonder, Wisdom, and Thriving Amplified—in your confidential *Be Well Lead Well Pulse*® Feedback Report.

HOW TO TRANSFORM YOUR SURVEY FEEDBACK INTO POSITIVE ACTION

Take these four steps to transform your personal *Be Well Lead Well Pulse*® Feedback Report into worthwhile actions in your life and leadership:

- **STEP 1: Review your Feedback Report in a structured debrief with a *Be Well Lead Well Pulse*®-Certified Guide.** As you explore your scores in the six *Be Well Lead Well Pulse*® dimensions, be sure to consider the organizational and personal context within which you lead. The Manual section, *Review What’s Happening in Your Life & Work Today*, can support you.

- **STEP 2: Note meaningful insights that emerge from the debrief with your *Be Well Lead Well Pulse*®-Certified Guide.** What new awareness did you gain about yourself as a leader and a whole human being? What new questions surfaced? The Manual section, *Interpret Your Be Well Lead Well Pulse*® Scores, is also an invaluable resource for a deeper understanding of your feedback results.
- **STEP 3: Use the *Be Well Lead Well*® Action Planning tool** in the *Uplevel Your Life & Leadership* section of this Manual. This tool provides an organized approach to help you turn your feedback into positive actions. Plus, if you can't think of what actions to take, we've gathered +100 innovative possibilities to save you time! (See the *Suggestions for Upleveling Your Life & Leadership* in this Manual.) Your *Be Well Lead Well Pulse*®-Certified Guide can also assist you.
- **STEP 4: Experiment with the new actions you choose, and commit to learning.** With an attitude of curiosity, your leadership and life overall can become a path for evolving healthier ways of being and becoming.

THIS IS ABOUT BEING & BECOMING

Your personal *Be Well Lead Well Pulse*® findings do not reflect a fixed view. Like all beings, you are marvelous, unique, and multidimensional—no assessment can capture everything about you. At every moment, you are *being* and *becoming*; part of living means always being engaged in change to some degree. The focus of *Be Well Lead Well Pulse*® is to help you open and lift yourself to new perspectives, capabilities, and wisdom—in essence, an internal operating system that empowers you to lead with a wider, more inclusive, and sustainable positive impact. With the support of this Interpretation Manual and your *Be Well Lead Well Pulse*®-Certified Guide, your charge is to discover insights from your *Be Well Lead Well Pulse*® findings, and do the essential inner work to grow as a leader and whole human being.

Our complexities today offer an opportunity to evolve our individual and collective consciousness and competence for thriving. By participating in *Be Well Lead Well Pulse*®, you are part of a bold movement to elevate your leadership and personal vitality, and to amplify thriving worldwide.

We celebrate your journey to BE WELL and LEAD WELL!

*“Today’s complexities are our opportunity to unleash human potentials to grow, evolve, and thrive, individually and collectively. *Be Well Lead Well*® empowers leaders with insights and tools to tap into these potentials within themselves, as well as in the people and teams they lead.”*

— RENEE MOOREFIELD
CEO, WISDOM WORKS GROUP

Review What's Happening in Your Life & Work Today

At the start of taking the *Be Well Lead Well Pulse*® survey, you were asked about key areas that contribute to the context within which you live and lead:

- **ORGANIZATIONAL CHANGE:** The degree of organizational change affecting your work area in the last year.
- **PERSONAL AUTONOMY:** The opportunity for independence and personal initiative in your job.
- **QUALITIES OF THE ORGANIZATION:** Your organization's culture, ways of communicating, and predominant management styles. This ranges from a formal and mechanistic organization with top-to-bottom communication and controls, to an informal and organic organization with participative decision-making and communications happening in all directions.
- **STRESSORS IN LIFE AND WORK:** The degree to which aspects of your life contribute to the stress you feel right now. These aspects include your coworkers, management, job, life partner(s), children, relatives, social life and friends, personal finances, and physical health.

In your *Be Well Lead Well Pulse*® Feedback Report, you received scores reflecting your self-evaluation in these areas. Use this information to explore how the context of your life and work may be impacting your ability to activate and amplify thriving (as shared in the six *Be Well Lead Well Pulse*® dimensions).

"We are living in the greatest revolution in history—a huge spontaneous upheaval of the entire human race: Not the revolution planned and carried out by any particular party, race, or nation, but a deep elemental boiling over of all the inner contradictions that have ever been in man, a revelation of the chaotic forces inside everybody. This is not something we have chosen, nor is it something we are free to avoid."

— THOMAS MERTON
CHRISTIAN CONTEMPLATIVE

Understand the Be Well Lead Well Pulse® Dimensions

After completing the *Be Well Lead Well Pulse*® survey, you received a personalized Feedback Report with the following information for each *Be Well Lead Well Pulse*® dimension:

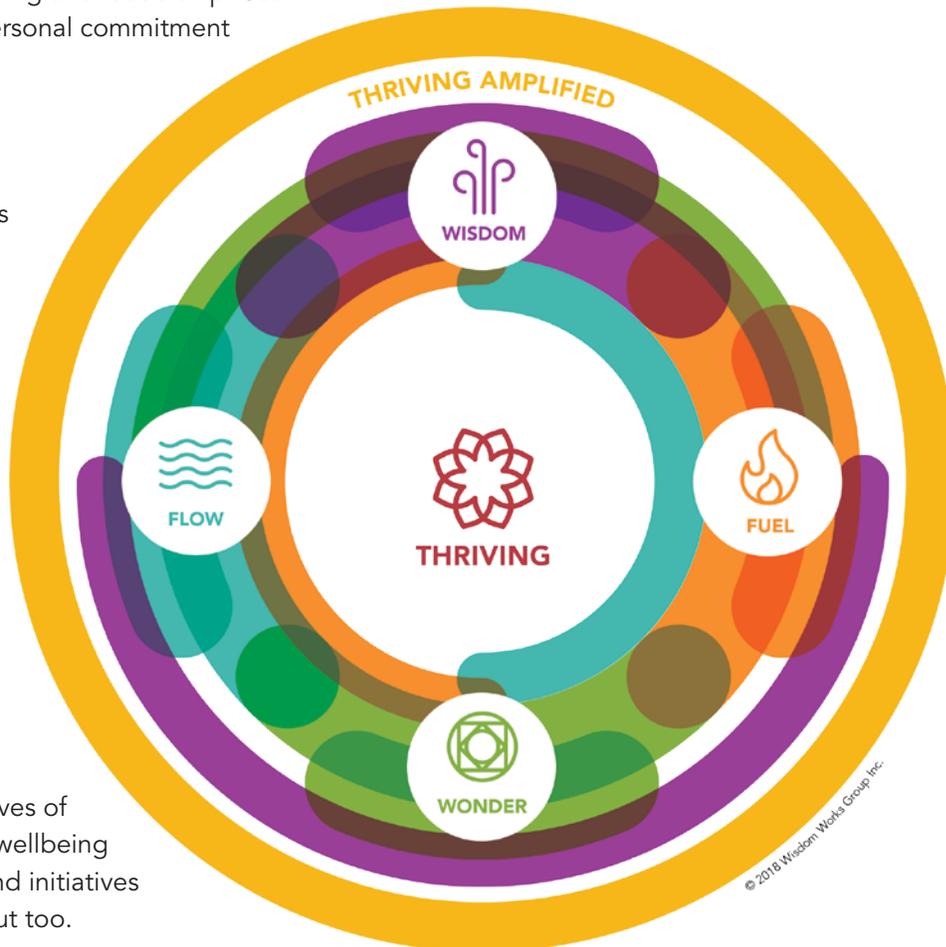
- A percentile score in the dimension overall and categorized as High, Moderate, or Low as compared to all leaders who have participated in *Be Well Lead Well Pulse*®.
- A percentile score in each of the subcategories that make up the dimension and categorized as High, Moderate, or Low as compared to all leaders who have participated in *Be Well Lead Well Pulse*®.

Your quantitative scores are valuable. Perhaps more valuable, however, is your genuine readiness to uplevel your wellbeing and leadership. Use your scores as only one input for your personal commitment to make positive change for yourself.

DIMENSION DEFINITIONS

The *Be Well Lead Well Pulse*® dimensions promote a generative, open, present, and connected stance to leadership, rather than leading from reactivity and fear. We believe this way of being and operating as a leader is necessary. You are inundated with a complexity of legal, environmental, human, and other challenges within which you must successfully lead. When you are exhausted, tense, or disengaged, you are more likely to lack the stamina, clear-headedness, emotional balance, and world-centric acumen to make the wisest decisions for your team, organization, society, and quite frankly, yourself. You cannot draw from the reserves of energy and wisdom that a wellspring of wellbeing can provide. The effect? Relationships and initiatives fail to benefit from your best. You lose out too.

A strategic leadership question is: “How can I create the conditions for people to bring their best selves to work, and leave work more capable, wise, and well?” This question includes you. Thriving is not an issue to delay until a better time or pigeonhole into a human resources department; it is the central challenge and opportunity of effective leadership today.



Using *Be Well Lead Well Pulse*®, you gain insights into six interrelated dimensions and their subcategories:



THRIVING

DIMENSION 1: THRIVING addresses your overall evaluation of wellbeing in your life right now and in the future, as well as your ability to restore your wellbeing when you face difficulties. This dimension includes three subcategories: Today & Tomorrow, Flourishing, and Resilience.

- **Today & Tomorrow** measures the extent to which you perceive yourself as thriving today, as well as your optimism about thriving in the next five years.
- **Flourishing** measures the extent to which you perceive meaning and purpose in your life, as well as your interest, engagement, and competence in your daily activities. It also addresses the extent to which you perceive that your social relationships are supportive and rewarding, you are respected by others, and you contribute to others' happiness.
- **Resilience** assesses your ability to bounce back or recover from the daily stresses and difficulties which are an inherent part of life and work.



FUEL

DIMENSION 2: FUEL is about using diet, movement, breath, and rest as tools for a sustained, balanced source of physical, emotional, and mental energy. The Fuel dimension includes four subcategories: Eating as Fuel, Moving as Fuel, Resting as Fuel, and Breathing as Fuel.

- **Eating as Fuel** addresses the extent to which you use your eating habits to positively manage stress, manage your energy, and perform at your best.
- **Moving as Fuel** addresses the extent to which you use physical activity to positively manage stress, manage your energy, and perform at your best.
- **Resting as Fuel** addresses the extent to which you use sleep and rest to positively manage stress, manage your energy, and perform at your best.
- **Breathing as Fuel** addresses the extent to which you use your breath to positively manage stress, manage your energy, and perform at your best.



FLOW

DIMENSION 3: FLOW means being in the zone—those times when you bring mindfulness and full presence to the activities of life and work. You are intrinsically rewarded with energy, enjoyment, and a richer sense of how life unfolds with effortlessness and ease. The Flow dimension includes three subcategories: Engagement at Work, Self-Esteem at Work, and Mindfulness.

- **Engagement at Work** measures the extent to which you get immersed in your work, you feel happy and inspired by your work, and you experience inherent satisfaction and pleasure in work itself.
- **Self-Esteem at Work** measures the extent to which you perceive yourself as important, meaningful, worthwhile, effective, and valuable to your organization—an internal sense that you make a difference at work.

- **Mindfulness** measures the extent to which you pay attention to the present moment, refrain from evaluating your inner experiences as good or bad, and act with awareness, rather than behave mechanically or absent-mindedly.

DIMENSION 4: WONDER means evolving your worldviews through engaging in new experiences and challenges, embracing differences, and perceiving the beauty around you. The Wonder dimension has three subcategories: Appreciation & Awe, Seeking New Perspectives, and Learning & Growing.



- **Appreciation & Awe** measures the extent to which you experience beauty and wonder in your daily life.
- **Seeking New Perspectives** measures the extent to which you look for opportunities to expand your viewpoints and beliefs.
- **Learning & Growing** measures the extent to which you evolve through life's constant fluctuations and change.

DIMENSION 5: WISDOM is about tapping into your inner greatness—the worthwhile purpose, higher vision, and innate genius you can use to guide yourself and others toward inspired impact. The Wisdom dimension has three subcategories: Vision & Purpose, Wholeness, and Emotional Capacity.



- **Vision & Purpose** measures the extent to which you create a meaningful purpose and holistic personal vision and use these to guide your life and leadership.
- **Wholeness** measures the extent to which you experience a sense of personal integration, even with the differing, sometimes conflicting facets of life.
- **Emotional Capacity** measures the extent to which you bring equanimity and lightness to your life and relationships, along with an ability to tune into others.

DIMENSION 6: THRIVING AMPLIFIED means bringing forth more of your leadership potential to empower thriving within others. The Thriving Amplified dimension has three subcategories: Energizing Others, Maximizing Others, and Cultivating Care in Others.



- **Energizing Others** measures your perception of how invigorated and energized people feel through interacting with you.
- **Maximizing Others** measures your perception of how much clarity, effectiveness, meaningful impact, and growth people experience through interacting with you.
- **Cultivating Care in Others** measures your perception of the gratitude, kind acts, and collaborative relationships people are likely to demonstrate with others through interacting with you.

Interpret Your Be Well Lead Well Pulse[®] Scores



THRIVING AT-A-GLANCE

IF YOU SCORE:

| | ↑ HIGH | → MODERATE | ↓ LOW |
|--|---|---|--|
| DIMENSION OVERALL: Thriving | <ul style="list-style-type: none"> • Positive and optimistic • Meaning, purpose, and wellbeing in life | <ul style="list-style-type: none"> • Yearning to thrive, but aren't sure how • Actively seeking support | <ul style="list-style-type: none"> • Negative and pessimistic • Overstressed and burned out • Not convinced thriving is possible |
| SUBCATEGORY: Today & Tomorrow | <ul style="list-style-type: none"> • Thriving today and anticipating a bright future | <ul style="list-style-type: none"> • Struggling today or concerned about the future | <ul style="list-style-type: none"> • Suffering today and worried about the future |
| SUBCATEGORY: Flourishing | <ul style="list-style-type: none"> • Living a good life • Feeling competent and capable where it counts | <ul style="list-style-type: none"> • Adequate psychological wellbeing and social connection | <ul style="list-style-type: none"> • Languishing • Disinterested • Lacking purpose • Unrewarding, unsupportive, or nonexistent relationships |
| SUBCATEGORY: Resilience | <ul style="list-style-type: none"> • Seeing setbacks and crises as opportunities | <ul style="list-style-type: none"> • Inconsistent coping | <ul style="list-style-type: none"> • Taking a long time to recover from setbacks |

DIMENSION 1: THRIVING

Thriving addresses your overall evaluation of your wellbeing now and in the future, as well as your ability to restore your wellbeing when you face difficulties. This dimension includes three subcategories: Today & Tomorrow, Flourishing, and Resilience. Below is a summary of what your Thriving scores indicate.

IF YOU SCORE HIGH

You rate yourself as High in Thriving. This may show up as:

- ↑ Feeling positive about your life today and optimistic about what your life will be like in the next five years.
- ↑ Experiencing happiness and enjoyment in your life and work, as well as less worry and stress.

- ↑ Feeling a sense of meaning and purpose in life—that you are making a difference in the world.
- ↑ Being keenly interested, engaged, and competent in your daily activities.
- ↑ Successfully facing challenges that come your way by tapping into your inner resources and external support.
- ↑ Having a knack for quickly rebounding when you get knocked down.

“How old would you be if you didn’t know how old you are?”

— LEROY ROBERT
 “SATCHEL” PAIGE
 BASEBALL PLAYER

IF YOU SCORE MODERATE

You rate yourself Moderate in Thriving. This may show up as:

- Yearning to enhance your consciousness and capability for Thriving, yet believing it may not be possible.
- Clearly knowing that a higher level of Thriving is possible, but you aren’t sure how to attain it.
- Getting mixed results from approaches you’ve tried to boost your Thriving.
- Actively seeking dedicated support, such as a certified executive coach, training, or other resources to make Thriving a priority in your life.

IF YOU SCORE LOW

You rate yourself Low in Thriving. This may show up as:

- ↓ Holding a negative assessment about how your life is going coupled with a feeling of pessimism, hopelessness, or despair about the future.
- ↓ Lacking awareness or belief that a higher level of Thriving is possible.
- ↓ Feeling overstressed or burned out, so much so that it erodes your wellbeing and makes it harder to muster the energy for decisions, commitments, and action.
- ↓ Lacking purpose and meaning in your life.
- ↓ Finding your current circumstances unfulfilling.
- ↓ Feeling upended by challenges that arise, as they overwhelm your capacity to handle them.

Today & Tomorrow measures the extent to which you perceive yourself as thriving today, as well as your optimism about thriving in the next five years. Below is a summary of what your Today & Tomorrow scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Today & Tomorrow. This may show up as:

- ↑ Thriving today—experiencing your current wellbeing as strong, consistent, and progressing.
- ↑ Holding a positive view of your life situation, plus an equally positive view of the next five years.

- ⬆ Dealing with fewer health problems and sick days than if you weren't thriving.
- ⬆ Experiencing happiness, enjoyment, interest, and respect in your life and work, as well as less worry, stress, sadness, and anger.

IF YOU SCORE MODERATE

You rate yourself Moderate in Today & Tomorrow. This may show up as:

- ➔ Struggling today—your sense of wellbeing is moderate or inconsistent. Your present life situation is tolerable to you, but you have negative views about achieving a better future. Or, you may be struggling in the present, or you expect to struggle in the future.
- ➔ Experiencing daily stress, worries about money, and many sick days.
- ➔ Smoking and unhealthy eating as part of your daily behaviors.

IF YOU SCORE LOW

You rate yourself Low in Today & Tomorrow. This may show up as:

- ⬇ Suffering today—your sense of wellbeing is at high risk. You have poor ratings of your current life situation, as well as negative views of achieving a better future in the next five years.
- ⬇ Experiencing more physical pain and disease in your life, as well as more stress, worry, sadness, and anger than when you are thriving.
- ⬇ Feeling disengaged in life and work.
- ⬇ Lacking the basics, such as food, shelter, healthcare, and other needed support.

Flourishing measures the extent to which you perceive meaning and purpose in your life, as well as your interest, engagement, and competence in your daily activities. It also addresses the extent to which you perceive your social relationships are supportive and rewarding, you are respected by others, and you contribute to others' happiness. Below is a summary of what your Flourishing scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Flourishing. This may show up as:

- ⬆ Experiencing a high degree of psychological wellbeing and optimism.
- ⬆ Feeling you lead a purposeful and meaningful life.
- ⬆ Being interested and engaged in your daily activities.
- ⬆ Having supportive and rewarding personal relationships.
- ⬆ Respecting yourself and feeling respected by others.
- ⬆ Feeling that you are a good person and live a good life.

- ↑ Feeling competent, capable, and successful in the activities that matter to you.
- ↑ Actively contributing to the happiness and wellbeing of others.

IF YOU SCORE MODERATE

You rate yourself Moderate in Flourishing. This may show up as:

- ➔ Experiencing an adequate degree of psychological wellbeing and social connection in your life.
- ➔ Wanting greater Flourishing in your life, yet believing it may not be possible.
- ➔ Realizing a higher level of Flourishing is possible, but you aren't sure how to experience it nor do you have a plan or support.
- ➔ Getting inconsistent results from approaches you've tried to enhance your ability to flourish.
- ➔ Actively seeking support, such as a certified executive coach, training, or other resources to help you flourish.

IF YOU SCORE LOW

You rate yourself Low in Flourishing. This may show up as:

- ↓ Languishing—a lower sense of psychological wellbeing and social connection.
- ↓ Lacking purpose and meaning in your life.
- ↓ Feeling your social relationships are unsupportive, unrewarding, or nonexistent.
- ↓ Exhibiting disinterest in the daily activities of your life.
- ↓ Perceiving you are not competent or successful in activities that matter to you.
- ↓ Not initiating or experiencing ways to support the happiness of others.
- ↓ Not believing a higher level of Flourishing is possible.

Resilience assesses your ability to bounce back or recover from the daily stresses and difficulties which are an inherent part of life and work. Below is a summary of what your Resilience scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Resilience. This may show up as:

- ↑ Recovering quickly and well through adversity in life and work.
- ↑ Coping and adapting effectively with stressors and pressures.
- ↑ Experiencing health and wellbeing, with few periods of anxiety, depression, and negative moods.
- ↑ Using setbacks and crises as opportunities for growth and learning, rather than signs of failure.

“Every significant change, every revolutionary idea, every heartfelt gesture that changes one life or a thousand, was once seen as eccentric. Leaders are few and followers many for a reason: Change requires bucking the status quo, and a willingness to be perceived as crazy, dangerous, or ridiculous. Revolutionaries, activists, and change makers of every stripe lead because they cannot follow that with which they do not agree. Or which limits their imaginations. They change the world because their passion and conviction will not allow them not to.”

— ANITA RODDICK
FOUNDER, THE BODY SHOP

IF YOU SCORE MODERATE

You rate yourself Moderate in Resilience. This may show up as:

- Inconsistently coping with and bouncing back from challenges, pressures, and difficulties.
- Realizing you could handle your challenges better, but not knowing how to build personal Resilience.
- Being willing to try new approaches to boost your Resilience, but you don't currently have a plan or support.
- Getting mixed results from the approaches you've taken to build Resilience.
- Actively seeking resources, such as training, mental health and wellness professionals, certified executive coaches, apps, and books to improve your Resilience.

IF YOU SCORE LOW

You rate yourself Low in Resilience. This may show up as:

- ↓ Taking a long time to recover from personal setbacks no matter what kind, from health problems to financial stress to breakdowns at work.
- ↓ Finding it difficult to cope with your challenges and uncertainties.
- ↓ Not being able to make and implement realistic plans for dealing with challenges.
- ↓ Feeling you are the victim of more than your fair share of crises.
- ↓ Noticing your productivity sink, as worry and stress occupy your mental and emotional resources.
- ↓ Lacking the belief that it is possible to enhance your Resilience.



FUEL AT-A-GLANCE

IF YOU SCORE:

| | ↑ HIGH | → MODERATE | ↓ LOW |
|--|--|--|--|
| DIMENSION OVERALL: Fuel | <ul style="list-style-type: none"> Proactively using fuel— diet, physical activity, rest, and breathing—to manage stress and energy, and demonstrate peak performance | <ul style="list-style-type: none"> Inconsistently using diet, physical activity, rest, and breathing as tools for life and leadership Seeking to improve | <ul style="list-style-type: none"> Not realizing the link between daily wellness habits, leadership performance, and personal wellbeing |
| SUBCATEGORY: Eating | <ul style="list-style-type: none"> Life and leadership boosted by how, what, why, and when you eat and drink | <ul style="list-style-type: none"> Plans to explore or experimenting with better eating approaches | <ul style="list-style-type: none"> Not aware of the impact eating has on stress level, energy, and effectiveness |
| SUBCATEGORY: Moving | <ul style="list-style-type: none"> Physical activity purposefully integrated throughout daily routines | <ul style="list-style-type: none"> Plans to explore or experimenting with new ways to integrate physical activity in life and work | <ul style="list-style-type: none"> Not aware of the impact physical activity has on stress level, energy, and effectiveness |
| SUBCATEGORY: Resting | <ul style="list-style-type: none"> A rejuvenating amount of sleep and relaxation as part of lifestyle and work-style | <ul style="list-style-type: none"> Trying to integrate a higher quality of rest into life and work | <ul style="list-style-type: none"> Not aware of the impact sleep and rest has on stress level, energy, and effectiveness |
| SUBCATEGORY: Breathing | <ul style="list-style-type: none"> Breath as an intentional method for managing stress, energy, and effectiveness | <ul style="list-style-type: none"> Plans to explore or experimenting with breathing practices | <ul style="list-style-type: none"> Disconnected from how breath influences stress levels, energy, and effectiveness |

DIMENSION 2: FUEL

Fuel is about using your diet, movement, rest, and breath as tools for a sustained, balanced source of physical, emotional, and mental energy. The Fuel dimension includes four subcategories: Eating as Fuel, Moving as Fuel, Resting as Fuel, and Breathing as Fuel. Below is a summary of what your Fuel scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Fuel. This may show up as:

- ↑ Using nutrition, movement, rest, and breath as tools for stress management, sustainable energy, and peak performance. You view Fuel-oriented wellness behaviors as part of your toolkit for living fully and leading effectively.

- ↑ Using Fuel-oriented wellness behaviors to enable your body to physically renew itself, lessen the effects of chronic stress, and physiologically support higher-order cognition and emotional balance.
- ↑ Reestablishing positive wellness habits—healthy eating, physical activity, rejuvenating rest, and nourishing breath—when you get off track.

IF YOU SCORE MODERATE

You rate yourself Moderate in Fuel. This may show up as:

- ➔ Realizing your Fuel-oriented wellness behaviors affect how you perform as a leader and human being, yet you are not ready or willing to make positive changes.
- ➔ Inconsistently using your diet, physical activity, rest, and breath as tools to fuel your life and leadership.
- ➔ Not knowing how to integrate Fuel-oriented wellness behaviors into your lifestyle and work-style.
- ➔ Trying out new Fuel-oriented wellness behaviors to manage your stress, energy, and performance, but with mixed results.
- ➔ Actively seeking resources to improve your Fuel-oriented wellness behaviors, for example, a certified executive coach or wellness coach, executive wellbeing programs, apps and books, and qualified experts in nutrition, sleep, exercise and ergonomics, or breathing.

IF YOU SCORE LOW

You rate yourself Low in Fuel. This may show up as:

- ↓ Not seeing a link between Fuel-oriented wellness habits, leadership performance, and personal wellbeing.
- ↓ Not using your diet, physical activity, rest, and breathing as tools to manage your stress, energy, and effectiveness.
- ↓ Allowing erratic energy or high stress to become the norm, likely without intending to.
- ↓ Undermining your vitality and performance due to poor nutrition, lack of exercise, inadequate rest and rejuvenation, or not utilizing your breath purposefully.
- ↓ Signaling to others (even if unintentionally) that Fuel-oriented wellness behaviors aren't valued or important.

Eating as Fuel addresses the extent to which you use your eating habits to positively manage stress, manage your energy, and perform at your best. Below is a summary of what your Eating as Fuel scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Eating as Fuel. This may show up as:

- ↑ Embracing eating habits that are well-tuned for your physiological needs, personal values, biorhythm, lifestyle, and work-style. Why, how, what, and when you eat and drink fuels your life and leadership well.
- ↑ Mental wellbeing benefits, such as clear thinking, and enhanced memory, concentration, attention, and learning.
- ↑ Emotional wellbeing benefits, such as better, more stable moods and less depression.
- ↑ Exhibiting physical health and vitality.
- ↑ Managing your stress more effectively throughout your day.
- ↑ Facilitating the chemistry of thriving through healthy eating. For example, consuming foods that boost the brain's serotonin levels and lift self-esteem.
- ↑ Lowering your risks for a host of cardiovascular, neurodegenerative, and other diseases.

IF YOU SCORE MODERATE

You rate yourself Moderate in Eating as Fuel. This may show up as:

- Making choices about what you eat and drink based on emotional reactions, yet often regretting it when you do.
- Inconsistently using your eating habits to manage your energy and optimize your performance.
- Exploring how and when you eat gets you off balance, but not acting on your insights with regularity. For example, you know your mid-afternoon irritability could be remedied with a healthy snack, but you don't take care of it.
- Wanting to improve your eating habits for better energy management and leadership performance, but you don't know the best approach to take for your lifestyle, culture and values, and physiology.
- Feeling like you aren't getting the best out of yourself or giving your best energy at work, and you have an inkling that how you eat and drink may play a role.
- Experimenting with better choices in your diet—more vegetables, less sugar, more frequent small meals, less caffeine—yet unsure how to make better habits part of your daily routine.
- Actively seeking resources, such as a certified wellness coach or registered dietician, executive wellbeing programs, and nutrition apps, to enhance how eating fuels your life and leadership.

“Let us widen our perspective to include the wellbeing of the whole world and its future generations in our vision of economics and business.”

— THE DALAI LAMA
RENOWNED SPIRITUAL LEADER

“It’s essential as leader to bring your whole self forward each day. Your organization, colleagues, and most importantly, employees will rise to the bar of vitality you’ve set.”

— TAMMY GREEN

SENIOR HEALTHCARE EXECUTIVE

IF YOU SCORE LOW

You rate yourself Low in Eating as Fuel. This may show up as:

- ✚ Not exploring why, how, what, and when you eat and drink as an avenue to manage your stress and energy, enhance your wellbeing, and boost your performance as a leader.
- ✚ Not realizing that poor eating habits can:
 - Impair your concentration, attention, and ability to think clearly.
 - Erode your body’s capacity to deal with and recover from stress.
 - Produce a rollercoaster of highs and lows in your energy throughout the day.
 - Hinder your ability to get high quality sleep.
 - Harm your physical health.
 - Reduce your leadership effectiveness.

Moving as Fuel addresses the extent to which you use physical activity to positively manage stress, manage your energy, and perform at your best. Below is a summary of what your Moving as Fuel scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Moving as Fuel. This may show up as:

- ⬆ Intentionally integrating physical activity throughout your daily routines to reduce stress, manage your energy, and perform at your best.
- ⬆ Enjoying physical benefits, for example, better sleep, a healthy weight, functional fitness, faster recovery from illness and accidents, and a healthier immune system.
- ⬆ Mental wellbeing benefits, such as processing speed, memory, mental flexibility, attention and impulse control, and learning.
- ⬆ Exhibiting positive self-esteem, body image, and moods, along with less stress, depression, and anxiety.
- ⬆ Expressing leadership qualities that inherently develop through physical activity—time management, goal-setting, personal initiative and self-discipline, integrity and respect, enthusiasm, and courage.

IF YOU SCORE MODERATE

You rate yourself Moderate in Moving as Fuel. This may show up as:

- ➔ Striving to integrate movement into your daily routine—holding walking meetings, using a standing desk, biking to work, taking the stairs—yet with mixed results.
- ➔ Having plans to exercise which you frequently give up due to pressures in life and work.

- Desiring to use physical activity for better energy management, but you don't know the best approach for your lifestyle, culture and values, and physiology.
- Feeling like you aren't getting the best out of yourself or giving your best energy at work, and you have an inkling that physical activity may play a role.
- Experimenting with ways to be physically active, yet unsure how to turn these into daily habits.
- Actively seeking resources, such as a certified wellness coach, executive wellbeing programs, and fitness trainers and apps to enhance how physical activity fuels your life and leadership.

“There is a fountain inside you. Don't walk around with an empty bucket.”

–RUMI
SUFI MYSTIC

IF YOU SCORE LOW

You rate yourself Low in Moving as Fuel. This may show up as:

- ↓ Not perceiving a connection between your physical activity, leadership performance, and personal wellbeing.
- ↓ Not being aware you may operate in a lower or erratic state of energy, in part due to too little or too much physical activity.
- ↓ Not knowing how to integrate physical activity within your lifestyle and work-style for stress reduction and energy management.

Resting as Fuel addresses the extent to which you use sleep and rest to positively manage stress, manage your energy, and perform at your best. Below is a summary of what your Resting as Fuel scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Resting as Fuel. This may show up as:

- ↑ Purposefully using sleep and rest for optimal wellbeing and leadership performance. A healthy amount of sleep and relaxation is part of your lifestyle and work-style.
- ↑ Physical wellbeing benefits, such as better heart health and fewer strokes, less colds and inflammation, a healthy weight, and fewer accidents.
- ↑ Exhibiting less depression and stress as well as better cognitive abilities, such as focused attention, memory, learning, and creativity.
- ↑ Demonstrating less stress, as well as better decisions and performance.
- ↑ Leading with energy and vitality.

IF YOU SCORE MODERATE

You rate yourself as Moderate in Resting as Fuel. This may show up as:

- Trying to integrate a higher quality of rest into your daily routine—from sticking to a sleep schedule to taking power naps—yet with mixed results.
- Making plans for resting and rejuvenating which you frequently give up due to pressures in life and work.

“We wake up every day with endless choices to make: What to eat, how to move, what to wear, how to do our hair, but the most important decision we have to make every day is how we want to ‘be.’”

— RYAN PICARELLA
CEO, WELCOA

- ➔ Wanting to improve your quality of rest for better personal energy management, but you do not know the best approach for your lifestyle, culture and values, and physiology.
- ➔ Feeling like you aren't getting the best out of yourself or giving your best energy at work, and you have an inkling that too much or too little rest may play a role.
- ➔ Experimenting with constructive ways to rest, yet unsure how to turn these into daily habits.
- ➔ Actively seeking resources, such as a certified wellness coach, executive wellbeing programs, and sleep trackers to enhance how sleep and rest fuel your life and leadership.

IF YOU SCORE LOW

You rate yourself Low on Resting as Fuel. This may show up as:

- ⬇ Not perceiving a link between the quality of your rest, leadership performance, and personal wellbeing.
- ⬇ Not being aware you may operate in a lower or erratic state of energy in part due to too little or too much rest.
- ⬇ Demonstrating poor sleep hygiene, such as drinking caffeine or alcohol too close to bedtime, having an irregular sleep schedule, or doing stimulating activities right before it is time to sleep.
- ⬇ Using drugs that may help you sleep but do not allow your brain to undergo the circadian cycles needed for sleep to be revitalizing. For instance, you may be shortcutting the REM (rapid-eye movement) phases of your sleep cycle which can make you more susceptible to memory challenges.
- ⬇ Checking your smartphone or computer during the middle of your sleep-time, failing to realize that its blue or full-spectrum light tricks your brain into thinking it is time to get up.
- ⬇ Not taking vacation or not unplugging from work during vacation.
- ⬇ Not regularly pausing during your day to reenergize.

Breathing as Fuel addresses the extent to which you use your breath to positively manage stress, manage your energy, and perform at your best. Below is a summary of what your Breathing as Fuel scores indicate.

IF YOU SCORE HIGH

You rate yourself as High in Breathing as Fuel. This may show up as:

- ⬆ Mindfully using breathing practices as a method for managing your energy and stress.
- ⬆ Experiencing physical benefits, such as less inflammation in your body, relaxation in your muscles, lower or stabilized blood pressure, healthy skin, good digestion, and restorative sleep.

- ↑ Emotional wellbeing benefits, such as elevated moods and less anxiety and depression.
- ↑ Mental wellbeing benefits, such as clarity, focus, and less internal mind-chatter.
- ↑ Maintaining your authentic leadership style and personal centeredness in the face of increased life or work challenges.

IF YOU SCORE MODERATE

You rate yourself as Moderate in Breathing as Fuel. This may show up as:

- ➔ Becoming more aware of breathing gives you immediate feedback about your state of being, for instance, how you breathe shallowly when anxious or stressed.
- ➔ Trying to integrate mindful breathing techniques into your daily routine—taking deep belly breaths when stressed or pausing to mindfully breathe before a big presentation—yet with mixed results.
- ➔ Planning to learn how to mindfully breathe, but frequently giving up those plans due to pressures in life and work.
- ➔ Wanting to use mindful breathing for managing your energy, thoughts, and emotions, yet you do not know the best approach to take for your lifestyle, culture and values, and physiology.
- ➔ Feeling like you aren't getting the best out of yourself or giving your best energy at work, and you have an inkling that mindful breathing may hold a key for positive change.
- ➔ Experimenting with mindful breathing practices, yet unsure how to turn these into daily habits.
- ➔ Actively seeking resources, such as a certified wellness coach or executive coach, and mindful breathing workshops and trackers to enhance how breathing practices fuel your life and leadership.

IF YOU SCORE LOW

You rate yourself as Low in Breathing as Fuel. This may show up as:

- ↓ Not perceiving a connection between the quality of your breathing, leadership performance, and personal wellbeing.
- ↓ Not being aware you may operate in a lower or erratic state of energy in part due to the quality of your breathing.
- ↓ Being disconnected from the feedback your breath provides about your energy and stress, as well as how your state of being is influenced by the power of your breath.
- ↓ Not pausing during your day to breathe mindfully.

“On one level, life is effervescent and active. On another level, it is absolutely still. The inner stillness nourishes the outer activity.”

— SADHGURU
SPIRITUAL LEADER



FLOW AT-A-GLANCE

IF YOU SCORE:

INTERPRET

| | ↑ HIGH | → MODERATE | ↓ LOW |
|---|---|--|---|
| DIMENSION OVERALL: Flow | <ul style="list-style-type: none"> • Bringing full engagement, focused awareness, and generativity to work • Working gives you happiness and energy | <ul style="list-style-type: none"> • Exploring ways to be in flow at work • Seeking to improve | <ul style="list-style-type: none"> • Not aware of the link between personal flow, leadership performance, and wellbeing |
| SUBCATEGORY: Engagement at Work | <ul style="list-style-type: none"> • Totally absorbed in work activities, with a sense of inner ease | <ul style="list-style-type: none"> • Desire to be more engaged at work | <ul style="list-style-type: none"> • Bored, overstressed, or unrewarded at work |
| SUBCATEGORY: Self-Esteem at Work | <ul style="list-style-type: none"> • Constructive self-perception at work • Work is upbeat, rewarding, a place to leave a positive mark | <ul style="list-style-type: none"> • Mixed feelings about yourself, work, and workplace | <ul style="list-style-type: none"> • Negative attitudes and experiences at work |
| SUBCATEGORY: Mindfulness | <ul style="list-style-type: none"> • Easy to stay focused on the present moment • Acting with purposeful awareness | <ul style="list-style-type: none"> • Aware that a lack of mindfulness may be limiting your effectiveness, learning, and wellbeing | <ul style="list-style-type: none"> • Attention is often focused on the past or future • Distracted or scattered • Critical judgment of thoughts and feelings |

“Most of us are living in a highly distracted, over-stressed, ego-driven experience. No one built an off switch.”

— JAMIE WHEAL
COFOUNDER, FLOW GENOME
PROJECT

DIMENSION 3: FLOW

Flow means being in the zone—those times when you bring mindfulness and full presence to the activities of life and work. You are intrinsically rewarded with energy, enjoyment, and a richer sense of how life unfolds with effortlessness and ease. The Flow dimension includes three subcategories: Engagement at Work, Self-Esteem at Work, and Mindfulness. Below is a summary of what your Flow scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Flow. This may show up as:

- ↑ Bringing your full engagement, focused awareness, presence, and generativity to your work.
- ↑ Reaping a positive return from your work—the act of working gives rise to happiness, fulfillment, connection, and energy for you.

- ↑ Feeling you make a meaningful difference at work, and are well-regarded for it.
- ↑ Higher-order thinking, emotional balance, sustained high performance, and learning.

IF YOU SCORE MODERATE

You rate yourself Moderate in Flow. This may show up as:

- ➔ Yearning to experience greater Flow at work, yet believing it may not be possible.
- ➔ Knowing a higher level of Flow at work is possible, but you aren't sure how to attain it.
- ➔ Feeling a sense of Flow in your work at times, but not frequently.
- ➔ Not knowing how to redesign your work for Flow.
- ➔ Being willing to try out new approaches for fostering Flow at work, but you do not currently have a plan or support.
- ➔ Experimenting with ways to experience Flow at work, yet your commitment or results are inconsistent.
- ➔ Actively seeking support, such as a certified executive coach, training, or other resources to help you foster Flow at work.

IF YOU SCORE LOW

You rate yourself Low in Flow. This may show up as:

- ↓ Not perceiving a connection between your sense of Flow at work, your leadership performance, and your wellbeing.
- ↓ Feeling disengaged at work.
- ↓ Experiencing more stress and burnout than when you feel high levels of Flow.
- ↓ Not getting much meaning or satisfaction from work. This can erode your thriving and performance, plus negatively impact the wellbeing and engagement of the people you lead.

Engagement at Work measures the extent to which you get immersed in your work, you feel happy and inspired by your work, and you experience inherent satisfaction and pleasure in work itself. Below is a summary of what your Engagement at Work scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Engagement at Work. This may show up as:

- ↑ Becoming totally absorbed in your work activities, with an inner ease as you do them.
- ↑ Feeling like you are bursting with energy at work.
- ↑ Doing work that fascinates you and brings you joy.

“We have the right to expect more of ourselves, our institutions, and our cultural life. The resources to make the transformation from our present-day acceptance of the mediocre to future realization of our expectations resides in skillful play with the wildness of our own minds. It is free, and readily available. The energy and discipline to transform that wildness into a glorious imagining of the present moment is the discipline and joy of the creative process.”

— PETER COYOTE
ACTOR AND AUTHOR

- ↑ Feeling a productive, energizing balance between the demands of your job and your skills and resources to deal with them.
- ↑ Finding the act of work inherently rewarding. You do it from an inner drive (for yourself), rather than as an obligation.
- ↑ Being in a work situation that inspires you and brings you happiness and growth.

IF YOU SCORE MODERATE

You rate yourself Moderate in Engagement at Work. This may show up as:

- Knowing you do not bring full engagement to your work, yet you are not sure what to do about it.
- Feeling joy at work in rare moments.
- Experiencing work and a work environment that energizes you, yet also drains you—and you have not found a good energy balance yet.
- Wanting to improve your presence and Engagement at Work, yet still seeking the best approach for your unique circumstances and qualities.
- Experimenting with ways to engage more fully in your work, yet your commitment or results are inconsistent.
- Actively seeking resources, such as a certified executive coach, workshops, and other tools to boost your Engagement at Work.

IF YOU SCORE LOW

You rate yourself Low in Engagement at Work. This may show up as:

- ↓ Not perceiving a connection between your sense of Engagement at Work, your leadership performance, and your wellbeing.
- ↓ Frequently feeling bored or drained at work.
- ↓ Experiencing your work demands as overwhelming, or not feeling that you have the skills or resources to deal with your work demands effectively.
- ↓ Putting a tremendous amount of effort into getting things done.
- ↓ Finding the act of working feels unrewarding for you. You likely do your work out of obligation.
- ↓ Being in a work situation that is uninspiring and is not a path for your happiness or growth.

Self-Esteem at Work measures the extent to which you perceive yourself as important, meaningful, worthwhile, effective, and valuable to your organization—an internal sense that you make a difference at work. Below is a summary of what your Self-Esteem at Work scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Self-Esteem at Work. This may show up as:

- ↑ Holding a strong desire to maintain a positive perception of yourself at work.

- ↑ Maintaining favorable attitudes about work, such as job satisfaction and commitment.
- ↑ Viewing the work environment in a constructive way.
- ↑ Having upbeat experiences at work.
- ↑ Experiencing a good personal fit with your work—a sense that your efforts help you and others succeed.
- ↑ Behaving in ways that reinforce the perception that you make a difference in your organization, such as performing at an optimal level and helping others.
- ↑ Feeling you are leaving a positive mark at work.

IF YOU SCORE MODERATE

You rate yourself Moderate in Self-Esteem at Work. This may show up as:

- Holding mixed feelings about your work and workplace, yet you are not sure what to do about it.
- Occasionally having good experiences at work.
- Feeling the fit between you and your work situation is somehow off or misaligned.
- Wanting to improve your sense of Self-Esteem at Work, yet still seeking the best approach for your unique circumstances and qualities.
- Experimenting with ways to improve your Self-Esteem at Work, yet your commitment or results are inconsistent.
- Actively seeking resources, such as a certified executive coach, workshops, and other tools to boost your Self-Esteem at Work.

IF YOU SCORE LOW

You rate yourself Low in Self-Esteem at work. This may show up as:

- ↓ Having negative attitudes and experiences at work.
- ↓ Having a low personal commitment to your organization.
- ↓ Feeling a poor fit between you and your work situation.
- ↓ Working in a toxic environment or organizational context that seems to be eroding your self-esteem and leadership performance.
- ↓ Letting your work environment wear away at other important areas of your life, such as your family relationships or personal health.
- ↓ Not trying new behaviors that might improve your low sense of value to the organization.
- ↓ Handicapping yourself by avoiding work challenges you believe may further wear away at your low sense of value to the organization.

“Between our deep attachment to the answer—any answer—and our anxiety about not knowing, we have inadvertently thwarted our collective capacity for deep creativity and fresh perspectives in the face of the unprecedented challenges we face, both in our own organization and as a global human community.”

— JUANITA BROWN, DAVID ISAACS, ERIC VOGT AND NANCY MARGULIES
IN *THE SYSTEMS THINKER*

Mindfulness measures the extent to which you pay attention to the present moment, refrain from evaluating your inner experiences as good or bad, and act with awareness, rather than behave mechanically or absent-mindedly. Below is a summary of what your Mindfulness scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Mindfulness. This may show up as:

- ⬆ Being able to stay focused on what’s happening in the present.
- ⬆ Having a sharp ability to observe sensations, cognitions, emotions, sights, sounds, and smells.
- ⬆ Noticing how your wellness habits, such as eating or physical activity, affect your thoughts, body, and emotions. You likely also notice how your emotions affect your thoughts and behavior.
- ⬆ Accepting your thoughts, emotions, and sensations without labeling them as positive or negative, elaborating on them, or suppressing them.
- ⬆ Finding it easy to put your thoughts and feelings into words.
- ⬆ Purposefully paying attention to what you’re doing.
- ⬆ Experiencing greater thriving, flexibility, engagement at work, self-management, and resilience, as well as less emotional reactivity, anxiety, and stress.
- ⬆ Leading with an awareness which allows you to notice cues, such as interactions between team members, that you likely overlook when you are distracted.
- ⬆ Tapping into more space within you to deeply listen, empathize, connect, and catalyze growth in others, instead of judging them.

IF YOU SCORE MODERATE

You rate yourself Moderate in Mindfulness. This may show up as:

- ➔ Sometimes being focused in the moment, yet at other times feeling disconnected, distracted, or dissociated.
- ➔ Becoming aware of how a lack of Mindfulness may limit you from effectiveness, positive learning, fulfillment, and growth.
- ➔ Seeing the value of Mindfulness within your leadership and life, yet you are unclear how to build Mindfulness skills.
- ➔ Experimenting with practices to operate with Mindfulness, yet with mixed results.
- ➔ Desiring to become skillful in Mindfulness, and actively seeking the best learning approach for your unique circumstances and qualities.
- ➔ Looking for resources, such as a certified executive coach, workshops, books, webinars, and apps, and other tools to strengthen your Mindfulness skills.

IF YOU SCORE LOW

You rate yourself Low in Mindfulness. This may show up as:

- ✚ Finding it difficult to stay focused on what's happening in the present. You may find your attention more often focused on the past or the future.
- ✚ Lacking awareness to internal and external stimuli—sensations, cognitions, emotions, sights, sounds, and smells.
- ✚ Not noticing how your wellness habits, such as eating or physical activity, affect your thoughts, body, and emotions.
- ✚ Not observing how your emotions affect your thoughts and behavior.
- ✚ Locking down on judgments and biases of yourself, a situation, or others with a critical inner voice. This can include getting stuck in rumination, a repetitive, often self-punishing cycle of thinking.
- ✚ Making your current experience better or worse than it is. This may include suppressing thoughts, emotions, or physical sensations—invaluable feedback you may be neglecting.
- ✚ Operating without awareness. Distracted or scattered.
- ✚ Experiencing greater emotional reactivity and stress, along with less self-management, engagement at work, resilience, or wellbeing.
- ✚ Intentionally or unintentionally using your judgments to attempt to change people, instead of empowering people to tap into their own capacities for self-awareness, self-change, and growth.

“Your mind is doing everything it can to find a problem in a world of abundance.”

— KYLE CEASE
TRANSFORMATIONAL COMEDIAN

MINDFUL LEADERSHIP PAYS OFF

Mindfulness can help us be more clearheaded, focused, engaged, and effective in our constantly-changing environments. Research across Fortune 500 companies shows regular mindfulness practices can yield six types of benefits vital to thriving people and organizations.

- **Spirit**—Greater employee motivation, engagement, empowerment, career development, job and life satisfaction, and customer loyalty; less absenteeism and theft.
- **Emotions**—Higher EQ, emotional stability, positivity, psychological and moral maturity, tolerance for anxiety, ambiguity, and uncertainty.
- **Mind**—Increased focus, clarity, flexibility, objectivity, perspective, learning, memory, creativity, IQ, and accuracy.
- **Body**—Lower stress, fatigue, and burnout, along with higher immune response, life expectancy, resilience, and energy.
- **Connecting**—Improved listening, empathy, clear communication and strong relationships, collaboration, and employee retention.
- **Inspiration**—Greater innovation, new product development, sales, quality, performance, leadership presence, and attractiveness.

Source: Ehrlich, J. (2017) Mindful leadership: Focusing leaders and organizations, *Organizational Dynamics*, 46, 233-243.



WONDER AT-A-GLANCE

IF YOU SCORE:

INTERPRET

| | ↑ HIGH | → MODERATE | ↓ LOW |
|--|---|--|--|
| DIMENSION OVERALL: Wonder | <ul style="list-style-type: none"> • Appreciation, awe, beauty all around you • Seeking new experiences and perspectives | <ul style="list-style-type: none"> • Experimenting with ways to bring wonder into life and work • Seeking to improve | <ul style="list-style-type: none"> • Little appreciation, awe, or beauty in life and work • Staying in a comfort zone |
| SUBCATEGORY: Appreciation & Awe | <ul style="list-style-type: none"> • Amazement • Humility • Self within a larger ecosystem | <ul style="list-style-type: none"> • Aware of how a lack of appreciation and awe may impact life and leadership | <ul style="list-style-type: none"> • Dullness to life • Monotony • Little connection to something greater |
| SUBCATEGORY: Seeking New Perspectives | <ul style="list-style-type: none"> • Diversity-seeking • Challenging assumptions and biases • Looking at multiple sides of a problem | <ul style="list-style-type: none"> • Aware of how a lack of new perspectives may impact life and leadership | <ul style="list-style-type: none"> • Leave things as they are • Uncomfortable with uncertainty • Stick with what is known |
| SUBCATEGORY: Learning & Growing | <ul style="list-style-type: none"> • Accepting change • Evolving as a goal • Persevering in the face of struggle • Mining experiences for growth and learning | <ul style="list-style-type: none"> • Aware of how a lack of learning and growth may impact life and leadership | <ul style="list-style-type: none"> • Not accepting change • Not maturing from experiences • Feeling stuck • Not accepting feedback • Being a knower |

DIMENSION 4: WONDER

Wonder means evolving your worldviews through engaging in new experiences and challenges, embracing differences, and perceiving the beauty around you. The Wonder dimension has three subcategories: Appreciation & Awe, Seeking New Perspectives, and Learning & Growing. Below is a summary of what your Wonder scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Wonder. This may show up as:

- ↑ Holding a strong sense of appreciation and awe in your life and work.
- ↑ Perceiving beauty inherent in everything around you.

- ↑ Engaging in activities—listening to music, walking in nature, playing with children, performing spiritual practices, looking at architecture—that are a source of amazement and magnificence for you.
- ↑ Seeking out experiences—from the uplifting to the shocking—to challenge your understanding of the world and help you approach differences in a more open and less biased way.
- ↑ Appreciating the impermanence and constant fluctuations inherent to living.
- ↑ Higher-order thinking, emotional balance, sustained high performance, and learning.
- ↑ Viewing your leadership role as a path for becoming, growing, and evolving.

“Discovery consists of seeing what everybody has seen and thinking what nobody has thought.”

— ALBERT SZENT-GYORGI
1937 NOBEL LAUREATE

IF YOU SCORE MODERATE

You rate yourself Moderate in Wonder. This may show up as:

- Yearning to experience greater Wonder in life and work, yet believing it may not be possible.
- Knowing a higher level of Wonder is possible for you, but you are not sure to attain it.
- Feeling a sense of Wonder in your life and work at times, but not frequently.
- Being willing to try out new methods to foster Wonder within yourself, but you do not currently have a plan or support.
- Experimenting with ways to experience Wonder in life and work, yet your commitment or results are inconsistent.
- Actively seeking support, such as a certified executive coach, training, or other resources to help you foster Wonder in life and work.

IF YOU SCORE LOW

You rate yourself Low in Wonder. This may show up as:

- ↓ Not experiencing a sense of appreciation, awe, and beauty in your life and work.
- ↓ Being more comfortable sticking with what you know, rather than stepping out of your comfort zone.
- ↓ Enjoying relationships, experiences, and information that fit within your worldviews, and having little curiosity about those that differ from your own.
- ↓ Tending to befriend and work with people who are like you.
- ↓ Not viewing your leadership role as a path for becoming, growing, and evolving.

“Nothing ever goes away until it has taught us what we need to know.”

— PEMA CHÖDRÖN
BUDDHIST NUN

Appreciation & Awe measures the extent to which you experience beauty and wonder in your daily life. Below is a summary of what your Appreciation & Awe scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Appreciation & Awe. This may show up as:

- ↑ Feeling amazement at being in the presence of something vast that transcends your current understanding. This may be described as a mystical or peak experience.
- ↑ Regularly marveling at how amazing it is to be alive.
- ↑ Operating with humility, a realistic and open view of yourself along with a profound comprehension of the value and mystery of others and the world around you.
- ↑ Perceiving yourself in a more balanced way within an ecosystem—your family or team, your organization or community, a society, or the larger world. Feeling part of something greater than yourself.
- ↑ Realizing nothing is accomplished by a single individual alone—everything is accomplished in some way through a larger “we,” a network of relationships and ideas.
- ↑ Expressing more prosocial behaviors, for example, empathy, gratitude, altruism, lovingkindness, and compassion.
- ↑ Enjoying better physical and mental health, such as lower risks of type 2 diabetes, clinical depression, and heart disease.

IF YOU SCORE MODERATE

You rate yourself Moderate in Appreciation & Awe. This may show up as:

- Experiencing Appreciation & Awe in moments, yet also feeling a disinterest or dullness in your life and work.
- Becoming aware of how a lack of Appreciation & Awe may limit your effectiveness, learning, fulfillment, and growth.
- Believing Appreciation & Awe are essential, but they do not consistently contribute to your performance and thriving.
- Seeing the value in perceiving greater Appreciation & Awe within your leadership and life, yet you are unclear how to do so.
- Experimenting with practices for Appreciation & Awe in your leadership and life, yet with mixed results.
- Desiring to make Appreciation & Awe a core part of your life and leadership, and actively seeking resources, such as a certified executive coach, workshops, webinars, and other tools to support you.

IF YOU SCORE LOW

You rate yourself Low in Appreciation & Awe. This may show up as:

- ↓ Assuming a way of being that feels monotonous or disinteresting to you as if life, inside and out, has lost its richness.
- ↓ Losing connection with a transcendent dimension to your life.
- ↓ Feeling unable to appreciate the beauty or mystery of your day-to-day life and work.
- ↓ Tending to be more interested in yourself than you are in others. This tendency may be eroding your motivation to cooperate and build collaborative relationships.
- ↓ Not feeling connected to the power of a larger collective. This may lead you to fail to recognize the contributions others have made to your accomplishments, as well as the achievements of the teams, family systems, communities, organizations, societies, and other ecosystems within which you lead.
- ↓ Showing a lack of humility, a sense of superiority or power over others, or an inflated appraisal of your strengths and less awareness of your blind-spots or weaknesses.

Seeking New Perspectives measures the extent to which you look for opportunities to expand your viewpoints and beliefs. Below is a summary of what your Seeking New Perspectives scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Seeking New Perspectives. This may show up as:

- ↑ Seeking out experiences that challenge your understanding of the world. This includes interacting with belief systems that differ from your own—whether in politics, religion, lifestyles, work-styles, ethnicities, generations, or any other arena.
- ↑ Dealing with many different kinds of people over the course of your lifetime.
- ↑ Being tolerant of ambiguity, a broadmindedness that helps you manage the nuances and complexities of work, as well as cope with uncertainty.
- ↑ Choosing media, relationships, and experiences that reflect your diversity-seeking drive.
- ↑ Striving to look at multiple sides of a problem before narrowing to one way of solving it. You believe greater value, innovation, creative problem-solving, and learning can arise when you do.
- ↑ Using new perspectives to help you surface your biases and expand or transform your beliefs.
- ↑ Being open to exploring paths of action that could not have emerged from your current worldview.

“Creativity is not an unmitigated good but a human capacity that can be applied to many different ends. We must carefully consider the ends to which we direct our creativity. It is a precious asset not to be squandered trivially and a powerful force to be harnessed and directed with careful consideration of all its possible consequences. ...What kind of society do we want to bequeath to coming generations?”

— RICHARD FLORIDA
URBAN STUDIES EXPERT

“A very powerful question may not have an answer at the moment it is asked. It will sit rattling in the mind for days or weeks as the person works on an answer. If the seed is planted, the answer will grow. Questions are alive.”

— FRAN PEAVEY
SOCIAL CHANGE ACTIVIST

IF YOU SCORE MODERATE

You rate yourself Moderate in Seeking New Perspectives. This may show up as:

- ➔ Tending to maintain the status quo, instead of trying to improve upon what you already have.
- ➔ Seeking New Perspectives at times in your life and work, but not as a habit.
- ➔ Becoming aware of how a lack of Seeking New Perspectives may limit your effectiveness, learning, fulfillment, and growth.
- ➔ Believing Seeking New Perspectives is essential to effective leadership, but it does not characterize how you lead today.
- ➔ Experimenting with practices for Seeking New Perspectives in your leadership and personal life, yet with mixed results.
- ➔ Desiring to make Seeking New Perspectives a priority in your life and leadership, and actively looking for resources, such as a certified executive coach, workshops, and tools to support you.

IF YOU SCORE LOW

You perceive yourself Low in Seeking New Perspectives. This may show up as:

- ⬇ Holding a strong desire to leave things as they are. You may gain a sense of security, consistency, and identity by sticking with what you know, what’s comfortable, and what feels safe.
- ⬇ Feeling uncomfortable with ambiguity and uncertainty, at times so much so that you make firm, overly simplistic, interpretations to problems you face, or adopt a rigid approach toward a challenge.
- ⬇ Exposing yourself to perspectives you agree with, yet often dismissing, shutting down, or ignoring perspectives that refute your values and worldviews.
- ⬇ Choosing media, relationships, and experiences that fit well with what you believe today.
- ⬇ Working with people who think and act much like you do.
- ⬇ Encouraging groupthink (even inadvertently), thus, limiting the innovation, collaboration, and actions possible for achieving bigger aspirations and solving problems.

Learning & Growing measures the extent to which you evolve through the constant change and fluctuations of life. Below is a summary of what your Learning & Growing scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Learning & Growing. This may show up as:

- ⬆ Accepting change and impermanence as part of life.
- ⬆ Making Learning & Growing as important of a goal as achieving.

- ↑ Developing new consciousness and capabilities through your losses and successes.
- ↑ Admitting when you make mistakes, and finding it easy to laugh at them.
- ↑ Being more interested in asking questions and listening as you are in giving answers.
- ↑ Learning valuable life lessons from others.
- ↑ Not viewing failures as a part of your core identity.

IF YOU SCORE MODERATE

You rate yourself Moderate in Learning & Growing. This may show up as:

- ➔ Sometimes approaching challenges for learning and growth, while at other times, giving up easily or trying to avoid them.
- ➔ Trying hard to pursue your bigger goals, yet needing a clear strategy to help you overcome the obstacles and struggles in the way. Persevering through challenges isn't a sure thing for you.
- ➔ Feeling swayed by feedback, whether it is positive or negative.
- ➔ Becoming aware of how a lack of Learning & Growing may limit your effectiveness, fulfillment, and development.
- ➔ Believing Learning & Growing is essential to effective leadership, but it does not characterize how you lead today.
- ➔ Experimenting with practices for Learning & Growing, yet with mixed results.
- ➔ Desiring to make Learning & Growing a core path for your life and leadership, and actively looking for resources, such as a certified executive coach, learning skills workshops, books, and apps, and tools to support you.

IF YOU SCORE LOW

You rate yourself Low in Learning & Growing. This may show up as:

- ↓ Not accepting change and impermanence as part of life.
- ↓ Experiencing both loss and success with changes in your life and work, yet not using these changes to mature as a leader and human being.
- ↓ Not taking your mistakes lightly or learning from them.
- ↓ Expecting yourself to already have all the expertise—to be a knower, rather than a learner.
- ↓ Not learning valuable life lessons from others.
- ↓ Ignoring useful feedback, especially if it is negative.
- ↓ Experiencing yourself and your leadership through a fixed, rather than continually evolving, lens.

“You never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete.”

— R. BUCKMINSTER FULLER
INVENTOR, ARCHITECT,
COSMOLOGIST, AND AUTHOR

“To do disruptive innovation, you have to be willing to be misunderstood for a very long time.”

— JEFF BEZOS
CEO, AMAZON



WISDOM AT-A-GLANCE

IF YOU SCORE:

| | ↑ HIGH | → MODERATE | ↓ LOW |
|--|---|--|--|
| DIMENSION OVERALL: Wisdom | <ul style="list-style-type: none"> Inspired leadership Tapping into own wisdom Positive impact for long-term | <ul style="list-style-type: none"> Aware of how a lack of using inner wisdom may impact life and leadership Seeking to improve | <ul style="list-style-type: none"> Uninspired Lack of knowing own inner wisdom Instant gratification |
| SUBCATEGORY: Vision & Purpose | <ul style="list-style-type: none"> Oriented by vision and purpose Innate gifts and strengths Reset when off track Leadership driven by abundance and love | <ul style="list-style-type: none"> Aware of how a lack of vision and purpose may impact life and leadership | <ul style="list-style-type: none"> Oriented by current circumstances Overwhelmed, burned out Reactive; problem-to-problem Leadership driven by scarcity and fear |
| SUBCATEGORY: Wholeness | <ul style="list-style-type: none"> Perceiving patterns Inner coherence Able to transcend situation | <ul style="list-style-type: none"> Aware of how a lack of wholeness may impact life and leadership | <ul style="list-style-type: none"> Narrow self-definition Disconnection Disharmony |
| SUBCATEGORY: Emotional Capacity | <ul style="list-style-type: none"> Equanimity Humor about self Freely express emotions Talent for reading others | <ul style="list-style-type: none"> Aware of how a lack of emotional capacity may impact life and leadership | <ul style="list-style-type: none"> Easily rattled Happiness dependent on external situations Emotion as the driver Misreading others |

INTERPRET

DIMENSION 5: WISDOM

Wisdom is about tapping into your inner greatness—the worthwhile purpose, higher vision, and innate genius you can use to guide yourself and others toward inspired impact. The Wisdom dimension has three subcategories: Vision & Purpose, Wholeness, and Emotional Capacity. Below is a summary of what your Wisdom scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Wisdom. This may show up as:

- ↑ Operating with a clear, inspiring vision and a deeper purpose.
- ↑ Regularly delaying instant gratification to choose the best long-term course of action.
- ↑ Using your life force and leadership power toward possibilities and situations that matter to you.

- ↑ Experiencing leadership as an expression of who you believe you are at your best, as well as a path for continual practice, learning, and evolving.
- ↑ Integrating different facets of your life into a connected, harmonious whole.
- ↑ Enjoying an inner peace that isn't easily upset or dependent on external factors, such as people, pressures, and things.
- ↑ Being aligned to Wisdom within yourself, others, and the larger world around you.
- ↑ Higher-order thinking, emotional balance, sustained high performance, and learning.

IF YOU SCORE MODERATE

You rate yourself Moderate in Wisdom. This may show up as:

- Yearning to make your inner Wisdom a foundation to your life and work, yet also believing it may not be possible.
- Trusting it is possible to operate from your inner Wisdom, but you are not sure how to do it.
- Feeling your life and work is guided by an inner Wisdom at times, but not consistently.
- Not knowing how to redesign your life and work to draw from who you are at your wisest.
- Being willing to try out new approaches for tapping into the Wisdom within yourself, but you do not currently have a plan or support.
- Experimenting with strategies to operate from your inner Wisdom, yet with mixed results.
- Actively seeking support, such as a certified executive coach, training, and other resources to help you orient your life and work from your inner Wisdom.

IF YOU SCORE LOW

You rate yourself Low in Wisdom. This may show up as:

- ↓ Lacking a clear vision or deeper purpose from which to live and lead.
- ↓ Demonstrating an inability to delay instant gratification, in lieu of long-term goals and aspirations.
- ↓ Feeling a disconnection, incoherence, or lack of integrity between different facets of your life.
- ↓ Not knowing how to tap into your innate strengths, yearnings, and gifts.
- ↓ Becoming easily upset or beleaguered by constant changes and pressures you face.
- ↓ Not knowing or believing that tapping into your inner Wisdom is possible for your life and work.

“We all have an opportunity to build on our strengths and forge a new definition of leadership. Leadership that is powerful because it enhances the wellbeing of everyone it touches. Leadership that builds capability for people, organizations and communities to thrive.”

— DIANNE CULHANE
VICE CHAIR, BOARD OF
GOVERNORS, SCHOOL OF
BUSINESS, COLLEGE OF
CHARLESTON

“Vision without action is a daydream. Action without vision is a nightmare.”
 — JAPANESE PROVERB

Vision & Purpose measures the extent to which you create a meaningful purpose and holistic personal vision, and use these to guide your life and leadership. Below is a summary of what your Vision & Purpose scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Vision & Purpose. This may show up as:

- ⬆ Actively shaping who you are today and who you are becoming.
- ⬆ Creating a Vision & Purpose that inspires you and reflects what is most important to you, such as your values and philosophy, passion and purpose, and contributions to others and the community.
- ⬆ Using your Vision & Purpose to influence your future and help you leave a legacy or positive impact.
- ⬆ Feeling a deep connection to your Vision & Purpose—it is part of what makes life worth living and leadership worth doing. This may also link to you demonstrating selfless service or altruism.
- ⬆ Drawing on your innate gifts and strengths to realize your Vision & Purpose.
- ⬆ Using your Vision & Purpose to guide your decisions and actions—from navigating complex problems to seeing possibilities to embodying new ways of operating. Your Vision & Purpose help you know when to say YES and when to say NO.
- ⬆ Fueling your life and leadership most of the time from the energy of love, inspiration, and abundance (as reflected in your Vision & Purpose), rather than avoidance, scarcity and fear.
- ⬆ Noticing when you operate from reactivity and fear, and using your Vision & Purpose to reset your life and leadership.

IF YOU SCORE MODERATE

You rate yourself Moderate in Vision & Purpose. This may show up as:

- ➔ Leading your life and work from Vision & Purpose at times, but not with consistency.
- ➔ Getting trapped in the tension between leading from Vision & Purpose (the part of you that wants to be about something great) and leading from reactivity and fear (the part of you that wants to remain safe or comfortable).
- ➔ Becoming aware of how a lack of Vision & Purpose may limit your effectiveness, learning, fulfillment, and growth.
- ➔ Believing a clear Vision & Purpose is essential to effective leadership, but it does not typify your leadership today.
- ➔ Experimenting with strategies for operating from Vision & Purpose, yet with mixed results.

- ➔ Repeatedly using tried-and-true approaches in response to challenges, rather than exploring a range of options which may be more effective for fulfilling your Vision & Purpose.
- ➔ Desiring to make an inspired Vision & Purpose a driving force in your life and leadership, and actively seeking resources, such as a certified executive coach, workshops, and other tools to support you.

IF YOU SCORE LOW

You rate yourself Low in Vision & Purpose. This may show up as:

- ⬇ Not having a clear Vision & Purpose from which to live and lead.
- ⬇ Not believing that life and leadership can be motivated in a visionary, purpose-driven manner.
- ⬇ Constantly reacting from one problem to the next.
- ⬇ Feeling overwhelmed or burned out as your organization, life, and the world get increasingly complex and seem to require more and more of your energy and reactions.
- ⬇ Making your current circumstances seem better or worse than they really are.
- ⬇ Reacting to your circumstances, your past, opinions of others, or other external factors, rather than operating from an inspiring Vision & Purpose defined by you.
- ⬇ Waiting for your outer conditions—relationships, work environment, family life, career success—to change before you can operate from a clear Vision & Purpose.
- ⬇ Driving your life and leadership most of the time from the energy of avoidance, scarcity, or fear, rather than abundance, inspiration, and love.

“Find the right questions. You don’t invent the answers, you ‘reveal’ the answers.”

— JONAS SALK
VIROLOGIST

Wholeness measures the extent to which you experience a sense of personal integration, even with the differing, sometimes conflicting, facets of life. Below is a summary of what your Wholeness scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Wholeness. This may show up as:

- ⬆ Transcending any one aspect of life and perceiving yourself in a wider context.
- ⬆ Integrating different aspects of living into a life that has coherence and harmony for you.
- ⬆ Regularly seeing the patterns in situations and things around you.
- ⬆ Trusting the intelligence of your body, your intuition, or other non-rational ways of knowing, as well as your rational mind.
- ⬆ Experiencing your life as part of a greater whole, for instance, feeling a oneness with nature, your community, a divine principle, and/or your larger ecosystem. This sense of interdependent connectedness may lead to greater compassion in your life and leadership.

“The Buddha compared the universe to a vast net woven of a countless variety of brilliant jewels, each with a countless number of facets. Each jewel reflects in itself every other jewel in the net and is, in fact, one with every other jewel... Everything is inextricably interrelated: We come to realize that we are responsible for everything we do, say, or think, responsible in fact for ourselves, everyone and everything else, and the entire universe.”

— PROFESSOR SOGYAL
RINPOCHE
AUTHOR

IF YOU SCORE MODERATE

You rate yourself Moderate in Wholeness. This may show up as:

- ➔ Experiencing a sense of Wholeness in moments—perhaps when in nature or when participating in a spiritual practice—but not as a consistent thread in your life and work.
- ➔ Feeling aspects of your life and work are disjointed and lack harmony, but you are not sure what to do about it.
- ➔ Becoming aware of how a lack of Wholeness may limit your effectiveness, learning, fulfillment, and growth.
- ➔ Believing Wholeness is essential to effectiveness, but it does not characterize your leadership today.
- ➔ Experimenting with practices to discover what Wholeness means for you, yet with mixed results.
- ➔ Desiring to make Wholeness central to your life and leadership, and actively seeking resources, such as a certified executive coach, workshops, books, webinars, apps, and other tools to support you.

IF YOU SCORE LOW

You rate yourself Low in Wholeness. This may show up as:

- ⬇ Defining your life and yourself narrowly.
- ⬇ Experiencing disharmony or disconnection between different aspects in your life. Inner fragmentation.
- ⬇ Trusting one way of knowing. For instance, you may trust your rational mind, but not the intelligence of your body, your intuition, or other non-rational ways of knowing.
- ⬇ Not seeing patterns in situations and things around you.
- ⬇ Finding it difficult to transcend your present situation to sense your connection or unity with something greater, such as nature, culture, a divine principle, or larger ecosystem.

Emotional Capacity measures the extent to which you bring equanimity and lightness to your life and relationships, along with an ability to tune into others. Below is a summary of what your Emotional Capacity scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Emotional Capacity. This may show up as:

- ⬆ Experiencing a happiness that isn't dependent on other people and things.
- ⬆ Not worrying about other people's opinions of you.
- ⬆ Freely expressing your emotions without feeling like you might lose control.

- ↑ Experiencing peace of mind that isn't easily upset.
- ↑ Generally operating from an inner peace.
- ↑ Having a good sense of humor about yourself.
- ↑ Having a talent for reading other people's emotions.

IF YOU SCORE MODERATE

You rate yourself Moderate in Emotional Capacity. This may show up as:

- ➔ Experiencing yourself with a strong Emotional Capacity at times, but not consistently.
- ➔ Becoming aware of how a lack of Emotional Capacity may limit your effectiveness, positive learning, fulfillment, and growth.
- ➔ Believing Emotional Capacity is essential to effective leadership, but it does not typify how you lead today.
- ➔ Experimenting with practices to build your Emotional Capacity, yet with mixed results.
- ➔ Desiring to strengthen your Emotional Capacity in your life and leadership, and actively seeking resources, such as a certified executive coach, or emotional intelligence assessments, workshops, books, webinars, apps, and other tools to support you.

IF YOU SCORE LOW

You rate yourself Low in Emotional Capacity. This may show up as:

- ↓ Not valuing Emotional Capacity as an important part of your wellbeing and leadership.
- ↓ Experiencing a happiness that is dependent on other people and things.
- ↓ Not having a sense of humor about yourself.
- ↓ Feeling like you might lose control when you express your emotions.
- ↓ Getting easily rattled or losing your peace of mind.
- ↓ Operating from reactivity or stress. You become the emotion, and let it drive your behavior.
- ↓ Misreading other people's emotions.

“Is life really a game of just survival? Must dog eat dog? Can there be no meaning beyond making money and acquiring power, both of which can be lost in a heartbeat? Is there a way that matters by which I can contribute, not just to my family, but to my neighbors, the truly disadvantaged, my peers, my country—the global village? A growing number of business people have begun answering these questions in an altruistic manner. No longer is their goal solely to look out for number one—themselves—but now, it’s also to contribute to the greater good in a particularly novel way—through their business practices.”

— DARYL PAULSON
CEO, BIOSCIENCE LABORATORIES,
INC.



THRIVING AMPLIFIED AT-A-GLANCE

IF YOU SCORE:

INTERPRET

| | ↑ HIGH | → MODERATE | ↓ LOW |
|--|--|---|---|
| DIMENSION OVERALL: Thriving Amplified | <ul style="list-style-type: none"> Thriving as a game-changer for unleashing human talents and energies for positive direction, generativity, and beneficial impact | <ul style="list-style-type: none"> Experimenting with ways to be amplify thriving Seeking to improve | <ul style="list-style-type: none"> Little appreciation of thriving as a game-changer Possibly eroding the wellbeing and performance of others |
| SUBCATEGORY: Energizing Others | <ul style="list-style-type: none"> People are invigorated, energized, inspired by your zest | <ul style="list-style-type: none"> People feel rollercoaster of excitement and fatigue | <ul style="list-style-type: none"> People feel de-energized, drained Cumulative toxic effects |
| SUBCATEGORY: Maximizing Others | <ul style="list-style-type: none"> People are clear, effective, utilized well, mentored People grow as human beings People view themselves as empowered change-makers | <ul style="list-style-type: none"> People experience inconsistencies in direction, mentoring and coaching, and support | <ul style="list-style-type: none"> People feel underutilized, with their capabilities dimmed People experience a lot of noise and confusion at work |
| SUBCATEGORY: Cultivating Care in Others | <ul style="list-style-type: none"> People express gratitude and appreciation in relationships across the system Work environment as a culture of cooperation, care, wellbeing | <ul style="list-style-type: none"> People practice behaviors such as appreciation and gratitude at work, but not as a habit Work environment of cooperation, care, wellbeing in pockets, not as a culture | <ul style="list-style-type: none"> People look out for themselves, and do jobs (but no more) Work environment of antagonism or unfriendliness |

DIMENSION 6: THRIVING AMPLIFIED

Thriving Amplified means bringing forth more of your leadership potential to empower thriving within others. The Thriving Amplified dimension has three subcategories: Energizing Others, Maximizing Others, and Cultivating Care in Others. Below is a summary of what your Thriving Amplified scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Thriving Amplified. This may show up as:

- ↑ Constantly seeking to understand what enables people to thrive.
- ↑ Creating the conditions in which thriving is not just possible, but a priority.

- ↑ Supporting people in being energized, rather than intimidated or overwhelmed, by complexity.
- ↑ Regarding who you are and what you do as equally important in your aim to empower thriving.
- ↑ Viewing leadership as a collective activity to unleash the motivations, talents, and energies of people toward positive impact.

IF YOU SCORE MODERATE

You rate yourself Moderate in Thriving Amplified. This may show up as:

- Yearning to make thriving a game-changer for others, yet not knowing if it is possible.
- Trusting it is possible to help others thrive, but you are not sure how to do it.
- Building thriving into your leadership approach at times, but not consistently.
- Being willing to experiment with new approaches for amplifying thriving, but you do not currently have a plan or support.
- Experimenting with strategies to make thriving a core part of how you lead, yet with mixed results.
- Actively seeking support, such as a certified executive coach, training, and other resources to help you lead in ways that boost the thriving of others.

IF YOU SCORE LOW

You rate yourself Low in Thriving Amplified. This may show up as:

- ↓ Not viewing it your responsibility to help people make thriving a game-changer in their lives and work.
- ↓ Lacking the belief, initiative, energy, or capability for using your leadership role to create the conditions for thriving.
- ↓ Adding to the noise and overstress people feel when dealing with complexity.
- ↓ Eroding the wellbeing, engagement, and performance of others.

Energizing Others measures your perception of how invigorated and energized people feel through interacting with you. Below is a summary of what your Energizing Others scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Energizing Others. This may show up as people in your organization or team:

- ↑ Feel invigorated, with a great deal of vitality, energy and stamina to do their work.
- ↑ Are inspired by the generativity you bring to the workplace.
- ↑ Perceive you as a leader who leads with zest, using an inspired vision and purpose as your guide.

“Welcome to the Age of Possibility. Welcome to a world in which reality is whatever we make it, a world in which you both can and must immerse yourself in your own possibilities, a world in which you—you the person, you the business, you the organization, you the government, and you the society—can write your own story and walk into it and become whatever it is you imagine yourself becoming... You really are free, and as all truly free people are, you really are responsible. Fail to build your own future, and someone is going to build one for you, whether you want it or not. Fail to bind all the disparately emerging futures within your organization—be it a company, school, government, or family—to a shared set of goals, and its future will be forfeit, too.”

— THE VISIONARY'S
HANDBOOK

“Freedom is actually a bigger game than power. Power is about what you can control. Freedom is about what you can unleash.”

— **HARRIET RUBIN**
FORMER EDITOR, DOUBLEDAY/
CURRENCY

IF YOU SCORE MODERATE

You rate yourself Moderate in Energizing Others. This may show up as people in your organization or team:

- ➔ Sometimes feel invigorated through interactions with you, and sometimes not.
- ➔ Experience a rollercoaster of highs and lows, as your energy can positively radiate within the team, yet at other times it brings everyone down.
- ➔ Create strategies to distance themselves from the ups and downs of the workplace—an effective coping skill for people, yet one that may undermine the engagement, fulfillment, effectiveness, and growth of your team and its members.
- ➔ Feel rushed by your eagerness to get things done, and your lack of awareness by what it takes to get there.
- ➔ Experience a blend of excitement and fatigue about their work and the organization.

IF YOU SCORE LOW

You rate yourself Low in Energizing Others. This may show up as people in your organization or team:

- ⬇ Feel de-energized and drained at work.
- ⬇ Get signals that it is acceptable to be disengaged or operate with unpredictable energy at work.
- ⬇ Perceive you as a leader who contributes to a negativity that has cumulative and toxic ripple effects.

Maximizing Others measures your perception of how much clarity, effectiveness, meaningful impact, and growth people experience through interacting with you. Below is a summary of what your Maximizing Others scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Maximizing Others. This may show up as people in your organization or team:

- ⬆ Experience clarity and effectiveness at doing their work.
- ⬆ Deploy themselves into their work with confidence and self-sufficiency.
- ⬆ Feel like they make a meaningful impact.
- ⬆ Experience personal growth as whole human beings.
- ⬆ Feel like their brainpower and strengths are well utilized, and through their work, they become smarter and more capable.

- ↑ Can rely on you as a mentor, coach, and guide that empowers them with opportunities to perform at their best and thrive.
- ↑ Experience a workplace of thriving—trust and care, accountability, productivity, beneficial impact—positive qualities they are eager to multiply outside the organization.
- ↑ View themselves as empowered change-makers in their work and in the world.

IF YOU SCORE MODERATE

You rate yourself Moderate in Maximizing Others. This may show up as people in your organization or team:

- ➔ Feel clear and effective at work sometimes, but have a sense things could be better.
- ➔ Experience inconsistencies in how you mentor, coach, or guide them.
- ➔ Feel empowered in some instances and disempowered in others.
- ➔ Trust your intentions, yet see contradictions between what is said and what is done to maximize the talents and gifts of people.
- ➔ Are unsure if they are making a meaningful impact.

IF YOU SCORE LOW

You rate yourself Low in Maximizing Others. This may show up as people in your organization or team:

- ↓ Do not gain clarity and effectiveness from you to do their work. In fact, they may view you as someone who adds to the noise and chaos of work.
- ↓ Feel diminished as a professional and human being.
- ↓ Feel underutilized, as if their brainpower, strengths, and capabilities are dimmed at work.
- ↓ Do not count on you as a mentor, coach, or guide to support them.
- ↓ Feel pushed around or neglected.
- ↓ Do not connect with a sense of purpose or meaning that inspires them at work.
- ↓ View you as someone who isn't aware or doesn't care about amplifying thriving and positive change.

“If leaders are going to thrive in a future of extreme disruption, they must not only manage their own energy, they must encourage, model, and reward positive energy in others.”

— BOB JOHANSEN
DISTINGUISHED FELLOW, INSTITUTE
FOR THE FUTURE

*“If you want to walk fast,
walk alone. If you want to
walk far, walk together.”*

— AFRICAN PROVERB

Cultivating Care in Others measures your perception of the gratitude, kind acts, and collaborative relationships people are likely to demonstrate with others through interacting with you. Below is a summary of what your Cultivating Care in Others scores indicate.

IF YOU SCORE HIGH

You rate yourself High in Cultivating Care in Others. This may show up as people in your organization or team:

- ↑ Believe you and the organization truly cares about their wellbeing.
- ↑ Actively demonstrate appreciation and gratitude in their work relationships with each other, customers, alliances, suppliers, and community partners. Cultivating Care in Others is not just a behavior, but a principle embodied in everything they do.
- ↑ Go “above and beyond” the requirements of their jobs by doing things to benefit others.
- ↑ Multiply an environment of cooperation and partnership between people across the workplace, and beyond the organization.

IF YOU SCORE MODERATE

You rate yourself Moderate in Cultivating Care in Others. This may show up as people in your organization or team:

- Want to trust that you and the organization deeply cares about their wellbeing, but they aren’t sure.
- Practice behaviors to extend appreciation and gratitude in their work relationships, but these aren’t habits yet. They may be looking to you for guidance, role-modeling, or assurance.
- Experience an environment of cooperation and partnership in pockets across the workplace and beyond the organization, but not as a norm in the work culture.

IF YOU SCORE LOW

You rate yourself Low in Cultivating Care in Others. This may show up as people in your organization or team:

- ↓ Look out for themselves, rather than Cultivating Care in Others within the workplace or beyond it.
- ↓ Do exactly what they are required to do in their jobs, but no more.
- ↓ Contribute to an environment of unnecessary competition or antagonism between people in the organization and the ecosystem of stakeholders impacting the organization.

Uplevel Your Life & Leadership

SUGGESTIONS FOR UPLEVELING IN THE BE WELL LEAD WELL PULSE® DIMENSIONS

We each have a place of thriving inside us, yet we deviate from that place time and time again. This section outlines specific suggestions to help you be more effective in the outer world by activating thriving from within. The suggestions will enable you to better understand what drives you, pause when you're reacting out of stress, challenge your own worldviews, stretch into new perspectives and actions, and use your leadership to unleash positive impact and wisdom. Think of these suggestions as part of your toolkit to thrive and evolve as a leader and whole human being.

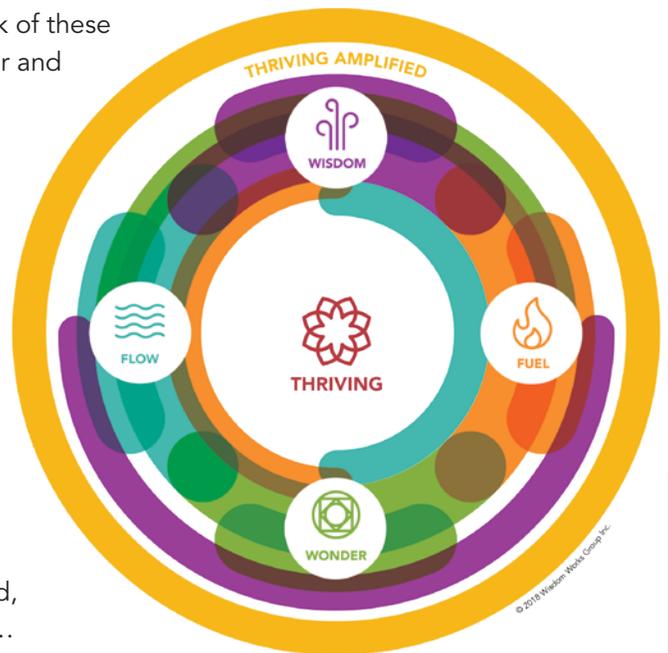
Changing your state of being for the better requires action, big and small. Macro-shifts, such as authoring a holistic vision for your success or crafting a career that uses your unique genius, provide a larger framework for navigating life and work with greater ease, clarity, connection, and fulfillment. You'll find a list of compelling macro-shifts for all six *Be Well Lead Well Pulse*® dimensions; consider these essential actions for the long haul.

Yet the power of wellbeing and transformation also lies in the present. Shifting your state of being in the moment is often the best action to take to operate from your wisest, most vibrant self. This section also offers smaller, easy-to-use micro-shifts you can master in just 5-10 minutes. Use these to reboot your mind, mood, and physiology for thriving when you most need it, for example ...

- **BEFORE** a big presentation, to bring clarity, vitality, and authenticity to it.
- **DURING** a team challenge, to reset the group atmosphere toward greater coherence and productivity.
- **AFTER** a breakdown, to empower people to learn and grow through a crisis, rather than repeat it.
- **AS A RITUAL**, part of your everyday routine so that wellbeing and wisdom become your solid foundation as leader and human being.

Based on the findings in your *Be Well Lead Well Pulse*® Feedback Report, explore the macro-shifts and micro-shifts that best suit you and your situation. Do not participate in any suggestion that feels unsafe for you. Select those that may be out of your comfort zone, yet provide a stimulating stretch for your development. If desired, use a *Be Well Lead Well Pulse*®-Certified Guide and the *Be Well Lead Well*® Action Planning section of this Manual to assist you.

The premise of *Be Well Lead Well Pulse*® is simple: Enlightened, engaged, energized leadership is not just a possibility for the future, but a more empowered way to show up now. This is a transformational journey no one can take for you, however; you must commit to fully engaging in it for yourself.



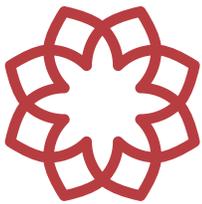
THRIVING AT-A-GLANCE

Macro-Shifts to Guide Your Life & Leadership

- A. Connect with real happiness.
- B. Write a letter to your future self.
- C. Visualize yourself thriving.
- D. Build wellbeing into your routines.
- E. Nurture your support system.
- F. Ask for a leg up to thrive.
- G. Examine your financial wellbeing.
- H. Tap into how you are already resilient.

Micro-Shifts to Do Right Now

- a. Lift your thinking proactively.
- b. Create micro goals for thriving.
- c. Map your emotions.
- d. Create your intention.
- e. Notice your stress factor.
- f. Assess yourself on the thriving scale.
- g. Keep life-enhancing aromas at your desk.
- h. Strategically disengage.



THRIVING

DIMENSION 1: THRIVING

How can you enhance your wellbeing today and in the future, as well as your ability to restore your wellbeing when you face difficulties?

MACRO-SHIFTS TO GUIDE YOUR LIFE & LEADERSHIP

- A. Connect with real happiness.** Write down a *MY REAL HAPPY* list. What fosters true happiness and thriving within you? For the next month, invite that list of relationships and experiences into your life every day. Research finds hedonic happiness—the short-term happy that grows out of pleasure-seeking and self-gratification—is linked with high inflammatory gene expression, a physiological process that underlies cardiovascular, neurodegenerative, and other diseases. By contrast, eudaimonic happiness—that enduring happy that stems from a deeper meaning in life and doing good for others—is linked with less inflammation and better physical and emotional health.
- B. Write a letter to your future self.** Describe in vivid detail the type of person you want to be one year from now, five years from now, and even twenty years from now. Don't leave any facet of life out—mind, body, spirit, relationships—let your description get meaningful and go wide. This act of visioning provides an inspiring picture for you to live out, and it fosters hope and optimism within you. Consider putting your letters in three separate envelopes, to be read by you at the appointed times.
- C. Visualize yourself thriving.** Olympians, musicians, and actors all know the power of visualizing success. Your thought affects your brain and performance. In one Harvard study, people learned to play piano scales by practicing them every day; while another group practiced playing the scales only by thinking about them. *Both* groups showed considerable structural changes in their brains as a result. How might this apply to you? Pick a goal—something you believe will contribute to your thriving. Spend five minutes each day over the next two weeks visualizing yourself completing that goal magnificently. During your visualization, explore different scenarios where you achieve your goal with joy and fulfillment. At the end of two weeks, reflect on the effects your visualization practice had on you. And remember, you've already created new pathways in your brain for this goal to come to fruition!

*“If you have enough stress,
you won’t be able to create.
Conflict will just get in the
way of your creativity.”*

— DAVID LYNCH
LEGENDARY FILM DIRECTOR

- D. Build wellbeing into your routines.** Strategize how to use wellness practices to boost your thriving at work. For example, integrate a personal wellbeing goal into your work objectives, and ask your manager to help hold you accountable in your performance assessment. Or, schedule wellness activities into your calendar—a visit to the gym, a mid-afternoon stretch break, a walking meeting, volunteering at a soup kitchen during a lunch, or two hours of email-free strategic reflection on Monday morning to set your priorities for the week. The wellness possibilities are endless! But you must prioritize wellness in your routines to make it happen.
- E. Nurture your support system.** When it comes to thriving, healthy relationships make all the difference. Make a list of five people—friends, family members, colleagues—you can rely on in good times and bad. Don’t wait until misfortune brings you together. Decide how you will reach out to each of these people proactively and regularly. Consider participating in civic groups, spiritual communities, professional networks, and other groups that uplift you too. Research shows close, fulfilling relationships strengthen the neural pathways in your brain for calm, acceptance, energy, and emotional resonance.
- F. Ask for a leg up to thrive.** Most people experience highs and lows in life. Based on your Thriving scores in your personal *Be Well Lead Well Pulse*® Feedback Report, what assistance would help you empower your capacity to thrive? For example, the *Be Well Lead Well*® Action Planning tool or any of the books listed at the back of this Interpretation Manual may assist you. Plus, you could hire a certified executive coach, take a workshop, or access your organization’s wellbeing and leadership resources. Help is frequently nearby when you request it.
- G. Examine your financial wellbeing.** Spend the next three months doing a holistic review of your finances. Identify one to three actions that will strengthen your financial wellbeing. The global polling firm Gallup shows financial wellbeing has three times the impact of income alone on your wellbeing overall. Financial wellbeing emerges when you are satisfied with your standard of living, spend money wisely, and buy experiences that provide lasting memories, such as giving and service to others. If you need support in this holistic financial review, hire a financial planner, seek a financial health workshop, or use an app such as Tomorrow, Mint, You Need a Budget, LearnVest, and Acorns to effectively manage what you spend, invest for wellbeing, and plan for a bright future.
- H. Tap into how you are already resilient.** Make a list of three challenges you successfully navigated in the past. Record your answers to the questions, “Why were those challenges stressful? What strategies did I use to cope? Who did I reach out to for support? What did I learn about myself during these stressful experiences?” You made it to this point in your life and leadership in part due to your ability to overcome obstacles and work through change; honor this capacity within you.

MICRO-SHIFTS TO DO RIGHT NOW

- a. Lift your thinking proactively.** Brain science confirms our neuroplasticity, our brain's capacity to learn and change. When you feel stuck in unproductive thoughts, give yourself a command, "YOUR NAME, lift!" ("Anna, lift!" "Jorge, lift!") Use these code words to lift your mind, even for a moment, to new perspective on the situation you face. Make the choice to train your brain to a lifted state by doing this practice repeatedly.
- b. Create micro goals for thriving.** Do something each day (even a small achievement) to make progress toward thriving. A great question to guide you is, "What one small thing can I accomplish today to show up as my best, most fulfilled and energized self?" This isn't a time to set yourself up for failure or judge yourself harshly when you get off track. Miniaturize the goals—a walking meeting, a kind act, a healthier meal, a five-minute meditation—any small act that helps you uplevel your consciousness and energy will do. And don't forget to track the impact this commitment to yourself has on your wellbeing and performance.
- c. Map your emotions.** Your emotions can lighten or darken your attitude. Use any of the many innovative apps—Happify, Moods, Thought Diary Pro, Smiling Mind, iMoodJournal, MindShift, MoodTrack Diary, HelloMind, or others—to track and shift your emotional state in the moment, as well as map your emotional patterns over time.
- d. Create your intention.** In the fast pace of every day, it's easy to feel like a pinball shot from event to event, instead of a vital force of life and leadership. Before the next meeting, pause for a moment. Notice the soles of your feet. Gently lift the crown of your head to the sky, and breathe deeply. Now ask, "What intention will enable me to thrive in this situation?" Allow your response to channel your energy for whatever comes next.
- e. Notice your stress factor.** Is work building up or wearing away at your wellbeing? Do a quick self-scan to find out. Make note of your stress symptoms—trouble concentrating, stomach upset, forgetfulness, frequent headaches, and muscle tension are a few ways distress shows up. Take this practice a step further to find out if stress is robbing your team's wellbeing too.
- f. Assess yourself on the thriving scale.** Before heading into that next meeting, pause to assess your "thriving". On a scale of 1 to 10 (where 1 is "I am struggling." and 10 is "I am thriving!"), what number reflects your state of being right now? If your rating is lower than you'd like, consider what positive action you could take to bump up your number.
- g. Keep life-enhancing aromas at your desk.** A quick smell of essential oils such as lavender, rose, bergamot, chamomile, or vetiver can reduce your anxiety and tension.
- h. Strategically disengage.** Go for a short walk, daydream, change your environment, or meditate for 10 minutes to let your unconscious mind weave new patterns of creative insight for the task or challenge at hand.

FUEL AT-A-GLANCE

Macro-Shifts to Guide Your Life & Leadership

- A. Know your genes.
- B. Examine your eating habits holistically.
- C. Plan your meals ahead of time.
- D. Commit to 30 days of conscious breathing.
- E. Design your workday for interval training.
- F. Assess your sleep.
- G. Enjoy high quality z-z-z-z's.
- H. Get moving.

Micro-Shifts to Do Right Now

- a. Keep watered.
- b. Scan your body.
- c. Snack on brain foods.
- d. Stretch for energy.
- e. Breathe away stress.
- f. Get out of your chair!
- g. Power nap like a pro.
- h. Take it outdoors.

DIMENSION 2: FUEL

How can you proactively use eating, moving, resting, and breathing as tools for a sustained, balanced source of physical, emotional, and mental energy?

MACRO-SHIFTS TO GUIDE YOUR LIFE & LEADERSHIP

- A. Know your genes.** Participate in a personal wellness genomics test to discover the nutrition, physical activity, sleep and rest, and other wellness habits that will support the healthiest expression of your genes. Your genes are unique. Companies such as LifeNome and Arivale offer DNA-based assessments to personalize your wellness habits to your preferences, needs, and biology.
- B. Examine your eating habits holistically.** Are you sustainably energized and fulfilled by your eating habits? How, when, what, why, and where you eat reflect a lot about your way of being, as well as influence how you operate. Journal everything you eat and drink for at least seven days. (Don't leave anything out!) Alongside tracking what you ingest, track your energy level and emotions throughout the day. After the week, notice patterns that emerge between your eating, energy, and emotions. Use these insights to adopt a more enlightened approach to eating for your wellbeing and effectiveness. If you need help, hire a certified wellness coach, registered dietician or holistic nutritionist, or check out a mindful eating app such as In The Moment, Mindful Eating Tracker, or Am I Hungry?.
- C. Plan your meals ahead of time.** For many people, it's time-consuming and daunting to decide what to eat and then cook meals. For the next month, plan your meals ahead of time. You'll be more apt to try out new recipes, have a healthy diversity of nutrients in your diet, save money, and eat better. Use a meal-planning app such as Forks Over Knives, Cook Smarts, Big Oven, and Yummly, or one suited to your food preferences.
- D. Commit to 30 days of conscious breathing.** Think of yourself as an energy system where the mark of wellness is energy flowing through you. Most cultures have a version of this idea—chi, life force, ki, mana, prana—activated by the power of your breath. For the next 30 days, participate in this breathing technique: Close your eyes or gently gaze on a stationary spot on the wall or floor. Inhale through your nose deeply and evenly for the count of 8, pause for



FIND YOUR
FUEL

“‘Restore connection’ is not just for devices, it is for people too. If we cannot disconnect, we cannot lead. Creating the culture of burnout is opposite to creating a culture of sustainable creativity. This is something that needs to be taught in business schools. This mentality needs to be introduced as a leadership and performance-enhancing tool.”

— ARIANNA HUFFINGTON
FOUNDER, HUFFINGTON POST

the count of 2, exhale through your nose for a count of 8, then pause for a count of 2. Repeat this cycle 10 to 20 times. Conscious breathing can reduce pain and stress, improve sleep, enhance clarity, balance your emotional state, and transform stagnant energy into healthy circulation.

- E. Design your workday for interval training.** Some research says 45-90 minutes of focused work followed by 20-30 minutes of downtime aligns with the human biorhythm. Plan this kind of interval training into your workday to keep you sustainably energized. For instance, keep meetings to 45-90 minutes (depending on the topic), followed by a rejuvenating break. For at least two weeks, track the effects of this workday interval training on your energy, wellbeing, and effectiveness.
- F. Assess your sleep.** The lack of sleep is a global epidemic. How well is your sleep serving you? To find out, take the online Pittsburgh Sleep Quality Index, SleepIO test on the United Kingdom’s National Health Service platform, or Sleep Hygiene Assessment by WebMD. Go a step deeper for the next 30 days by utilizing Sleep Cycle, Jawbone UP, Pillow, Good Night, or any other sleep tracking app to examine your sleep quality. What patterns do you notice?
- G. Enjoy high quality z-z-z-z’s.** Redesign your sleep habits for better rest and rejuvenation. Make sure your power naps are 20 minutes or less. Avoid big meals or alcohol right before bedtime. Block out light, shut down electronics, and cool your bedroom to 65 F/18 C. Experiment with sleep tools—smart-beds, wick-away sheets, aromatherapy, eye masks, sleep apps, white noise, melatonin-producing orange light, wake-friendly alarm clocks, and deep sleep-stimulating sounds are among the many technologies now available to work with your body temperature, hormonal balance, physique, and circadian rhythm to produce regenerative sleep. Last, but not least, stick to a regular sleep schedule.
- H. Get moving.** Abundant research emphasizes that physical activity mitigates illness and disease, relieves pain, boosts resilience, and supports mental and emotional wellbeing. Select a physical activity you want to integrate into your lifestyle. Pilates, weight lifting, walking, yoga, rock-climbing, team sports, cycling, tai chi, rowing, tennis, dance—there is no end to the possibilities! For the next 30 days, participate in your chosen physical activity at least three times each week. To help you create physical activity goals and stay motivated, hire a certified exercise physiologist or fitness trainer, or use one of the 1,000+ exercise apps such as Couch to 5K, Blogilates, Sworkit, Strava, Stronglifts, Spotify Running, Yonder, or Daily Yoga.

MICRO-SHIFTS TO DO RIGHT NOW

- a. Keep watered.** Drink a cup of water when you wake up to prevent the mental fog of “dry brain”. Even four to eight hours without fluid (basically, the amount of time you sleep) can cause mild dehydration.
- b. Scan your body.** Notice your physical state without judging it. How’s your energy level? Are you fatigued or too wound up? Where do you experience muscle tension—a headache, tight shoulders, back soreness? This quick check-in with yourself may highlight stresses you’re inadvertently holding.
- c. Snack on brain foods.** Blueberries, salmon, avocados, nuts and seeds, pomegranate juice, whole grains, beans, and like antioxidant superfoods enhance cognitive powers such as memory and concentration.

- d. Stretch for energy.** Shoulder rolls, toe lifts, neck rolls, a fake yawn—these are great ways to get you (and your team) focused and ready to work.
- e. Breathe away stress.** You can't solve the world's problems in a few minutes. But you can change your outlook through a few minutes of mindful breathing. To relax even further, inhale to the count of 4 and exhale to the count of 8. Repeat at least eight times.
- f. Get out of your chair!** Humans are designed to be active. Jumping, dancing, playing, climbing, walking—movement is part of our nature and potential to thrive. Hold your next meeting standing up or use a standing desk. Even standing just a few more minutes a day tones muscles, improves posture, increases blood flow, and burns calories.
- g. Power nap like a pro.** Twenty minutes is the sweet spot to awake feeling happy, productive, and ready to work. This sleep strategy can also help you dip into the brainwaves that enhance your attention, consolidate your memory, and support new learning.
- h. Take it outdoors.** Natural light is one of the most synchronizing agents for the brain and body, improving your mood, natural sleep-wake cycle, hormone release, and work performance. Do that next meeting or break outside.

BIG ADVANTAGES TO PHYSICAL ACTIVITY

Human beings are designed to move! Physical activity integrated through the day can help us be more energized, engaged, and effective. In-depth research done by partnerships with Nike, Inc. emphasizes five kinds of benefits when you include movement in life and work.

- Physical—better motor skills, functional fitness, cardiovascular health, muscle strength, and bone health, along with faster recovery from illness and accidents, healthier immune system functioning, positive sleep patterns, a healthy weight, and good nutrition.
- Intellectual—better cognitive powers such as processing speed, memory, mental flexibility, attention and impulse control, and learning.
- Emotional—enhanced self-esteem, body image, and moods, along with less stress, depression, and anxiety.
- Social—positive relationships, trust and teamwork, gender equality, the ability to bridge differences, plus community cohesion and civic participation.
- Financial—better income, job success, productivity, and morale, along with less healthcare costs, absenteeism, and presenteeism.

Source: © Nike, Inc. (2012, 2013) Designed to Move: A Physical Activity Action Agenda.™

FLOW AT-A-GLANCE

Macro-Shifts to Guide Your Life & Leadership

- A. Get lost in a hobby.
- B. Make a daily routine your meditation.
- C. Be still to plug in.
- D. Track your bio-state real-time.
- E. Redesign work for flourishing.
- F. Take technology breaks.
- G. Entrain your brain for flow.
- H. Notice when the flow shuts down.

Micro-Shifts to Do Right Now

- a. Let nature heal you.
- b. Discover your center.
- c. Smile.
- d. Use exercise bursts for brainpower.
- e. Let music move you.
- f. Slow down to move ahead.
- g. Get ha-ha-ha happy!
- h. Use 10% less energy.



FIND YOUR FLOW

DIMENSION 3: FLOW

How can you be in the zone—bringing your full presence to the activities of life and work and experiencing the intrinsic reward of energy, enjoyment, and a richer sense of how life unfolds with effortlessness and ease?

MACRO-SHIFTS TO GUIDE YOUR LIFE & LEADERSHIP

- A. Get lost in a hobby.** What hobby have you been secretly wanting to do, yet haven't taken the time? Participate in this hobby once each week for the next 30 days. Making pottery, singing, woodworking, gardening, fishing, dancing, writing, stamp-collecting, bird-watching—the hobby itself doesn't matter. What matters is choosing an activity that is life-enhancing and giving yourself the space and time to get absorbed in it without distractions. Doing so can refresh you in mind, body, and spirit.
- B. Make a daily routine your meditation.** Meditation reduces stress and pain, improves concentration, enhances self-awareness and acceptance, slows aging, increases happiness, and influences healthy gene expression. It also empowers the state of flow. Every day for the next 30 days, make a daily routine a meditation. Choose an activity you already do each day, such as eating breakfast or brushing your teeth, as your meditation practice. Take four slow mindful breaths before doing the activity. Focus your attention in the present moment, noticing the timelessness within it. Now do your chosen activity purposefully, bringing your complete attention to it. If your mind wanders, gently bring it back to the activity. When you finish the activity, notice the effects of this simple meditation within you. Practice again tomorrow!
- C. Be still to plug in.** Add a sitting meditation practice to your life at least three times each week for the next month. Experiment with different types of meditation—breathing meditation (where you focus on your breath), body scan (where you shift your attention from one part of your body to the next to become more body-aware); lovingkindness (where you focus on kind feelings you have for a loved one, then allow that kindness to extend to everyone in your life); and observing your thoughts (where you notice thoughts that arise without judgment, and allow them to move on with attachment to them). Don't worry

about getting any of these meditations *perfect*; that isn't the goal. The aim is to be still, allowing the meditation to help you become more self-aware and connected with your whole self.

- D. Track your bio-state real-time.** Your body doesn't lie. For the next 30 days, use biofeedback technology to get real-time insights about your brainwaves or heart rate variability, windows into the state of your stress level. InterAxon's brain-sensing Muse headband, Lief's discreet "awareable" patch, and HeartMath's heart rate monitor emWave are examples of biofeedback technologies that can support your shift from stress to flow.
- E. Redesign work for flourishing.** Work can be a source of exhaustion or energy. Restructure a work activity that drains you by approaching it with a new frame of mind, doing it in a creative physical space, or batching it with similar types of work to get those done more efficiently. (Now, move on to work you love!)
- F. Take technology breaks.** Designate a regular time each day for the next 30 days to silence the chimes on your devices, or take a break from devices altogether. The constant interruptions from emails, texts, calls, and social media distract you from full focus, productivity, and wellbeing.
- G. Entrain your brain for flow.** For the next 14 days, experiment daily using isochronic tones with monaural or binaural beats and over-ear headphones to proactively alter your brainwaves for focus, creativity, purposeful relaxation, and other productive, in-the-zone states. Sounds True and iAwake are great starting companies for brain-entrainment music.
- H. Notice when the flow shuts down.** The inner voices of control, protection, and compliance are enemies to bringing full presence to your life. They shut down a positive flow of energy, redirecting it to a place of defensiveness and fear. In what situations do these inner voices get triggered within you? Perhaps it is when you are with certain people (such as a boss), you aren't well-rested, you've lost meaning in life, or for any other reason. Witness yourself in action, and track your self-observations for at least the next seven days.

MICRO-SHIFTS TO DO RIGHT NOW

- a. Let nature heal you.** Sit in nature and do nothing but let your mind wander. Nature-bathing is calming, rejuvenating, and restorative. It also enhances your relationship with the natural world (of which you are an integral part).
- b. Discover your center.** While standing, allow the crown of your head to gently lift toward the sky as your feet press into the floor. Take three deep belly breaths, inviting your attention to pivot inward. From this grounded place of center, you can explore 360-degrees of viewpoints without like or dislike, and gain more possibilities for action.
- c. Smile.** There is magic in it! When you turn up the corners of your mouth, a cascade of stress-fighting neuropeptides is released throughout your body to help you unwind. Plus, your smile is contagious!
- d. Use exercise bursts for brainpower.** Do a handful of push-ups, squats, jumping jacks, or lunges right before an intense meeting or during your midday slump. High-intensity exercise helps you combat fatigue and sends more oxygen to your brain for sharper focus.

"Modern technology is creating a society of such complex diversity and richness that most people have a greater range of personal choice, wider experience, and a more highly developed sense of self-worth than ever before. For the first time, the common man has the opportunity to establish his own identity, to determine who he will be."

— R. BUCKMINSTER FULLER
INVENTOR, ARCHITECT,
COSMOLOGIST, AND AUTHOR

- e. **Let music move you.** It can boost your spirits and change your attitude. Listen to your favorite upbeat tunes on your iPod or sing with your radio on the way to work. Choose soothing music on the way home to ease the work-life transition.
- f. **Slow down to move ahead.** Make the deliberate choice to slow down with your next activity—savor your meal, engage fully in the conversation you’re in, or relish a few minutes with yourself. Truly being in the moment allows greater happiness and appreciation to show up organically—expansive states of being from which to live and lead.
- g. **Get ha-ha-ha happy!** Few situations call for the intensity of pressure we bring to them. Start your next meeting with humor. The more you laugh, the better you feel. And there are physical benefits too: 100 belly laughs per day is said to be equivalent to an aerobic workout of ten minutes on a rowing machine!
- h. **Use 10% less energy.** Do a personal check-in while sitting at your desk, driving your car, standing in a line, or anytime you are waiting. Redirect your attention inward to notice the energy you’re putting into being there. Now, allow your tongue to drop to the floor of your mouth. Allow your teeth to slightly part so that your jaw can slacken. Allow your shoulders, belly, hips, and pelvic floor to relax. From this calmer state, take a deep breath in and out. It’s amazing how much unnecessary tension we use just to be where we are. A good principle is this: Charge the situation with 10% less energy and physical tension—you’ll not only still get results, you’re also more likely to feel more invigorated and less sapped when the situation is done.

WONDER AT-A-GLANCE

Macro-Shifts to Guide Your Life & Leadership

- A. Broaden your mind with travel.
- B. Reach out for difference.
- C. Explore your biases.
- D. Find out why personal change is so difficult.
- E. Build your gratitude muscle.
- F. Participate in 30 days of discovery.
- G. Build feedback into your schedule.
- H. Integrate play into your life.

Micro-Shifts to Do Right Now

- a. Start your day grateful.
- b. Tap into your awe.
- c. Apply the Rule of 7.
- d. Stretch into new forms.
- e. Take another route to and from work.
- f. Ask, "What else could be true?"
- g. Practice beginning again.
- h. Get curious about your reactions.

DIMENSION 4: WONDER

How can you evolve your worldviews through engaging in new experiences and challenges, embracing differences, and perceiving the beauty around you?



FIND YOUR
WONDER

MACRO-SHIFTS TO GUIDE YOUR LIFE & LEADERSHIP

- A. Broaden your mind with travel.** Plan your next trip with the spirit of inquiry and curiosity. Travel allows you to try new foods, meet new people, and experience cultures and sights that aren't your norm. Plus, it stimulates you with new worldviews and perspectives. Better yet, make your trip a conscious cultural and educational exchange with support of travel companies such as Road Scholar, National Geographic Expeditions, Smithsonian Journeys, or Overseas Adventure Travel.
- B. Reach out for difference.** Take a step back from your life to ask, "What perspectives am I missing?" Then, step forward into an outlook you want to understand. For example, deliberately consume media made by people who differ from you—if you identify as Caucasian, explore media made by people of color, such as the pop culture broadcast *The Read*, LatinX music podcast *Radio Menea*, lifestyle magazine *Muslim Girl*, and the like. Notice what new questions, insights, and emotions this exploration provokes within you.
- C. Explore your biases.** Built in to human nature is a plethora of biases—self-serving bias, confirmation bias, outcome bias, knowledge bias, and overconfidence, to name a few. Do an internet search of Harvard's Project Implicit, and participate confidentially in any of the online implicit bias tests to identify biases influencing you. Take this one step deeper: Keep a log for one month of times you become aware of those biases in action. What patterns do you notice about how your biases affect your life and leadership effectiveness?
- D. Find out why personal change is so difficult.** Do the "immunity to change" exercise outlined in *Immunity to Change*, a book coauthored by Harvard professor Robert Kegan and Harvard's Associate Director of Change Leadership Lisa Lahey. Complete this structured, awareness-building exercise over time, such as a few weeks, to bring to light the hidden barriers preventing you from making changes you most desire.

- E. Build your gratitude muscle.** Keep a gratitude journal for 30 days, and note the impact this activity has on your wellbeing and relationships. Or, shake it up by exercising your 30-day gratitude commitment through any of the life-enhancing practices at GratitudeRevealed.com.
- F. Participate in 30 days of discovery.** Commit to try one new thing every day for 30 days. For example, this could include eating something new, watching a TED Talk or Big Think video on a strange-to-you topic, participating in an online class on an unusual subject, taking a completely different route to work, doing a brainteaser, or any other activity that gets you out of your typical routine. There is no better time than right now to be curious!
- G. Build feedback into your schedule.** Set an intention and goal about a new way of being or operating you'd like to achieve. Engage a certified executive coach, a mentor, or a trusted peer or life partner for support. Ask for regular feedback—for instance, twice a month over the course of nine months—to help you put your intention or goal into action.
- H. Integrate play into your life.** Commit to playing every day for at least one month. Take up stamp collecting, toss the football, tell humorous jokes, engage in brain-stretching games, or any other fun activity. Play is innate to human evolution! When you play, you forget serious commitments (at least for a brief period) and absorb yourself in pleasure. Play helps you forge better bonds with others, and is positively associated with good health and self-care. At work, play speeds up learning, boosts productivity and job satisfaction, and is a great strategy for buffering the negative effects of stress.

“The reality of the contemporary world is complex. It is a fantastic mix of tragedy, irreparable misfortune, apathy, prejudices, and ignorance, plus dynamism, selflessness, hope, and intelligence. The future may be even more tragic. Or, it may be more worthy of human beings—better and more intelligent. Or, it may not be at all. It depends on all of us—people in every country in the world. It depends on our wisdom, our freedom from illusion and prejudice, our readiness to work, to practice intelligent austerity, and on our kindness and breadth as human beings.”

— ANDREI SAKHAROV

NUCLEAR PHYSICIST AND HUMAN RIGHTS ACTIVIST

MICRO-SHIFTS TO DO RIGHT NOW

- a. Start your day grateful.** Stay in bed for 60 seconds longer than usual to connect with at least three things for which you feel grateful. Gratitude increases happiness, mitigates stress, and helps you set the tone for a fulfilling day.
- b. Tap into your awe.** Your job as leader is to inspire awe, but are you feeling it? Awe is about transcending yourself and connecting with the magnificence of life. Look at pictures of an amazing trip you've taken, watch a YouTube clip of the BBC series Planet Earth or Nat Geo's Earth Live, watch Cardiff University's video of the marvelous wiring of the human brain, or don headphones to immerse yourself in Beethoven's Ode to Joy. Let the feeling of awe do its wonder in your body, outlook, and mood.
- c. Apply the Rule of 7.** When your mind is dead-set on one explanation about a challenge you face, create at least six more interpretations. Get wild and creative with the stories you invent. Notice how it frees your mind to respond more generatively to the challenge when the time comes.
- d. Stretch into new forms.** Physically stretching generates energy, vitality, and connection with yourself. Move your body into new shapes—swing, twist, bounce, fake-yawn—to bring about new thinking and energy.
- e. Take another route to and from work.** If you usually drive, take the bus, carpool, ride your bike, or walk. Explore a path you've never taken before. What new thinking or energy is stimulated by your new surroundings?
- f. Ask, "What else could be true?"** Proactively seek viewpoints that differ from your own. Listen to podcasts, read the news, and talk to people that clash with your values and norms. Without these oftentimes unsettling perspectives, you are more apt to stay in your filter bubble, and miss out on vast intelligence around you.
- g. Practice beginning again.** The past is already done. The future is not yet here. So why drag past worries or future anxieties into the next conversation you hold? Practice showing up to your next interaction (particularly a difficult one) with a "beginner's mind". Every moment is a fresh start, an opportunity to begin again.
- h. Get curious about your reactions.** Finding yourself reacting defensively again? Pause. Take an emotional (and physical if needed) step back. Witness your reaction with curiosity rather than judgment, noticing the space between it and you. That space, no matter how miniscule, is your opening to make a different and wiser choice.

WISDOM AT-A-GLANCE

Macro-Shifts to Guide Your Life & Leadership

- A. Explore the deeper source of your leadership.
- B. Discover your WHY.
- C. Clarify your values in three imaginary lives.
- D. Create a holistic vision to thrive.
- E. Author your narrative consciously.
- F. Create your brain trust.
- G. Serve just to serve.
- H. Grow up to uplift.

Micro-Shifts to Do Right Now

- a. Read your WHY daily.
- b. Make your reflection strategic.
- c. Return to how you are wise.
- d. Lead from your priorities.
- e. Extend lovingkindness to evoke goodwill.
- f. Sit in the uncomfortable.
- g. Let your subconscious do the work.
- h. Listen to your body's wisdom.



DIMENSION 5: WISDOM

How can you tap into your inner greatness—the worthwhile purpose, higher vision, and innate genius you can use to guide yourself and others toward inspired impact?

MACRO-SHIFTS TO GUIDE YOUR LIFE & LEADERSHIP

- A. Explore the deeper source of your leadership.** Clear-seeing, extraordinary possibilities, and amplified power come with leading from the energy of unconditional love. Indian civil rights leader Mahatma Gandhi called this energy *truth force*, *soul force*, and, our favorite, *love force*. This way of leading is active, engaged, compassionate, ego-less—in service to a higher purpose that benefits wellbeing, prosperity, and wisdom in all. A rare few leaders likely tap into this force, yet we believe the desire for this kind of leadership is growing globally. On a scale from 1 to 10, where 1 is fear-force and 10 is love-force, what number characterizes the source of your leadership power today? Be honest with your self-assessment, and substantiate it with two or three examples of your leadership in action. Being truthful with yourself can be the life-changing foundation from which to get in touch with your higher purpose and vision for leading. Hire a certified executive coaching with this exploration, if needed.
- B. Discover your WHY.** Everyone has a WHY, a deeper purpose motivating how they live and why they lead. For the next 30 days, commit 30 minutes each day to discovering the WHY motivating you. Need support? Get one-on-one guidance from a certified executive coach, do the activities outlined in the book *Life on Purpose* by Victor Strecher, take the online WHY Discovery Course, or go on a soul-searching retreat. Or explore these questions with enthusiasm on your own, “What kind of work, activities, and relationships most fulfill me? What challenges do I feel called to help resolve? What contribution do I want to make in my life and the lives of others?” Few activities generate as much wellbeing, energy, and guidance than discovering your WHY. Latest research says a meaningful WHY even contributes to lengthening your telomeres, those structures at the tip end of your chromosomes that play a key role in aging!

C. Clarify your values in three imaginary lives. Carve out a few undistracted hours where you can creatively imagine you have the chance to live three lives, as well as the one you are living now. Create a rich scenario of each: What would each life look like, feel like, and be like? What would you be doing? How would you be using your energy? What about each life would bring the most satisfaction and meaning to you? Think big, without the constraints of fear, money, relationships, or capabilities. Now step back to ask, "What two or three values seem to fuel each of these scenarios? How am I applying those values in my life today?"

D. Create a holistic vision to thrive. When you hold a clear vision for your life and leadership, you are more apt to operate with high energy, focus, and engagement today plus achieve your future aspirations with greater ease. Choose a period of seven days to design a vision that matters to you. Spend at least 30 minutes each day to fully develop your vision by exploring these questions, "What is my highest vision for my life and leadership? What kind of life and leadership do I most want to create? What does a vision of thriving look, sound, and feel like for me?" Allow yourself to go deep and wide; your vision may touch on your passions and purpose, values, relationships, contributions to others, physical health, and unique gifts. You'll know you've landed on a vision that matters to you if it is aspirational, it inspires you out of love rather than fear, and it instinctively motivates you toward positive action.

The act of sincere visioning activates your inner will, channeling your energies toward intentional change. Once your vision is clear, begin turning it into reality by carving out at least 30 minutes each day over seven days to ponder these questions:

- Who must I become to manifest my vision? What qualities must I cultivate?
- What must I let go of to bring this vision fully into being?
- What strengths, relationships, and capacities do I already possess to make this vision real?

If needed, hire a certified executive coach to support you in this visioning exercise.

E. Author your narrative consciously. As leader, your stories shape the meaning and direction people use to navigate uncertainty. Step back to assess yourself by journaling for 10-15 minutes each day over the next month: "How is my language fostering collective clarity, possibility, and resourcefulness? How might I be adding to the overwhelm, negativity, and noise?" Be honest with yourself, noticing where you can make shifts to lead from greater wisdom. Take this practice up a notch by asking: "What stories do I want guiding how I lead?"

F. Create your brain trust. Presidents of nations have long known the power of using a group of advisors to help cultivate ideas and be a sounding board. The same applies to you. Create your personal brain trust, a diverse collective that pushes you to new heights in living and leading with wisdom. Your brain trust could include people from other disciplines, colleagues in your field, mentors or executive coaches, and any other people you feel have your best interests at heart. Ask them to help you stay accountable to higher ways of being and operating.

"...without a global revolution in the sphere of human consciousness, nothing will change for the better in the sphere of our being as human."

— VACLAV HAVEL
FORMER PRESIDENT, CZECH
REPUBLIC

"At the center of the Universe dwells the Great Spirit. And that center is really everywhere. It is within each of us."

— BLACK ELK
LAKOTA MEDICINE MAN AND HOLY
MAN

“Define success on your own terms, achieve it by your own rules, and build a life you’re proud to live.”

— ANNE SWEENEY

FORMER COCHAIR, DISNEY MEDIA

G. Serve just to serve. Mahatma Gandhi once said, “The best way to find yourself is to lose yourself in the service of others.” Commit to 30 days of altruistic service to others at work, at home, or in your community. Allow yourself to genuinely connect with people who could use your support. Not only will you benefit life around you, the path of service will deepen the self-esteem, joy, clarity, gratitude, and transformation within you.

H. Grow up to uplift. An organization cannot evolve any faster than the mindsets of its leaders. Likewise, you cannot evolve your impact and fulfillment beyond the beliefs driving you. Take 10–15 minutes every day for the next week to begin exploring personally: “What belief or assumption about life and leadership is it time for me to let go of?” The world needs leaders who want to grow up to uplift themselves and others. Be that leader.

MICRO-SHIFTS TO DO RIGHT NOW

- a. Read your WHY daily.** Write down the deeper purpose that motivates you, and read it every day before jumping into work. Better yet, write down your life and leadership vision, and read that too. Doing so helps you operate more consistently from a generative orientation, rather than reactivity or fear.
- b. Make your reflection strategic.** Block off regular time on your calendar—say, two hours every Tuesday afternoon—for strategic reflection. Use this time to retreat from the fray of work, reconnect with your priorities, and repurpose how you use your energy.
- c. Return to how you are wise.** Take a deep breath, and get quiet. Bring into your awareness a challenge you face. Ask yourself: “What would wisdom do?” You’ll know your insights are spot on if they come from calm, freedom of choice, and an energy stirring within you. Every human being has a genius. Take these few minutes to remember yours.
- d. Lead from your priorities.** Avoid email upon arriving at your work. Instead, use the first 10-30 minutes to plan your priorities for the day. Then focus your next 60 minutes on your three biggest decisions.
- e. Extend lovingkindness to evoke goodwill.** Take four deep breaths while saying these words out loud or to yourself: (Inhale) *May I be peaceful.* (Exhale) *May I know wellbeing.* (Inhale) *May I live in the world with ease.* (Exhale) *May I be free.* To take this a bit further, do this practice again, changing the pronoun to “you” for round two and “all beings” for round three. Notice the effects of this practice on you.
- f. Sit in the uncomfortable.** We often try to deny, fix, or overcome bad feelings. Yet, usually with space and time, bad feelings don’t last. Sit with the uncomfortable feeling without judging it or giving it energy. Notice how it changes on its own.
- g. Let your subconscious do the work.** Right before you go to sleep, write down the three most important problems to resolve or actions to take the following day. Your subconscious can be a powerful ally—get it to work for you.
- h. Listen to your body’s wisdom.** Accessing feedback from your body can help you make decisions with coherence and wellbeing. Hold “yes” in your mind and heart to your next big decision, take a deep breath, and listen to your body’s felt sense of it. Is your body saying “yes” with you? Try this exercise again, this time by holding “no” to the decision. Does your body agree with “no”?

THRIVING AMPLIFIED AT-A-GLANCE

Macro-Shifts to Guide Your Life & Leadership

- A. Discover you team's WHY.
- B. Create a shared vision.
- C. Create shared operating principles.
- D. Map your team's strengths.
- E. Empower the bystander.
- F. Integrate mindfulness into team routines.
- G. Make your thriving walk part of your daily talk.
- H. Designate policies and practices for team thriving.

Micro-Shifts to Do Right Now

- a. Spread the love.
- b. Adopt a stance of humility.
- c. Make a list of energy-robbers.
- d. Ensure diverse voices are heard.
- e. Make appreciation a team practice.
- f. Plant seeds of positivity.
- g. Bless it.
- h. Multiply the impact!

DIMENSION 6: THRIVING AMPLIFIED

How can you bring forth more of your leadership potential to empower thriving in others?

MACRO-SHIFTS TO GUIDE YOUR LIFE & LEADERSHIP

A. Discover your team's WHY. A shared purpose is more than a statement to hang on the office wall. It is your team's reason for being, your collective answer to the question, "Why do we exist?" Shared purpose provides a firm foundation for working together, and it boosts the focus, energy, coherent action, and engagement of people who connect to it. Gather your team together to discuss what you do as a group, and more importantly, why it matters. Keep asking, "Why does it matter?" until everyone has voiced their sentiments, and a meaningful shared purpose emerges. (This exploration will likely take more than one conversation together.)

Let's make this purpose even more relevant. Ask each team member to share how they connect with the team purpose personally. Plus, discuss as a group how you'll use the team purpose to guide your activities and interactions.

If needed, hire a leadership facilitator or group coach for support in becoming a purpose-driven team.

B. Create a shared vision. A shared vision is the polestar toward which you collectively navigate. It galvanizes people toward action based on love and inspiration, rather than fear or reactivity. The best visions spark ripples of enthusiasm that lead to positive impact. Identify people to involve in creating the vision for your organization or team. Create an engaging approach to explore these visionary questions together: "What results do we truly want to create? What broader goals do we aspire to achieve?" You'll know you've landed on an enlightened vision if it is designed to:

- Produce a sufficient and sustainable profit, versus financial success at any cost.
- Reinforce environments of creativity, collaboration, commitment, and care.
- Create a net positive for people and the planet.



THRIVING
AMPLIFIED

“True leaders understand that leadership is not about them but about those they serve. It is not about exalting themselves but about lifting others up.”

— SHERI DEW
CEO, DESERET BOOK COMPANY

An organization moves into the legitimate work of greatness when it seeks visionary goals to benefit an eco-system of stakeholders—NGOs, local communities, employees and nature, as well as itself.

If needed, hire a leadership facilitator or group coach for support in creating a shared vision.

- C. Create shared operating principles.** Operating principles are the fundamental agreements underlying how work is carried out, whether at a team, departmental, organizational, or industry level. They are among the core elements of functioning in an aligned, healthier, more sustainable manner. Why? Because operating principles provide people with clear guideposts from which to think, make decisions, and act to fulfill a shared vision and purpose. Identify the people to involve in determining your operating principles. Create a generative approach to explore this question together: “What inviolable principles will guide our work together to maximize our thriving and effectiveness?” Two or three principles are plenty! The key is to get people involved in creating them and discuss how you’ll collectively make the principles real. If needed, hire a leadership facilitator or group coach to support you.
- D. Map your team strengths.** People in strengths-based teams are more apt to do what they naturally do best, use their innate talents, and gain energy and wellbeing by way of doing work. Gather your team members to explore: “What capabilities are required for us to make a positive impact? What strengths do we already possess today?” Create a map for everyone to not only appreciate their strengths, but also recognize gifts in others. Heighten the power of this exercise by having each team member identify their strengths by participating in an assessment such as the Leadership Circle Profile™ or Gallup’s CliftonStrengths Assessment with the support of a certified executive coach or leadership team facilitator.
- E. Empower the bystander.** In most teams, a crucial viewpoint is incapacitated—the Bystander. The Bystander witnesses the interactions of a team, noticing when the team is working cohesively or spiraling into tension, misunderstanding, and ineffectiveness. Bystanding is an act of mindfulness (and often courage), where a team member names, without judgement, what is happening in the moment. This surfaces insights other team members are likely not aware of and makes positive change possible for the team. During your next four team meetings, notice how your team operates. Is the bystander function enabled or disabled? If you don’t perceive your team (or yourself) empowering the bystander point of view, then you can be sure team learning and productivity are diminished. Get support from a certified executive coach or leadership team facilitator to help build your team’s bystander muscle.
- F. Integrate mindfulness into team routines.** Employees experience huge losses in productivity due to distractions at work, multitasking, and partial attention. Include mindfulness within the workday to help people regain focus and flow. A quick mindfulness practice to kick off a team meeting, a group meditation session at lunch, or the use of any mindfulness practice outlined in this Interpretation Manual will go a long way to support wellbeing, coherence, and performance of individuals and the whole team.
- G. Make your thriving walk part of your daily talk.** As leader, when you prioritize thriving people notice. Employees are taking cues from you about “what’s OK

to do around here.” They are also deciding if you’re the kind of person they want to emulate and follow. Find ways to communicate how important thriving is to unleashing positive human potential in your organization. For example, talk with your colleagues about your wellbeing goals or the latest mindfulness practice you started. Spread inspiring posts through social media networks inside and outside your organization. Hang a sign—such as “Be Well & Lead Well!” or a sentiment that matters to you—to send a strong message that a culture of thriving is the new normal. Take a stand for policies and practices that boost thriving at work, and help remove the barriers to the sustainable high performance thriving can energize.

“Good leaders organize and align people around what the team needs to do. Great leaders motivate and inspire people with why they’re doing it. That’s purpose. And that’s the key to achieving something truly transformational.”

— MARILLYN HEWSON
CEO, LOCKHEED MARTIN

H. Designate policies and practices for team thriving. Beyond your organization’s health and wellness benefits, create policies and shared practices to reinforce thriving and productivity for your team. For example, the auto company Volkswagen programs its servers to stop sending emails to some employees after-hours and on vacations. Global technology corporation Intel has used “Quiet Tuesday,” a four-hour protected block of thinking time when no emails are sent, “do not disturb” signs get posted on office doors, and no meetings are held. Work with your team to design policies that will be most relevant, wellbeing-raising, and upheld.

MICRO-SHIFTS TO DO RIGHT NOW

- a. Spread the love.** Have each team member hand-write a note of gratitude to one other member of the team. Make sure people are matched up so that everyone writes *and* gets a note.
- b. Adopt a stance of humility.** Assume from the get-go that the person(s) in front of you has a genius you haven’t tapped into yet. How might that change your approach with them? Humble leaders are most apt to channel the fullest and best in others toward the good of the collective.
- c. Make a list of energy-robbers.** As leader, it’s your job to promote wellbeing as a resource for greater personal fulfillment and productivity among your team. Common signs that your team is troubled or stressed are:
 - The general mood of the team is subdued or lacks energy.
 - Team members don’t seem engaged or they are tired.
 - A lot of hours are being put in but results are mediocre.
 - Regular breakdowns in relationships are happening with other teams, customers, or suppliers.
 - A steady stream of team members leave the team, or open positions are hard to fill.
 - No one seems eager to step up to be part of making the team work.
 - Team members are easily angered or disgruntled; there are frequent blow-ups.
 - There’s distress and negativity in the team’s language and communications.
 - Collaboration is weak; relationships seem to be more a nuisance to team members, than a core to success.

At your next meeting, ask your team to spend 10 minutes together making a short-list of the energy-robbers that might be hijacking their mojo.

“...compassionate behavior is contagious: It spreads around you, multiplying its benefits—including for the leaders who make a point of instilling it.”

— EMMA SEPPÄLÄ

SCIENCE DIRECTOR, STANFORD
CENTER FOR COMPASSION
AND ALTRUISM RESEARCH AND
EDUCATION

d. Ensure diverse voices are heard. Collective decisions done well require power equity, deliberation, and a diversity of opinions. The next time your team is working through a challenge, save at least 10 minutes to ask, “Who has not had a chance to speak?” or “What perspectives have we not yet heard?” and then listen, listen, listen. Doing so will go far in giving people permission and a safe environment to think, speak, and act authentically.

e. Make appreciation a team practice. Every time you are together as a team—as your weekly Monday meeting or monthly get-together—do a 10-minute practice by asking team members to, one by one, answer an appreciative question for that day. Ask for their responses to be no more than a few words or a sentence. Examples of great questions are:

- What do you most look forward to at work each day?
- How are you adding to the wellbeing of the people you work with?
- What win did you get this week?
- What new insight or skill did you gain in that project?
- How are you contributing to our team performing at our best and thriving?
- What have you done to make our workplace fulfilling and productive?
- When did you make a difference with a customer inside or outside our organization?
- When do you feel we performed at our best as a team?
- What qualities of our team do you most appreciate?

Appreciation as a team practice is about paying attention to each other in an authentic, life-enhancing way, and setting the tone for positivity at work.

f. Plant seeds of positivity. Your energy radiates! Use it today to set off a positive contagion. Offer a kind word, tell a funny joke, compliment a colleague, ask an employee for their valued opinion, call an old friend just because, open the door for someone else, or reach out to a person you’d like to get to know. Planting seeds of positivity for others naturally grows happiness within yourself too.

g. Bless it. Send a blessing to the meeting underway, the people in it, and the circumstances that made it possible. And don’t stop there: Bless the space in which each of you can show up well in the workplace and the world. Extend this practice to bless everything! (Why not?!?) It adds to positivity in the world, and it builds a reservoir of goodness within you.

h. Multiply the impact! Teach any of the practices in the other *Be Well Lead Well Pulse*® dimensions—Thriving, Fuel, Flow, Wonder, and Wisdom—to the people you lead. Take this a step further by inviting them to teach these practices to others. Make thriving not just a priority but an empowering movement that travels to families and communities well beyond your organization.

BE WELL LEAD WELL® ACTION PLANNING

The insights you gain from *Be Well Lead Well Pulse*® can be powerful. Even more powerful is turning those insights into actions that matter to you. Use the following planning tool and your *Be Well Lead Well Pulse*®-Certified Guide for assistance.

- 1. CURRENT REALITY.** Review your personal *Be Well Lead Well Pulse*® findings. What do the findings say to you?
- 2. VISION AND GOALS.** Based on your *Be Well Lead Well Pulse*® findings, what results would you like to create or areas would you like to improve? In other words, what shift in your consciousness or capabilities would be most worthwhile to you as a leader and whole human being?
- 3. OPTIONS FOR ACTION.** Based on your response to Question #2, brainstorm a list of actions to help you elevate your life and leadership. (Use the *Suggestions in Upleveling Your Life & Leadership* to support creatively thinking about possible actions you could take.)
- 4. THE RIGHT ACTIONS FOR RIGHT NOW.** So many possibilities! Review the actions you generated in Question #3 with these questions in mind:
 - Which actions are most energizing for me?
 - Which actions are most aligned with my personal needs and leadership style?
 - Which actions help me role-model my commitment to thriving?
 - Which actions help me create a culture that invites others to thrive?

Put your favorite actions into the first column of the table below. Deciding where to put your precious energy is as much art as it is science. Use a little of both to rank each potential action.

THE SCIENCE: Think of each possible action as a gold nugget you place on a scale. The ones that carry the most weight will meet most of your criteria most of the time. In this case, your simple criteria are:

- Impact: This action will produce a good return on investment of my time and energy.
- Ready: This is the right time for this action right now.
- Willing: I'm truly inspired to take this action. I get excited thinking about how it will affect me and others.
- Able: I have the right skills, support, and resources to implement this action right now.

Rate each possible action on a 1–5 scale for each criterion. A "1" means it doesn't meet that criterion at all while a "5" means it acers the criterion. Add up the scores. The higher or "heavier" the score is, the more weight that action carries.

| Action 1 | |
|----------------------|--|
| Critical Activities | |
| Barriers | |
| Who to Involve | |
| Aligning for Support | |
| Measuring Progress | |

| Action 2 | |
|----------------------|--|
| Critical Activities | |
| Barriers | |
| Who to Involve | |
| Aligning for Support | |
| Measuring Progress | |

| Action 3 | |
|----------------------|--|
| Critical Activities | |
| Barriers | |
| Who to Involve | |
| Aligning for Support | |
| Measuring Progress | |

7. CELEBRATE! You made remarkable progress in building your plan of action to uplevel your wellbeing and leadership. Now it's time to put it to use!

“Remembering that I’ll be dead soon is the most important tool I’ve ever encountered to help me make the big choices in life. Because almost everything—all external expectations, all pride, all fear of embarrassment or failure—these things just fall away in the face of death, leaving only what is truly important. Remembering that you are going to die is the best way I know to avoid the trap of thinking you have something to lose. You are already naked. There is no reason not to follow your heart.”

— STEVE JOBS
COFOUNDER, APPLE INC.

Go Deeper with These References

BOOKS TO FURTHER YOUR LEARNING

Ready to dive more deeply into each *Be Well Lead Well Pulse*® dimension?
Here are insightful books to further your learning.

DIMENSION 1: THRIVING

Anatomy of Change by Richard Heckler
Building Resiliency, How to Thrive in Times of Change
by Center for Creative Leadership
Positivity by Barbara Fredrickson
Wellbeing by Tom Rath and James Harter
Flourish by Martin Seligman
Thrive by Arianna Huffington
Super Genes by Deepak Chopra and Rudolph Tanzi
The Evolving Self by Mihaly Csikszentmihalyi
The Path of Least Resistance by Robert Fritz
Spontaneous Happiness by Andrew Weil
Solve for Happy by Mo Gawdat
The Telomere Effect by Elizabeth Blackburn and Elissa
Epel
Being Mortal by Atul Gawande
Switch On by Nick Seneca Jankel
7 Habits of Highly Effective People by Stephen Covey
Leading Well from Within by Daniel Friedland
Grit by Angela Duckworth
Frames of Mind, The Theory of Multiple Intelligences
by Howard Gardner
*Behave, The Biology of Humans at Our Best and
Worst* by Robert Sapolsky
*Option B, Facing Adversity, Building Resilience &
Finding Joy* by Sheryl Sandberg and Adam Grant
The Book of Joy by Tenzin Gyatso, the 14th Dalai
Lama, and Archbishop Desmond Tutu

DIMENSION 2: FUEL

The Power of Full Engagement by Jim Loehr and Tony
Schwartz
The Sleep Revolution by Arianna Huffington
The Secret Life of Sleep by Kat Duff
You Have It Made: Delicious Healthy Do-Ahead Meals
by Ellie Krieger
Clean Green Eats by Candace Kumai
The 28-Day Plant-Powered Health Reboot by Wendy
Lopez and Jessica Jones
Every Body Yoga by Jessamyn Stanley
Good Night by Michael Breus

Age-Proof by Jean Chatzky, Michael Roizen, and Ted
Spiker

Move to Greatness by Ginny Whitelaw

Designed to Move, A Physical Activity Action Agenda
by American College of Sports Medicine, Nike
Inc. & International Council of Sports Science and
Physical Education

The Joy of Movement by Kelly McGonigal

Ten Good Reasons to Go for a Walk by Thierry
Malleret and Mary Anne Malleret

Why We Sleep by Matthew Walker

DIMENSION 3: FLOW

Stealing Fire by Steven Kotler and Jamie Wheal

Mindfulness by Ellen Langer

Full Catastrophe Living by Jon Kabat-Zinn

A Beginner's Guide to Meditation by Rod Meade
Sperry

The Power of Less by Leo Babauta

The Miracle of Mindfulness by Thich Nhat Hahn

Minding the Body, Mending the Mind by Joan
Borysenko

*The Fine Arts of Relaxation, Concentration and
Meditation* by Joel and Michelle Levy

Flow by Mihaly Csikszentmihalyi

Your Brain at Work by David Rock

Living Beautifully by Pema Chodron

Focus by Daniel Goleman

*Buddha's Brain, The Practical Neuroscience of
Happiness, Love & Wisdom* by Rick Hanson

The Secret Life of the Mind by Mariano Sigman

Thinking, Fast and Slow by Daniel Kahneman

The Craving Mind by Judson Brewer

Altered Traits by Daniel Goleman and Richard
Davidson

The Nature Fix by Florence Williams

DIMENSION 4: WONDER

Radical Dharma by angel Kyodo Williams

A Curious Mind by Brian Grazer and Charles Fishman

Overcoming Bias by Tiffany Jana and Matthew
Freeman

Mastery by George Leonard
The Little Book of Gratitude by Robert Emmons
The Heart Aroused by David Whyte
Immunity to Change by Lisa Laskow Lahey and Robert Kegan
The Power of Habit by Charles Duhigg
Play by Stuart Brown, Stuart Brown, and Christopher C. Vaughan
Mindset, the New Psychology of Success by Carol Dweck
Radical Self-Forgiveness by Colin Tipping
Love 2.0 by Barbara Fredrickson
The Art of Learning by Josh Waitzkin
Play, How It Shapes the Brain, Opens the Imagination and Invigorates the Soul by Stuart Brown
Big Magic, Creative Living Beyond Fear by Elizabeth Gilbert
Four Ways to Click by Amy Banks
I Hope I Screw This Up by Kyle Cease

DIMENSION 5: WISDOM

Life On Purpose by Victor Strecher
True Refuge by Tara Brach
Rising Strong by Brene Brown
Joy on Demand by Chade-Meng Tan
Man's Search for Meaning by Victor Frankl
Giving Voice to Values by Mary Gentile
Now, Discover Your Strengths by Donald Clifton and Marcus Buckingham
Driven by Wealth by Julie Maloney and Renee Moorefield
The Pause Principle by Kevin Cashman
Care of the Soul by Thomas Moore
A Theory of Everything by Ken Wilber
Compassion, Bridging Practice and Science by Matthias Bolz and Tania Singer
Becoming Wise by Krista Tippett
A New Earth by Eckhart Tolle
The Book of Life by The School of Life
The Four Sacred Gifts by Anita Sanchez
Daring Greatly by Brene Brown
The Alchemist by Paulo Coelho
The Purpose-Driven Life by Rick Warren
Wayfinding Leadership by Chellie Spillers, Hoturoa-Barclay Kerr, and John Panoho

The Endless Practice by Mark Nepo
The Power of Meaning by Emily Esfahani Smith
Who Do We Choose to Be by Margaret Wheatley
Emotional Agility by Susan David

DIMENSION 6: THRIVING AMPLIFIED

Mastering Leadership by Robert Anderson and William Adams
Coaching, Evoking Excellence in Others by James Flaherty
The Happiness Advantage by Shawn Achor
In the Service of Life by Rachel Naomi
The Speed of Trust by Stephen Covey
The Fifth Discipline by Peter Senge
The Extraordinary Leader by John Zenger and Joseph Folkman
Servant Leadership by Robert Greenleaf
Primal Leadership by Daniel Goleman, Annie McKee, and Richard Boyatzis
Ecosynomics by James Ritchie-Dunham
Multipliers, How the Best Leaders Make Everyone Smarter by Liz Wiseman and Greg McKeown
Good to Great by Jim Collins
The New Leadership Literacies by Bob Johansen
Presence, An Exploration of Profound Change in People, Organizations, and Society by Joseph Jaworski, Otto Scharmer, and Peter Senge
An Everyone Culture by Robert Kegan, Lisa Laskow Lahey and Matthew Miller
Conversational Intelligence, How Great Leaders Build Trust and Get Extraordinary Results by Judith Glaser
Leading from Within by Gretchen Ki Steidle
Leading the Positive Organization by Thomas Duening
Reinventing Organizations by Frederick Laloux
Givers and Takers by Adam Grant
Shakti Leadership, Embracing Feminine and Masculine Power in Business by Nilima Bhat
The Essentials of Theory U by Otto Scharmer and Katrin Kaufer
Leadership from the Inside Out by Kevin Cashman
Awakening Compassion at Work by Monica Worline and Jane Dutton
The Influential Mind by Tali Sharot
Scaling Leadership by Robert Anderson and William Adams

THE RESEARCH BEHIND BE WELL LEAD WELL PULSE®

Our team at Wisdom Works is delighted you chose *Be Well Lead Well Pulse*®. It was born through three decades of coaching, training, and facilitating the transformation of leaders and leadership teams around the world. Our aim was to create a survey that not only helps leaders elevate their wellbeing, growth, and effectiveness, but also contributes new scientific insights about healthier, more conscious, and sustainable models of leadership globally. To achieve this aim, we are grateful for our collaboration with Dr. Tom Duening and Dr. Don Gardner from the Positive Organization department of the College of Business, University of Colorado at Colorado Springs.

Producing a high-quality, well-grounded, and integrative survey takes grit! *Be Well Lead Well Pulse*® questions were designed through our extensive work with leaders, plus drawn from the host of incredible scholars listed below. We hope you find their work and *Be Well Lead Well Pulse*® instrumental in your journey to advance leadership for thriving organizations and a healthier world.

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