A large crowd of people, mostly women, are seen from behind, cheering and holding up white cards or papers in the air. The scene is filled with energy and excitement, suggesting a successful event or conference. The background is slightly blurred, focusing attention on the crowd's actions.

# **BREAKTHROUGH LEADERSHIP ENGAGEMENT GUIDE**

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Developed Exclusively for NIWC

[BRIANBIRO.COM](http://BRIANBIRO.COM)

AMERICA'S BREAKTHROUGH COACH

# BRIAN BIRO



## ABOUT BRIAN

Brian Biro is America's Breakthrough Coach! A major client described him best when he said: "Brian Biro has the ENERGY of a 10-year-old... the ENTHUSIASM of a 20-year-old, and the WISDOM of a 75-year-old!"

Brian has delivered over 1,800 presentations around the world over the last 30 years. The author of 15 books including his bestseller, BEYOND SUCCESS, and his brand new THE ROI OF KINDNESS, Brian was rated #1 from over 40 Speakers at 4 consecutive INC. Magazine International Conferences.

With degrees from Stanford University and UCLA, Brian has appeared on Good Morning America, and CNN. Brian was named one of the top 100 most inspirational graduates in the 75-year history of the UCLA Graduate School of Business. He was also honored as one of the top 10 interactive keynote speakers in North America, and one of the top 60 Motivational Speakers in the WORLD!

# ENGAGEMENT QUESTIONS

## Question 1

What key insights, ideas, or 'ahas' impacted you the most from The Allison Story?

## Question 2

Who are the 'Allisons' in your life at work and at home?

## Question 3

How, and with whom specifically will you apply something you learned from or were inspired by this session?



# A PYGMALION STORY

It was in my years as a swimming coach that I had the unforgettable experience of working with an athlete who demonstrated the foundational lesson of the Pygmalion Effect to a whole new level: It is only when we see the best in others that we have the chance to inspire it. Positive Pygmalions look for strengths and WOOs; negative Pygmalions see only weaknesses and obstacles.

## A PYGMALION STORY

Throughout his swimming career, Ron was the kind of young man who caused coaches to shake their heads in disappointment and throw their hands up in frustration. Blessed with a great personality and considerable natural ability but seemingly little grit or determination, he skated by, never digging deep to bring out his true potential. His attendance at practice was as unpredictable as the weather. Just when you'd begin to think he had turned the corner in his commitment, he would disappear for days at a time, negating any progress he'd made in conditioning and focus. Though he had enough talent to do well even with his halfhearted effort, he simply didn't seem to care that much.

Ron joined my team when he and the rest of his former club merged with ours to create a real swimming powerhouse.

I had seen him at meets over the years and knew of both his talent and his reputation for lackluster training habits. What I didn't know when he walked onto the pool deck that September afternoon was that buried beneath Ron's happy-go-lucky exterior beat the heart of a champion. There was a spirit of passion and energy within him just aching to come out. He was just frightened and hiding from his potential, like so many of us do. What if he gave his best and it wasn't good enough? What if he committed himself and failed? It was so much easier to amble along on talent alone, protected by the invisible comfort zone called "unrealized potential."

Ron's past coaches had tried to needle him into caring, calling him a loafer and a waste of talent—a strategy that clearly did not work over the long term.



## A PYGMALION STORY

Occasionally he would respond with an “I’ll show you!” effort, but quickly he would slide back even further into his blasé attitude.

I have never believed in sarcasm as a motivator because the energy it evokes comes from embarrassment, fear, or revenge. These emotions can generate short-term results but not long-term inspiration. From the moment Ron joined our team, I focused on his potential and praised him for every effort that moved him a little closer to it. I wanted to be a positive influence for Ron, and so I left his past behavior in the past, understanding fully that what we focus on is what we create. I knew how important it is to see what’s possible in people, even when they don’t see it themselves.

After his first week with the team, Ron came to me after practice one afternoon and said, “Coach, I’m having fun here. I’ve never felt like someone believed in me as much as you do.”

I replied, “Ron, you’ve been a joy to have here this week. You’ve got everything it takes to be the CA Interscholastic Federation champion if you decide it’s something you truly want.

The greatest fun in life is to put your heart and soul on the line one hundred percent and to discover what’s really

inside of you. I do believe in you, and I’m really excited that you’ve joined our team.”

He smiled and turned just a tad red. But I could see the positive impact of the faith I had expressed in him far overpowered any embarrassment he felt at receiving such compliments.

After that talk, Ron became a dream to train. In all my years of coaching, never had I worked with an athlete who tried harder and had more fun doing it. Ron made the decision to go for it; he attacked his senior year of swimming, placing his full faith in me and in himself. On the rare occasions when he didn’t have his A-game, he never let his positive spirit dissipate. As a result, he had few subpar days and bounced back from any disappointment almost immediately.

More than any swimmer with whom I’d ever had the pleasure to work, Ron looked inside himself to determine his success, rather than evaluating his ability according to what everyone else thought, or on the basis of one poor performance.. Even on days when he didn’t turn in his fastest practice times, he was able to feel good about his effort. With this fresh spirit Ron improved dramatically.

## A PYGMALION STORY

By the time the high school season began, Ron was performing workout sets and drills I had never seen accomplished before. And he obviously enjoyed every minute of it. He came to practice each day with a smile on his face and a twinkle in his eye that seemed to say, ***Come on, Coach, let's see what we can do today.*** Where years of the negative Pygmalion staples of sarcasm and ridicule had left him uninspired and uncommitted, he responded to praise and positive energy with boundless enthusiasm.



His attitude and effort had quite an effect on the entire team. For the first time in his life, Ron knew what it felt like to be admired. He became our team leader by his extraordinary example. His enthusiasm was infectious, and all of the kids seemed to have more energy and worked harder while complaining less. Practices had never been so much fun.

It was hard to believe how swiftly the year flew by when we arrived at East Los Angeles City College for the California Interscholastic Federation High School Championship prelims. Ron was to swim three events—the 200-yard individual medley (50 yards of each of the four competitive strokes), the 100-yard backstroke, and a leg on his school's medley relay. With all my heart, I wanted this transformed young man to experience a moment of great triumph at the high school championships. He deserved no less.

The prelims were the qualifiers for the finals that would occur three days later. Because of his fine performances during the dual meet season, Ron was seeded in the top three in both of his individual events, though there was no clear favorite. The top swimmers were closely bunched, within a few tenths of a second of one another.

## A PYGMALION STORY

In the sport of swimming, top athletes train extremely hard. These determined kids rise each morning around four-thirty and hit the water by five for a two-hour workout before school. Then, after a full day in classes, they come back for an evening workout, another grueling two-hour test of stamina. On top of their endless hours in the pool, they lift weights four days a week. As a result, during the season, they are dead tired. The entire training strategy points at one shining light at the end of an exhausting tunnel—the taper and peak period. This is the three weeks or so before the big meet when they stop morning practices and gradually reduce the intensity of their afternoon workouts. With the added rest, their muscles and spirits begin to rejuvenate, and they prepare psychologically and physically for their best performances. It is a very exciting time for a swimmer. With a couple of days to go before the target competition, the kids begin to feel so much energy they could pop.

The last big step is to “shave down.” The night before the big meet, the kids shave the hair from their arms, legs, back, and stomach—some even shave their heads, though most opt for a cap or a short haircut. When they hit the water after shaving down, they feel incredible—it’s as if they are suddenly lighter than air.

It’s an amazing sensation and a huge boost mentally and emotionally.

For the preliminaries, Ron and I decided that he would not shave down. Though it was slightly risky, we felt confident he would easily qualify in the top eight anyway, and then would have an extra edge when he shaved for the finals.

The day of the prelims finally arrived and we were psyched. Ron’s goal for the 200-yard individual medley was 1:57.9, and I secretly hoped that he might go as fast as 1:55.9 in the finals if everything went perfectly. He had never broken 2:02 before, but we both were visualizing the best. In his preliminary heat he started off the race looking strong, but his timing seemed a bit off when he reached the breaststroke leg. The effort was there, but he tired as the race progressed and really struggled the last 25 yards. His time was 1:59.9, and though it was a personal best, I could see his disappointment when he came over to me to talk about the race.

Indeed, I was worried, because he had really looked tired in the last half of the event, and the finals were only a few days away. He had worked so hard, and our hopes were so high.

What if we had overestimated his ability? What if his goals were out of reach? As he looked to me for answers, I could sense a tinge of doubt creeping into his mind.

I did my very best to instill more confidence in him than I actually felt at that moment. I smiled at him and said with great conviction, "No worries. You're still three days away. When the finals come on Thursday, you're going to be awesome." Thank goodness he didn't know I was trying to solidify my own faith as much as his. True to the spirit he had shown all year long, he bounced right back as he listened to my pep talk, nodding at me with the twinkle back in those laughing eyes of his.

He felt even better when we found out he had qualified first in the individual medley and second in the backstroke. But when we left the prelims that evening, I couldn't help but wonder if he was going to fall far short of his goals. He deserved his moment, and I prayed he would find something magical inside him by Thursday.

## A PYGMALION STORY

That week at our short practices, Ron was right back to his cheerful, upbeat self. We both knew Thursday would be his one big shot at his dreams. If he approached the performance goals we had set for him, he might catch the eye of a college recruiter or two, with an outside chance of a scholarship. He would be a hero at his school, single-handedly responsible for his school earning an unprecedented top-five finish in overall team points.

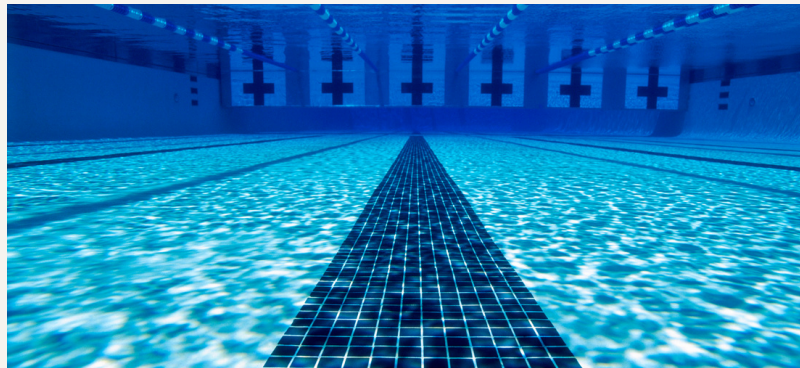
Wednesday afternoon, after a very light practice with a few sprints tossed in to rev the kids' engines, I asked Ron to come into my office for a talk. He had been in my thoughts incessantly and I wanted him to know how honored I felt to be his coach. I thanked him for all he had meant to me and told him that every day that season I looked forward to practice with extra enthusiasm knowing he was going to be there, ready to meet every challenge with pure joy. As much as I had wanted to be a positive influence for him, he had been even more of one for me. I told him that no matter what he did the next day, to me he was already a champion in the truest sense.

"When you step up on those starting blocks tomorrow, remember how completely I believe in you. You deserve an amazing day and you are going to fly."

I gave him a big bear hug and joked with him about remembering to put a blade in the razor when he shaved down that night. The last thing I said to him was, "Sleep well tonight. You can rest easy knowing that you could not have prepared any better. You're ready."

As I watched Ron walk out to his car, I looked to God for help in making my prediction after his prelim swims clairvoyant rather than unrealistically optimistic.

The energy was electric at the East L.A. City College pool the next day. At that time southern California was the hotbed of swimming in the United States, and the CIF Championship was the premier high school swimming event in the world. School spirit was running rampant as cheers erupted from every corner of the aquatic center. Only the fastest eight swimmers in each event had survived the preliminaries to make it to these finals, and each and every competitor was primed to put it all on the line.



## A PYGMALION STORY...

Because I was Ron's club team coach and not his high school coach, I was not allowed on the pool deck for this championship meet. Knowing of this restriction, we had carefully gone over his warm-up plan in advance. I positioned myself at the most visible spot in the bleachers, where Ron and all of my other swimmers could easily spot me. If it's possible to transmit energy and faith through space, from my perch up in the stands I sent my kids all I had as I watched them loosen up. Ron's first race, the 200-yard individual medley, would be one of the earliest events. His performance would quickly tell me if this would be a day of triumph or one of disappointment. I just hoped Ron wasn't as nervous as I was.

As he walked over to sit behind the starting blocks with the other seven competitors, Ron looked out at the end of the pool, deep in concentration. He was visualizing his race, just as he'd done a hundred times before. Each finalist stepped forward when introduced by the announcer and was greeted with a wild explosion of cheers. When Ron heard his name, he stepped up on the block and acknowledged the crowd with a wave, and then, spotting me, gave a quick nod as if to say, ***I'm ready, Coach. I got this.*** I smiled back and gave him a thumbs-up.



All cheering and last-minute conversation came to an abrupt stop as the starter blew his whistle, the signal for total silence except for his instructions to the swimmers.

"Judges and timers ready... swimmers take your marks..." **Boom!** The gun went off, and eight peak-performance athletes exploded from the blocks, their legs driving like pistons as they stretched for the water. Ron had a terrific start, and after 25 yards he was already in the lead.

The first half of the race, consisting of butterfly and backstroke legs, was his strongest, so I expected Ron to open up about a body length's lead. But when he hit the halfway mark, I was stunned. He was flying. He was over two seconds ahead of the pace we had hoped for and had moved at least three full body lengths ahead of the second-place swimmer. But could he keep it up?



I held my breath as he made the turn into the breaststroke leg. This was where he had faltered on Monday, when his timing had fallen off and fatigue had crept into his arms and legs. But today he looked fantastic! He was on top of the water, driving forward with terrific thrust from his whip kick. I had never seen him swim with such power in the breaststroke before. My heart nearly pounded out of my chest as I watched this tremendous young man find the brilliance that had always been hidden inside of him. ***Fifty yards of freestyle left to go***, I shouted in my mind. ***Please let him finish strong.***

## A PYGMALION STORY...

He turned for home, every muscle in his powerful body blasting toward the finish. With ten yards left, he put his head down and accelerated into the wall without breathing. His closest competitor was more than half a pool length behind him.

As soon as he hit the finish, he whirled around to look up at the giant scoreboard clock that instantly flashed up his time: 1:53.86!



He had shattered both the CIF record and exceeded our wildest dreams by more than two seconds. In the process, he had qualified for the most prestigious swimming meet in the United States, the Senior National Championships. We had never even considered that possibility.

As soon as he saw his time, he turned and looked for me in the stands. When our eyes connected, he leaped out of the water to his waist and pumped his right arm toward the heavens in absolute joy and triumph. His huge smile was the greatest gift a coach could ever receive. The entire stadium was applauding wildly for him, and he flew out of the pool, forgetting all about my pre-race instructions to go straight into the warm-down pool and loosen up for his backstroke event. Instead, he rushed up the stairs, pumping his fists and howling in utter delight until he reached me. He wrapped his arms around me and lifted me right off the ground in a giant hug of pure exultation. The next second, his parents joined our unrestrained celebration. Goosebumps, tears, and gratitude flowed nonstop. A phenomenal young man had transformed his life and received the moment he truly deserved.

## A PYGMALION STORY




Ron went on to win the 100-yard backstroke as well, once again eclipsing the CIF record and demolishing his personal best time by more than two and a half seconds. To top it all off, he lifted his team on his powerful shoulders and carried them to a third-place finish in the team standings, by far the highest place they had ever achieved. Ron was named outstanding swimmer of the meet and received a full-scholarship offer from the University of Utah.

Ron's story of transformation and triumph that season mean more to me now than ever, for on the night he was inducted as the first swimmer ever into his high school's athletic hall of fame,

Ron passed away from a sudden and massive heart attack. He was forty-seven years old.

The lessons he taught me about the power of the positive Pygmalion burn brighter than ever in my heart.

Ron helped me see that whenever we give our most dedicated and determined efforts, our focus and actions will lead to extraordinary results, just as he experienced. Like Ron, we may not find instant gratification. Indeed, we may even wonder, as time goes on, if a lifetime of planting will ever result in a richly deserved harvest. But remember, faith has no time limit.

A serene beach scene at sunset. The sky is a mix of deep blue, purple, and orange. Waves are breaking on the shore, creating white foam. In the foreground, a wooden pier made of weathered planks extends from the bottom of the frame towards the water. The planks are painted a vibrant blue, though some of the paint is worn and peeling, revealing the natural wood underneath. The overall mood is peaceful and contemplative.

*The rewards for living as a positive Pygmalion for ourselves and others and focusing on possibility rather than limit cannot be denied. In simply making these important decisions and taking action we have already succeeded. The instant we know we expect and envision the best, it is ours. We experience joy that cannot be taken away. Through our choices, we discover the healing, freeing peace of mind that is faith in action.*

## SESSION 2 - SHAPE YOUR FUTURE

# ENGAGEMENT QUESTIONS

### Question 1

What are you focusing on in your life? Do you focus more on what you WANT or what you DON'T want? How about in your leadership? Do you focus more on your team members' strengths or weaknesses?

### Question 2

With whom have you been using your memory to see rather than your vision?

## SESSION 2 - SHAPE YOUR FUTURE

# ENGAGEMENT QUESTIONS

### Question 3

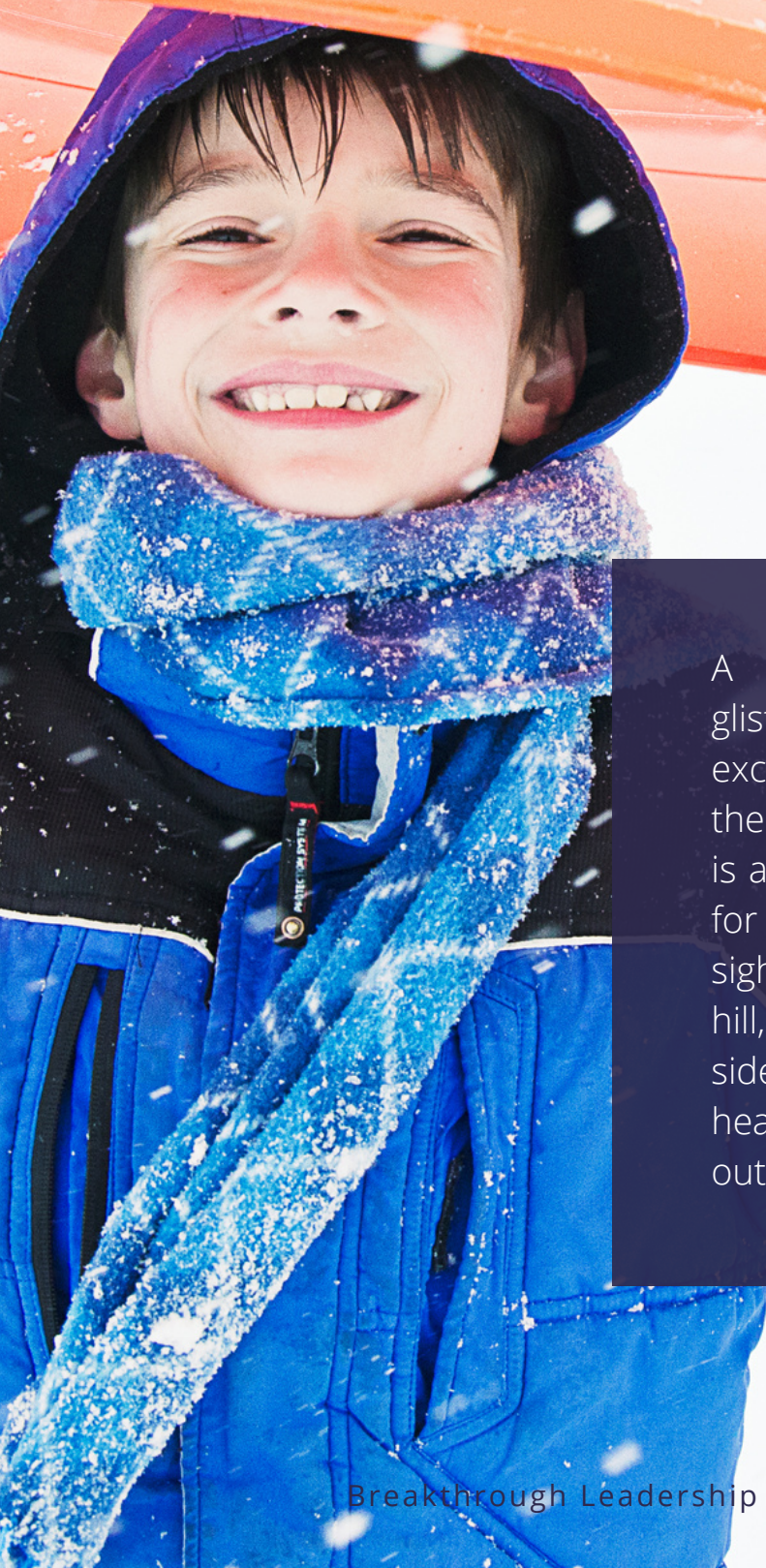
What key insights, ideas, or 'ahas' impacted you the most from this session?

### Question 4

How and with whom SPECIFICALLY will you apply something you learned?

# SHAPING YOUR FUTURE...

## WHAT YOU FOCUS ON IS WHAT YOU CREATE!



A seven-year-old boy stands atop a glistening, snow-covered hill, bursting with excitement as he prepares to zoom down the slope on his brand-new sled. The hillside is at least fifty yards wide and nearly perfect for a great run. There is only one obstacle in sight, a single stump about halfway down the hill, but there's lots of open hillside on either side of it. Just as he is about to kick off, he hears a well-meaning voice cry out, "Watch out for the stump!"

***WHOOSH – he's off!***

He rockets down the hill faster and faster, the icy wind whipping his red cheeks.



As he steers the sled that voice keeps repeating in his mind: ***Watch out for the stump.*** Swerving left and right as he picks up more and more speed, he can't seem to get that stump out of his thoughts. Then, wham! He crashes into the stump like a guided missile locked in on its target.

In fact, that little boy was programmed to crash into that stump. I know because I was that little boy. My sled was demolished, and though I only sustained a few bumps and bruises, my dignity was shattered. For a while after the incident, I was humiliated; I had crashed and burned. But ultimately my sledding ineptitude led me to an epiphany, a WOO from which I learned. We are taught—in fact, programmed—to be almost magnetically attracted to obstacles and fears, just as I was drawn to that stump.

***If we can change our focus, we can change our lives.***



## SHAPING YOUR FUTURE... WHAT YOU FOCUS ON IS WHAT YOU CREATE

For years one of the cornerstones of personal growth has been *"What we focus on is what we get."*

There is some truth in the statement, of course, but I've always felt it misses the essential ingredient that gives our focus power: ourselves.

Isn't the more empowering truth that ***what we focus on is what we create?***

Our vision and focus unlatch the locks on the exciting windows of opportunity, but it's only through our energized and enthusiastic ***actions*** that we throw open those WOOs and improve our lives, relationships, health, and finances. Our vision creates ***opportunities***. But it is our choices and actions that create our ***results***.

We've all heard the saying "Luck happens to the prepared person." By having a vision about our future, we'll see opportunity in an entirely different way than others might. What may seem like a "lucky break" to those who lack our vision is, in fact, a purposeful choice.



A woman who attended one of my seminars recently had to make her way around the venue in a special wheelchair. Her spine had been damaged and her legs had been amputated after a terrible auto accident years before. In the seminar I led the participants through all kinds of physical exercises to teach key messages. She found ways to do every single one. As we prepared to break wooden boards karate style, as a metaphor for breaking through our fears and obstacles, she rolled her chair up to me and said with absolute conviction, "I am breaking the board!"

I was amazed at her determination. But I immediately thought, How? She must have read my mind, because she said, "I've been thinking about this all day since you said we get to do it. If you will put my board between two chairs and lift me from my chair so I can hit downward at it, I can do it!"

So I did.

With three hundred people cheering their lungs out, she tried at least ten times. But the board didn't break. Then, on the eleventh try, she broke through. When you're committed to something, you'll never quit after a mere ten attempts!

## SHAPING YOUR FUTURE... WHAT YOU FOCUS ON IS WHAT YOU CREATE

This remarkable young woman was committed to living her life fully. She recognized that she could choose where to apply her focus, and she understood that it gave her complete control over how she lived. Instead of fretting about what she couldn't do, she focused on what she could do. She focused on the WOOs rather than the obstacles. After she broke through that day, the other participants, deeply affected by her commitment, elevated their own commitment to break through and focus on possibility, not limitation.



As we begin to shift our focus more consistently away from the tree stumps in our path, to what we want rather than what we don't want, we live with greater passion. But passion is not stagnant and unchanging. Just as plants will die when they are not watered, not protected from the frost, or not repotted when they no longer fit into their surroundings, our passions require awareness, nurturing, and sometimes fresh action if they are to grow and flourish. When our passions change, it's time to adjust our focus.



Throughout my professional life, when my passion for my previous careers began to fade because of circumstances related to those positions, I made the decision to change my focus, to seek fresh new ways to ignite my passion.

Though I loved being a swimming coach and owned and operated CLASS Aquatics, one of the largest and most successful swimming programs in the country, I felt the need to change because I had no balance in my life.

My work in those years was everything—it was all-consuming. When I realized that I only knew myself as a coach, that I had no life away from the pool deck, I recognized that I wanted to change. I had created a tremendously successful professional life, but with absolutely no balance. It was time to create a new focus on a life with passion both at work and at home.

So, I left coaching and enrolled in graduate school at UCLA. I had virtually no money. But I knew that for things to change, I must change. And that change begins with new focus. A dear friend helped me with a loan that, combined with the income I received from the sale of CLASS Aquatics, made it possible for me to finance my two years at UCLA.

So, I seized the WOO and jumped into graduate school with passion. Instead of focusing on the risk of the leap I was taking and what could go wrong, I was hungry to learn, excited to connect with my classmates, and thrilled with this completely new adventure. ***My focus was determinedly on what could go right.***

And I had an absolute blast at UCLA. Once again, it was my passion for people that made the difference.

## SHAPING YOUR FUTURE... WHAT YOU FOCUS ON IS WHAT YOU CREATE

I became the president of the Graduate School of Management Student Association and with a team of brilliant and talented students tackled any number of challenging projects, including fun and effective ways to improve the association's finances and put them into the black for the first time in a decade. That seemed in keeping with what we learned in business school.

At graduation I was given the Dean's Award for Outstanding Service. In past years the president of the Student Association was ineligible for this award. But the students and faculty who were responsible for choosing the recipient decided to change the eligibility rule because they felt my contributions were so extraordinary. I was stunned and deeply moved. When we are honored for simply giving, without any thought or expectation of getting something in return, it is the most meaningful and fulfilling experience imaginable.

While at UCLA I began my search for balance. I started running every day and found that I absolutely loved it. I became far fitter than I had ever been in my life. But the spiritual joy and inspiration I found in running dwarfed even the considerable physical benefits.

The more I ran, the clearer it was to me that I had never really taken time to be present in the moment with myself before. Running became a blissful quiet time of reflection, percolation, peace, and presence. I never consciously tried to figure things out when I ran, but without fail, creative ideas and solutions to challenges that had me completely stumped would emerge like magic.



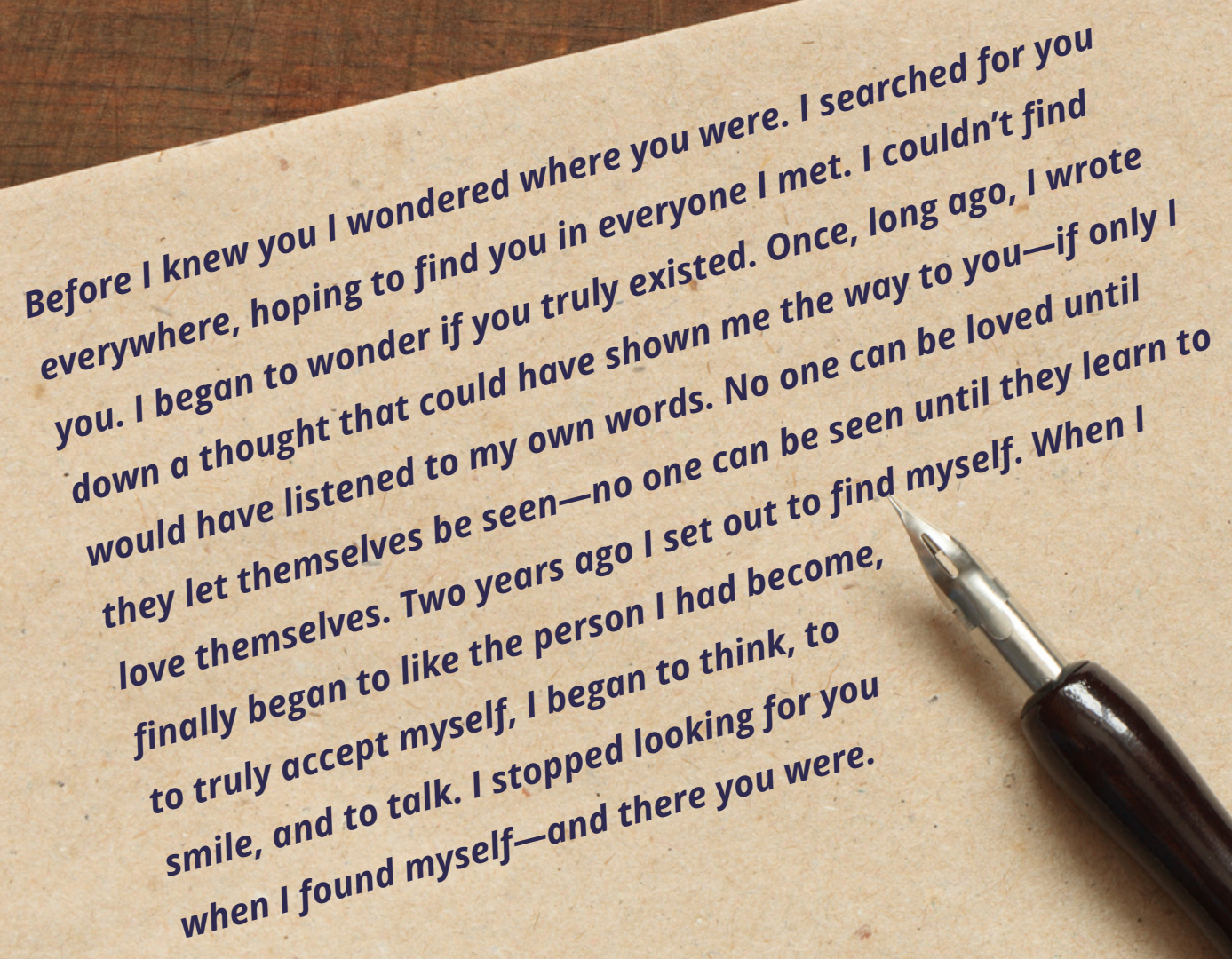
The most important part of my new focus on balance had to do with relationships. During my years as a coach, I hid my fear of relationships behind my fanatical focus on work. By immersing myself so completely in my swimmers and the development of the team, I created the perfect comfort zone. But that comfort zone was actually a solitary confinement zone. I didn't really know who I **was**—I only knew what I **did**. At UCLA I began to understand that no one can be loved until he lets himself be seen. No one can be seen until he learns to love himself.

## SHAPING YOUR FUTURE... WHAT YOU FOCUS ON IS WHAT YOU CREATE


As I began to develop balance physically, emotionally, mentally, and spiritually for the first time in my life, I began to like the person I was becoming.

The combination of newly found balance with my passion for what I was doing opened my eyes, swept away my fears of inadequacy, and brought me the greatest gift of my life—meeting my future wife. In a moment of serendipity, we found each other on a one-day business trip I made to Anchorage, Alaska, during my summer internship while at UCLA.

**Here is how I wrote about the magic between us in our wedding book:**



Before I knew you I wondered where you were. I searched for you everywhere, hoping to find you in everyone I met. I couldn't find you. I began to wonder if you truly existed. Once, long ago, I wrote down a thought that could have shown me the way to you—if only I would have listened to my own words. No one can be loved until they let themselves be seen—no one can be seen until they learn to love themselves. Two years ago I set out to find myself. When I finally began to like the person I had become, to truly accept myself, I began to think, to smile, and to talk. I stopped looking for you when I found myself—and there you were.

A close-up photograph of a hand reaching upwards, with the fingers slightly spread. The hand is positioned in the lower right quadrant of the frame. In the background, a bright sun is visible, creating a strong lens flare effect that radiates across the right side of the image. The background is filled with out-of-focus green leaves and branches, creating a bokeh effect. The overall lighting is warm and bright, suggesting a sunny day outdoors.

It is the interweaving of these three passions—family and friends I adore, work I treasure, and daily movement and exercise to fuel my energy—that make me feel like I am the luckiest man on the face of the earth.

***The key lesson I learned from this meandering path is that passion doesn't always just show up. I had to look for it, be open to it, and, most of all, boldly grasp it when it came within reach.***

I had to stop focusing on the stumps and start flying down the slope with abandon. When you think about it, don't we all have a choice to live with passion or to merely settle? And that choice is more important than talent.

## SHAPING YOUR FUTURE... WHAT YOU FOCUS ON IS WHAT YOU CREATE

One of my daughters' dance teammates became a perfect example of passion trumping innate talent. Lindsey was at best a fair dancer through her high school years. She didn't possess the natural talent and balance as a dancer that was so apparent in a few of the girls. She was never chosen for the leading roles in the dance studio's productions. But Lindsey loved dancing, loved it with a passion.

While others faded away from dance in their college years, Lindsey seized every WOO she could find to dance and perform. She graduated with a degree in dance and has been performing at Walt Disney World for almost a decade. She lives with joy because she found her passion and immersed herself in it every day. She focused on what she wanted and never stopped until she had created it.

My friend John Wooden often said, "There are no overachievers. We are all underachievers." When we focus on our passions and seize every WOO that leads us in the direction of those passions, like Lindsey, we will come closer to our true potential far more consistently. **For what we focus on is what we create.**



# THE SECRET OF NEW VISION: HOW TO CHANGE YOUR LENSES TO DISCOVER NEW POSSIBILITIES

## ① LOOK AT THE SENTENCE BELOW:

FINISHED FILES ARE THE RESULT  
OF YEARS OF  
SCIENTIFIC  
STUDY COMBINED WITH THE EX-  
PERIENCE OF  
MANY YEARS  
OF EXPERTS.

It probably doesn't make a whole lot of sense to you now, but within this sentence is ***a secret that can change your life!***

## ② PLEASE TAKE A MOMENT NOW TO READ THE SENTENCE ONCE MORE, BUT THIS TIME FOR THE FUN OF IT, COUNT THE TIMES YOU SEE THE LETTER F.

Read it through just one more time, counting your Fs as you go. Did you find two Fs? Three Fs? Four, five, or even more Fs?

## ③ NOW IT GETS FUN! GO BACK TO THE SENTENCE AND AS YOU READ IT THROUGH ONCE AGAIN, LOOK FOR THE WORD "OF", AND THEN COUNT YOUR Fs!

Wow! Did a whole bunch more of those pesky Fs suddenly appear? I'll bet you now have found seven Fs. Isn't that a kick?

## THE SECRET OF NEW VISION

I have an important question for you now. Why didn't you see the Fs in the first place? Incidentally when I first played this game, I was so sure I had three Fs on my card that I argued with the workshop instructor! I said, "I don't know about you, buddy, but I have three Fs!" When I found out there were more, I thought to myself, "What else am I missing that's right in front of my eyes?"

There is an important reason most of us miss the Fs. The secret is that the F in the word *of* doesn't sound like an F. Think back to long ago, when you learned to read. You probably learned to read phonetically, by sounding words out. So, when you learned the word *of* it was actually "uv". Once you learned to see "of" as if it was "uv," the next step in the learning process was to repeat it over and over until you had it down pat. In other words, you had to condition this way of seeing the word *of* until it was natural and automatic.

This process of conditioning, by first learning to see or perceive in a certain way, and then repeating that vision, action, or process over and over until it is ingrained, is the way we learn most things. For example, we're not born knowing what a chair is. We have to associate the word *chair* with the actual object upon which we sit until the word has meaning.



Isn't that the same way we learn to do our jobs, work with people, and face challenges? In fact, isn't that the same way we learn who we are?

### ***So, here's the big question:***

Since the reason we don't see the Fs in the word *of* is that we were conditioned not to, is it possible we might be missing something about who we are because of the way we've been conditioned to see ourselves? Or not to see ourselves? There are Fs far more important than letters in a game. There are Fs that can help us become more loving parents, more effective professionals, better leaders, and that can help us find more possibility, solutions, fun, and love in every precious moment.



## THE SECRET IS TO CHANGE OUR "LENSES"

How did I help you find all the Fs? First, remember what I didn't do. I didn't ask you to look harder. (If you were like me the first time I played the game, you were trying your best and still could find only some of the Fs.) Instead, I simply asked you to look for something different. As soon as you adjusted your lenses and looked for the word OF instead of the Fs, they jumped out at you so clearly, you had to laugh that you had missed them in the first place!

## BUT WE'RE NOT DONE YET! HERE'S THE BEST PART:

We still haven't found all the Fs! Can you adjust your lenses again? By breaking the conditioning of looking for the F sounds and discovering the "ofs," you now have found seven Fs. But as you look once more at the sentence, look not for the words or letters, but rather for the graphic pattern the sentence makes. You've got it—another F!

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**FINISHED FILES ARE THE RESULT  
OF YEARS OF  
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But as you look once more at the sentence, look not for the words or letters, but rather for the graphic pattern the sentence makes. You've got it—another F!

In becoming a human being of great compassion, understanding, creativity, and inspiration, a wonderfully worthwhile goal is to become a "World-Class F-Finder"! Whenever you find yourself in the presence of people you're pretty certain God put on the planet to bug you, try adjusting your lenses to look for qualities and possibilities you didn't initially see. When you find yourself stuck on a problem or challenge that is beginning to frustrate you, try reversing your assumptions and see what you come up with. When you look in the mirror and see only your faults or fears, look again. There is more in you—more beauty, more heart, more strength, and more love than you've been seeing with your old lenses. ***And most of all, remember that it is the Fs you haven't seen yet that will change your life!***

## SESSION 3 - ENERGIZE AND ENGAGE!

# ENGAGEMENT QUESTIONS

### Question 1

What stories, ideas, 'ahas' from this session impacted you the most and why?

### Question 2

How and with whom SPECIFICALLY will you apply what you learned or were inspired by in this session?

### Question 3

There are no 'energy vampires' except for those of our own creation. How will you change yourself to no longer give anyone permission to sap your energy?

## ENGAGEMENT CHALLENGE

# YOUR ETP – ENERGY TRANSFORMATION PROGRAM

# 01

## MOVEMENT!

For the next 30 days elevate your movement! Inch by inch, anything's a cinch! Never sit at your computer or on your phone for more than 15 minutes without standing, moving your arms and legs (jumping jacks, push-ups, sit-ups, quick 30-second running in place. Add one additional minute of walking, running, biking, or calisthenics every day for thirty days. You'll be amazed at your progression. Purchase a small mirror and place it in front of you in your work station. Every time you look at yourself, smile! If you want to move your life, you must move YOURSELF!

# 02

## GRATITUDE!

Gratitude is the emotion with the highest frequency/vibration. First thing each morning for the next thirty days ask yourself this one 'purpose-filling' question: "What am I deeply GRATEFUL about in my life today?"

# 03

## PURPOSE!

Start each day with PURPOSE and positive energy. Watch your daily videos and share them with your friends and family.

# 04

## MEASURE!

On your calendar, log your average energy level for the day using our **1-10 scale**.

# 05

## INTENTION!

Create this new vision of yourself as an intentional leader: Seek to become easy to impress, but hard to offend and watch your energy SOAR!

# ENGAGEMENT QUESTIONS

## Question 1

What stories, insights, and 'ahas' impacted you the most in this session and why?

## Question 2

On the below 1 to 10 scale, with 10 being sensational, how would you rate yourself as a 'World Class Buddy-Thanker' in delivering authentic recognition, acknowledgement, and appreciation?

**1      2      3      4      5      6      7      8      9      10**

## Question 3

Which of the key areas of World Class Buddy-Thanking do you want to improve in most:

- ☐ **E**    **Appreciating team members WITH effort and energy**  
**Appreciating team member FOR their effort and energy**
- ☐ **S**    **Using the power of SURPRISE**
- ☐ **P**    **Being fully PRESENT**
- ☐ **N**    **Choosing NOW rather than 'as soon as'**

## Question 4

How and with whom SPECIFICALLY will you apply something you've learned or were inspired by in this session?

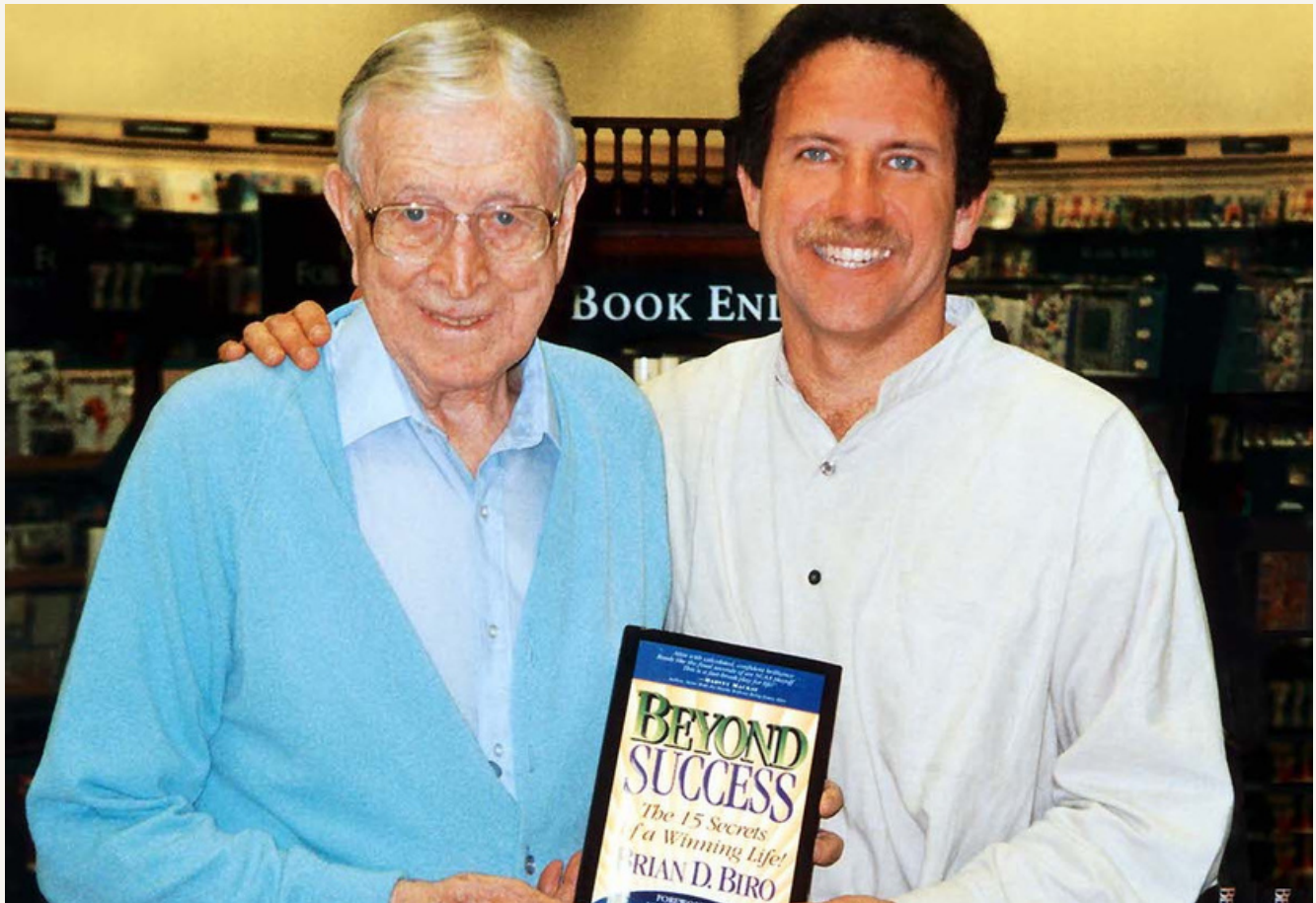
# THE SURPRISING AND POWERFUL SECRET TO BUILDING PEOPLE, TEAMS, AND RELATIONSHIPS: HUMILITY!



For quite some time I've felt as if we have all been caught in a relentless hailstorm of ego, defensiveness, and boastfulness. When people must constantly tell us how brilliant, talented, and extraordinary they are it simply makes me feel that they have an insatiable need for approval rather than actually being brilliant and talented. And when those people are in positions of leadership, they are setting the worst possible examples for those they lead, for their families, and for the future. They are teaching EGO not We Go! They seem to have lost sight of the incredible impact and magic of authentic humility.

True humility, not the insincere 'Ah shucks' version sometimes used to manipulate others, is inspired by an irrepressible desire to grow and improve. It comes from a genuine awe about how much there is to learn every single day everywhere we look. Humility is built from tremendous belief in others, that everyone has something they can teach us by words, ideas, actions, and example. Humility fosters respect and appreciation and helps those around us to know they are important, significant, and that they can truly make a difference.

Leaders who exemplify humility seek to build leaders rather than followers and demonstrate the remarkable courage to openly admit when they are wrong or make mistakes. They recognize that these mistakes were not because of intent but rather from interpretations, assumptions, or previous learning that is incorrect, outdated, or no longer applicable. They are much more focused on making things better than on having to be right!



JOHN WOODEN – HUMILITY, KINDNESS, GRACE AND THE GREATEST OF ALL-TIME!

With humility comes appreciation for differences rather than fear. Humble leaders welcome team members with different talents, styles, and perspectives because they understand that those differences become invaluable resources when directed toward benefit for all. They understand a lesson my mentor, the great and humble coaching legend, John Wooden demonstrated every single day, "It's amazing what's accomplished when no one cares who gets the credit." Credit is something you GIVE, responsibility is something you TAKE.

Isn't it time we set this give and take back in the proper positions?

Isn't it time for the light of humility to shine once again so that we empower others rather than trying to OVERpower them? Humble leaders are far less concerned about demanding loyalty than being loyal to those they lead and serve.

Discover the magic of humility. Be a life-long learner. Have no fear about admitting mistakes. Value differences rather than fearing them. Become easy to impress but hard to offend. Conceit and arrogance are signs of weakness not strength. Your humility will build more loyalty, energy, and gratitude than bragging and boasting ever will!

# FINAL THOUGHTS FOR YOU MOVING FORWARD AS A BREAKTHROUGH LEADER!

Though it may seem old-fashioned and simple, the adage: *"It's not what happens ...it's what you DO with what happens that makes the difference!"* is nonetheless a powerful truth. Breakthrough Leadership is about shifting your focus to controlling your controllables.

If we've all learned one thing over the past 18 months, it's that the only thing we can be certain of is uncertainty. When you focus on controlling your controllables, you have the greatest opportunity to transform fear into freedom, failure into faith, and ego into 'We Go!' It is this secret to being a change THRIVER rather than merely a change survivor.



# BREAKTHROUGH LEADERSHIP

*Breakthrough Leadership is about SIMPLIFYING rather than complicating. The three foundational controllables cut through the complexity and overwhelm of dizzying information acceleration to provide a clear GPS that will guide you and your team to your desired destination: Supporting the fleet, the nation, and each other. They hold the keys to enabling you to make each day your masterpiece:*

## ✓ SHAPE YOUR FUTURE

- As a Pygmalion, your thoughts, beliefs, and expectations are magnetic!
- What you focus on is what you **CREATE!**
- Change the way you look at people, the people you look at **CHANGE!**
- Change the way you see yourself, the self you see will change!

## ✓ ENERGIZE AND ENGAGE YOUR TEAM

- Your energy is the ultimate transformer to move others from ‘Oh no’ to “Oh Yeah!”
- Energy helps you seize more WOOs!
- To everyone you touch, your energy IS your example
- If you want to move your life, career, and health...you must move yourself!
- The ultimate key to elevating energy is to focus on PURPOSE!
- No one can take away your energy unless you give them permission
- As you rise on the 10-point energy scale, your life and leadership will rise

## ✓ BUILD PEOPLE, TEAMS, AND RELATIONSHIPS

- Be a World-Class Buddy-Thanker! Remember ESPN to deliver recognition and appreciation that builds loyalty, respect, and results!
- The most powerful way to build trust and build people is to be FULLY PRESENT!
- Blame kills teams and serves no worthwhile purpose because it is always about the PAST!
- Great leaders today focus more on the power of QUESTIONS rather than answers. The quality of the questions you ask one another will determine the quality of your team. Become a MASTER ASKER!
- JUST LISTEN if you want to build relationships!

# THANK YOU!

Thank you for all you do each day to make this a better nation and a better world. Who you ARE makes a shining difference. Seize the WOO and remember to enjoy every precious moment!

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