#1 INTERNATIONAL BESTSELLER



CREATING NEW REALITIES
WORKBOOK



SHANNON WALLIS



LAUNCHING BIG IDEAS AND CREATING NEW REALITIES

SHANNON WALLIS



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PART TWO

WE THE CHANGE: LAUNCHING BIG IDEAS AND CREATING NEW REALITIES WORKBOOK

"When we seek connection, we restore the world to wholeness. Our seemingly separate lives become meaningful as we discover how truly necessary we are to each other."

— Margaret Wheatley

¡Bienvenido! Welcome! As you launch your Big Idea or create your New Reality, your Camino begins. But you aren't alone. I am with you in spirit to guide your first steps along your path. Each chapter of the story has an accompanying chapter in the workbook, with a set of coaching exercises denoted by the Camino scallop shell. They are included to bring the lesson to life and are meant to encourage you and remove the blockages you encounter. Some of the activities will resonate with you; others may not. Use what works for you. Don't feel obligated to complete all activities. Find the ones that ring true for you, and work with them.

With that in mind, I will give you some nudges along the path regarding my favorite activities that I know require more work and may not be as energizing to some. When we get to those tools, I'll invite you to experiment with them, even if they seem foreign to you. I've included them because I am passionate about them and the difference they can make in achieving your goals. Whether you live in the business world like I do, the art world like my mother, or another one, if you have found this book, these tools are for you.

Now, my friend, let's get started. ¡Buen Camino!

ONE THE CALL

"When we least expect it, life sets us a challenge to test our courage and willingness to change; at such a moment, there is no point in pretending that nothing has happened or in saying that we are not yet ready. The challenge will not wait. Life does not look back."

— Paulo Coelho, The Devil and Miss Prym

LESSON ONE

Anything Is Possible If You Just Say Yes

ave you ever had an idea you sensed you could, or should, bring to life, but you ignored it? The desire gnawed at you a bit, but eventually it subsided. Several months later, maybe even a year, you saw *your idea* in the world. Someone else had *your idea* too, and she had executed it. If you haven't had this experience yet, maybe it is time to pay a little more attention. I think the call is a bit like this—a brilliant, individual snowflake of an idea falls ever so slowly from the heavens. For a brief moment we see or know it and are inspired by the beauty. If we grab hold, it will be ours to launch, but if we only admire it, someone else will reach for it instead.



Write a response to these three questions:

1. What calling are you not paying attention to?

2. What have you been yearning for but can't quite bring yourself to say out loud for fear of how ridiculous it might seem?

3. What have you resisted saying yes to because you have thought that you aren't capable or *enough* to get the job done?



Remember the simple approach of $D \times V \times F > R$ (Dissatisfaction x Vision x First Steps overcome, or are greater than, Resistance to Change)

- 1. Define what you want.
- 2. Understand where you are starting and what might be getting in the way.
- 3. Take steps to close the gap.

Let's explore DVFR. We all have successes . . . and failures. Sometimes we forget them. From graduating high school, organizing a volunteer event, starting your first job, and getting your first apartment to managing your first project team, starting a family, competing in a triathlon, and launching a new business, you have successfully changed, achieved, and evolved. Think of a goal you successfully completed, then answer:

1. How were you dissatisfied with your current reality at the time? (D)

2. What did you hope to create or achieve? (V)

3. What first steps did you take to start your journey? (F)

Next, think of another idea that you never finished. Which of these was missing or not overly compelling? Answer:

1. Were you actually content with the status quo? (D)

2.	Was	your	vision	of the	future	clear? ((V)

3. Did you know how to get started? (F)

NOTICE THE FOLLOWING:

- You have successfully created or changed something in the past. Take pride in that accomplishment. Trust that, if you have done it once, you can do it again. Know that you have done this more than once.
- When you didn't succeed in the past, an element of D, V, or F was missing, wasn't clear or wasn't compelling. Trust that this awareness can lead to different actions and outcomes next time.

TWO **VISION** ₩

"You're never given a dream without also being given the power to make it true."

— Richard Bach, Illusions: The Adventures of a Reluctant Messiah

LESSON TWO

Know Where You Are Going

V ision. It's what you want to create. Do you know what yours is? Can you tell others in a clear and concise way? Don't be dismayed if the answers are "No." Many of my clients struggle with vision and need encouragement to discover it.

The next two exercises remind you of what you truly *love*. When I was a small child, I wanted to be a ballerina, an actress, and the first female president of the United States. When I reflect on these roles, I see commonality in some of my work today. I still love to perform for a crowd. Put me on center stage and I normally shine. Public speaking is my favorite hobby. I love to share my ideas and others' ideas with an audience. And, I have to admit, I enjoy leading. I like to point to a destination and inspire people to move in that direction with me. I did not end up in any of the three roles I specifically dreamed of, but the essence of each is a part of what I love in my career today.

Time to encourage your creativity.



Start by remembering what you have loved and dreamed of.

1.	When I was	a child,	I dreamed 1	I would	grow up	to be
----	------------	----------	-------------	---------	---------	-------

2. When I was a teenager, my fantasies of what I wanted to do in my life were . . .

3. Reflect:

• How does your life now (personal and career) compare with your childhood desires?

■ What is the essence of your dreams for yourself?



■ How do they or could they become real in your life today?



If you had a magic wand and could become anyone or do anything, what would it be? The first woman to walk on Mars? A world-famous gospel singer? A scientist who cures cancer? Let your imagination run wild! Don't censor. Nothing is too silly. Just have fun.

Reflect on your answers—or even on the difficulty of answering the questions. Ask yourself: Why did I want to be a _____? What is the essence of that role that truly appealed to me? What did I think I would get out of it? What part appealed to my soul?

Finally, if all else fails, I try this last exercise.



Imagine you know something you should want. For example, shouldn't everyone want to feel vital, healthy, energized? So, shouldn't they also want to exercise? Not me. It all sounds good, but I don't act on it. In fact, when I first started

to focus on my vitality and well-being, I had no desire to eat healthy or exercise. True . . . and I am married to a marine. Instead, I started with, "I want to want to live a vital and healthy life filled with energy." I realize that this may sound a bit odd. Still, my idea of what I would have to do, such as exercise and eat healthier foods, got in my way of truly wanting it.

Saying "I want to want to (have a more interesting life, feel better about my body, start a new project, etc.)" allows me to acknowledge both my resistance to the goal and that it is good for me to have the goal. As crazy as it might sound, I have shared my I want to want to exercise with many friends and clients. We all have a good laugh because, while it sounds a bit pathetic, it works. So, who cares what works, as long as it does work?

What do you want to want?



WRITE YOUR VISION

Now the time has come to claim what you want. It's the real reason you are here, isn't it? You are reading a book about launching Big Ideas or creating New Realities.

What is it? Don't just think it . . . Write it down. Yes, right here. Go for it.



Now, read your vision out loud to yourself. Notice and replace any language that might be related to "No," is negative, or is about loss. Replace it with a positive statement. For example, "I want the discord in my community to stop" could be reframed as "I want to promote more harmony and understanding in my community." Or, "I don't want to live paycheck to paycheck" could become "I want to be able to support myself in a way that I can feel financially safe and supported." Revise your vision here.

Still find this a bit challenging? Then, challenge your vision by asking a series of questions to discover what you really want.



Original Vision: I want to lose weight.

Next, ask these questions:

Why? I feel sluggish.

What is "sluggish"? I'm tired. My clothes don't fit me well. I don't feel confident in my body.

What do you really want to happen? I want to feel better. I want to feel healthy and fit. I want to look better in my clothes.

Revised Vision: I want to feel healthy, have more energy, and look good in my clothes.

Original Vision:

■ Why do you want it?

■ Why do you want that?

■ What do you really want to happen?

THREE **DISSATISFACTION ★**

"You have to go through the falling down in order to learn to walk. It helps to know that you can survive it. That's an education in itself."

— Carol Burnett

LESSON THREE

Know What You Are Leaving Behind

f you came to this book with a great idea but lacking sufficient dissatisfaction, we'll work together to help you find it. The easiest way to start is with the most direct question.

What is getting in your way?

As I indicated in the Camino story, when I started writing this book two years ago, I lacked dissatisfaction. I thought my vision would be compelling enough to create the dissatisfaction needed. But it wasn't. Instead, I procrastinated and procrastinated. I built the table of contents. I thought of the research I needed to do. I thought of the models and exercises I'd like to incorporate. I did a lot of thinking, but I didn't write. I thought I could willpower my way to complete it.

In my case, I needed to ask myself not only the first question but the second question as well:

What is really getting in your way?



WHAT IS GETTING IN YOUR WAY?

It's a simple, direct, and important question. Still, it took me years in my coaching work to discover it. I wandered around with other questions, trying to pin down the barriers that were getting in the way of my clients accomplishing their goals. Those questions elicited interesting responses but weren't as focused and wasted time. I have been amazed by how quickly people zero in on the most important obstacles that were impeding progress when asked this one question.

What is getting in your way . . . of achieving your goal, realizing your vision, launching your Big Idea, creating your New Reality?

If this isn't sufficient to generate the dissatisfaction required to overcome resistance, try the next one.



WHAT IS REALLY GETTING IN YOUR WAY?

If you have tried to launch your Big Idea or create your New Reality multiple times or the direct approach left you with an insufficient level of dissatisfaction, it's time to dig for buried treasure. The next set of questions will act as your pickaxe, shovel, and dynamite.

Based on the work of Robert Kegan and Lisa Lahey,²² What Is REALLY Getting in Your Way? is my most revealing, mind-shifting exercise for understanding your barriers.

To understand it better, let's start with my example from Chapter Three.

What is your Big Idea or New Reality that you are trying to bring to life?

Write a book.

- 1. What actions could help you to achieve your goal? List them here:
 - a. Write every day, get a coach, prioritize my time.
- 2. What one action in (a), if you did it, might be a game changer in achieving your goal?
 - b. Prioritize my time.

(If you aren't sure what actions could help you, ask your closest friends and family. They will have some good ideas. My husband told me right away, "Stop doing so much." Next, how important is this to you? On a scale of 1 to 5, where 1 is "Not at all" and 5 is "Super important," how important is (b) to you? It should be a 4 or 5.)

- 3. Next, what other actions do you take that get in the way of taking that one action (b)?
 - c. Working, volunteering in my community, spending time with my family, cleaning my kitchen.
- 4. Of the actions in (c), which one would be best to explore further? (Use your intuition.)
 - d. Cleaning my kitchen.

To be clear, your actions indicate that you have decided to *(d) clean your kitchen* instead of *(b) prioritize your time* in order to write a book.

- 5. Imagine you start (b) and stop doing (d), what do you fear might happen?
 - e. You might see my messy kitchen.
- 6. If (e) happens, then what do you fear might happen?
 - f. You might think I'm really disorganized.
- 7. If (f) happens, then what do you fear might happen?
 - g. You might think I'm not competent and my advice is worthless.
- 8. If (g) happens, then what do you fear might happen?
 - h. You might not hire me or might tell others not to hire me.
- 9. And then . . . ?
 - i. I will lose my business, and I won't be able to support my family . . .

Found it! The treasure! You might call it your Dreaded Assumption.

- 10. What do you feel right now, and where do you feel it in your body?
 - j. Deflation, anxiety, fear—in my heart.
- 11. Do you remember or have a sense of when you first started thinking this way?
 - k. Yes, it started years ago . . .

- 12. Write your Dreaded Assumption down at this point.
 - l. I fear that, if I start to prioritize my time instead of cleaning my kitchen, you will think I'm incompetent/not good enough and I won't be able to support my family.

Now we know why I was procrastinating so much. I was warding off certain doom.

Your turn...

What is your Big Idea or New Reality that you are trying to bring to life?

1. What actions could help you to achieve your goal? List them here:

a.

2. What one action in (a), if you did it, might be a game changer in achieving your goal?

b.

On a scale of 1 to 5, where 1 is "Not at all" and 5 is "Super important," how important is (b) to you? It should be a 4 or 5.

3.	Next, what other actions do you take that get in the way of taking that one action (b)?
	с.
4.	Of the actions in (c), which one would be best to explore further? (Use your intuition.)
	d.
	To be clear, your actions indicate that you have decided to
	(d)
	instead of (b)
	· ,————————————————————————————————————
5.	Imagine you start (b) and stop doing (d), what do you fear might happen?
	е.

6. If (e) happens, then what do you fear might happen? *f*.

7. If (f) happens, then what do you fear might happen?
g.

8. If (g) happens, then what do you fear might happen? *h*.

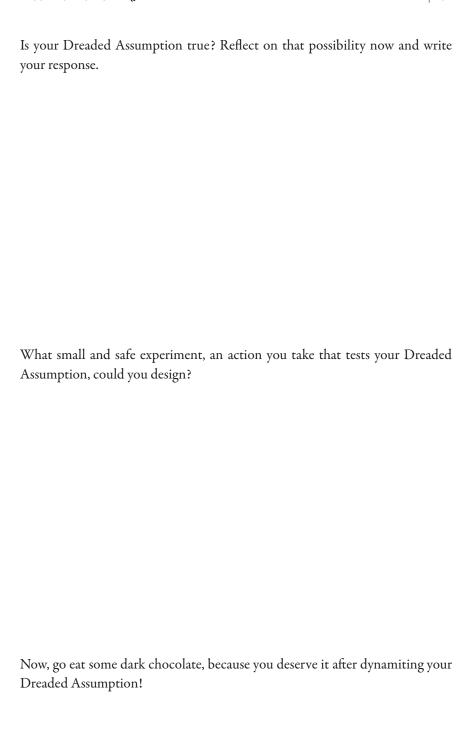
9. And then . . . ?*i*.

Found it! The treasure! You might call it your Dreaded Assumption.

10.	What do you feel right now, and where do you feel it in your body?
11.	Do you remember or have a sense of when you first started thinking this way?
12.	Write your Dreaded Assumption down at this point. I fear that, if I start to
	then will happen.
ivino	rwith this unconscious fear, is it any surprise you aren't working diligently

Living with this unconscious fear, is it any surprise you aren't working diligently to launch your Big Idea or create your New Reality?

Surfacing your Dreaded Assumption does not mean it is false. It means it can be tested. So, ask yourself, "Is it true?" Even if some truth exists, is it *always* true? Or is it false? Are there places or times it is less true than others? While, for some reason, it has been sitting in your subconscious for a while, this doesn't necessarily make it true today. You are a different person now than the one who originated it. The event or series of events triggering it may not even feel relevant anymore, but the Dreaded Assumption doesn't know it's time to let go of the chokehold. Will the world truly fall apart if you take a new action or eliminate other actions in the effort to achieve your goal?



FOUR FIRST STEPS

"We don't accomplish anything in this world alone . . . and whatever happens is the result of the whole tapestry of one's life and all the weavings of individual threads from one to another that creates something."

— Sandra Day O'Connor

LESSON FOUR

Engage Your Supporters

To WE the Change, you must involve others. To launch a Big Idea or create a New Reality by yourself is hard. In the business world, no one truly works alone, and collaboration is necessary to launch new ideas. But even when I think of my mom creating a piece of art, which could seem like a solitary and individual effort, she had Supporters who collaborated with her to make it happen. Her kids pitched in and did the laundry or cooked dinner so she could finish her work. Friends helped with carpooling. She wasn't working alone. Her collaboration was different but still present. Knowing who she could rely on was essential to her ability to work.

Exploring who your Supporters are, as well as your Opposers, in advance of it becoming critical, can be the difference between success and failure. In fact, it is so important that I ALWAYS start with this exercise as my First Step after creating Vision and surfacing Dissatisfaction. With that said, this is a series of exercises I mentioned earlier—one where I'll nudge you to complete it, even if you aren't interested. It might take a little bit of time, but here goes . . . Nudge, nudge.



IDENTIFY AND ENGAGE YOUR SUPPORTERS

In this next set of exercises, you will identify your stakeholders, understand them better, and consider ways to engage them. It can be completed as a simple mental activity or a much more robust, written exploration. Take as much or as little time as you want.

Complete this exercise step by step. It is pretty simple when broken down into baby steps.

Steps are indicated in order for a reason. I think all are relevant and equally important. However, if you only complete Step 1, you are further ahead than most who never do when they launch a Big Idea or create a New Reality.

At a high level, you will:

- **Step 1:** Identify your stakeholders—those who have a stake in the outcome with respect to your Big Idea or New Reality.
- **Step 2:** Determine their level of enthusiasm for your project—friend or foe? Formally known as Supporter, Opposer, Follower (neutral), or Unknown.
- **Step 3:** Engage your Supporters and Opposers.
- **Step 4:** Map their level of power and influence and the degree of cooperation from them required to complete your project.



Step 5: Prioritize and closely manage stakeholders who have high levels of power and influence and whose cooperation is necessary.



Identify who might have a stake in the outcome or be affected by your Big Idea or New Reality.

Create a list of stakeholders.

1. Include anyone in a decision-making (or management) role who is impacted by the outcome.

2. Label each stakeholder with a short name or number.



Code your stakeholders by their level of enthusiasm.

Place a colored dot next to each stakeholder to indicate the perspective the stakeholder holds with respect to the project.

> **Green = Supporters.** Positive stakeholders who enthusiastically embrace the project and can act as advocates.

> **Red = Opposers.** Negative stakeholders who do not embrace the project and may actively work to block your project.

> **Blue = Followers.** Neutral stakeholders who are not likely to advocate or block your project but will most likely follow as you move forward.

> **Yellow = Unknown.** Stakeholders whose perspective is unknown. Watch carefully for signs of perspective if these individuals have a high level of power and influence as indicated in Step 4.



STEP 3: ENGAGE YOUR SUPPORTERS AND

Engage your Supporters to help you create momentum and overcome obstacles.

Ask your Supporters to speak to stakeholders who may be Followers or Opposers, if you think the Supporter can influence them.* Be clear about the messages you'd like them to deliver, because sharing incorrect information can do more harm than good.

1. Which Supporters would you like to speak to which Followers or Opposers?

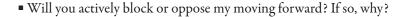
2. What messages would you like your Supporters to deliver?

- * I call this concept *chains of influence*, using the support of one stakeholder to influence the perspective of another. Kids are experts at this. When my daughters want to watch a movie or series that I think is questionable, they will engage someone else who could persuade me. My youngest will start by referring me to the rating from CommonSenseMedia.org, if it is favorable. If she doesn't think that looks good and knows my sister has allowed my niece to watch it, she asks my sister to tell me her rationale for allowing it. Because I value my sister's perspective, I'll consider it, and my daughters are more likely to get what they want.
 - 3. Meet with your Opposers to understand their concerns.

Opposers are the best source of concerns that may limit your progress. Schedule time to ask questions to better understand their reservations in order to mitigate them. Questions to ask:

• What concerns do you have?

■ What gets in your way of supporting the Big Idea or New Reality?



■ What do you need included or considered to make this work?

Planning appropriate communication strategies to both deliver the ideal messages and surface barriers is explored more fully in Chapter Seven.

Okay, this is where it gets fun. Continue to Steps 4 and 5 to ensure greater success with your stakeholders. Creating a Stakeholder Prioritization Grid enables you to identify and understand your stakeholders even more. It's a bit like playing a game. Admittedly, the word *grid* could be a turnoff for some. If you are a transformational change geek like me, you will dig it. If it doesn't seem like a step for you, turn it into a more creative one. Put some butcher block paper up on a wall, get your colored markers, make some paper doll faces. (Why not? When was the last time you did that?) The Scarecrow, Tinman, and Cowardly Lion are your Supporters, and Witches are your Opposers. Or try Dove dark chocolate wrappers versus cough drop wrappers. (It should be pretty clear by now which one would be the Supporter.) You get the idea. Make it work for you. Label them with the names of your Supporters and Opposers.

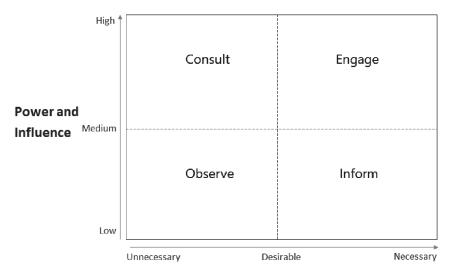




STEP 4: PRIORITIZE YOUR STAKEHOLDERS IN THE GRID.

Prioritize stakeholders according to the level of cooperation you need from them and the level of power and influence they might have over your idea.

Stakeholder Prioritization Grid



Required Cooperation

Look at the Stakeholder Prioritization Grid:23

- Assess the level of Power and Influence and Required Cooperation for each stakeholder:
 - Level of Power and Influence = the stakeholder's ability to influence the outcome (i.e., Low, Medium, or High).
 - Level of Required Cooperation = the degree to which the stakeholder's cooperation is required (i.e., Unnecessary, Desirable, or Necessary).
- 2. Place them on the grid, based on your assessment:

Any stakeholder whose cooperation is necessary to your success and holds a high degree of power and influence over your ability to achieve it is placed in the upper right quadrant, **Engage**. These are the people you are looking for. Whether they are Supporters or Opposers, you need to engage and pay close attention to them throughout your project.

Other quadrants for the stakeholders include:

- Consult (high power and influence, unnecessary cooperation): Connect with these stakeholders on occasion to gather information to input and support your project. To avoid boredom or irritation, don't over-communicate.
- **Inform** (low power and influence, necessary cooperation): Regularly inform these stakeholders throughout the project so no major issues arise. They are often helpful in providing support for tasks as project milestones are completed.
- **Observe** (low power and influence, unnecessary cooperation): Communicate as needed, but not excessively.

Finally, add the color that indicates their level of enthusiasm, as indicated in Step 2.



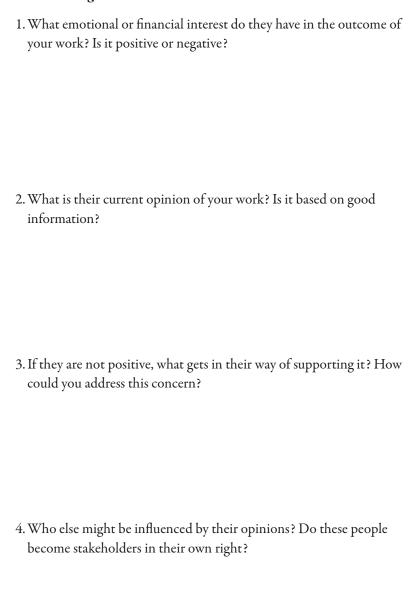
STEP 5: ENGAGE—QUESTIONS TO ASK.

Making the effort to understand *all* stakeholders is useful. And it is important to prioritize those in the upper right quadrant. Pay special attention to them (i.e., Engage). Maximize your effort to fully engage them and create buy-in. Consider the following:

- How they feel about and react to your Big Idea or New Reality project.
- Best ways to engage them in it.
- Best means to communicate with them.

Questions that can help you better understand your stakeholders include:

Reaction to Change:



Engagement:

1. What motivates your stakeholders most of all?
2. Who influences their opinions generally, and who influences their opinion of you? Do some of these influencers, therefore, become important stakeholders in their own right?
3. How can you leverage influencers who are Supporters to overcome the obstacles surfaced by the Opposers?
4. If you don't think you will be able to bring them around, how will you manage their opposition?

Communication:

1. What information do they want from you?
2. How often do they require information from you?
3. How do they want to receive information from you? (Consider in person, email, video message, and text.)
person, eman, video message, and text.)
4. What is the best way of communicating your message to them?
(Consider narrative/storytelling, bullet points, graphs, and data.)

"Close some doors. Not because of pride, incapacity or arrogance, but simply because they no longer lead somewhere."

— Paulo Coelho

LESSON FIVE

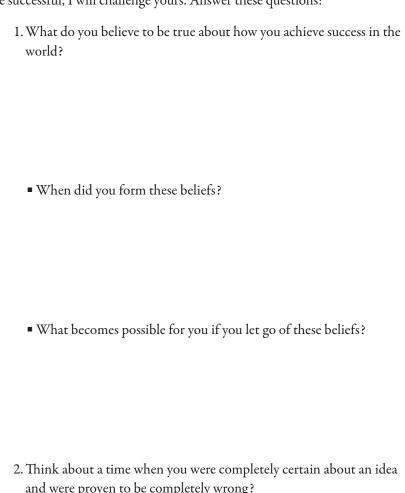
Pack Light

ave you ever heard, "What got you here won't get you there"?²⁴ The skills, strengths, and capabilities that have enabled your success so far might not all be useful on this Camino. To get to your destination, you must often discard some of the approaches, assumptions, and beliefs that made you successful in the past. By letting go of them, you create space to build new skills, strengths, and capabilities that give you a higher chance of success.

You'll look at what you need to let go of through a few simple questions.

IT COULD BE EASIER

Just as my coach in my Camino story challenged my beliefs about what made me successful, I will challenge yours. Answer these questions:



and were proven to be completely wrong?

■ Why were you wrong?

■ How did you discover your error?

3. Did you ever misjudge someone?

■ Have you ever been misjudged?

■ How are you misjudging yourself now?

4. How old were you when you decided who you are?
■ What belief about yourself do you sense no longer serves you?
■ What beliefs about yourself might you need to adopt or accept?
5. What belief are you holding about how you must approach your current project that may not be true?
■ Why do you think that?
■ How could you test it?

SIX **DECISIONS**

"Throughout the course of our lives, events occur that take us in new directions. Sometimes our life changes as the result of deliberate decisions we make."

— Barbara Bernard, Birthdays of the Soul

LESSON SIX

Commit to Going and Go!

f you are approaching your New Reality step by step, you might be in the same place I found myself, saying, "I've examined my Dissatisfaction. I've created a detailed picture of my Vision, and I've planned my First Steps. I am ready to begin..." You are seemingly ready to jump off the diving board, only to have your Inner Critic hiss, "What are you thinking? You don't know what you're doing. Who are you to set forth on this lofty adventure?"

Soft or loud, she is in your head, ready to point out each and every way that you are unworthy and destined to fail.

At this point on your Camino, you need special tools to recommit to your vision.



"The Critic's Journal is a place to give voice to the Voices in your head that will undermine and destroy your creative self if you do not acknowledge them. It's like a child locked in the bathroom, screaming and trying to kick the door down. You simply can't ignore the child. You open the door, let her out, let him cry and rant a bit, and soon enough they will be playing quietly in the corner and you can get back to work. The Critic's Journal is a transformational tool. As simple as it appears, it is powerful. Because it's the place where you meet yourself, all your selves, all the parts of you that are fighting to stop you from expressing or discovering your vision. You must be willing to acknowledge these seemingly destructive voices—and you must be willing to give them the space to rant and rave." — Marcia Zina Mager

Select a special journal which will become your Critic's Journal for this purpose. In this journal, with your trusty sword/pen, unleash her. Write anything that comes to mind. From the mundane thoughts to the nasty barbs, write them down. Write until you feel more aware of what is going on in your mind and body, whether it is negative or positive. Write until you feel calmer and clearminded. Write until you have nothing left to say on the topic for the moment. Then, and only then, return to your Big Idea or New Reality.

Need extra support? Move onto the next tool.



MEDITATION: WHO ARE YOU NOT TO BE?

In the words of Marianne Williamson, "Who am I to be brilliant, gorgeous, talented, fabulous? Actually, who are you not to be?" Your Inner Critic's voice asks the first question, sowing doubt to sabotage your potential. Your *Inner Creator's* voice asks the second question, raising awareness that you are a child of God, destined to realize it.



In a quiet place, read Marianne Williamson's call to your soul.²⁶ Shut your eyes for one minute and think of a beautiful white light before you and ask the light, "Who is called to launch this idea . . . ? If I don't launch it, who will . . . ?"

"Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness that most frightens us. We ask ourselves, Who am I to be brilliant, gorgeous, talented, fabulous? Actually, who are you not to be? You are a child of God. Your playing small does not serve the world. There is nothing enlightened about shrinking so that other people won't feel insecure around you. We are all meant to shine, as children do. We were born to make manifest the glory of God that is within us. It's not just in some of us; it's in everyone. And as we let our own light shine, we unconsciously give other people permission to do the same. As we are liberated from our own fear, our presence automatically liberates others."

— Marianne Williamson

After your meditation, revisit your D, V, and F. Remind yourself, what inspired you in the first place? Where does your desire come from?



Think of the Big Idea or New Reality you want to create. Consider stopping, quitting, postponing, or whatever you want to call it. Next, envision yourself in three different time periods from now: ten minutes, ten months, and ten years.

Ask yourself: If I don't follow through on my idea, what are the consequences and how will I feel \dots
■ Ten minutes from now?
■ Ten months from now?
■ Ten years from now?
■ What do you discover?
What will you do next as a result of your discovery?

SEVEN GETTING THERE TOGETHER

"Find the courage to ask questions and to express what you really want. Communicate with others as clearly as you can to avoid misunderstandings, sadness and drama." — Don Miguel Ruiz, The Four Agreements

LESSON SEVEN

Say What Needs to Be Said

At some point, you will need to improve communication to launch your Big Idea or create your New Reality. It is inevitable. Even the best communicators are surprised by how often they must communicate the same message to their intended audience. Becoming familiar with the two tools presented in this section can support your forward momentum. If they aren't relevant now, bookmark them for the future.

The foundation of better communication starts with these four principles:

- 1. Be present.
- 2. Listen.
- 3. Ask questions.
- 4. Express yourself.

Notice the order. Communication with others begins with being present. It is easy to appear present and not as easy to be present. Listening is next. A desire to truly listen opens the channel of communication so it can become a two-way dialogue. Asking questions follows and demonstrates your openness to learn and consider new information and perspectives. Finally, expressing yourself intentionally comes last. This can be especially hard for extroverts who like to think out loud. Once you've demonstrated the first three to the receiver of your message, they are more likely to be open to the information you want to share.

With this in mind, let's dive into these two tools to improve communication and support you getting there together.



FIVE FATAL FLAWS OF COMMUNICATION

You've started to tell people about your plans to launch your Big Idea or create your New Reality. You want them to understand because you want their help and support. But they don't always seem to understand. Why not? It could be due to one of the Five Fatal Flaws of Communication.²⁸

When sharing your good news about launching your Big Idea or creating a New Reality, check:

- Did they hear it? The adult attention span may only be eight seconds, shorter than a goldfish's!²⁹ Were they in the room literally or figuratively, making their grocery list in their head while you shared the good news?
- **Did they understand it?** Test their understanding by asking them to explain it to you in their own words.
- Did they agree with it? How many times have you participated in the meeting, after the meeting, to discuss what really just happened in there.

- Did they care about it? How important is the change to their continued success?
- Will they act on it? Are they up for the challenge of implementing the steps that will help you move forward?

If the answers to any of these questions is "No," explore where the confusion or resistance is coming from. This may lead to engaging in a Productive Dialogue.



PRODUCTIVE DIALOGUE

I can't think of a client who hasn't said to me at some point, "I just don't know how to bring it up," or "I don't know how to talk to her." Difficult conversations between two or more people where the conflict exists and the stakes feel high are a fact of life. While my clients most often raise such conversations from their professional settings, all of them say that this tool helps them most with friends and family.

Productive Dialogue is the transformation of the difficult conversation. It is the exchange of information, plus why we care about it, so that collaborative behavior can achieve the desired goal. With practice, it ensures that a positive outcome is reached without the dialogue escalating. What constitutes a difficult conversation is different for people. In the business environment, giving constructive/negative feedback to a direct report, peer, or manager is the most common difficult conversation raised by my clients. I've also heard:

- Talking to my partner about money.
- Discussing my parenting style with my parents.
- Getting funding or resources for a project.

Productive Dialogue has four parts that I mentioned briefly in my Camino narrative. Context, Consent, Content, and Conclusion—the four Cs. 30 And you've already been practicing with it since you started the workbook, because

Productive Dialogue, in this case, is actually VxDxF. This equation is why you get a different outcome.

Roll up your sleeves. Let's figure this out together. I've placed an asterisk (*) in the locations that make Productive Dialogue different from and more useful than a difficult conversation.

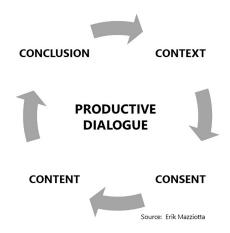
- Context* is what you really want, framed in the positive, NOT what you are trying to eliminate.
- Consent* is the affirmation to dialogue that you seek when you invite the other person to the conversation.
- Content* is the sharing of authentic information, data, thoughts, and feelings between both parties in order to develop a deeper understanding of the issue at hand. Sharing has two pieces; learning from the other person *and then* sharing your own thoughts.
- **Conclusion** is the resolution, or next steps, to which you both agree at the end of the conversation.



In difficult conversations, you typically launch into your view of the Content and start with what the other party is not doing well. In Productive Dialogue, Context and Consent create greater psychological safety to begin the conversation: Context focuses on a positive outcome to create versus a negative one to eliminate; Consent happens in the rational part of your brain, not in the primitive amygdala. (I loosely include Consent in Vision because, in theory, a person is also agreeing to the Context statement, thus creating a shared vision for the conversation participants.) Asking for the other person's perspective before sharing your own Content demonstrates your desire to truly learn and creates greater understanding. These three components are critical to creating truly Productive Dialogue.

If you were to think of it visually, you would see a loop where, in the upper right, **Context** leads to affirmative **Consent**, which enables the speakers to enter into

the **Content** of the difficult conversation, which eventually leads to a more useful **Conclusion**, which creates trust to raise the **Context** for the next difficult conversation.



To prepare for a Productive Dialogue, I recommend this three-step approach:

- Step 1: Create your opening statements or questions for Context, Consent, Content, and Conclusion.
- Step 2: Practice with a friend.
- **Step 3:** Iterate with feedback.

In Chapter Seven, I refer to a conversation I had with Susan. To get started here, I'll share another example which comes up in relationships—balance in who is doing the work. While you may live alone now, you haven't always done so, and living with other people tends to create this issue. Division of labor is never perfectly fair.

We had just had a party at our home, my husband was downstairs watching soccer, I was in the kitchen cleaning up and washing dishes, and I was pissed. In my head, I was zipping through my *Greatest Hits* album, called *How He's Wronged Me* (must be a country album). You may know some of the tunes: "Do You Even Notice When I'm Not With You?" "What Do You Think I'm Doing Now?" "I Work Too, Buddy!" "Why Is Cleaning Exclusively My Job? Because I'm a Woman...?"

Instead of launching into the *Greatest Hits*, which is what I have often done and where most difficult conversations begin, I paused and reflected. What was true in this situation? What do I really want? I thought about what I wanted from three perspectives: the outcome, the relationship, and the values. A summary of our conversation from my side follows:

It's important to me that we are a team and that our girls see us being a team. For me, teamwork looks like us working together to achieve a result. Context

When could we talk about that?

Consent

How do you think we are doing as a team?... I'm noticing something a little different. When we have a party, you are great at hosting and entertaining our guests. Before and after the party, I do most of the work. When that happens, I find myself feeling resentful and angry.

Content

What do you think we could do together to be more of a team? Conclusion

Until we had that conversation, I think he could sense that I was irritated but wasn't really sure why and didn't want to ask for fear of the difficult conversation that would ensue. After we talked about what teamwork could really look like for us, behaviors changed in both of us. I expressed more of what I wanted, instead of bottling up my resentment, and he treated our parties like any good teammate does: pre-game, game, and post-game.

Now, it's your turn. Nudge, nudge.



STEP 1: CREATE YOUR OPENING STATEMENTS

CONTEXT

Identify what is important to you or what you want. What is your shared goal for the outcome, relationship, or personal values?

My Example: It's important to me that we are a team and that our girls see us being a team. For me, teamwork looks like us working together to achieve a result.

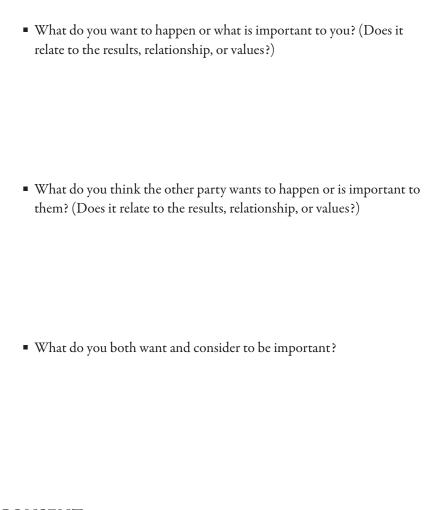
- Outcome: *I want a clean kitchen, and I want help cleaning the kitchen.*
- **Relationship:** *I want us to be a team.*
- **Personal Values:** I want our daughters to see that cleaning the kitchen isn't exclusively a woman's job; it's everyone's job.

Other Examples:

- Outcome: I'd like to work with you to get our project back on track to its original implementation date. I propose that we discuss the problems that are blocking that and figure out some solutions.
- **Relationship:** *It's important to me to create warm and caring* relationships amongst team members so we have each other's backs.
- **Personal Values:** It's important to me that we collaborate effectively on this project so we can deliver an exceptional product. I would like to know your thoughts on how to work best together.

Questions to Consider:

■ What outcome do you hope to achieve?



CONSENT

Invite the other person to the conversation, creating more psychological safety and willingness. Check that the other person is ready and willing to engage. An invitation creates choice for the other person and helps to reduce the defensive response often observed when you launch into your concerns.

Consider:

- Right time and place.
- Concerns or conflicts that could block being fully open.

My Example:

■ When could we talk about that?

Other Examples:

- When is a good time for you to have this conversation (today, this week, etc.)?
- How does having this conversation sound to you?
- What do you need in order for us to talk about this?

Questions to Consider:

■ When is the right time for you to hold the conversation?

• What will enable you to be present and at your best for the conversation?

CONTENT

Ask about your partner's perspective, then share your own to deepen understanding of the issue at hand with respect to the Context. It consists of observations, information, inferences, assumptions, beliefs, opinions, thoughts, and feelings.

As indicated previously, it is executed in two parts. First, you ask questions to learn how the other party perceives the situation. It may seem counterintuitive but is critical. Launching into your own content or conclusions without first

exploring the other person's will most likely put them on the defensive. You think you know what they think, how they perceive the situation, why they are doing or not doing something that gets in the way of achieving the aspiration. You might know some of it. Still, if this is a difficult conversation for you, you don't know all of it. Getting their perspective first helps you to learn what you might be missing about the situation.

My Example:

How do you think we are doing as a team?... I'm noticing something a little different. When we have a party, you are great at hosting and entertaining our guests. Before and after the party, I do most of the work. When that happens, I find myself feeling resentful and angry.

Other Examples:

- Outcome: I noticed you missed the last deliverable date.
- **Relationship**: I've observed that you haven't stopped by my office lately.
- Personal Values: The team says you haven't participated in best practice discussions.

Questions to ask the other person:

- When you consider the goal we share _____ (Context statement here), how close do you think we are to achieving it on a scale of 1 to 10, where 1 is "Nowhere near it" and 10 is "We have achieved it"?
- What contributes to your rating?
- What information forms your perspective?
- What assumptions have you made or conclusions have you drawn about the situation?

After hearing from the other party, share your thoughts on the matter. Be prepared to speak to the same questions you pose to the other person.

Express your thinking:

■ When I consider the goal presented in (Context statement here), I think we're at a 6, because
■ I've observed and
■ I have assumed and have concluded about the situation.

Don't be surprised if some of your original ideas and statements change based on the comments made by the other person. New information tends to change assumptions.

Questions to Consider:

• What information have you paid closest attention to in this situation?

What have you observed, inferred, assumed about the situation?
What have you concluded as a result?
 What information is most relevant to share as you explain your
perspective on the issue?
CONCLUSION
Create resolution and establish next steps for action. It might include: agreements as to how to proceed; accountabilities; and specific commitments for action.
My Example:
What do you think we could do together to be more of a team?

Other Examples:

- Outcome: I will contact the sender by end of day Wednesday to check on next steps . . . and send you an email by lunch on Thursday with the status.
- **Relationship:** I'll set up some team building and social events for our team to get to know each other better.
- Personal Values: We agree to meet the first of each month to provide feedback to each other regarding collaboration between each other's departments. We will bring specific examples of any situations that we feel have and have not gone well.

Questions to Consider:

What agreement or commitment do you hope to achieve by the end of the conversation?

• What are some appropriate next steps?

PUTTING IT TOGETHER

My Context statement: I'd like to have a conversation about:

■ My Consent qu	estion:
-----------------	---------

■ My Content questions:

My Content expressions:

My Conclusion question:



STEP 2: PRACTICE WITH A FRIEND

Find a friend for a practice round. You wouldn't expect to score the winning goal the first time you play soccer: Don't expect to have a Productive Dialogue without some practice. Role-playing enables you to test your approach and messages, get feedback from the Receiver on how your messages land, and make adjustments before you engage in the actual conversation. If the stakes are high, it's worth the investment of time. Ask your friend:

■ What did you think and feel when I started the conversation?

■ What did you think and feel when I asked for your perspective about the situation?

What did you think and feel when I shared my perspective of the situation?

■ What would you recommend I do to make the conversation better?



Make changes based on what you learn from your role-play experience and try it again with your friend. Keep practicing until it feels *about right*.

■ What did you learn?

■ What will you do next as a result of your learning?

Communicating clearly to launch your Big Idea or create your New Reality takes patience and practice. I am so passionate about transforming difficult conversations into Productive Dialogue that I've put videos on my website so you can learn more about it. Visit www.wethechange.solutions to access those resources.

EIGHT VIGILANCE

"These pains you feel are messengers. Listen to them."

— Rumi, The Essential Rumi

LESSON EIGHT

Seek the Signals and Signposts

ow do you know when you are on track or not on track? Whether emotional or intellectual, patterns exist to support your endeavors. You have to become conscious of them in order to learn from them. Then you can leverage them to your advantage. The next four exercises can help you to recognize the patterns. I've also included one, the last one, which you can think of as a best practice, an approach that is considered highly effective. You can try it and revise it as needed, often referred to as adopt or adapt in the consulting world. Use what works and leave the rest.



Knowing how you typically respond to stress, anxiety, and fear is the first step toward seeing the signs. An event triggers an emotion which leads to a physical response of fight, flight, freeze, or flock. Different types of events or triggers may lead to a similar physical response at differing levels of intensity, from mild to extreme, such as irritation to anger.

For one week, journal about what happens when you are under pressure or stress. Notice:

- What was the triggering event?
- When did it occur?
- In what situation/context did it occur?
- What was your "F" tendency:
 - □ **Fight:** Did you get busy with activity? Did you start trying to fix something?
 - □ **Flight:** Did you retreat from the situation or leave the room? Did you change the subject completely? Did you use strategies to detach from the emotion, such as becoming overly analytical when you tend to be a more emotional person?
 - Freeze: Did your mind go blank? Did you become quiet or shut down? Did you feel immobilized or nothing at all?
 - □ **Flock:** Did you look for others to commiserate with? Did you begin to gossip about the problem or people?
- What pattern do you observe in these events?
- What do you learn from them?



PAUSE, REFLECT, AND CHOOSE

When you are triggered and likely to "F" things up: Pause, Reflect, and Choose.

Pause: Take a breath, literally. Try Four Square Breathing: Sit straight in your chair with your feet flat on the floor and your hands relaxed in your lap. Close your eyes if you feel safe and comfortable enough to do so. Or pick a spot on a wall or the floor to stare at. Imagine that each four-second step in this exercise is drawing one side of an imaginary square. Close your mouth and breathe in slowly and deeply through your nose, to the count of four. Feel your belly expand as you inhale. Hold your breath for four seconds. You are not trying to deprive your body of oxygen but need to allow a few seconds for the air to fill your lungs. Open your mouth slightly and slowly exhale to a count of four. Hold the exhale to another count of four. As follows:

- Inhale 1, 2, 3, 4 while drawing up from the bottom left to the upper left corner of the square.
- Hold 1, 2, 3, 4 while drawing from the upper left to upper right corner of the square.
- Exhale 1, 2, 3, 4 while drawing from the upper right to the lower right corner of the square.
- Hold 1, 2, 3, 4 while drawing from the lower right to the lower left corner of the square.

Repeat the breathing cycle three or four times to reduce stress and cortisol levels.

Reflect: You are responding to an event based on the assumptions you have made about it. Create at least five more assumptions for the behavior you are noticing.

Example: My boss didn't say hello this morning because . . .

- Initial assumption: She's mad at me because I missed the deliverable date and turned in my report this morning instead of yesterday.
- New assumption #1: She's wondering how she can hold firm with our customer without giving into more demands and expanding the scope of the project.
- New assumption #2: She just learned that she has to head the new project and is feeling overwhelmed.
- New assumption #3: She had an argument with her daughter on the way to school and is feeling regretful.
- New assumption #4: *She's thinking about the new car she is going to buy.*

• New assumption #5: She's thinking about how to get approval for the promotion she promised me last quarter and realizes her time is nearly up.

Choose: Consider at least two options for how to respond that are different from your typical "F":

- Option 1: Be aware of which way you normally respond: fight, flight, freeze, or flock.
- Option 2: Express and Inquire Explain the specific behaviors and actions you are noticing and ask your boss what is on her mind and/or how you can help.
- Option 3: Wait and Observe Don't do anything. Allow your boss to come to you in her own time and observe how she responds to you then.



CONNECT THE DOTS

You can pause in many ways—take a breath, Four Square Breathing, count to ten, go for a walk, listen to calming music, take a bath, have a cup of tea, etc. Use one of your favorites to quiet your mind so you can listen to your inner voice. In the quiet moments, what do you notice?

Journal for ten minutes about when you know your intuition is speaking to you. What is your equivalent of visceral response, rule of threes, and volunteers?



Now try a couple of questions: What's getting in the way of moving forward? What have I learned during this period of inactivity?



STICKY NOTE PLANNING

This exercise comes from my business experience, but I once used it to help a friend who was directing a short film in Madrid. She thought it was amazing and told me I could have a career in Hollywood just building project plans to keep film production on track. I assured her that there were people more skilled at it than I am, but it was flattering that she thought it made such a difference for her project. (And the Oscar for Best Project Plan goes to . . .)

I like to make it fun, so I put a large piece of butcher block or flip chart paper on my wall and use large, 3x3-inch sticky notes. When I don't have wall space, I use 8 ½ x 11-inch paper (A4 paper in Europe) and use smaller 2x2-inch sticky notes. (Yes, I know the dimensions of my sticky notes. We have already established I'm a bit of a geek.)

Once you have your paper, sticky notes, and pens, it is time to practice.

Think of a successful project you were a part of in the past.

- Writing only one idea per sticky note, what steps did you take to get started? Keep writing one idea per note until you get stuck.
- 2. When you are stuck, work backwards. Think of the steps you took right before you finished your project. Write them down, one idea per note.
- 3. When you get stuck again, attach the sticky notes to the wall, window, big piece of butcher block, or flip chart paper. Ideally, attach them to a place that can stay in place for a while.

4. Begin to group and sequence your steps as I shared in my Camino story (a reminder of the chart is included here for ease).

- 5. Keep working until you have most of the big groups. *These are your milestones*.
- 6. Notice the groups and the steps. Although the exact words won't be the same for your current project, identify similar steps/sticky notes and place a

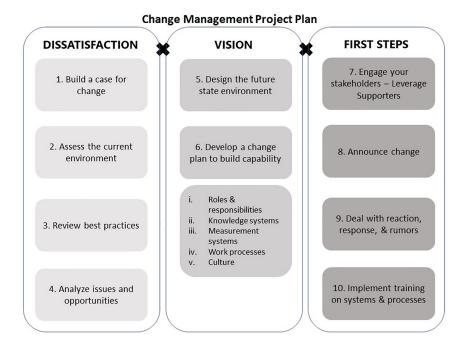
 ✓ on those steps.
- 7. From here, begin to build a new *Project Plan*. You might want to use a different color note to identify your new project. *I recommend keeping the steps for your completed project intact and writing duplicate notes for the new project*. Sometimes it helps to look at the entire map for the past project.
- 8. Test your plan. Ask others to look at it, and then add any missing steps based on their experience of completing projects.



Project X: How to Start the Camino



As a reference, the phases of a business project to launch a Big Idea or create a New Reality typically group as follows:



NINE **NO PAIN, NO GAIN** €

"Perhaps some of us have to go through dark and devious ways before we can find the river of peace or the highroad to the soul's destination."

— Joseph Campbell, The Hero With a Thousand Faces

LESSON NINE

It Wouldn't Be a Pilgrimage If It Weren't Challenging (aka This Is Hard)

hat have you learned?" is a favorite question of mine, one that's been used multiple times throughout the workbook already. While we can all learn from past successes and failures, I often find myself in the position of helping my clients remember *how* they learn. They tell me how they've never done anything like this before and have no idea how to get started. Really? Are you sure about that? You are constantly adapting from what you have learned. You may not be conscious of it. You will change that here by exploring the Hero's Journey of your past and current experience to identify your own tips and practices that can support you in your current journey.



Remember a prior transition, challenge, idea launch, etc. that you experienced and **successfully completed.** We'll call it your Successful Hero's Journey (SHJ).

Complete the following:

 Write a brief description (a couple of sentences) of what happened to launch the last SHJ and how it ended. Be sure to include the results of it in your description.

• How were you in a state of innocence in your life at this time? What felt easy, safe, or at least comfortably familiar?

• What circumstances called you to change? How did you answer the call? Why did you answer it? What was your strange world? What seemed uncertain, unclear, or especially difficult on this journey? Looking back, what were you being called to surrender?

■ Who or what were your Supporters on this particular quest?

• What was the breakthrough for you in that challenge? What did resolution look like?

• What changed because of the completion of your challenge? How were you different? How did you benefit? How did other people benefit?

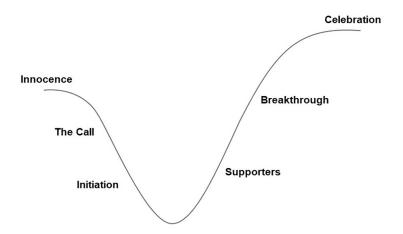
YOUR CURRENT HERO'S JOURNEY

Concept adapted from The Path of the Everyday Hero. 31

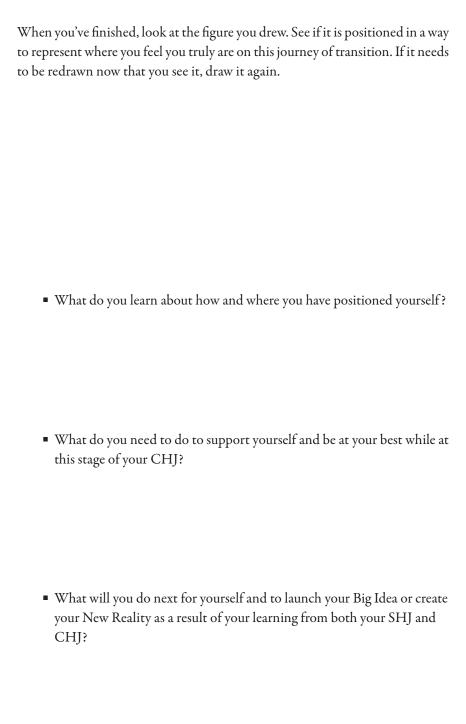
Think about the Big Idea you are trying to launch or the New Reality you are currently trying to create. We'll call this your Current Hero's Journey (CHJ). Next, read the instructions below.

Sit comfortably and relax by focusing on your breathing for a few moments. Don't try to breathe differently, just pay attention to your breath, quietly coming into you and then flowing out.

After a few moments, look at the U-curve and think about the CHJ you are experiencing. Where can you be found on the U-curve?



What images or sensations do you have in your body right now? Notice how you feel when you ask yourself that question. Draw a small stick figure on the path, using its position on the U-curve and its body posture to represent where you are now on your journey. Do this without thinking or analyzing. Let your intuition rather than your mind decide how and where to draw the figure.



TEN SURRENDER

"Perhaps all the dragons in our lives are princesses who are only waiting to see us act, just once, with beauty and courage. Perhaps everything that frightens us is, in its deepest essence, something helpless that wants our love."

- Rainer Maria Rilke, Letters to a Young Poet

LESSON TEN

Face Your Dragons

Now that you have a better understanding of what has enabled you to be successful in your own journey, you also need to consider what has prevented success—the dragons. Dragons guard treasure, so learning from failure and success are equally valuable. Both accelerate your ability to launch your Big Idea or create your New Reality.

GREET YOUR DRAGONS

In Chapter Nine (workbook), you explored a prior Hero's Journey that was successfully completed: your SHJ. This time, you will compare and contrast by exploring the opposite. Consider one of your prior transitions, challenges, idea launches, etc. that stalled or failed. First, write a brief description (just a couple of sentences) of what happened and how it ended. Call this prior Hero's Journey the Unsuccessful Hero's Journey (UHJ), and answer the following questions:

• At what step in the UHJ did you stop?

■ What was happening when you stopped?

■ What got in your way of success?

• What did you try, without success, to prevent failure?

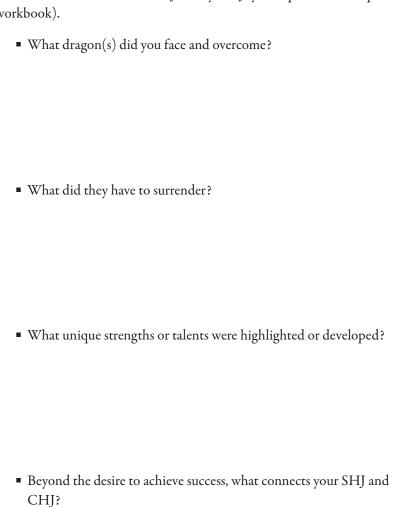
■ In comparing your UHJ to your prior SHJ, what similarities were present? What differences were present?

• What do the similarities suggest about your go-to strategy, or standard approach, that served you in the SHJ but overstayed its welcome in the UHJ?

• What do you learn from this comparison? What will you do differently this time as a result?

DISCOVERING TREASURE

Return to the Successful Hero's Journey, SHJ, you explored in Chapter Nine (workbook).



What becomes possible if you let go of your habitual approach to success to embrace a new way?

What do you learn and what will you do differently as you launch your Big Idea or create your New Reality?



I've said it before and I'll say it again. No one truly succeeds alone when they are launching a Big Idea or creating a New Reality. Think back to Chapter Four (workbook) and the Supporters you considered. If you haven't actively engaged them, now is the time to welcome them on your CHJ.

• Who are the stakeholders or resources you could engage at this time?

•	Who has offered support or resources you have rejected or postponed:
•	What treasure could they contribute to move your project closer to your destination?
•	How could you include them now?
•	What is the first step you will take to welcome them?

ELEVEN GRATITUDE

" 'Thank you' is the best prayer that anyone could say . . . Thank you expresses extreme gratitude, humility, understanding."

- Alice Walker

LESSON ELEVEN

Count Your Blessings—Not Your Blisters!

As we come to the end of our journey together, I want you to have a few more tools to help you continue onwards. These tools will support you in the moments when it seems just a little too hard and will enable you to open your ability to innovate, collaborate, and celebrate. While we may be finished in our work together, your Camino continues. Let's ensure it is a good one.



Just as some events trigger you negatively, gratitude triggers a positive set of responses in the brain, opening your ability to innovate, collaborate, and celebrate. Try one of these gratitude practices:

 Carpool Gratitude: On the mornings I drive the car pool, the five souls in our Honda minivan, including myself, offer up gratitude and blessings. Each person says,

"I am grateful for

(the sun, my home, transportation, a good grade, last night's team win). I send blessings to

(those who are homeless, so that they find shelter; my brother, so that he does well on his exams; my aunt, so that her surgery goes well; the teachers, so that they can be patient with their students)." It is heartwarming to hear what each person is grateful for and find yourself grateful for the same once you've been reminded of them.

- Commuting Gratitude: If you are on your own, say aloud to yourself
 at least ten people, objects, moments, or accomplishments that you are
 grateful for in your life as you commute to work.
- End-of-Day Gratitude: At the close of the day, journal about what you were most grateful for in the day's events, maybe a friend's support, a stranger allowing you to go before her in the grocery line, your partner's unprompted foot massage.
- What are you grateful for? Take a moment now to capture it.
- What do you feel after completing the gratitude exercise?
- What are you ready to do next in this state of gratitude?

Hint: Let's innovate, collaborate, and celebrate.





I have shared my story, and I have asked you to learn from your own stories. Next, I'm asking you to learn from others' stories. Remember a favorite children's story, book, or movie of someone overcoming the odds to be successful, the classic Hero's Journey.

■ Why is it your favorite?

■ What are some of the common elements?

What do you learn that you can apply to launching your Big Idea or creating your New Reality?



EXPAND YOUR OPTIONS WITH "STRATAGEMS"

All cultures have stories about the hero overcoming obstacles. In Europe and the Americas, they are called fairy tales. In India, the Puranas. In Japan, koans. And in China, stratagems. For me, the 36 Stratagems³² are quite special. They are stories created and passed down over one thousand years of storytelling, and they are especially useful in a business setting when looking for ways to innovate.

Even if you aren't in the business world, why start from scratch when you can use another's story to get your creativity going? You can start here with some of the tried and true.

For example, one of the narratives is about how you partner with someone unexpected. This is how Microsoft created the Xbox.

- Who might you partner with, even competitors, outside of your current consideration to achieve success?
- Not sure who that might be? Ask:
 - □ Who else benefits if you win?
 - □ What can you offer them?

Another is about how you can coordinate resources or people who are typically not connected. Think Uber, AirBnb, Ebay. Due to technology, these organizations gather people together under one umbrella to provide a service. If any one individual attempted to launch their own transportation, lodging, or online service, it would be called a small business and would face all of the expenses related to it. Joining together spreads the risk and cost and enables individuals to join the service economy.

- Who could you coordinate?
 - □ Customers? Experts? Employees? Regulators?
- As you explore these stratagems, what new ideas emerge?

• What can you apply from what you learn from these stories to your own project?

If you found this useful, a complete list of the thirty-six Chinese stratagems can be found at: https://outthinker.com/category/36-stratagems/.



Having just come from the business world in the last exercise, let's consider best practices. As a reminder from Chapter Eight (workbook), a best practice is an approach that is considered highly effective. Look for best practices in and out of your field by others who have tried something similar in the past.

Search the internet, of course, but don't be shy to call up THE person or company who has achieved a comparable goal. Right now, you are so small that your idea is not a threat to them. I used this strategy several times in consulting and was always delighted to hear, "Sure, I'd be willing to talk." I actually don't recall anyone ever saying "No." One tip, don't be sly about it:

- 1. Tell them what you are trying to accomplish.
- 2. Acknowledge that, in your research, their work was referenced several times, so you thought: It never hurts to ask.
- 3. Congratulate them on their accomplishments.
- 4. Ask if they'd be willing to allow you to interview them about their experience of creating success. You don't have to ask for their trade secrets, you just need to learn about their approach.
 - What can you apply from what you learn about their experience to your own project?

■ What ideas could you adopt and adapt?



COLLABORATE AND WELCOME NEW MEMBERS

Be ready to welcome your new Supporters. Ask them:

- What draws you to the idea now?
- What have you learned in the past that you believe could make it even better?
- What unique talents do you bring that we should incorporate into implementation?
- Of these three implementation steps (be sure to give them some viable options), how would you like to be involved to ensure our completion?





CELEBRATE WITH MEANINGFUL RECOGNITION

Communicate your expectations on your path to meaningful recognition.

Ask:

■ What will you recognize? Milestone accomplishments? Approaches to working that foster greater innovation and achievement?

■ How will you celebrate your own accomplishments? Dark chocolate? A warm bath with scented candles? Downloading the latest single of your favorite artist?

 How does each of your Supporters prefer to be recognized and thanked?



CREATIVE WAYS TO APPRECIATE PEOPLE

People like to be acknowledged and so many ways exist. My team at Microsoft gave a quarterly award to recognize great collaboration, *The Red Baton*. It was a red, aluminum track and field relay baton engraved with each winner's name and the quarter that it was received. The red came from the chakra color that represents "tribe." The aluminum stood for a metal that is both strong and flexible. The baton represented the passing of information between colleagues.

• What can you use to create a fun and more meaningful celebration?



THANK-YOU NOTES

Don't overlook the simple thank-you note. A handwritten note can go a long way to demonstrate appropriate appreciation for a meaningful contribution to launching your Big Idea or creating a New Reality. In fact, go beyond this. Occasionally, I would send thank-you notes to my team's individual family members to express gratitude for the support they gave their parents or partner. It not only surprised my team but also truly touched them that I included their family members in the gratitude.

Who is it time to thank and what will you thank them for?

For additional ways to recognize people aside from financial rewards, you can read this article: "51 Ways to Reward Employees Without Money" (at https:// www.americanexpress.com/en-us/business/trends-and-insights/articles/51ways-to-reward-employees-without-money-1/).

CONCLUSION ;BUEN CAMINO!

"Humankind has not woven the web of life. We are but one thread within it. Whatever we do to the web, we do to ourselves. All things are bound together. All things connect."

— Chief Seattle

G racias! Thank you! If you have made it this far with me as your guide, you honor the approach the Camino has given to me and all of us. In these moments together, you *WE the Change* to bring your Big Idea or New Reality to life.

Celebrate your accomplishment! Return to that list you created of how you'd like to celebrate your own accomplishments and do one. As for me, you can count on the fact that I am raising a Dove dark chocolate in your honor.

Now, my friend, let's continue. Remember that, while you have completed the first steps to launch your Big Idea and create your New Reality, your journey continues. More support is available. You certainly aren't alone. Join your WE the Change community at www.wethechange.solutions.



Left to right: Savannah, Shannon, Fiona, and Joe celebrate with a boot of Dove dark chocolate!



¡Buen Camino!

LESSONS OF WE THE CHANGE

LESSON ONE: Anything Is Possible If You Just Say Yes

LESSON TWO: Know Where You Are Going

LESSON THREE: Know What You Are Leaving Behind

LESSON FOUR: Engage Your Supporters

LESSON FIVE: Pack Light

LESSON SIX: Commit to Going and Go!

LESSON SEVEN: Say What Needs to Be Said

LESSON EIGHT: Seek the Signals and Signposts

LESSON NINE: It Wouldn't Be a Pilgrimage If It Weren't Challenging

LESSON TEN: Face Your Dragons

LESSON ELEVEN: Count Your Blessings—Not Your Blisters!

Review Inquiry

Hey, it's Shannon here.

I hope you've enjoyed the book, finding it both useful and meaningful. I have a favor to ask you.

Would you consider giving it a rating wherever you bought the book? Online book stores are more likely to promote a work when they feel good about its content, and reader reviews are a great barometer for a book's quality.

If willing, please go to the website of wherever you bought the book, search for my name and the book title, and leave a review. Consider adding a picture of you holding the book. That increases the likelihood your review will be accepted!

Many thanks in advance, Shannon Wallis

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If you have found this book valuable and know others who would find it useful, consider buying them a copy as a gift. Special bulk discounts are available if you would like your whole team or organization to benefit from reading this. Just contact Shannon at Shannon@CascadeLeadership.Solutions or Shannon's assistant, Carmen, at Carmen@CascadeLeadership.Solutions.

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Shannon accepts a limited number of speaking/coaching/training engagements each year. To learn how you can bring her message to your organization,

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ABOUT THE AUTHOR



Anything is possible—it's a phrase most people write off as a cliché. But not Shannon. Before she was a leadership consultant, before she was a senior executive at a Fortune 100 company, before she received her MBA from Duke, she was a young woman in a small town, from a humble home, with little hope of ever leaving. But she did leave and achieve, and she believes anything is possible. More importantly, Shannon believes you too can accomplish the remarkable, and she is here to help you make that happen. Bottom line—she's not satisfied with "what ifs" that lead to "only ifs," and you shouldn't be either.

As a leadership consultant, Shannon pushes and inspires leaders to model the exemplary leadership that can transform companies, organizations and communities. It's a job she loves, and it's given her the opportunity to work with remarkable people at incredible companies like Amazon, Coca-Cola, FedEx,

Grameen Foundation, Guidehouse, Microsoft, Nuestros Pequeños Hermanos, Trinity Education Foundation, United Planet, and Zillow.

But before she was helping senior leaders do the impossible, Shannon was one of them. At Microsoft, she became the first person to head up High Potential Leadership Development on a global level. How? By being the first person to both see the need and act on it. In the role, she led a global team of high-performers and managed a multi-million dollar budget. She also learned a lot; like, no matter where you work or where you live, exemplary leadership cascades through an organization and makes everyone better.

Shannon is also the proud mother of two teenage daughters. She's been happily married to her husband for twenty-two years and resides in Bellevue, WA, outside of Seattle. When she's not supporting clients and organizations to embrace their highest potential, you can find her traveling the globe, exploring cultures, meeting new friends, and seeking connection, community, and . . . chocolate.

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