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DISCOVER YOURSELF



Understand Who You Are,
What You Do Well, and
What You Are Passionate About

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TABLE OF CONTENTS

Introduction.....	5
1 Finding Your Passion.....	17
2 Defining Success.....	39
3 Discovering Your Personality Style.....	49
4 Setting Goals.....	81
5 Learning to Think	87
6 Operating with Integrity	111
7 Executing Daily	115
8 Giving Back.....	123
Conclusion	127

INTRODUCTION

This book starts with a promise. Read it and answer the questions thoughtfully and you will live a better life. If you're not living a better life after finishing this book, completing the exercises, and spending ninety days to make it happen, then return your copy with the completed exercises to us, and we will refund your purchase price 100%. Details are at the back of the book.

Have you ever been given a promise like this before? It's the promise of success *if* you do the work. Only 1% of you will actually complete the exercises even though your success is guaranteed. If you are in that committed 1% (and I believe that you are), then let's get started.

This book is titled *Discover Yourself* because that's what happens when you read it and thoughtfully answer the questions. Realize that *reading* it alone is not enough.

You must form new beliefs and habits, spend the time necessary to learn more about who you are and what you are good at, and put it all into practice. By following the steps outlined in this book, you will begin moving your life and career in the direction of your goals—thereby attaining greater happiness, job fulfillment, financial rewards, self-worth, and more personal satisfaction than you ever thought possible. Got a pen? Good.

You have been asked a very simple question since you were barely able to speak: “Who are you?” You’ve likely answered this question a hundred different ways, and your answer has probably changed significantly since you were first asked. You could answer using nouns like *father, dancer, sister*, or in adjectives like *gifted, curious, caring*. What matters most in the pursuit of defining yourself in a relational context, however, is not self-reflection but the ability to see yourself through the eyes of others. “Who are you (to me)?” It can be challenging to understand how you occupy a space and how you are perceived by those around you. The perception component of self-awareness is often elusive. In fact, for some people, the more they seek it, the harder it is to find. At times, you may even feel like you are running in circles. *Who am I? Who am I to others? How do other people view*

me? Suddenly something happens, and you have a revelation—an insight.

With something as dynamic and nuanced as personal identity, these glimpses of profound insight must be highly valued and considered. Maybe at times like these you sit down and journal or share your new insights with others. You may even be prompted to write down goals in light of new thoughts and feelings. If you've never written down your goals and aspirations, that's not a problem. Using this book, you will begin to discover who you are, what you are good at, and what you are passionate about, and you will translate these revelations into goals. You will learn how to engage in a time-tested formula for success, to define and live the life that you are most suited for and have always wanted. This will enable you to give back to the world more than you ever thought possible.

There are eight steps in the process to *Discover Yourself*. Some of you will get through them in a few days and for others, it may take weeks or months. If you've never really thought about your life as having a mission and purpose, it will take you longer. If you feel like you have a solid understanding of what you want in life, then this book may be the final launch into your quickly evolving success story. No matter where you are in terms

of self-awareness or whether or not you know your true purpose in life, these eight steps will prove invaluable in your search for a better life and a better you.

Step 1. Find your passion

What would you do if you had all the money and time in the world? What parts of your previous jobs and current life are consistent with your passion?

Step 2. Define success

Define it in the only terms that matter—yours.

Step 3. Discover your personality style

Use this knowledge to better understand what you should do with the rest of your life and how you can relate to those around you more effectively.

Step 4. Set goals

Create SMART goals and write them down in a specific place. Set goals for all of the following:

- Physical
- Spiritual
- Family
- Friends
- Financial/Work

Step 5. Learn to think

Engage your wonderful, powerful, portable, super-computer brain to help you on your journey of self-reflection. Defined, positive thoughts will begin to shape your daily actions, which will lead to your successful future.

Step 6. Operate with integrity

Know that your personal and professional lives are intertwined and that you cannot live them separately. Choose to operate with character and surround yourself with people and professional endeavors that aim to do the same. Know that every word you speak has an impact on your life, and plan to spend your time in ways that have a positive impact on yourself and others.

Step 7. Execute Daily

Lay out a strategic plan to move you toward your goals. Remember that your passion and goals will sustain you through hard times. Understand that quitting is **not** an option. Despite how scary this step may sound, execution is not the hardest part of this program; knowing what to execute on is where most people fail. If you've made it this far, **you can do it**. Stay in the 1%.

Step 8. Give back

Success, when measured by what you alone achieve, will never sustain you long-term. We are only fulfilled in the long-term by sharing our success, our gifts, and our presence with others. Start now by giving out a smile or a helping hand, and realize you are planting seeds of giving in your life. This will enable you to look back on your life and feel it was well lived. We all have something to give, no matter what our present circumstances may be.

I can say confidently that walking through these eight steps will help you *Discover Yourself*. Thousands of people just like you have been through this same program and have personally reached out to show me how their lives drastically changed for the better. Aside from the consistent feedback that says this program works, I myself am living proof. I know the formula works because I used it to shape the life I have today: finding my wife of twenty-five years, raising three wonderful children, moving into a career that engages me every single day, meeting friends whom I love and who share my values and interests, staying connected to my extended family, living a healthy life, and knowing I am part of something much bigger than myself.

It wasn't always this way. Growing up, I never gave

much thought to the questions “Who am I?” or “Why am I here?” I didn’t know what I was good at. I had never written down any goals. I had no sense of my place in this world. I was drifting through life, following the followers. As a result, I drifted into college at the University of Minnesota and failed miserably. I wrongly studied engineering, having done well in math in high school, but I had no real interest in that field of study. I wasn’t ready to be on my own and didn’t have the discipline to do what was needed to give my life purpose. In short, I had no direction, no passion, and no plan.

Luckily for me, when I was twenty-two, a good friend gave me a cassette tape of “The Strangest Secret” by Earl Nightingale, a motivational American radio personality and author who dealt with subjects of human character and finding purpose. This talk record was the first in history to sell over one million copies, and for good reason. I listened to it every day, and within thirty days, everything in my life started to make more sense. The “Strange Secret” that Nightingale talks about can be boiled down to the following: “You are now, and you do become, what you think about.” This was my first encounter with the formula for success. I began to live my life on purpose—with passion and a plan. I graduated,

met my wife, Linda, and started three different companies over the next twenty years, each of which sold for more than a million dollars.

During the twenty-five years it took me to grow and staff these businesses, I was able to observe the effects of living by the formula for success when I interviewed prospective employees. Of the nearly five hundred people I interviewed, no more than five understood the principles in this book well enough to make me realize (within minutes) that they were the type of people I would hire. They were people with purpose, a plan, and the passion to follow it through. The difference between the drifting candidate and the one using a formula was crystal clear.

What made me so certain these interviewees were indispensable? What did they have that the other hundreds who were undoubtedly well-educated and professionally qualified for the job lacked?

First, this small handful of job hopefuls had done their research on my company and all my competitors. They had researched our industry (technology, training, and consulting) and knew without question that their passion and acquired skills were perfect for the position we advertised. They had done the personal work in advance to confirm for themselves that their skills, passions,

and attitudes were clearly aligned with the position they were seeking, the company, and the industry. They were unstoppable—equipped with an attitude that cannot be featured on a resumé. These prospective employees were indispensable because they embodied the kind of self-confidence that only comes from someone who has purpose and a plan and is passionate about what they want to do. Coincidentally, this is also what makes life worth living: knowing who you are, knowing what you do well, and doing it passionately.

Were you unstoppable, secure, and confident the last time you interviewed for a job? How about when you meet new people or even in your current personal relationships? Complete the exercises in this book and the next time you interview, meet someone new, or spend time with loved ones, you will be.

The pre-work that these five successful people did that undoubtedly secured them a position at my firm doesn't sound very difficult, does it? So why had all the others failed to do the same?

Because no one ever told them or showed them how to do it.

You have the tools. I urge you to be part of the 1%. Use the knowledge you will gain reading this book to

make yourself indispensable in the career of your dreams and to foster an internal peace and fulfillment that only success bred of your personal passion can bring.

Know yourself and live on purpose.

The idea is to do something that you love...the right job, in the right company, in the right industry, based on your unique passions and skills. This formula works, and you alone determine the outcome. Your success will be based on your commitment to doing the work and staying the course. It is just as hard to be looking for work, working in a dead-end job, or doing work that you don't enjoy as it is to do work that you love, make tons of money, and give back to your friends and your community. In fact, it is EASIER to do the latter, but most of us have simply never had the roadmap laid out. This book is a roadmap to success and self-confidence. You are the next person who will show that anyone can put these principles into place and deliver the desired results. Nothing can stop you from reaching the pinnacle of success for which you are destined.

Please take the time to complete the exercises in this book, even if you are unsure of yourself and your true passion in life. I'm convinced that if you are persistent and complete the exercises, you will live the successful life

you wish for, using your unique talents to be successful and to make the world a better place in which to live.

If you are committed and passionate about reaching your potential and living a life that matters, please **email me at scott@discoveryyourself.com** with your comments, and more specifically, with the career goals that you develop as a result of this book, and I will personally support you in any way that I can.

Here's to your success.

A handwritten signature in black ink that reads "Scott". The letters are fluid and connected, with a cursive style.

STEP **1** 2 3 4 5 6 7 8

FINDING YOUR PASSION

If there is one common characteristic among successful people that I've seen in the last thirty years as a businessperson, it is the passion they have for what they do. The definitions of these words, however, have become muddy. More often than not, success is measured in dollars, and the word *passion* is extracted from the formula entirely. I cannot stress how important it is to detach yourself from the assumption that money equals success. I don't care how shiny your stuff is or how big your house is; if you don't have passion, you don't have anything. From here on out, when you hear the word *success*, I want you to think of it in terms of fulfillment earned through

passion, personal integrity, and your ability to give back to the world.

For truly successful people, whether they're homemakers, CEOs, or athletes, there is a genuine "love of the game" that they all share. What are you passionate about? When was the last time you even thought about your passions?

Two of my passions have always been learning and technology. I enjoy teaching and learning, and I have always sought out the latest and greatest technology gadgets. It's no surprise that I spent a dozen years and made my mark in running and owning a technology and training company. The first company I founded, Benchmark Learning, grew to become the largest computer technology training firm in Minnesota. I succeeded in large part because I was doing work I loved. Do you love the work that you do? Or do you, like millions of people, enter your work week with a sense of apprehension that starts Sunday night around six o'clock when you realize that the weekend is almost over? You are confronted with another day at the office, slaving away for your precious salary. Are you eager to make it to hump day, and then look ahead again to Friday? What a sad declaration about how we relish the TGIF mentality. *Thank God, it's Friday*

is the saddest statement anyone could make about the occupation they have or work they do. The playwright Noel Coward once said, “Work is more fun than fun.” Is this true for you? When was it last true for you? Ever?

When we were children, we thought about our futures with excitement. We were adventurous; we climbed trees solely because they were high, and we proudly wore the scrapes on our knees as medals of honor. The word *success* was rarely in our young vocabularies, but in our hearts we knew. We understood that time spent at the batting cage meant more hits in the game, and that a plan and a few hours mixing the right amount of baking soda and vinegar meant one mean science-fair volcano. We had passion simply because we were having fun.

In answer to the question often asked of us, “What do you want to be when you grow up?” we were able to answer in an instant. “A fireman!” “A teacher!” “A professional baseball player!” When asked the question today, “What do you do?” or “What do you want to do?” could we respond as quickly and enthusiastically as we did when we were kids? Why not? When did it all go wrong? Unfortunately, not many of us have the time (or flying capabilities) to wait at our window sill for Peter Pan to come take our hands and remind us of what we once

Here's a hint: Can't remember? Call your mother. She does.

(Note: Since you have already read this far, **only** continue with this program if you are committed to thinking about the questions and thoughtfully writing down your answers. To put it simply, the winners among you will complete the exercises and reap the rewards. Remember that only 1% will complete every exercise, so decide right now. It's as easy as grabbing a pen and filling in the blanks. Are you in the 1% committed to success, or are you with the other 99%? Change your life, reach your dreams, live with passion. Get a pen now and start writing. You are worthy of the 1%. You deserve it.)

DISCOVER YOURSELF

What was it about your childhood dream that captured your imagination? What could you not wait to do after sprinting home from the bus stop and setting down your backpack?

What unique skills and talents did you possess that made you want to do this when you grew up?

FINDING YOUR PASSION

Why was it so exciting for you?

What do you do today, or what was the last job you had?

DISCOVER YOURSELF

What aspects of what you do now (or did), if any, are similar to your childhood dream?

Are you in the right job today, or was your last job right for you? Why or why not?

How many of us truly love the work that we do? Do you? Did you? Would you do it if you weren't paid to show up at work? I used to have a plaque on my office wall that said, "TGIM", or Thank God, it's Monday! How many of us would hang the same plaque and believe it?

It's troubling that millions of people leave their hearts and their spirit at home, reserved for the weekend or after-work commitments. It's saved up all week to be released in precious small doses wrapped around a hobby for which the passion still applies. When did we forget that our passion can and should be what we do?

Here's an easy question to help you make this relevant. If you won \$500,000,000 in the lottery, would you keep the same job you're in now? Would you really? Less than 1% of people whom I have asked this question can say yes. It doesn't matter what job you have; what matters is if you would do it if you never had to work another day in your life. That's the job you are now looking for. It's the job you're so good at that you do it nights and weekends with little or no effort. It's the job that causes you to lose track of yourself and time. It's the perfect job for you, and believe me, it is out there.

Here's a case in point: I asked someone years ago what he *really* wanted to be doing with his life. At the

time, he was selling computer software and doing well, but he told me, “When I have \$500,000 in the bank, I’ll be a history teacher for students in seventh and eighth grade.” I asked him why he didn’t do that right now. He responded, “I really love teaching and I love history, but I just can’t stand the idea of living on a teacher’s salary.”

It seems like a dead end for his dream, doesn’t it? Not at all. Where there’s a will, there’s a way, and when you follow a passion committedly and creatively, the money will come. I suggested that he print up flyers announcing a trip he would lead for seventh and eighth graders to go to Washington, D.C. for one week to study history. He would then distribute the flyers in well-to-do neighborhoods or run a small ad in a local magazine or newspaper. We did some quick math and he soon realized that if he could get 10-12 students at \$1,500 each, he could earn more than he was making in his current job *and* take nine months off every year. What thoughts, dreams, and ideas are you holding back? What would you do if you knew that you couldn’t fail?

Another example of pursuing a passion against financial odds is from the nine-year-old daughter of a friend of mine. One day she came home from school completely devastated. When her mom asked why, she

said it was because she wanted to be a poet but the other kids at school told her that poets never make any money. Her mom challenged this idea. She had her daughter write a few poems, and together they went to their local copy shop and made boxes of stationery featuring the poems. Then they went door to door in her neighborhood and sold them. After the cost of printing, the hopeful poet made almost twenty dollars. Her story doesn't stop there. Her mom's lesson stuck, and at age twelve, just three years later, this little girl sold over \$90,000 of cards and stationery featuring her original work.

What limiting beliefs are holding you back from pursuing your dream job? The one I hear most often is "I can't start something new because I am so busy doing my day job." This is easy to overcome with possibility thinking. No matter how wrapped up you are in your day-to-day processes, there is always a way to do the thing you are genuinely passionate about.

The other week I was flying next to a woman who was on her way to meet with her corporate office after selling their products for twenty-four years. She explained to me that she was unhappy with the new way she was being managed and wanted to find a different way forward in this meeting. "This is a huge problem for me right now,

and I wish it wasn't happening," she said. We talked for an hour about what she was really passionate about and what she did well, and eventually she realized that this meeting wasn't a problem at all. It was actually the perfect opportunity to begin living the life of her dreams—working independently, contracting herself to clients, and spending much more time with her young daughter. By knowing herself deeply, her skills and passion guided her toward what to do next.

You can make your dream job a reality—whatever it is. When Fred Smith announced that he was going to deliver packages across the U.S., people told him he was crazy. He did it anyway, and FedEx was born. He followed his passion, his dream, and it worked. Sometimes you have to be a little crazy to get what you want. If you are always blending in, it means you are in the 99% of people and not in the 1%. I believe that you are in that 1%. You are a little crazy, and you will live the life of your dreams.

Write down ten things you are passionate about right now—not ten jobs, but ten anything. Thinking of them puts a smile on your face and your heart beats a little faster. You wish you do or see more of these. They may be your hobbies or a sport that you love. People, places, things, activities, it doesn't matter. It's just what you are passionate about right now:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

FINDING YOUR PASSION

A friend of mine teaches a seminar on creativity that begins with a description of babies. He says, “Babies scream a lot, poop in their pants, spit up, and yet, when someone introduces their new baby to friends, we all say, ‘Isn’t she a miracle?’ and, ‘What a beautiful, wonderful baby!’” My friend then asks the question, “When did we stop being miracles? When did we lose our light and our passion? When, and more importantly, *why* did we cease to be miracles?”

Try right now to think of yourself as a living miracle. It’s impossible for most of us to fathom, but there was a time when it was true for you. You were a little miracle. The fact that you are here at all is utterly miraculous. I

believe that you are not here by chance. None of us are. Of all the billions of people on this earth, you are unique. You possess unique gifts and talents that are yours and yours alone, and you can change your future by your will alone. Don't believe me? If you are sitting down right now, stand up! **Stand up**, or at least **look up**! Do it now! (The 1% will and 99% will not.)

What started out as a new thought, *I think I'll stand up*, just happened. It started as a thought and then you made it happen. Out of the billions of people in the world, you are free to have a new thought, your very own thought, and then make it happen. That's kind of miraculous, huh?

As you consider your unique talents and the position in life that would ideally suit you best, consider this quote from Marianne Williamson's *A Return to Love*:

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 and fabulous?

Actually, who are you not to be?

You are a child of God.

Your playing small doesn't serve the world.
There is nothing enlightened about shrinking
so that other people won't feel insecure around you.

You are 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.

Think long and hard about what gifts and talents

DISCOVER YOURSELF

you bring to the world. Ask yourself, your spouse, your friends, and your family what they feel you do best and then write down your honest results here. Assessing yourself in this way may bring about some anxiety, but don't pout! The most precious and valuable gift you can give yourself is the power to realize your true potential. Try to define both your strengths and weaknesses simply, such as, *enjoys meeting new people, works well alone, likes details, loves the outdoors, can't remember details, good at math, creative, hardworking, procrastinates*, etc. Go with your first impressions and try not to overthink the basic likes, dislikes, talents, and skills gaps you have.

Your Strengths

Your Potential Weaknesses

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

FINDING YOUR PASSION

Now go back and cross out all your potential weaknesses. We all have them, and I've learned that when we focus on our strengths, they provide all the ammunition we need to shoot for the stars. I recently listened to Marcus Buckingham at a conference, and he shared a new perspective on strengths and weaknesses that I appreciate. He reminded us that we were taught about our weaknesses as our "areas for improvement," meaning where we should spend our time getting better so we would be more successful. Then he presented a better idea. "What if we looked at our strengths as our areas for improvement?" How much better would we be if we got even better at the things we are already good at? Doesn't that make more sense? Focus on your strengths and you will realize your full potential.

Looking back at what you do well, what you love to do, and what you are ideally suited to do given your

skills and passion, you may already be in the right job, or if you are looking, then maybe you know what specific type of job will be the best for you. If not, you may need to change jobs or redefine what it is about your current job that can capture the passion and desire that you had as a child. If “fireman” was your heartfelt answer in the third grade and you are an accountant today, then perhaps the thrill of solving an accounting crisis is where you can sense a bit of the passion that you once felt. If there is no place that your passion is inspired by your current occupation, then you already know you need to set your sights on a new career.

Write down your perfect job in detail. It may be the perfect job you defined earlier but refine it here according to your strengths. Try to be specific and honest. Think about what you are passionate about that you could actually see yourself doing for the rest of your life.

STEP 1 **2** 3 4 5 6 7 8

DEFINING SUCCESS

You've discovered your passion. Now what? Now it's time to take an inventory of where you are in comparison to where you want to be. This inventory must include all the areas of your life because success is not one-dimensional. Success is defined by having all facets of your life working in harmony toward a worthy goal. Before you set goals, assess where you are starting from. I suggest looking at the following areas of your life and writing down *exactly* where you are, making note of what is working and what is not.

Physical

Spiritual

Family

Friends

Financial/Work

These are not listed in any particular order, but together they define what and who you are right now. They provide a means by which you can understand where you are today and, more importantly, start to think about who you will become.

Personally, I define success not as a reflection of where you are today, but by how far you have come. There is another famous definition of success attributed to Ralph Waldo Emerson, which says,

“To laugh often and much;

To win the respect of intelligent people and the affection of children;

To earn the appreciation of honest critics and endure the betrayal of false friends;

To appreciate beauty, to find the best in others;

To leave the world a bit better, whether by a healthy child, a garden patch or a redeemed social condition;

To know even one life has breathed easier because you have lived.

This is to have succeeded.”

Success can be defined and defined again. Every person attributes their own meaning to the loaded word. Perhaps you’ve heard some of the following quotes on success:

Of course, there is no formula for success except perhaps an unconditional acceptance of life and what it brings.

Arthur Rubinstein

You always pass failure on the way to success.

Mickey Rooney

A successful individual typically sets his next goal somewhat but not too much above his last achievement. In this way, he steadily raises his level of aspiration.

Kurt Lewin

*To follow, without halt, one aim:
There's the secret of success.*

Anna Pavlova

Eighty percent of success is showing up.

Woody Allen

*I owe my success to having listened respectfully
to the very best advice, and then going away
and doing the exact opposite.*

G. K. Chesterton

How do *you* define success? What personal vision lends itself to fulfill this amorphous term? It can be helpful to read about how others interpret success, but in the end, your measure of success is the only one that matters. Realize that you cannot arrive at a destination without first knowing where that destination is relative to where you are starting your journey. To this end, take an honest inventory of where you are today, and define a destination, your goals, wisely. Too many of us have spent a lifetime climbing the ladder of success only to realize that it was leaning against the wrong wall.

Let's spend some time reflecting on your definition of success, considering your passion, and where you see yourself today. Look back at what you wanted to be when you grew up. Look again at your strengths and weaknesses and the activities that fill you with passion. Ask friends and family what career they could see you doing well in, and why? Take a good mental inventory, and then an actual written inventory of what all these attributes say about who you are. It might be unsettling to come up with an equation that equals you, but having a thorough understanding of who you are and how others see you is truly invaluable. (We'll delve more into this in the next chapter.) With your new definition of success in mind, think about these questions and write down your thoughts. (If you are not sure what you are thinking, then just start writing anything, and keep writing until the page is completely full.)

Now we are going to discover a new way to see yourself, your strengths and weaknesses, and better understand who you are. We are going to learn about your unique *Personality Style*.

STEP 1 2 **3** 4 5 6 7 8

DISCOVERING YOUR PERSONALITY STYLE

It can be difficult to accept the concept of judgement, whether it be our judgment of others or others judging us. It's a powerful motivator, as we want people to like and accept us. We are wired to feel this way. Because of our intrinsic desire to fit in, we sometimes get caught up in the notion of perfect first impressions and try to create an illusion of being someone we are not. There is wisdom in putting our best foot forward to create a good impres-

sion, but we must be careful that it is truly our foot we are showing.

Biologists and behavioral experts still argue about exactly how and why a person has a certain personality. Is it nature? Are we born with a certain personality that grows and develops at an organic level? Is it in our genes? Under this assumption, we are coded at a molecular level based upon the DNA passed from our parents. Some twin studies support this assumption. In 1979, there was a Minnesota Twin Family Study that followed identical and fraternal twins at an early age. Two of the twins, Jim Lewis and Jim Springer, were raised separately starting at four weeks of age. They were reunited at thirty-nine years old and discovered that both of them were nail biters, smoked Salem cigarettes, drove the same car, and vacationed on the same beach in Florida. Despite growing up in entirely different environments, the two found a good deal in common. One of the researchers from the study, Nancy Segal, stated in an interview with Livescience, “We were surprised by certain behaviors that showed a genetic influence, such as religiosity [and] social attitudes. Those surprised us, because we thought those certainly must come from the family [environment].”

So, is it just nature—we are born the way we are? It can't be that simple. Social scientists mostly agree that our identity and personality is a combination of environment and genetics. There are certain biological traits such as hair color, illness, or stature that can be passed genetically; however, environmental factors greatly influence how these genetic traits manifest themselves.

Our personalities are the result of who our parents are *and* how we are raised, and it is immutable. Behaviors can be altered, but our tendencies, the way we react to others, our likes and dislikes, are hard wired. This is why trying to pretend to be something we are not is merely smoke and mirrors, and once the smoke clears, we appear to be less than genuine.

There are some primal reasons that we judge and group people, which reside in our hindbrain, sometimes referred to as our reptilian brain. This part of our brain does not respond with logic, nor does it respond through emotion; rather, it responds by instinct. It is the instinct of survival. Is the person in front of me friend or foe? Are they welcoming or predatory? Am I safe with them? If not, do I fight them or flee from them?

This assessment is wired into our sympathetic and parasympathetic nervous system. When we assess danger, our sympathetic nervous system is activated. Our heart rate increases, our muscles tense, our senses sharpen, and hormone levels, namely adrenaline, rise. We are ready for action. This is a terrible state to live in. Think about placing your car into park and pushing the gas pedal to the floor. The engine runs hot. Unless you release the pressure on the pedal, it will eventually fail. Our bodies can similarly wear out with too much stress, and that is where our parasympathetic system kicks in. It sends hormones through our body to bring it back into a state of balance or homeostasis.

The judgements of friend or foe take less than seconds. Have you ever met someone you did not like, and you really cannot put your finger on why? That is your reptilian brain at work.

Before we were advanced enough to understand this science and anatomy, we relied on the information of those who came before us to understand why we behave the way we do. Our ancestors, while not as technically advanced, were not all Neanderthals. There were some great thinkers and philosophers who contemplated our

human condition to improve our lives. They tried to determine how to extend our lifespan, save our immortal souls, capture beauty in art, and more. They looked at patterns that existed in nature to create order from chaos. Some of the patterns lead to modern medicine, psychology, and other sciences.

Because they did not have access to the technology and knowledge we are blessed with today, they sometimes attributed meaning to patterns incorrectly. (As advanced as we think we are now, some of the ideas we believe to be cutting edge could be viewed as primitive as the stone age to our descendants.) One of these wrongfully attributed patterns—but insightful nonetheless—was referred to as humors of the body. The system's roots may be in ancient Egypt or Mesopotamia, but it was the Greek physician Hippocrates (460–370 BC) who advanced it as a medical theory. He postulated that certain human moods, emotions, and behaviors were caused by an excess or lack of body fluids (humors): blood, yellow bile, black bile, and phlegm. He was able to determine four personality types based on his system and treated people for these imbalances. While we now know this information to be false,

Hippocrates was onto something when he observed the four distinct personality styles.



We've been trying to determine the origins of personality since we knew we had them. These ancient philosophies about our personality have been refined and rethought through the years. It wasn't until 1879 that psychology became a field of study when a German named Wilhelm Wundt founded the very first laboratory dedicated to psychological research.

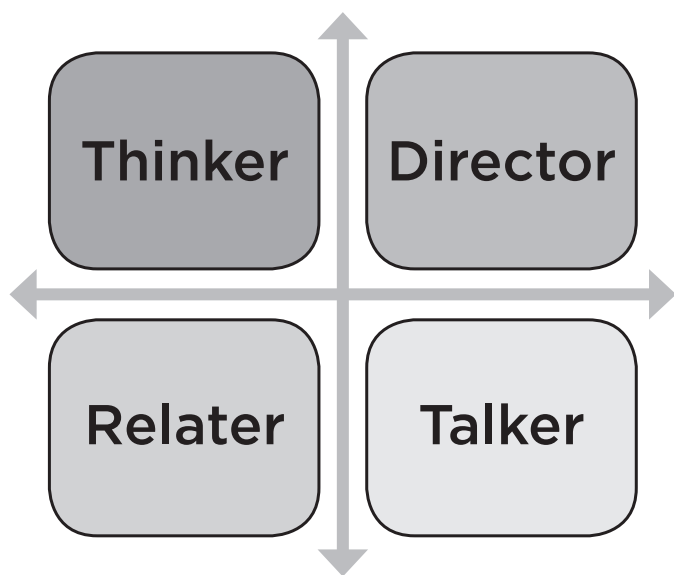
While there have been many pioneers since then, it was Carl Gustav Jung, a Swiss psychiatrist and psychoanalyst, dubbed the father of analytical psychology, who made some of the first and most profound advances into the study of personalities. Many modern versions of Personality Styles or Personality Typing such as Myers Briggs, DiSC, or Insights Discovery are based on Jung's psychological findings. They divide personality preference into four types, then further into as many as sixteen different categories, or even seventy-two different personality styles. The idea of categorizing your unique personality style may be off-putting to you, or you may be overwhelmed at the sheer volume of personality assessments that are out there (see the Appendix for details), but these evaluators are proven to help you understand you who are and what makes you tick.

Most of the training that I've done over the years revolves around personality styles, and each time I introduce these principles to new audiences they are amazed at how accurate the results are. They are eager to put their new knowledge into practice. You may be familiar with some terms used to describe personality traits, such as extrovert, introvert, dominant, etc. You may also be familiar with myriad companies and tests that are used to determine people's personality types and styles, such as Insights Discovery, Inscape Publishing, DISC, The Platinum Rule, Herman Brain, Profiles International, and Myers Briggs. These companies and tests all provide a basic framework by which people can determine their unique personality type, and some tests can even generate a 20-30 page report describing an individual's type, strengths, and weaknesses based upon the test results. Short of taking one of the tests, my intention here is to give you a basic description of the classic four personality types to help you put yourself into one of the four buckets to get an introduction into your personality style and what it means to you as we continue further into this material.

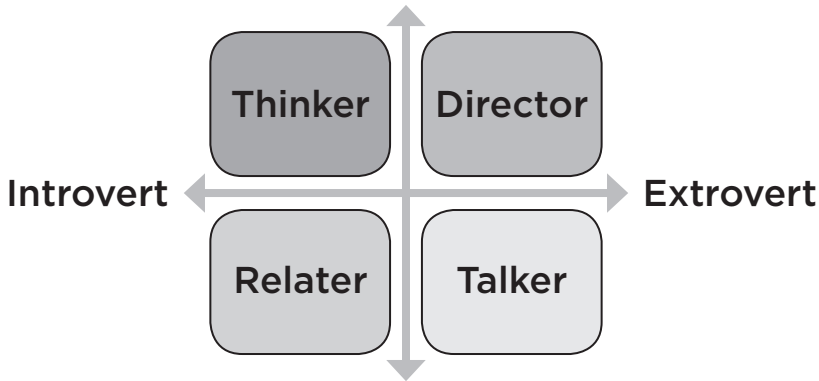
The personal understanding you will gain here is by no means complete, but it will be enough information for you to both assess more clearly what your type says

about you, and it will provide a framework into which you can put the people you meet—clients, bosses, spouses, and family members—so you can better understand where they are all coming from and what makes them tick.

To introduce you to a four-personality type model, we will use the following labels to describe four basic personality types: **Thinker**, **Director**, **Relater**, and **Talker**. We will arrange the four types into a graph with four quadrants shown here:



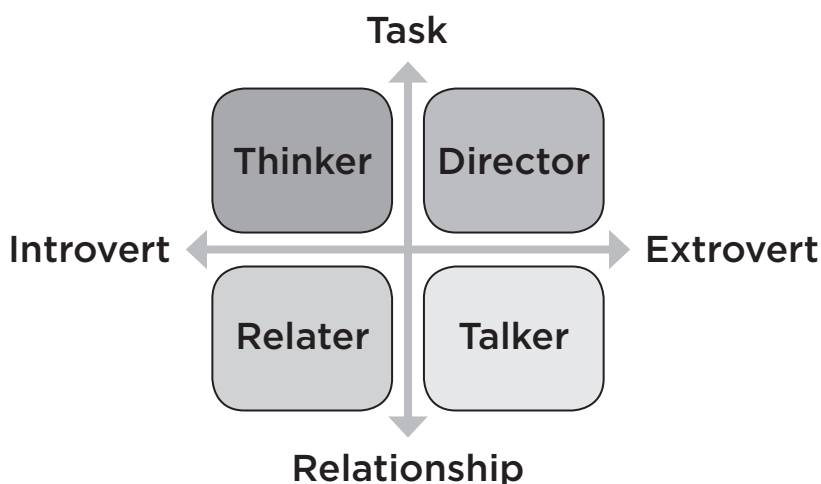
As you can start to guess, you will be predominately one of these four types. Some of you will have a primary and a secondary type. Let's see where you fit into this graph we have developed, by adding some labels that will further illustrate what the four titles mean and where you fit. The first two descriptors represent a scale from the left to the right, as shown here:



The words *Introvert* and *Extrovert* represent your preferences. In general, you either are outgoing, tend to tell others what to do, and get your energy from being around other people (extroversion), or you like to keep to yourself, prefer to ask what needs to be done, and get your energy from being alone (introversion). Both have their merits and no one trait by itself is any better or worse, but we all exhibit a preference. On the graph above, make a mark

on the line between introversion and extroversion that best represents where you see yourself. You have now selected either the right side or the left side of the graph. In doing so, you've excluded two of the four choices as your dominant personality type.

Now let's add another scale on the vertical axis, task versus relationship, shown here:



Again, you must choose where to place yourself on this new scale. You either prefer making decisions based upon tasks that need to be completed and getting things accomplished, or you prefer making decisions based on people, emotions, and relationships. Make a mark on the vertical line above on the axis which best describes where you are most comfortable.

Now draw two lines to connect the two marks that you have made, and where they meet is likely the personality quadrant that describes you best.

What you have just done, in its most basic form, is placed yourself into only one of the four quadrants. You are now a Director, Relater, Thinker, or a Talker. To confirm that this exercise has placed you correctly into the right quadrant, look at the following descriptions of each personality type and see if it describes you accurately.



Now, which type are you?

Which type is second?

Did you realize that you behave this way? Many people spend their entire lives exhibiting traits like those listed above without ever realizing that it is the way they are wired, and that they have both strengths and weaknesses as a result of which personality type they identify with most. As an example, think of what vocations each type may be successful in: a CEO of a company might be a Director, or someone who teaches young children might be a Relater. Imagine a stand-up comedian who might be a Talker, or an accountant who might be a Thinker. This does not mean that if you're a Relater you have to go into the care field, for example, but it does mean that you are likely to do well there because of your thoughtful and patient personality style. If you're a Relater and a CEO, you are likely a calm, caring, and people-focused leader.

You can begin to see how your personality type is an excellent data point to consider as you focus in on what work is important to you and what you might en-

joy doing most. And remember, any personality type can do any job, but knowing your unique style will help you better understand why you like certain roles and not others. Be open to self-discovery. All growth, personally and professionally, starts with you.

Getting to know yourself better is just the beginning of personality typing. Understanding *other* people's types, based upon their preferences, is a hugely valuable communication tool. Being able to read other people and recognize what type they prefer enables you to adapt your style to better relate to them. For example, if you, a Talker, are dealing with someone who is doing your taxes, likely a Thinker, you would know to hold back some of your exuberance and stick to the facts. This would make your accountant more comfortable dealing with you. Or vice versa—if you're the Thinker, maybe you'd stretch to be more talkative, smiley, and energetic to better communicate with the Talker.

Being aware of others' needs and perceptions is what Carl Jung referred to as the *otherness of the other*. By being keenly aware of how others are different, we can begin to connect with them through much cleaner channels. The key is awareness.

What type is your spouse, partner of significant other?

Name a Thinker you know:

Name a Director you know:

Name a Relater you know:

Name a Talker you know:

See if you can determine some more effective ways to engage with each of the individual types in your life. Could you speak more boldly to the Director or be more empathetic with the Relater? Could you be more bubbly toward the Talker or more focused for the Thinker? You might prefer talking to one type over another and that's fine, but remember that all four main personality types have something wonderful to bring to the table.

Preconceived Notions

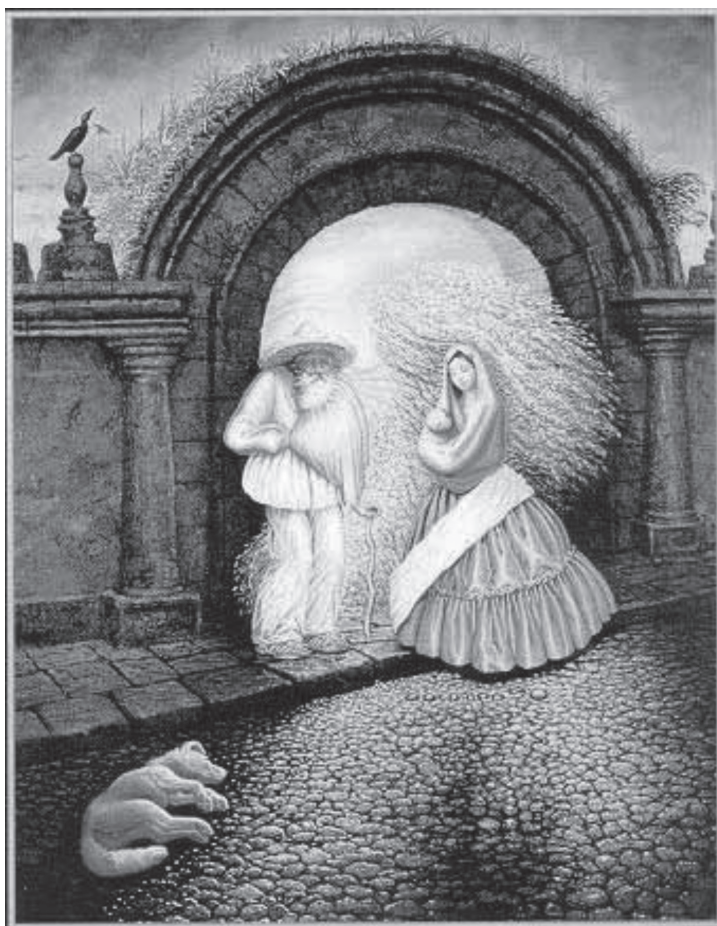
What preconceived notions do you have about other types of personalities? What are they based upon? Self-awareness is the key to controlling judgements before they can affect a relationship.

We all have our own set of preconceived ideas about people, places, situations, and almost everything else. Take this book for example; what ideas did you have when you picked it up? When you saw the cover for the first time, what were your expectations of what was inside? Did you read the back cover? Look at my picture? How did you judge the content based on the limited information? Did you think it was going to be another boring business book? Maybe you have preconceived ideas about business books in general. Maybe you hate reading nonfiction books. Maybe you hate books.

How do these preconceived thoughts and ideas affect your reading? Are you looking for a way to love the material or hate it? Are you just skimming it or are you taking notes?

What you predetermine is what you see.

Consider the photo below and determine how many faces you see.



Did you see six, or eight, or even thirteen faces? What is the challenge here and where does it stem from?

When I do this exercise in my classes, people come up with all sorts of numbers. This is due to different preconceived ideas—ideas that without some introspection we may not even be aware we have. People work off patterns that are held in memories. With this picture you may have had some preconceived notions exposed.

As you were looking for faces, you may have developed some questions such as: Do I count the dog? Do I count the bird? How many faces should I be looking for?

We have preconceived notions of what counts as a face and what does not count as a face. What if I asked the question in a different manner: Look at this image. There are ten faces. Can you find all ten? Does it change your preconceived notions? It changes how you look at the image, right? It shifts the patterns you are looking for. Do you see all ten? Are you including the animals?

The point is that we all have preconceived notions that we use to make sense of the world around us—but we don't often pay attention to the preconceived notions we hold. They hide someone in our unconscious aware-

ness. It is possible to bring your unconscious awareness into your conscious awareness.

Did you know that the average person blinks 15-20 times per minute? That is about 1,200 times an hour and a staggering 28,800 times a day. Can you imagine if you were consciously aware of every time you blink? It would drive you off the deep-end within minutes; yet, if you choose to, you can bring blinking into your conscious awareness. In fact, with just my mentioning it, you're already paying attention to your blinking.

Try this: blink exactly like you did fifteen seconds ago. You can't do it, can you? That's because blinking is a reflex. You don't think, "Hey, my eyes are dry; it's time to blink." Your unconscious mind takes care of it. This is similar to your personality. It's not something you're usually aware of; you just go through your day and act according to your core personality.

One of the big things we are often not aware of but greatly reflects our personality is our body language. Bring some awareness to how you are sitting right now. Pay attention to all the parts of your body—your head, hands, arms, legs, face, and so on. What could people determine about you just by looking at you? Think about

how you are sitting, the alignment of your body, and the position of all the parts of your body in relation to one another.

For many people, they will begin to make an automatic shift in their body once they are aware of it.

When you were a child, did an adult ever tell you to stop slouching? Most the time you were not aware you were slouching until they brought it to your attention. You straightened up when you became aware of your body position.

We are no more aware of our body language than we are of our blinking. Don't believe me? Sit exactly in the same position you were in ten minutes ago. You can't do it. You were awake and alert, so why can't you recall it? Again, it is because we allow this facet of our being to be run by our unconscious mind. Body language can tell more about what we are feeling and thinking than the words coming out of our mouths.

Conscious awareness is a narrow lens, and it can only pay attention to one thing at a time. The reality of multitasking is that it does not exist—at least not in our conscious mind. Our subconscious mind performs thousands, maybe millions of tasks at any given moment.

Try this little experiment. I want you to look at a clock for ten seconds. Count your breaths and your blinks. Ready... go.

How did you do? You nailed it, right? Not likely. Most people in my workshops cheat a little; they might blink two times for every breath so that they can accurately count. What they, and maybe you, are doing is controlling the count, not acting as a passive observer. It's not possible to pay attention to both blinking and breathing at the same time. You can switch your focus from one to the other very quickly, but not focus on them simultaneously. This is what people are really referring to when they are talking about multitasking—moving their focus from one thing to another quickly.

For most of us, the personality we bring to work and into our day operates at a subconscious level. We aren't aware of ourselves unless we consciously choose to be self-aware, and with so many things to pay attention to, self-awareness can slip through the cracks. Without self-awareness, we are a collection of patterns. We act and behave according to subconscious software, and some of that programming comes from our memories. For instance, you never have to relearn how to ride a bike. Sure,

if you haven't ridden a bike in several years you might have a couple of false starts, but locked in your subconscious mind is the process of balance and pedaling, and you'll be riding in no time. You don't have to relearn the skill; its pattern is embedded in your memory. This often serves us well, but at other times, if we aren't careful, patterns can emerge that are not as helpful.

For instance, suppose I met someone for the first time, and they reminded me of my cousin Vinny. I hate my cousin Vinny, so I may begin to elicit certain behavioral patterns and thought patterns that would send out the message that I do not like the new person, without me even realizing it.

The opposite can be true too. A person might remind me of Bob, one of my best friends. I may begin to pat this person on the back and become awkwardly familiar with them. The person is not really Bob, but my brain may perceive them as such and act out the Bob script.

We hold patterns in our subconscious mind about every little nuance of everyone we ever meet. Each has a meaning and a context. For practical purposes, these represent friends and foes at their simplest level. However,

our relationships with others are far more complicated and layered than friend or foe.

A few years ago, two Princeton researchers, Janine Willis and Alexander Todorov, did a series of experiments to determine how quickly our brains take to form an impression of a person from their face. The results stated that it only takes a tenth of a second to make an impression, and longer exposure does not significantly alter that impression. That's a very short time span that can influence someone's impression of you forever. Friend or foe? Are they in my group or not? Do I like them or not? All in less than a second. And as we've learned, these preconceived notions can quietly stick with us for a very long time.

How Are You Perceiving Me?

It's hard to avoid thinking about how others judge you. Some may say, "Who cares what other people think of you? Just be yourself."

There may be some wisdom in not stressing over others' perceptions of us. Let's face it: not everyone loves us or even gets us. However, it is important that what

we think we are projecting and what others are receiving from us are the same.

Are you being clear and authentic? Are people perceiving you the way you think they are? Who are you really? How are you projecting this to others so they get a truer sense of you, your values, and your personality?

Clear communication is so important. Without clear communication, misunderstandings are likely, and barriers can go up. Remember we are wired to protect ourselves, so when someone perceives us in the wrong way, it can trigger a defensive reaction. Intent is not the same as perception.

Equally important is how we perceive others. Are we understanding what other people's intentions are? Are we interpreting what they say and do *in the way they intend for us*, or are we reactionary? Clear understanding of others is just as important internally with our teams and organizations as it is externally with our clients, or even our family and peers.

Each of us perceives our world differently. Consider if you were seven feet tall. Everyone around you may appear short, or that might be your *perception* based upon your own height. For someone who is four feet tall, everyone might seem quite large. You have to know your

frame of reference because it can be easy to judge everyone else by *your* particular standards. This can lead to incorrect judgements. It is important to know how you perceive others—what standards and pre-conceptions you have—as these can dictate how we interpret, connect, and add meaning to the people we connect with.

Knowing how you show up as an individual is the first step, and then you can begin to look around you and decipher how you are showing up as a team member. What are your team's strengths? What opportunities do those strengths open up? How can they be leveraged?

Once you have a good sense of yourself and your team, you can begin to use the same concentrated perception with your clients. All of this can be understood using the model that is the backbone of this book. What personality type am I engaging with and how can I communicate in a way that best serves that person? Once you become aware of the “otherness of the other,” this shift in perception can reveal the reasons you were or were not successful with your customers or clients.

I have had people go through my program and look back on some of their past emails to others and say, “How did I miss that clue? That was so obvious. It was right

there. They told me this and I gave them that instead. No wonder I was not successful.”

Were you paying attention to the otherness of your last client? Or were you engaging with them the way you would want someone to engage with you? Were you successful in your engagement? Why or why not?

It can be hard to look into the mirror and examine the person looking back at us. We can be hard on ourselves; if we see imperfections, we might feel guilt or defeat. We often avoid self-reflection all together. Again, it's that instinctual notion of self-preservation of avoiding pain, no matter if it is physical, mental, or emotional. I want you to know that I have been performing these assessments and workshops for years, and the reaction of those who take the time to do this level of introspection often find strength, relief, and a sense that they wished they had done it sooner. It changed their lives and increased their success. Stick through this with me, and the next time you're looking in a mirror, you may find the same.

I Can't See You

Writing about the subject of communication has been challenging, mostly because I cannot see you or

pick up on clues of whether you understand what I am trying to say, or whether you are ready for the next part. Allow me to coach you a bit and say this: take your time. It is important to understand the material and not get lost. If you really find yourself stuck, you can email me.

In my sessions, I do have the luxury of seeing and communicating with my participants directly. I present different tasks to accomplish, and I know that many of them will look up when they are finished. It is embedded in their brains to do so. Get on the task. Complete the task. Look up at the teacher when the task is done.

There can be some argument whether this is learned behavior: teachers often taught us to do exactly what I described. But there is also the question of personality type. Some of us are wired to respond to a task that way. Directors loves completing tasks quickly and effectively.

The interesting thing about personalities is that there are those at the other end of the spectrum in the group, Relaters, who like to take their time and be more thoughtful before they jump into the task. Then they take even more time to be sure they did it to the best of their ability. As an instructor, I try to feel out the group early on because no one class is comprised the same as another. Some classes contain more Directors, and if I do not

move things along they can become bored and frustrated. If I have a group of Relaters and I go too fast, they will feel lost and frustrated. My job is to know my group and create the pace that serves the greatest number.

We all have different learning styles and ways we interact with the world around us. For instance, some people may skim through this book looking for graphics to help explain the various content I present, while others make notes in the margins. Some people do better listening to audiobooks than trying to read. In my classes I often supply the participants with a workbook. It is helpful for some to follow along, while others leave the book closed and go back later to review what they have learned. The fact is, we all learn differently. While there is no one way that is better than the other, it is important that we self-identify and know the learning styles of those around us.

This is an important concept to consider when you are presenting something or meeting with your team. How consciously aware are you about how fast or slow you are going? What is the makeup of your group, and what is the best pace for them to grasp the concepts and data you are trying to impart? When you present a task, do you know which people will finish right away and

which need more time before looking up? Do you know what your natural style is?

It is easy to slip into your natural style. If you are one of those fast ram-and-jam people, you could be connecting with the 10-15% of your workers who are right with you and can keep up with your pace. This also means you could be leaving 85%-90% behind.

Be honest with yourself. When was the last time you were about to get in a front of ten or more people and thought about the best way to connect with them? Did you consider if you were using the right pitch and tone of voice?

Begin thinking about those you interact with daily and how they tackle tasks. Begin making mental or written notes and postulate how most of your peers operate.

The greatest salespeople and managers have learned to read people all the time, adapt to their style, create rapport, and ultimately accomplish more in less time. Not surprisingly, most of the training I do now centers around teaching people how to understand the four quadrants, showing how people can learn who they are, and then accentuating their positives while minimizing their potential weaknesses. Remember what type you are as we move forward in setting goals that are right for

you and take advantage of your particular style. If your personality style was not so easy to determine using this chapter, consider taking an online assessment. The top three I would recommend are:

Insights Discovery www.discoveryyourself.com

Myers-Briggs www.cpp.com

DiSC www.ttisuccessinsights.com

Please consider taking one of the many personality assessments available to help you better understand your personality style. On the next page is a very simple assessment—just circle the words that best describe you and total up the four columns. Knowing more about how you are wired will help you in every facet of your personal and professional life. Additional resources are listed at the back of this book if you are interested in learning more about personality styles.

DISCOVERING YOUR PERSONALITY STYLE

succinct	sensitive	passionate	well-argued
structured	cooperative	engaging	persistent
calculating	contemplative	upbeat	challenging
discreet	congenial	lively	decisive
rational	stable	optimistic	confident
judicious	constant	hopeful	bold
correct	caring	friendly	forceful
analytical	calm	spontaneous	determined
precise	devoted	inspiring	strong-willed
tactful	agreeable	persuasive	brave
traditional	trustworthy	outgoing	vigorous
factual	considerate	sociable	purposeful
specific	steady	active	deliberate
diplomatic	forgiving	energetic	fearless
logical	gentle	enthusiastic	achiever
THINKER	RELATER	TALKER	DIRECTOR

DISCOVER YOURSELF

STEP 1 2 3 **4** 5 6 7 8

SETTING GOALS

Now it is time to set your goals, select your destination, and chart your course for a definite and successful future. If you haven't set goals for yourself before, there's an excellent acronym that can help you. The acronym is SMART, which leads you to setting smart goals.

SMART goals are:

Simple

Measurable

Attainable

Results Oriented, and

Time Sensitive

This means that instead of writing the goal, *Get better at basketball*, you might say, "I want to be able to nail

ten free throws by the end of this month.” Now your goal isn’t an indefinite dream to chase after; it’s a real, measurable, attainable goal with a time limit. Make sense?

Spend some time reflecting on your goals in light of your passion and where you are today. Think about your particular personality style and what you want to accomplish given who you are and what you do best.

My Goals

Physical

SETTING GOALS

Spiritual

Family

Friends

Financial/Work

Read through the goals you set for yourself. Do you they excite you? Scare you? Good. More importantly, are they SMART goals? Revise if not.

Since a friend first shared the secret of goal setting with me at age twenty-five, I've written down my goals every year and *posted them on my bathroom mirror* where I see them and re-read them every morning and every evening. **If you take only one action after reading this book, write down your goals and read them every day.**

An excellent way for you to post your goals and track your success is to buy a dry-erase marker. That's what I do. You can purchase them from any office supply store, and I strongly suggest you do. If you are truly committed to success, get the markers and write your goals on the mirror that you look into each morning and again each night. This is so simple, but I promise you, only 1% of the people who purchased this book will do even this much. The wealth accumulated by that 1% will be greater than the other 99% combined. Be a success. Be in the 1%. Do it. Do it right now.

STEP 1 2 3 4 **5** 6 7 8

LEARNING TO THINK

While Earl Nightingale's "The Strangest Secret" isn't as popular as it once was, its message is timeless. Mr. Nightingale suggests that even though we all once desired to be successful, we simply forgot about it over time. We stopped thinking about it. Incredible! We could never forget our goals, our passion, or our mission for success, could we? The sad truth is that we can, and most of us have. Still trying to remember what your passion was and is today? If you haven't thought about it recently, then you have forgotten, and that is the single most important factor in determining your success in everything you do. You become what you think about,

which means if you've forgotten what to think about, you might be in trouble.

Perhaps the problem isn't that you've forgotten what to think about, but that you're thinking about the wrong things, or even thinking about the right things in the wrong way. Maybe you are thinking about your goals every day, but the mantra you repeat to yourself is something along the lines of, *I need to accomplish this goal or I'm screwed*. Even though you're thinking about your goals, you're filling your brain with negativity and unnecessary pressure. This means your outcome will be clouded in negativity and discomfort. Instead, input more positive and rewarding daily thoughts about your goals and you will undoubtedly get positive results.

Having spent twenty-five years in the computer training business, it is impossible for me not to cite a metaphor that those of you with a personal computer will immediately understand. At the heart of every computer is a processor: Intel likely being the most famous. This processor can do no more and no less than execute the commands it has received. If the input is good data, or good information, then the processor executes the commands, and returns good data. It's simple really. The

same data running through the same computer will return the same results time after time after time.

Technology folks have summarized this concept in an acronym, GIGO, which stands for “garbage in, garbage out.” Input good data, get good results, input bad data... you get the idea. GIGO. Consider the data you take into your mind and the results that your mind is creating. After all, the human brain is the most powerful computer the world will ever see.

How many of us really think about the power of our minds? Do you ever wonder how much of your mind’s power you use? I believe that the crime here is not the amount of our minds that we use, but rather the manner by which we use it—our most valuable human asset. What manner is this? It is that we use and program our minds *unconsciously*. We don’t even think about the data or the information we are putting into our minds in the first place.

As Earl Nightingale said, “The reason men [and women] are not successful is because they don’t think!” Sure, we all go through the motions every day, in all our actions and routines, but how often do we consciously *think*? How often do we *consciously* select good input to place in our minds so after they process the information,

we get good and predetermined results—the results we are after in the first place: having a happy marriage, being a good father, or having a successful and rewarding career? If we are more mindful of the thought we're inputting, we can avoid GIGO.

Perception

*Man's task is to become conscious of the contents
that press upward from the unconscious.*

Carl Jung

Life can't be boiled down to right or wrong, truth or deception. Life is all about perception—how you perceive the world, how you perceive others, and how others perceive you. Perception is powerful. We may perceive something to be right or wrong, or true or false, but every conjecture we create is filtered through our own point of view—our unique perception of the world. Similarly, you may believe you are acting or behaving a certain way, but others perceive you as the opposite. Perception matters more than anything.

Unfortunately, most of this filtering occurs in our unconscious brain. It is an automatic process that happens without us thinking about it. We aren't aware of how our lens is affecting the way we view the world.

There are some functions in the body that we cannot control, but acknowledging perception is entirely under our control. We can choose to be more aware of how we perceive who and what is around us. We can choose to be aware that people are viewing us in their own individual way. Difficulties in relationships often occur because we are not aware of how others perceive us. We think we are being open and authentic, and while this may be true, it does not mean that we are being perceived as such.

Perception is a mental game. Even when we are choosing to be aware of how we are perceiving what's in front of us, sometimes our unconscious mind can cloud or contort our conscious perception.

Read the sentence below and count the number of f's. Do it quickly. Wait before you turn the page.

Frantic Friends are often
the result of years of
fighting fictional fiends
of their forgotten memories
they cannot turn off.

How many did you find? Eight or nine? That's what most people find, so you are in good company. The problem is that you missed some.

Very astute people will find twelve. Would you accept that? Are you sure there aren't thirteen?

You better count again.

If you came up with the number twelve, you are using your awareness. Or maybe you thought you were using awareness, but that sneaky unconscious slipped in and hid some of the f's from you. When you first used your unconscious mind to scan the words, you likely missed the words like *of* that end with the letter *f*. Now that you know the trick, count them again.

Did you find twelve or thirteen? Wait until you are sure before you turn the page.

**Frantic Friends are often
the result of years of
fighting fictional fiends
of their forgotten memories
they cannot turn off.**

The actual answer is twelve. The fact you recounted a few times to make sure that you did not miss one really engaged your mind fully. I was changing your perception by suggesting that there was another *f* that was not there. Being aware is a skill that we all must practice. Sometimes we think we are being clear and concise, but our brain is not fully engaged in how we are perceiving what's sitting right in front of us. This happens all the time in the workplace. Choose to be aware.

Who are you?

There is a truism: "Wherever you go, there you are." You bring your essential *you* into every situation you encounter each day. It may seem an obvious observation, but who we think we are and who others see can be very different perceptions.

I begin many of my workshops in a way for everyone to get to know each other, to have a couple of laughs, and most importantly, to demonstrate the power of who we are. I put name tents and markers (dry erase) in front of all the participants. You can tell a lot about people's personalities just from what they do with those two items. Some wait for instructions, while others dig right in and write down their names.

I give instructions of writing a word, an adjective, in front of their first name that describes them at that moment. The trick is that I say they must use alliteration—both their name and the word that describes them must start with the same letter or sound.

I get fun combinations: Bad-ass Bob, Frustrated Frank, Happy Holly, and many more. Some people do it quickly on their own, some share with people they know, and others take time to really analyze their options. I only give them about fifteen seconds because I don't want them to overthink it. I want them to use the first word that pops into their heads.

Take a moment to write down your name with an adjective. It's important to do it quickly. This exercise provides me a snapshot of what kind of morning the participants may be having. The process of coming up

with their names tells me a lot about their personalities. Some people might say that they are a different person at work than they are at home. While you might think you act differently, or that in some way your core personality changes, it doesn't. You are the same person: no matter where you go, there you are. You bring a unique mix of your personality to every location and situation. There is a change, but it is not who you are; rather, yours and others' perceptions of you change.

If you pinned your name and adjective to your shirt and walked into your office right now, how would you feel? Do you think it's a cool name? Does it really fit how you think of yourself? Would it portray the right message to your colleagues at work?

Many times in my workshops, people feel uncomfortable with the word they picked. They look around the table to determine what others think of their choice while also judging other people's choices. They may feel like they did not stretch enough or that they over-stretched with the word they chose. If they really dislike the word, I allow them to change it. It's interesting why people are not comfortable with their choices. It is often that they are worried about how others may perceive or judge them.

If I did the same exercise with a group of kindergarteners, the results would be different. Their names would be authentic and unburdened by the thought of being judged harshly by their peers. They are entirely unapologetic. As adults, we judge people very quickly. In our natural development into adulthood, being judged matters, and in fact, it drives everything we do.

When we communicate with others, we often process questions internally. *What do they think of me? Am I saying the right thing? Am I doing the right thing? Do they like me? Do they have it out for me? What impression do they have of me?*

These ideas bounce around our heads constantly as we attempt to be judged the way we want to be judged and to be liked and accepted by others. This book provides you a heightened awareness of the real impact you are having on others. It will change the way you show up and how you perceive yourself.

You really cannot change who you are. According to child psychology, your personality is set sometime around age three. Whatever character traits a child has by this time are strong predictors of how children will act as adults. Those readers with children are probably thinking about that statistic now and awareness is dawning.

You may not remember what you were like at age three, but more than likely not much has changed as far as how you deal with people and situations.

What *can* change, and what the purpose of this book is about, is how you act and react to situations by becoming more aware of who you are, who other people are, and how those two personalities can best interact with one another for maximum results.

Your Style Determines Your View of Others

How did you wake up this morning?

You may have woken up like this kitten looking into a mirror and seeing a lion. From your point of view, your self-perception, you were a lion. Because you felt like a lion, you might have gone into work expecting to be seen as a lion. With this perception, you may have the expectation that people will notice you, or maybe even fear you and run in terror.

You show up to work, and the reality is that people come up to, hug you, and joke with you—with no fear whatsoever. What is going on? They aren't treating you the way you expect to be treated based on your perception of yourself. You are a lion—listen to you roar!



The question you should be asking yourself is, *Do others perceive me the way I perceive myself?*

Think about the top twenty people you come in contact with every day: customers, coworkers, partners, or what have you. If you asked them how they perceive you, if they were being totally authentic, what might they say? Would their answers be consistent, or do you put on different faces for different people? If you actually did

this exercise, you might be surprised by the results and the consistency of those results.

Again, being aware of how others view you is crucial, but what about other people's perception of themselves? Are you tuned in to that? Suppose a client saw themselves as the kitten. If you are a lion, you may want your clients to see you as such, but if they see themselves as kittens, this can create a block in communication and building rapport. The greatest form of rapport is built between people who see the person across from them as similar to them.

If your prospects see themselves as kittens, you don't want them to perceive you as a lion. You want them to feel like you're on the same page—like you are both kittens.

Are you a lion trying to sell to kittens? Think about what your ultimate goal is: that you are able to build a bridge between you and those around you. When they perceive you like their natural selves, you will be able to connect and adapt to them in the most comfortable and natural way according to who they are, or at least who they perceive themselves to be.

Programming Your Mind

Just like in the computer metaphor, our minds are idle until we give them input to process. We provide this input with what we see, hear, feel, touch, and taste. Our senses are the only external ways we can define the input, and they shape our thoughts which determines our future. Did you realize there's a much more important means by which we deliver input into our minds? It is through the questions that we ask of ourselves: consciously, subconsciously, and even unconsciously.

These inputs are the real and very powerful programs that we unleash to run in our minds. They are running every second of every minute of every day. When the questions are conscious but negative, we often are not even aware that we are setting negative programs into motion. It happens when we say to ourselves, *Why does this always happen to me? or Why am I so unlucky?* These types of questions, once asked of ourselves, set the world's most powerful computer into motion. Our brains try to resolve the questions or programs that we have selected to run. The power, and sometimes the horror, is that once set in motion, these programs use every possible input they can find to answer the questions we

have asked. Your brain will answer the questions that you ask of it.

If we ask, “Why do I never get a break?” our minds will seek out and validate every input that satisfies the question. Our minds will offer up answers, or output like, “The reason I never get a break is that life is unfair, and I will always end up with the short end of the stick.” When we ask ourselves, “Why am I in a dead end job?” our minds will find examples to support our questions, and answer us, “You are in a dead end job because you couldn’t get a better job even if you tried.” Get it? Are you starting to see how we can influence and be influenced by what we think about? The message I am sharing with you is this: we truly do become what we think about. What do you think about?

What questions do you ask yourself every day? Are they thoughtful, careful questions like, *How can I do more at work to get a raise?* or *What can I do today to be a better father?* or are they thoughts like, *Why am I in such a dead end job?* and *Why are people always such a pain?* Ask, and you shall receive. What are you asking for? Do you know?

Visual, Auditory, and Kinesthetic Learners

As I mentioned earlier, input into our minds is re-

ceived through our five physical senses and also through a more difficult to understand “sixth sense” typically referred to as *intuition*. Of these senses, taste and smell are not statistically significant for us to discuss here, and intuition is very difficult to quantify. Some people believe that intuition represents the universe or energy or spirituality, while others argue that there is no such thing. For me, intuition is just *knowing* something. If one of these works for you, then use it, if it doesn’t, then intuition may not be a tool that you can or want to rely on. It begs far more time for discussion than we have here but keep it in the back of your mind. We are primarily concerned with the three main senses we use most of the time to receive input: sight (visual), hearing (auditory), and touch (kinesthetic).

Our sight, or visual input, dominates most of what we bring into our minds. It has been shown that our minds can process visual information that it receives ten times faster than when we hear it, but that our retention tends to be higher when we receive input through our ears. Additionally, some people favor their kinesthetic sense, or their sense of touch. Regardless of which of these three senses you favor most, it is important to be aware that we are in control of what we take in through

these senses. If we are primarily visual, then what we **choose** to look at determines what we see. If we are primarily auditory, then what we **choose** to listen to determines what we hear. If we are primarily kinesthetic, then what we **choose** to do determines what we experience.

What input are you **choosing** each day? Is it a conscious decision? It should be, and especially when you look at, hear, or experience your goals every day. This will ensure you are putting the right thoughts in motion, which will inevitably lead to the predetermined results you seek.

Once you accept and believe that your mind operates in this manner, you will always set the right programs into motion to get what you want. This is the key to success. We all do become what we think about. The problem is not that we are choosing to program failure and unhappiness into our minds and lives, but that we are not consciously programming success.

Sadly, most of us operate on autopilot, and the inputs that we are unintentionally programming in our minds, from the traffic jam on the way to work to the depressing morning news we watched to the grumbling and destructive questions we are asking ourselves after skipping breakfast and rushing out the door late for

work, are the *wrong* programs that run **all day** until we **choose** to input new programs and ask ourselves new questions. If you haven't thought about what questions you are asking yourself, and about what inputs you are receiving from other sources, you are going nowhere at best, and at worst, you are quietly on a negative path of destruction, blaming others for results that you simply forgot to control.

How exciting that we can change this at any time by following through with the five steps described so far, and, assuming you have defined goals as a result of what you have read and learned, you are on your way to the front of the pack—the top of the mountain of success! If I may paraphrase what Earl Nightingale said in his audiobook *Lead the Field*, “When you are on top, the sun rises earlier, sets later, the people are nicer, they smile a lot more...it's nicer up here.”

Let's look at how fundamental this programming principle is to all of us. What were your waking thoughts this morning? Were they in alignment with your goals? Were they negative or neutral? You probably can't even remember, and therefore your subconscious mind, the infinitely powerful part of your mind that could have been seeking out opportunities throughout the day to aid you

in the completion of your goals, ran on autopilot **in the wrong direction!** Let's fix that, starting right now.

Write yourself a positive note, an affirmation, such as, "Today I will see the best in other people, whether they cut me off on my drive to work (maybe they are having a personal crisis and needed to get to work or they would lose their job) or whether they are my coworkers (maybe they are coming at this project from a new, exciting angle), and I will be kind." Write down your own affirmation and set it on your alarm clock, or using a dry erase pen, write it on your bathroom mirror. If you have already written down your goals as suggested earlier, use them. When you wake up, read your message before you are even fully awake, and you will have taken the first true step toward controlling your thoughts, and therefore controlling your future.

If you want to leverage your sensory inputs, and you should, then read your goals aloud while moving and feel the excitement that reading them generates. This will enable you to engage all your primary senses to help you realize your goals. **Do not** wake up, turn on the television or radio, and listen to the naysayers describe all the crime, moral decay, and financial hardships that you will surely face throughout the day; instead, control the input you

receive and the outcomes you seek will follow—just as surely as any computer will output the same results given the same input. Realize too that your mind, through your five senses, seeks and receives input all day starting with your waking thoughts and will return output in the form of your thoughts and actions regardless of what you do. So take control now!

Dry Erase Your Affirmation

Thirty years ago, someone gave me the advice to use a dry erase marker to help create new conscious thoughts every morning for myself and my wife. As I began this process, my wife and I began to write notes back to one another. We both received new conscious input from ourselves and each other.

As we had children, we began to use this same program on them. Every morning we would write a message to our children on the mirror. We took advantage of knowing new conscious thoughts would create new patterns in their lives. We wanted to provide input to what those new patterns of less conscious behaviors would be. As proof that this process worked, I can recall waking up one morning to find out that I had a new message on my

mirror that had been placed there by my son. In front of the message I wrote, he left a scribble that simply said:

Buy Connor a new bike.

Clearly my son was understanding the power of programming conscious thought to create change and new behaviors in his father. What would you write on your children's mirror?

Now when I speak to groups, I encourage them to use a dry erase marker every morning because that is the very best time to program our brains with new conscious thoughts. Over time these become the patterns through which we live our lives. Our conscious brains sleep all night, and as we wake, so does our conscious brain. It seeks out any new input, and if it receives none, the same less conscious patterns will run. It's the same way every morning, and likely all day long.

Even if we have been diligent and posted our goals for the year in a place where we will see them every day, this will fail us over time. The reason is that our brains, conscious and less conscious, make a deal with themselves after seeing the same thing two or three days in a row. The deal is that when our conscious brain sees the same thing for two or three days, it hands it off to our less conscious brain. This means we no longer see the item

with consciousness. It is what our brain also does when we learn new skills.

The power of the dry erase markers is that you can erase your message to yourself, and write a new one. It could be the exact same message in a different place on your bathroom mirror, so you really see it every morning. Every two or three days, write it again. Maybe write it in a new way. Maybe draw it. You can radically change the way your brain supports your goal setting and achieving every single morning.

Earl Nightingale said fifty years ago, “We become what we think about.”

It is written in the Bible, “As a man thinketh in his heart, so is he.”

Buddha said, “What we think, we become.”

What are you waiting for? Start thinking!

You’ve learned the first five steps of the process so far, and now there only three more to go. Great job!

The first five steps are

Find your passion

Define success

Discover your personality style

Set your goals

Learn to think

The final three steps, which are no less important than the first five are

Operate with Integrity

Execute Daily

Give Back

These five principles are the first half of the formula for success, used by nearly every happy and successful person I have ever met. They are the surest way for you to become your best, reach your potential, and live a successful life. At this point, I really hope you have written in this book. If you did not, your life will not change, and you have chosen not to be in the top 1%. If, however, you have written down your honest answers to these questions, you are in the top 1%. You are a superstar. You will succeed.

Let's tackle the last three steps of the *Discover Yourself* formula.

STEP 1 2 3 4 5 **6** 7 8

OPERATING WITH INTEGRITY

In the early 1900s, a lot was written about success. The industrial age enabled the likes of Andrew Carnegie and Henry Ford to rise as business leaders, and their lives and extraordinary success became the subject of various writings and studies. One theme that runs throughout these writings is the character of these successful men and others from that era. Integrity emerged as one trait that all the men shared, and integrity was credited as a key factor in their success time and time again. Sadly, in the years from then until now, integrity and character have slid into the shadows; yet, all the truly successful people I know have these traits at the top of their list. I

know people who are financially successful, but are not men or women of character, and their lives are disconnected. Success must be of a whole person whose goals, actions, thoughts, and character are in place, complete, and worthy of exemplification. A person can only lead a life of integrity if both their personal and business life reflect the same integrity.

In the wake of celebrity scandals, marital infidelity, questionable financial deals on Wall Street, and political heroes being placed on a pedestal while cheating on their wives and their taxes, the media has created the illusion for many that success can be achieved with the absence of integrity. It cannot. The quality of your character will determine your degree of professional and personal success. The two cannot be separated.

I will never forget as a child of about ten years old cleaning my father's law office on the weekends to earn a few bucks. He came in one weekend while I was working and made a few phone calls. I saw him make the calls then write down notes and put a number beside each note, like .25 or .50. I asked him what the numbers meant, and he shared that it was how he billed his clients, that .25 was a quarter hour and .50 a half hour of his time. I remember asking him, "Why don't you just write down a bigger

number and charge them more?” He told me that people did business with him because of his integrity, and that if he let it slip, even a little bit, he would never be able to gain it back.

That message has stuck with me. It is often harder to do the right thing, but the rewards are long-term. We’ve heard the phrase, “What goes around, comes around,” and nowhere does this ring true as much as it pertains to character. Decide now to make your character exceptional, and the success and self-confidence that you seek will be yours.

While integrity can define how we conduct ourselves, it can also define the environments we choose to spend our personal and professional time in. I saw Lance Secretan speak ten years ago after he had written a successful book titled *Reclaiming Higher Ground* (which I highly recommend). In his speech at the annual conference for computer training companies, he shared a few examples of integrity, or lack thereof, displayed by corporations. One example was the 2% milk that many of us purchase and consume every day. He asked a room of about 400 people what percentage of fat there was in whole milk. Most of the room raised their hands for 100%. Lance shared that whole milk is only about 4%,

and that 2% milk is a misleading indicator of the difference between the two products. It is legal, but is it moral?

A second example is a jar of spaghetti sauce labeled “fresh tasting” rather than fresh, because though it was not really fresh, the corporation somehow had its corporate lawyers fight for the right to use the phrase “fresh tasting.” Legal, yes, but moral? How about cigarette companies? Ouch!

Are you looking to work for a company that you are proud of? Make sure integrity defines not just what you do, but where you do it, and with whom. Make integrity a cornerstone of your life and spend your life with others who do the same.

STEP 1 2 3 4 5 6 **7** 8

EXECUTING DAILY

No book to career success and getting the right job could ever be complete without a commentary on execution, that is, the means by which we accomplish all we set out to do. Defining goals based upon your passion, thinking about them, and operating with integrity will not lead to any sustainable amount of success, unless you are committed to staying the course and **executing** your plans for the attainment of your goals. For some people, success and financial rewards have come too soon and without the monotonous daily rigors of execution. Easily won riches will be easily lost, but hard earned wages are your ticket to lasting success.

Spiritual

Family

Friends

Financial/Work

Let's expand this last section, Financial/Work, in greater detail. Here are a few more questions that will make the difference in finding the ideal career—one that fits you, your skills, and your passion.

- What job, at which company, and in what industry?
- How will you research your choices?
- How will you market yourself?
- How will you network with others?
- Who will support you?
- What job boards, newspapers, and websites will you read regularly?
- What career seminars will you attend?
- What motivational podcasts will you listen to?
- What additional books will you read?
- How many new contacts will you make each day?
- Are you on LinkedIn?
- Are you on Facebook?
- Does Craigslist have your perfect job listed?
- What trade associations could you join?
- Can you call the company president directly?
- How many contacts can you find through your friends?
- Are there state and federal jobs available?

What government programs can you access?

Can your church help you succeed?

Are you committed to doing what it takes to
succeed?

I could add fifty more pages of questions, but it's easier to send you to your laptop to start doing the homework necessary to really know what is right for you and where your gifts will best shine. It is up to you to define your plans at whatever level of detail it takes for you to succeed. If creating the plan necessary to achieve your goals is difficult and you need help, email me your goals at scott@discoveryyourself.com and I'll offer any assistance I can to help you define what you need to do to succeed. Do not continue reading until you have answered at least a few of the previous questions. Your future depends on it!

Don't lose heart if defining your plan is more difficult than you thought it would be. Keep looking back at your goals, stay in touch with your passion, and realize that you will find a way. Thomas Edison, upon documenting that his 10,000th attempt at identifying the right filament for inside his soon-to-be-perfected incandescent bulb did not work, was asked how it felt to fail 10,000 times. Mr. Edison reportedly answered, "I have not failed.

I have successfully eliminated 10,000 filaments which do not work.” This attitude about failure, simply restated as failure is only one of the necessary elements that leads to eventual success, is a badge of honor that all the successful entrepreneurs I know wear with pride.

Another thing to keep in mind about your plan and the execution of it is realizing that before the ink is dry (even as it rolls off your printer), it will be obsolete. People change, jobs change, and circumstances change. What rarely changes is our passions, and if we have defined our goals thoughtfully in light of our passions, then they will remain consistent also. They serve as the lighthouse that will direct us toward goals that we are passionate about. The purpose of a plan of execution is to serve as a road-map which we understand will change over time. It is a guidepost to show us how we are doing in our quest toward our goals. Stay the course and you will succeed.

The hardest aspect of the execution of your plan is doing what needs to be done when it needs to be done toward the completion of your goals. A question I often ask myself as I look at my own plans, especially in times of weakness, is, *What actions should I take that will leave me the most satisfied **after the action has been completed?*** Another way to say this is, *What would the person I plan to become do right now?* Print both of these questions on index cards and carry them with you because even around the area of execution, it matters how you think! Think about why you are choosing to execute your plan, what about the plan drives you toward your passion, and how good it feels to succeed. Look to the lighthouse that is your goals to help you through the tough times.

Thinking daily about your goals is the surest way to sustain yourself, especially when executing the plan is hard. No one achieves lasting success without going through some tough spots. If you have defined the right goals that you are passionate about, then you have all the ammunition you need to keep going through all the difficulties you encounter. Anything worth getting is worth fighting for. Are you willing to fight to achieve your goals? If so, then you will succeed.

STEP 1 2 3 4 5 6 7 **8**

GIVING BACK

Let's jump ahead in your life by one year. You have made significant progress toward your stated goals. In fact, you've even achieved a few of them and added more. You have a great job that you love with values that match your own. You are physically fit and proud of the person you have become. You wake up passionately every day, re-read your goals, and enter your day pursuing those worthy goals through your intentional thoughts and actions. You have plans for execution in place that help steer you in the right direction. You are on top, secure in the knowledge that you have unlocked the secret to success, and you carry yourself with more self-confidence than you ever thought possible.

Now what?

Now is just the beginning. Now is when it starts to get really fun. You have put yourself in a position to give back—give your time, your talents, your joy, your money, you.

Giving back is just as necessary for the world as it is for you, and there are a million different ways to do it. One of my favorite ways is through sharing books. As I read books, I give them away to people whom I know would benefit from them. In fact, I founded the website selfconfidence.com in 1996 because I couldn't keep up with buying certain books one or two at a time to give to people I met while traveling. I set up the site to allow people to go online and learn key concepts about success, and order the books themselves. I have realized, as many of us do as we grow older, that there is much greater satisfaction in helping others than there is in helping ourselves. The catch is, to really be able to help other people, we need to have at least operated our own lives in a way that sustains our ability to give back, whether it is our time, our talents, or other resources. Hopefully, your new understanding of the principles of success will put you well on your way to being able to give back more than you ever thought you could.

What will you give back to the world? When? It should be a key part of your personal plan for success. Even if you are struggling as you work through this book, whether financially

or searching for deeper meaning in your life, you are able to begin giving back right now—smile at the checkout clerk, let the obnoxious driver merge in front of you, or provide more warmth for your spouse and family.

Opportunities to give back exist every day, and the more we take advantage of them, the more we are affirmed that we really do control our own destiny. Although we cannot control the circumstances around us, we can always choose our response to those circumstances.

Never again say, “I have to...” or “I need to...” Instead, teach yourself to say, “I choose to...” in every circumstance, because it’s **true**. Everything we do in our lives, we chose to do. This single fundamental concept will change the way you look at every aspect of your life. Start saying, “I choose to...” today. Reinforce the concept that you are in charge of your destiny.

When I grew up, my parents had a plaque on the wall in our hallway that I read every day, but the significance did not hit me until I was about thirty. Its author is anonymous, and I have heard it described as “The Serenity Prayer.”

**God, grant me the serenity
to accept the things I cannot change,
Courage to change the things I can,
And the wisdom to know the difference.**

I never gave much thought to this prayer as I grew up, but seeing it every day burned it into my subconscious. After discovering its meaning later in life, I think of it all the time. Its real meaning to me is

Grant me the ability

To accept

WHAT HAPPENS TO ME

The courage to change

HOW I RESPOND

And the wisdom to know the difference.

I suggest that you find a phrase, poem, or prayer that reminds you that we are all in charge of our destinies, that we are always able to choose how we respond in any given situation, and that those of us who count ourselves among life's successful are giving back to others for the sole purpose of helping better the world.

STEP 1 2 3 4 5 6 7 8

CONCLUSION

There is a formula for success, which I shared with you in eight steps. You now know that you are responsible for your own personal degree of happiness, success, and self-confidence, and you can no longer blame others. Each day, when you look in the mirror, be sure to smile at the person that can make all your dreams come true, and when necessary, review the eight steps summarized again for you here.

Step 1. Find your passion

What would you do if you had all the money and time in the world? What parts of your previous jobs and current life are consistent with your passion?

Step 2. Define success

Define it in the only terms that matter—yours.

Step 3. Discover your personality style

Use this knowledge to better understand what you should do with the rest of your life and how you can relate to those around you more effectively.

Step 4. Set goals

Create SMART goals and write them down in a specific place. Set goals for all of the following:

- Physical
- Spiritual
- Family
- Friends
- Financial/Work

Step 5. Learn to think

Engage your wonderful, powerful, portable, super-computer brain to help you on your journey of self-reflection. Defined, positive thoughts will begin to shape your daily actions, which will lead to your successful future.

Step 6. Operate with integrity

Know that your personal and professional lives are intertwined and that you cannot live them separately. Choose to operate with character and surround yourself with people and professional endeavors that aim to do the same. Know that every word you speak has an impact on your life, and plan to spend your time in ways that have a positive impact on yourself and others.

Step 7. Execute Daily

Lay out a strategic plan to move you toward your goals. Remember that your passion and goals will sustain you through hard times. Understand that quitting is **not** an option. Despite how scary this step may sound, execution is not the hardest part of this program; knowing what to execute on is where most people fail. If you've made it this far, **you can do it**. Stay in the 1%.

Step 8. Give back

Success, when measured by what you alone achieve, will never sustain you long-term. We are only fulfilled in the long-term by sharing our success, our gifts, and our presence with others. Start now by giving out a smile or a

helping hand, and realize you are planting seeds of giving in your life. This will enable you to look back on your life and feel it was well lived. We all have something to give, no matter what our present circumstances may be.

I wish you all the success in the world, and if I can aid you in the completion of your goals, email them to me at scott@discoveryourself.com, and let's arrive at your final, successful destination together.

Successfully,

Scott Schwefel

MORE ABOUT SCOTT:

Scott Schwefel was raised in Beaver Dam, Wisconsin by parents that taught him the value of finding one's passion, goal setting, hard work, integrity, and the need to give back. He attended the University of Minnesota for engineering and later received his degree from Concordia University in Organizational Development and Communications. He launched several startup companies in his early twenties and sold computers to pay the rent each month. In 1989, he and his partners raised nearly a million dollars in venture capital and built and sold a multi-million-dollar food company. He married his wife, Linda, in 1989, and together they began teaching, writing, and defining the principles in this book by launching a sales training company in 1991.

In 1995, Scott founded Benchmark Learning, which grew to become Minnesota's largest technology training center. During this time, he interviewed more than 500

job candidates and realized that there were a small number of people who, although in a job search, were totally in control of their destiny, and it showed. He began to understand why these job candidates were different from others, and how they understood the principles in this book. After a month living with the Maasai and Hadza tribes in Tanzania, Africa, he returned home, sold his interest in Benchmark for more than a million dollars, and took a year off to write this book on the principles of success that helped him personally succeed.

Today Scott teaches business leaders, sales people, and teams how to better understand themselves and others. He has spoken in London, Paris, Shanghai, Amsterdam, Kuwait, and Beijing, and has personally coached over 2,500 CEOs on the principles of success. The Schwefels make their home in Excelsior, Minnesota, with their three children, Kenzie, Connor, and Scottie.

APPENDIX

Personality Assessments

Name of Assessment	Description of Assessment	Year Developed
Activity vector analysis (AVA)	A psychometric questionnaire designed to measure four personality factors or vectors: Aggressiveness, Sociability, Emotional control, and Social adaptability. This assessment is often used as an employment test.	1942
Bem Sex-Role Inventory	A test that measures masculinity and gender roles. The categories are correlated with many stereotypical gendered behaviors.	1974
California Psychological Inventory	A self-test that asks questions about personal interests, values, symptoms, behaviors, traits, and personality types. Unlike MMPI, this assesses everyday people.	1987
Eysenck Personality Questionnaire	A questionnaire that assesses personality traits. It is based on a person's temperament that is determined by genetics.	1985

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Hare Psychopathy Checklist	A checklist that tests for psychopathic traits in a person.	1970s
Herrmann Brain Dominance Instrument (HBDI)	A test for the thinking preferences in people. It is a cognitive style model and measurement similar to Myers- Briggs.	2000s
Holland Codes (RIASEC) (Personality-occupation matching)	A theory of careers and vocational choice based upon personality types. Used by the US Department of Labor ETA.	1990s
Keirsey Temperament Sorter	A self-assessed personality questionnaire designed to help people better understand themselves and others. Similar to the Myers Briggs assessment.	1956
Minnesota Multiphasic Personality Inventory (MMPI)	The most commonly used and researched standardized psychometric test of adult personality and psychopathology. It is used for differential diagnosis in psychology, forensic psychology to answer legal questions, job screenings, and therapeutic assessments.	1943

Millon Clinical Multi-axial Inventory (MCMI)	A psychological assessment tool intended to provide information on psychopathology and personality traits including specific psychiatric disorders in the DSM-5.	1969
Myers-Briggs Type Indicator (MBTI)	A self-reporting, psychometric questionnaire designed to measure psychological preferences in how people perceive the world and make decisions.	1921
Pearson-Marr Archetype Indicator (PMAI)	A self-test psychological personality inventory based on psychologist Carl Gustav Jung's notions of personality types and archetypes. Based heavily on the work of Joseph Campbell.	1949
Robin Hood Morality Test	A simple psychology test where a person is asked to rank Robin Hood, Maid Marian, Little John, and the Sheriff of Nottingham in terms of morality of their actions in a particular scenario.	Unknown
Rorschach inkblot test	A psychological test in which subjects' perceptions of inkblots are recorded and then analyzed using psychological interpretation and complex algorithms. It is used to examine a person's personality characteristics and emotional functioning.	1960s

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Sixteen Personality Factor Questionnaire or 16PF Questionnaire(16PF)	A multiple-choice personality questionnaire which was developed over several decades of research by Raymond B. Cattell, Maurice Tatsuoka, and Herbert Eber. Measures anxiety, adjustment, emotional stability, and behavioral problems. Used in career and occupational selection.	1940s
Taylor-Johnson Temperament Analysis	A personality test designed to measure nine common personality traits for the assessment of individual adjustment. These traits influence personal, social, marital, parental, family, scholastic and vocational adjustment.	1941
Temperament and Character Inventory	An inventory for personality traits devised by C Robert Cloninger. It is based upon four temperaments and three characters.	1980s
Thematic Apperception Test	A projective psychological test based on the notion that people's responses reveal their underlying motives, concerns, and the way they see their social world.	1930s
DISC assessment	A behavior assessment tool based on the DISC theory of psychologist William Moulton Marston, which centers on four different behavioral traits: Dominance, Inducement, Submission, and Compliance.	1928

The Hand Test	A projective technique that utilizes ten unbound 3.5x4.5-inch cards, nine with simple line drawings of single hands and one blank card. The viewer interprets the hands and the responses are recorded.	1983
EQSQ Test (Empathizing–systemizing theory)	A test that suggests that people may be classified on the basis of their scores along two dimensions: empathizing (E) and systemizing (S)	1992
Forte Communication Style Profile	A quantitatively validated communication style profiling instrument.	1978
HEXACO model of personality structure Personality Inventory	A personality structure with a six-dimensional model of human personality: Honesty-Humility, Emotionality Extraversion, Agreeableness, Conscientiousness, and Openness to Experience.	2000s
International Personality Item Pool (IPIP)	A public domain collection of items for use in personality tests.	2000s
Newcastle Personality Assessor (NPA)	A personality test designed to measure the test-taker’s personality on five dimensions: Extraversion, Neuroticism, Conscientious, Agreeableness, and Openness.	2011

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<p>Swedish Universities Scales of Personality</p>	<p>A personality test based on the older Karolinska Scales of Personality (KSP). Includes thirteen personality scales: Somatic trait anxiety, Psychic trait anxiety, Stress susceptibility, Lack of assertiveness, Adventure seeking, Detachment, Social desirability, Embitterment, Trait irritability, Mistrust, Verbal trait aggression, and Physical trait aggression.</p>	<p>2000s</p>
<p>The Birkman Method</p>	<p>A personality assessment for improving people skills and aligning roles and relationships for maximum productivity and success. Has eleven scales describing effective behaviors and eleven scales describing interpersonal and environmental expectations.</p>	<p>1950</p>
<p>True Colors (personality) Test</p>	<p>A personality profiling system created by Don Lowry. Categorizes four basic learning styles using blue, orange, gold, and green to identify strengths and challenges of these core personality types.</p>	<p>1979</p>
<p>Woodworth Personal Data Sheet</p>	<p>A test that is commonly cited as the first personality test and was developed for the United States Army. Screened recruits for shell shock risk.</p>	<p>WWI</p>

Big Five personality traits (Five Factor Model)	A test that screens for five broad domains or dimensions of personality that are used to describe human personality: Openness to experience, Conscientiousness, Extraversion, Agreeableness, Neuroticism.	1970s
Revised NEO Personality Inventory	A psychological personality inventory. Updated Big Five Factor Model.	1980s

Recommended Reading and Audio Book Selections

The Strangest Secret by Earl Nightingale

The Psychology of Achievement by Brian Tracy

The Psychology of Selling by Brian Tracy

Repacking Your Bags by Richard Leider

Lead the Field by Earl Nightingale

How to Win Friends and Influence People
by Dale Carnegie

Think and Grow Rich by Napoleon Hill

Do What You Love, the Money Will Follow
by Marsha Sinetar

The E-Myth by Michael Gerber

Authentic Leadership by Bill George

True North by Bill George

Scott is available for speaking, training, and coaching engagements on any of the principles contained in this book. He enjoys delivering keynotes to thousands, conducting small group workshops, or one-on-one mentoring of CEOs and executives.

Email scott@discoveryyourself.com, contact Scott at 952-454-4065, or visit scottschwefel.com to learn more.

Highly successful people think differently.
They own certain habits and rituals
that set them apart from others.
They know themselves,
they operate everyday with purpose...
and you can be one of them.

Successful entrepreneur, author, and global presenter Scott Schwefel, whose Ted Talk has been viewed by more than two million people, now shares these secrets of success with you in *Discover Yourself*.

Schwefel has taught these principles to over 3000 CEOs, and has spoken to more than 1000 audiences across the globe in London, Paris, Shanghai, Amsterdam, Kuwait and Beijing. He has even lived with the Haadza and Maasai tribes in Tanzania, adding to his global perspective.

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Scott and Linda Schwefel and their three adult children, Kenzie, Connor and Scottie Nicole currently make their home in Excelsior Minnesota.

