



BACK AFTER BURNOUT

Master your BURNOUT RECOVERY with the MASHPLAY framework

DENNIS CONSORTE

DR. MARK GOULSTON

LARRY SHARPE

DR. TROY HALL

KEVIN HOGAN, PSYD.

Endorsements

“We’ve all endured a whirlwind of change in recent years. For many, it was an unknown we weren’t sure we could handle – or HOW we would handle the onslaught that followed. This book serves as a ‘re-set’ for the many that struggled with dealing with the unknown. Dennis shares his courageous journey through burnout and the transformation that resulted after taking a long, hard look in the mirror. Pick up a copy and let your own transformation begin.”

Jeffrey Hayzlett

Primetime TV & Podcast Host, Speaker, Author and Part-Time Cowboy

“Dennis knows the business world like no other and he is always eager to share his insights to help others navigate in these challenging times,”

Vera Gibbons

Personal Finance Journalist

“Dennis is a top resource in my network for marketing and business development information. With this book, he’s sharing a personal and professional roadmap to success around one of the fastest rising concerns in the business world – burnout and recovery from it. I highly recommend getting a copy!”

Paul Zelizer

Leading Social Entrepreneur Coach & Podcast Host

“Dennis is well-known for his actionable advice in marketing and business development. His recommendations will help you break through your barriers to success and happiness both at work and at home.”

Julia Morrissey

Senior Content Marketing Manager, Homefield

“I’ve worked with some of the largest Fortune 500 companies in the world, and *Back After Burnout* helped me begin my journey of professional self-discovery. This book is a valuable tool for anyone who is considering a career change. Dennis is an expert at executive leadership development and his stories and advice will help you break through your barriers to success and happiness at work.”

Stephen Blumberg

Marketing and Advertising Executive

“Dennis's business acumen, engaging communication style and dedication to helping people find their best selves through business relationships shine through in this brilliant how-to manual for anyone who wants to find happiness and fulfillment at work.”

Ari Zoldan

CEO of Quantum Media Group, Contributor at Nasdaq and Seeking Alpha, and Professor at Yeshiva University

“I write for a living. And I love what I do. But writer's burnout can leave you stalled creatively or make you find stringing sentences together a chore. Dennis Consorte's *Back After Burnout* includes a treasure trove of wisdom on working smart in what ought to be a sublime marathon—even for scribblers like me.”

Max Borders

Author of *The Decentralist*, Executive Director at Social Evolution

For more about Dennis Consorte, visit his website.

DennisConsorte.com



Together with Dennis Consorte's unique stories, workbook lessons and the MASHPLAY™ framework for burnout recovery, leadership experts and renowned psychologists share powerful advice in bonus chapters throughout the book.

Dr. Mark Goulston, MD

Co-Founder, Deep Coaching Institute, Marshall Goldsmith 100 Coaches member, former UCLA professor of psychiatry for over 25 years, and FBI and police hostage negotiation trainer. Author or co-author of nine books including international best-seller, *Just Listen*.

"You can admit that you have a dark shadow, meaning a part of your personality that you're embarrassed about. As long as you don't act on it, you're good to go. If instead you try to convince yourself that you don't have it, you're out of touch."

Dr. Troy Hall, PhD

Founder of Cohesion Culture™. Award-winning talent retention consultant, international speaker. Author of bestsellers *Cohesion Culture: Proven Principles to Retain Your Top Talent* and *Fanny Rules: A Mother's Leadership Lessons That Never Grow Old*.

"You don't have to know everything, you just need to be teachable."

Kevin Hogan, PsyD

Keynote speaker, corporate trainer and instructor on body language, influence, and motivation. Author of 25 books including international best-seller, *The Psychology of Persuasion: How to Persuade Others to Your Way of Thinking*.

"It's worth remembering that life is short, and, as John Lennon said, 'This ain't no dress rehearsal.' And he was right."

Larry Sharpe

Managing Director of the Neo-Sage® Group, Inc., host of *The Sharpe Way Show*. Trained and coached hundreds of international entrepreneurs, executives, and others. US Marine for over six years, gubernatorial candidate, and interim senior executive for Fortune 500 and other companies.

"Take an inventory of your situation and find just one thing you know you can fix and tackle that. When it's finished, and this is very important, you have to give yourself a reward."

Are you stuck on a hamster wheel, working in a career you don't love, or grinding away at a business that brings no joy or purpose to your life? If so, then ***Back After Burnout*** is for you. Author **Dennis Consorte** presents the **MASHPLAY™** framework for burnout recovery alongside entertaining anecdotes from his life as a GenX entrepreneur son of a Vietnam veteran and immigrant mother with hopes and aspirations for their children's success.

MASHPLAY™ is a mash-up of time-tested tools, and new ideas to help you rediscover joy and purpose in your professional life. Reinvigorate your ownership mindset, whether you work for someone else or are ready to launch (or re-launch) your next great business. Through the art of storytelling, instructional design, and powerful workbook exercises, Dennis Consorte helps you to rebuild your life after burnout. You will focus on eight areas of success:

(M) Mindset: How to develop an ownership mindset, know yourself, and align your actions with your values.

(A) Acceptance: How to acknowledge that you are in a state of burnout, that you are an imperfect human being, and that it will take work to once again welcome happiness and growth into your life.

(S) Symptoms: How to get better at identifying the symptoms of burnout in yourself, and in others as you develop yourself into a better leader.

(H) Habits: How to build healthy habits into your routine, to make incremental progress on burnout recovery every day.

(P) Purpose: How to make your career or business feel purposeful so that it no longer feels like work, but a calling in life that you are passionate about.

(L) Leadership: How to build yourself up and see yourself as the kind of leader that people want to support, to help others find meaning in their work, too.

(A) Accountability: How to hold yourself and others accountable, so that you continue to put the work into reclaiming a joyful life of abundance.

(Y) Yourself: How to take care of yourself first, and be in a position to lift others up as you recover, in a sustainable and healthy way.

Back After Burnout

Use the MASHPLAY™ framework for burnout recovery and life-mastery.

Please feel free to print this out and use the enclosed workbook pages as a companion to the book. [Click here to purchase the full text](#), or scan the QR code below.



By Dennis Consorte

With contributed chapters from Dr. Mark Goulston, Dr. Troy Hall, Kevin Hogan, PsyD, and Larry Sharpe

Edited by Heather Burdsal and Seth Burdsal



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Introduction



1. Why I Wrote This Book

Burnout didn't kill me, but if I gave it too much of a chance, it would have. With time and help, I found a way back. You need one, too. If you're in that place, you need a friend who's been there and can help you come back strong, with a clear mission for the rest of your life.

I don't have all the answers, but I can share what worked for me. You might see yourself in some of the stories I tell. And if you use the tools I give you, you'll begin to wipe away some of the smudges on the mirror you're looking at right now.

In my pursuit of riches, I lost the most valuable thing in my life. I gave up on everything that mattered and pursued meaning in frivolous activities. I walked away for two years and wanted to spend the rest of my life sitting at one end of the couch with the TV remote in one hand and snacks in the other. Trips to the refrigerator replaced trips to the gym, and arguments on social media replaced human connection.

It took a lot to come out of that hole. Some people meant well but pushed me deeper. Others lent a hand, but I didn't take it. Then one day I had the courage to look at myself in the mirror and I didn't like what I saw. I was everything I didn't want to be. I knew I had to change, but I didn't know how.

My transformation was slow, and it is an ongoing process. But today, I'm better. I'm stronger. I'm clear on the person I want to be. My hope is that you'll put down the remote for a few minutes and take a trip with me to discover who you were, who you are, and who you are meant to be. Together, we can find a bit of sunshine and reclaim years of your life. Are you ready?

How to Use This Book

You made a powerful move today. You opened this book and you read a page. That's the first step toward a happier and more fulfilling life. I developed this book to help you identify and overcome burnout and take ownership of your career. Many entrepreneurs start out in jobs that don't give them a sense of

fulfillment. You may already own a business or want to get started on a new one. I'll show you how to choose the one you love and find joy in other aspects of life.

I've included workbook exercises for most chapters so you have the opportunity for hands-on practice. So, focus on one chapter at a time and do the work. Reflect on events that shaped your personality and utilize powerful tools to form new behaviors and better habits.

I've also shared personal experiences failing forward after overcoming adversity in childhood and adulthood. Through storytelling, actionable advice, and workbook exercises, I'll help you apply the lessons to *your* life. I've also included chapters from other experts to give you other perspectives on burnout. Are you ready to maximize joy and success at work and home? Let's get started.

The Ownership Mindset

A popular misconception is that you need to own a business to have an *ownership mindset*. A mindset is a *feeling* or set of attitudes that you hold. It does not require anything other than reframing your thoughts.

For example, you can be the janitor at a school and have a choice between two mindsets. You can see it as a chore that you perform to collect a paycheck and feel like the lowest-ranked person in the facility. Or you can *own* your job and end every day satisfied that you performed to the best of your ability by bringing value to the people you served as someone who sought to be among the best at what you do.

I created this book from the perspective of a self-identified entrepreneur who faced adversity and overcame many obstacles. You'll learn about my humble beginnings in a transitioning neighborhood, how my community programmed me with a *scarcity mindset*, and how I eventually rewired my brain for *abundance* and *ownership*. And you'll get to apply the same tools and techniques from which I benefited. Trust me to help you reprogram your mind to find more success and happiness in your own life.

Ownership isn't for everyone. Many people are happy with routine and safety. Sometimes this is because of habit. At other times, it may be a protective mechanism due to past trauma or instability. Routines provide a sense of stability and control, which can help prevent mental health issues from recurring.¹ With that in mind, it is a genuine privilege to have the ability to take ownership of your work.

Although you can have an ownership mindset while working for someone else, I wrote this book with business owners and aspiring entrepreneurs in mind. I'll show you how to have more confidence and clarity and take ownership of your life and business. Best of all, you will be open to more positive options and make pragmatic decisions that will help you lead a happier, healthier, more purposeful life.

Language Choices, Bosses, Managers, and Clients

If you're a consultant or otherwise own a business, then much of the language in this text will feel natural. I talk about clients a lot. Alternatively, if you're still trying to find your way out of a job you don't love, then consider this your introduction to thinking like an owner. You no longer have a boss or a manager. They are now your clients. Think of yourself as a contractor instead of as an employee. This could even materialize one day soon. When I quit a job to pursue my first start-up, my departure left some gaps that my employer couldn't fill. So, my former job became my side hustle, and I got an instant pay increase for the hours I spent on their projects. With this in mind, don't burn bridges when you're ready to go full-time with your business.

Explore Innovative Toolkits

Many chapters will introduce tools developed by psychologists, business leaders, and me. Some of them expand on old methods, and many are brand-new concepts. I spent years scraping together and testing these ideas to overcome burnout and improve my life. They're all compiled here to save you time and energy during your healing process.

As you complete each chapter, you'll see a section labeled "Workbook Exercises." It will instruct you to flip to the matching

workbook section at the end of the book and perform the exercises. Stop reading each time you get to one of these sections and do the exercises in real-time before you move on to the next chapter.

Use the exercises to break up the reading and allow your brain time to absorb each topic. Be proactive, and you'll see incremental results each time you complete an exercise. By finishing all the exercises, you'll be on your way to a sustainably happy and successful life. Does that sound good?

I need you to do something right now. I promise it won't hurt, it doesn't take long, and it will help you to achieve the best possible outcome. Do you remember putting your hand over your heart in school and saying the Pledge of Allegiance? If you didn't have this experience, you might have seen people take other oaths, such as by placing a hand on a Bible and swearing to tell the truth. Or maybe you've noticed a certain feeling come over you whenever you hug someone or shake hands.

When you intentionally touch a body part, an object, or another person while you speak or have a thought or feeling, you anchor that physical act to the words or feelings at that moment.²

Anchoring is a powerful technique for activating a memory or state of mind. You can touch your heart, press your fingers together, touch your chin, or perform any other tactile exercise to draw out the same thoughts and feelings in the future.

Always use the same location on your body, because that is where we will anchor certain thoughts and beliefs. If you can, touch your chosen anchor right now and say this out loud:

"I know that I matter. People love me, and they want me to live my best life. I commit to finishing the exercises in this book and doing everything in my power to become happier, more purposeful, and more successful."

If you're at home alone, this should be easy. Be discreet if you are in a public space and a little embarrassed. Press your fingers together and whisper the words. Make this verbal commitment immediately and remember your anchor because you'll use it again throughout the book.

Perform the Workbook Exercises When Prompted to Do So

The workbook exercises are listed in chronological order according to where they appear in the book. Get the most out of them by completing each exercise only when instructed and not before. The chapters you read will build context around each exercise and prime your brain to start thinking correctly. Additionally, many exercises build on previous ones throughout this book. So it's important to do them in the prescribed sequence.

With that in mind, you can always go back to a workbook exercise to make changes and additions. Often, you'll work through an exercise to get the bulk of your thoughts down on paper. Then, as you continue to read the book and reflect on your experiences, you may go back and add details you missed.

You may also change your mind as you get deep into your recovery. You could completely transform your mindset by the time you finish this book. Accordingly, feel free to go back and adjust your answers. Because this is a dynamic process, use a pencil, if possible, to go back and make changes without running out of pages.

Feel free to use some of the online tools available at <https://dennisconsorte.com/tools/>, including **large format, printable versions of the workbook exercises.**

Accept the Author's Humanity (and Flaws)

I am not perfect. My bias will occasionally show through, especially when you read anecdotes about different times in my life and the challenges I faced. You might read one of my short stories and decide that my interpretation of the events that occurred was entirely wrong—and that's okay. I do not expect you to agree with everything I say. I just hope you understand why I felt and acted as I did. Like most people, my lived experience warped, clouded, and sometimes broke the lens through which I see the world.

Some of my political views will show through in those stories, too. You might agree in some places and disagree in others. You may even feel anger at times, whether you identify as a Republican, a Democrat, an Independent, or something else. You could be

annoyed right now and think, “No matter where I turn, I can’t seem to get away from politics. I just want to get past my burnout.” You’d be right.

I thought deeply about diluting my opinions. Some are controversial and might alienate people. I do not want to dissuade anyone from utilizing the valuable lessons in this book by clouding the narrative with ideas that push them away.

I want this book to feel welcoming to everyone who reads it. I also want to be authentic. See me for who I am, and use your judgment to incorporate *your* philosophy on life into your burnout recovery.

Transparency was my only ethical path for completing this book and delivering it to you. I felt comfortable empowering you to read, believe, and only do things aligned with your values. I’m confident that you are a critically thinking adult. After all, you chose this book on self-improvement while understanding that no human being is perfect.

I am a Libertarian, both philosophically and politically. People have all sorts of preconceived notions of what that means, but the truth is that libertarianism is a spectrum. My beliefs are simple: don’t hurt people, don’t steal from them, and don’t mislead people. If you can accept these ideas, we already have a lot in common.

From there, my hope is to work with people of all backgrounds and ideologies to create an environment where everyone can pursue happiness and success in their own way.

My beliefs will show through in some of the following chapters, and there may be times when you disagree with me. But I hope you appreciate my authenticity and ethics in the raw telling of my story and the lessons I have learned.

Begin Your Transformation and Trust the Process

By finishing this book and its associated workbook exercises, you will have a deeper understanding of yourself, what drives you, and what makes you happy. Your current career path may or may not be part of your post-burnout story. So keep an open mind and trust the process.

Acknowledgements

I try to express gratitude every day, and will keep this list short.

First, my wife Eva stood by me despite my imperfections. She endured my latest period of burnout and she's still here.

My brothers, Philip and Michael know my younger self, and catch glimpses of the man I've become during family get-togethers. We are all very different yet share a common upbringing and experiences that created a bond I hope to strengthen. I'm grateful to their spouses Lorraine and Harry, respectively, who give them the strength and support they need to live their best lives. And Philip's children, Rosalie, Trent and Holden, who give him and Lorraine a purposeful existence.

Of my family, my father, Richard, knows me best. He has become a friend and I speak openly with him about unusual topics. My mother, Huong (and then, Gina after she became a US citizen) is the person I wish could know me today. I think about her daily. Together, my parents gave me the foundation to survive this world and the inspiration to pursue a great existence.

Among my friends, Neal Carlson and Edward Hoefer were instrumental in this book's success. Each of them read my draft and provided candid feedback to make it better. Edward gave me the perspective of someone who shares many of my beliefs, while Neal pushed back on ideas to make the content more inclusive to people of a broad range of viewpoints.

Of course, I'm grateful to my editor Heather Burdsal and her husband, Seth, who labored through my draft to improve the grammar and flow of the final book.

Finally, I am extremely grateful to my contributing authors, including Dr. Mark Goulston, Dr. Troy Hall, Kevin Hogan PsyD, and Larry Sharpe. They lent their expertise, provided the precious gift of their time, and their credentials as authors and public figures to make this important project a success.

—Dennis Consorte

Workbook: All Exercises



W-1. MASHPLAY™ Framework Exercises

This section corresponds to chapter 2, “The MASHPLAY™ Framework” on page 11.

As a reminder, **MASHPLAY™** stands for:

- **(M) Mindset:** your attitudes about life and recovery
- **(A) Acceptance:** admitting you are burned out and welcoming happiness, recovery, and growth into your life
- **(S) Symptoms:** specific ways that burnout affects you and how people around you help or harm your recovery
- **(H) Habits:** good and bad behaviors that impact your ability to achieve your goals sustainably
- **(P) Purpose:** the reason you do what you do, driven by your goals and passion
- **(L) Leadership:** how you lead yourself and interact and communicate with people who lead you and those you lead
- **(A) Accountability:** being responsible to yourself and others in achieving goals that lead to your recovery
- **(Y) Yourself:** remembering that you need to put yourself first if you want to recover, knowing that you will make hard decisions along the way

Below, describe aspects of your life that fit elements of the MASHPLAY™ Framework and how you might improve them.

Keep in mind, large format, printable versions of this and all other exercises are available at <https://dennisconsorte.com/tools/>.

(M) Mindset

(A) Acceptance

(S) Symptoms

(H) Habits

(P) Purpose

(L) Leadership

(A) Accountability

(Y) Yourself

If you have completed the above exercises, turn to Chapter 3, “Lockdowns, The Great Resignation and Recovery” on page 14.

W-2. Exercises on Bad Outcomes of Occupational Burnout

This section corresponds to Chapter 4, “Bad Outcomes of Occupational Burnout” on page 23. Here, you will perform two exercises:

- Exercises on Values
- Exercises on Finances, Relationships, and Health

Follow the exercises below and write down your answers as instructed. Additionally, consider the tools available at <https://dennisconsorte.com/tools/>.

Exercises on Values

In this workbook exercise, you will take inventory of your clients' values. Then you'll compare them to your own. Remember, to get out of an employee mindset and think like an owner, reframe your thoughts. If you still have a full-time job working for someone, treat the person you report to as if they are your *client*, not your *boss*. For example, if you are an architect who reports to a project lead, then consider that person as one of your clients. If they have customers or a boss (i.e., client), then their stakeholders are also your clients by extension.

Don't dig too deep into your values here. We've got a much more robust exercise on this later. For now, the goal is to assess what you believe to be the values of the people who provide you with your income.

We'll go three levels deep here:

- Your company
- The most influential person you report to directly, or your biggest client
- Who your boss reports to, or their customers

Your Company Values

In the space below, do your best to write out your company values and how well they align with your own. If your company has published core values, then list them here. If not, then spend some time considering the content that your company publishes and the policies that are enforced within the organization.

My Company Values

| My Company Values | How I Feel About These Values |
|-------------------|-------------------------------|
| | |
| | |
| | |
| | |
| | |

Your Client’s Values

In the space below, do your best to map out your client’s values. If you are an employee or contractor who reports to one person, then make this section about them. If you have clients in a business-to-business (B2B) relationship, then consider the values of your biggest client, or try to generalize the values of your biggest group of clients. Just start with one person here. You will have an opportunity to dig deeper into this in future lessons.

Example Client

| My Client’s Values | How I Feel About These Values |
|---------------------------|---|
| Efficiency | I value efficiency so long as it’s not at the expense of quality. |
| Teamwork | I value teamwork but sometimes have trouble working with people I don’t like. |

[illegible]

Exercises on Finances, Relationships, and Health

In this exercise, you will begin thinking about how burnout can affect your own life when it comes to your finances, relationships, and health. Answer the questions below. If you don't have an answer to a question, then feel free to skip it. You can always come back later.

How do events at work negatively affect your *finances* today?

How can burnout negatively impact your *finances* in the future, if you don't address it?

How do events at work negatively affect your *relationships* today?

How can burnout negatively impact your *relationships* in the future, if you don't address it?

How do events at work negatively affect your *mental and physical health* today?

How can burnout negatively impact your *mental and physical health* in the future, if you don't address it?

If you have completed the above exercises, turn to chapter 5, “Burnout Symptoms and Dimensions” on page 31.

W-3. Exercises on Burnout Symptoms and Dimensions

This workbook section corresponds with chapter 5, “Burnout Symptoms and Dimensions” on page 31.

In this section, we will perform three exercises:

- Exercises to Get Your Energy Back
- Exercises to Get Your Confidence Back
- Eisenhower Matrix

Follow the exercises below and write down your answers as instructed. Additionally, consider the tools available at <https://dennisconsorte.com/tools/>.

Exercises to Get Your Energy Back

Try these four steps to energy recovery.

Take time off to build healthy habits.

Get outside and incorporate more movement into your routine or go to the gym. Engage in a hobby that you enjoy, do some volunteer work, or do something else that produces rewarding outcomes and a sense of accomplishment. Answer the questions below to start planning your energy recovery.

What can you do today to get a small burst of energy?

What are your favorite hobbies, and when can you make time to work on one of them?

When can you take a little time off from work, and what will you do during that time to feel a sense of accomplishment?

How is your sleep? If you are not getting enough rest, what can you do to improve your sleep quality?

Brainstorm what you love and hate about your career.

Are you in the right field, at the right level, helping the right clients? If the answer is yes, great. If the answer is no, then start thinking about, researching, and recording alternatives.

You may not be able to change all of these dimensions at once, so prioritize them. For example, it may turn out that your work situation isn't compatible with your values. Most people can't just quit their job right away or fire all of their clients at once without lining something else up. But you can create a plan to redefine yourself and your career. This may include steps like updating your resume and interviewing for a new job or swapping out your clients one by one until all of them bring you joy and satisfaction. Jot down your answers to the questions below.

How do you feel about your current field of work today?

What career path could make you feel happier and more fulfilled than what you do today? Why?

How do you feel about your level of responsibility at work today? Would you be happier if that changed? How? For example, a promotion from manager to director or expanding your scope of work with your clients generally comes with more responsibility and money. Will that make you happier?

What do you think about your clients? Are their values aligned with yours? What would you change to feel more fulfilled?

What do you think about your coworkers, partners, or colleagues? What would you change to feel more fulfilled?

Brainstorm small steps you can take now to feel inspired at work.

If you're not happy with your employer or clients, then what would make your life better? What steps do you need to take to feel more inspired? Do you need a new client? A new project? A shift in responsibilities? Sometimes it makes sense to take on a side hustle. This gives you the opportunity to test different ideas before going all-in on something that may not solve the root of the problem.

Review what you wrote in the previous section. What is the lowest risk change you can make today that will contribute to your happiness? Break that action into a series of micro steps. What is the first micro step you can take right now to move toward this end goal? What realistic deadline can you give yourself to achieve the final outcome? For example, I might want to swap out one of several clients to achieve greater happiness. The first micro step might be to call ten people I know and ask for referrals for a specific kind of client that would be more aligned with my values. The next micro step might be to call those referrals or to advertise

my services in a new way. I would set a six-month deadline for completion where one of the last steps would be to let the original client go when I'm confident that the new client fulfills my needs. Write your thoughts below.

Keep a Journal

Every evening, write some notes on what you achieved that day, what you enjoyed, what got in the way of your progress, and your overall energy levels. Ask yourself, "What can I do differently to feel more energetic tomorrow?" Then, do that thing the next day.

Start small. If you try to fix everything at once or make rash decisions, you will find it harder to succeed. The key here is to figure out small, achievable goals that can get you closer to what you really want. You're not going to get your energy back overnight. But you can take steps to feel more energetic over time.

Near the back of this book, use the **Journal** on page 516 to get started. Turn to that section now and write your first entry.

Exercises to Get Your Confidence Back

In this section, we'll work on rebuilding your confidence. Self-confidence takes time to develop, but we can set you up for success with two steps:

1. Improve Your Environment
2. Improve Your Mindset

There will be plenty more exercises in this book to help you in both areas, particularly when it comes to replacing your limiting beliefs with thoughts of empowerment. For now, we just want to become aware of some of the environmental and mental factors that negatively impact your self-confidence.

Improve Your Environment

A good way to improve your environment is by starting with the people you let into your life. We'll dive deeper into this idea later in the book. For now, think about the people you spend most of your time with at home, at work, and when you engage in social or other activities. Add them to the chart below, and be honest with yourself. This activity may feel emotionally draining, as you will need to assess each of your primary relationships. But when you're done, you'll have a better idea of who you should spend your time with.

Example Relationships

| Name | Relationship | Makes me feel _____ confident | How I can improve this relationship's effect on my self-confidence |
|-------------|--------------|----------------------------------|--|
| Jane Doe | friend | more / <u>less</u> | Ask Jane to stop talking over me so much. |
| Blake Jones | coworker | <u>more</u> / less | Schedule a weekly lunch to talk about each other's goals. |
| Cal Windham | spouse | more / <u>less</u> | Have a vulnerable conversation about my concerns that's non-judgmental. |
| Alex Cheng | therapist | <u>more</u> / less | Be more vulnerable during sessions to uncover sources of low confidence. |

My Relationships

[illegible]

Improve Your Mindset

There are plenty of mindset training exercises in this book. For now, our goal will be to acknowledge some of your limiting beliefs and reframe them as confidence boosters.

A limiting belief is where you falsely assume that you are incapable of improving your abilities in some area of your life. Because you believe that you can't succeed at something, you don't try, and you end up facing negative results. In the chart below, you'll list some of your limiting beliefs and ways to reframe them. To get there, we'll follow a three-step process:

1. List the limiting belief that's affecting your ability to perform a specific action.
2. Adjust the limiting belief so that it's a more accurate and specific reflection of the actual problem.
3. Reframe the limiting belief as a positive action you can take to improve.

The purpose of this exercise is to make you more aware of your limiting beliefs, and not to fix all of them at once.

See the example chart that follows and then fill in the blank chart that follows. Keep it simple for now. We'll revisit limiting beliefs later in the book.

Example Chart

| Problem | Limiting Belief | More Accurate & Specific Observation | Action Step to Begin to Solve the Problem |
|---|-----------------------------|---|---|
| I'm not making enough money. | I will never be successful. | I won't be successful as a carpenter without making a change. | I will improve my skills in deck-building to become the most successful deck-builder in my town. |
| People are discriminating against me because of my age. | I'm too old to get hired. | People aren't hiring me to be a social media manager because they probably think I'm too old to be savvy at my job. | I will work on my leadership skills, lean into my experience, and build a team of young, savvy social media managers. |
| I was passed over for a promotion. | I'm not good enough. | I don't yet have the skills and experience to advance in my career. | I will sit with my manager to talk through skills I should work on to increase my chances of a promotion in the future. |

Do not try to address all of these limiting beliefs at once. If you do that, two things can happen. First, you may feel overwhelmed. Second, if you put too much focus on the thoughts and feelings that you don't want, you may not put enough emphasis on those things that you do want. So, select *just one* limiting belief from your list and work on shifting your mindset in a positive direction on that one thing. We'll do a deeper dive into limiting beliefs in a later lesson.

Eisenhower Matrix

By using this tool, you'll start to get your sense of efficacy back as you accomplish more of your goals.

If you want to prevent or recover from burnout, then start to get more organized. The Eisenhower Matrix is a simple framework for doing so. Using this tool, you will categorize all of your work tasks and projects into each of four quadrants and prioritize accordingly.

Go through your entire list of responsibilities at work. For each of them, ask yourself whether it is urgent or not urgent and important or not important. List the work responsibility in the appropriate quadrant below. Note: if a task is important to your boss (or client), then you should also consider it important. If you disagree with their value judgment, then you need to have a conversation with them before relegating it to a lesser priority.

Take a moment now and fill in the chart below. If you find that there isn't enough room for all your tasks, then consider putting everything on a list or in a spreadsheet instead. Just do your best to frame everything within this system of urgency and importance.

Eisenhower Matrix at Work

| | Urgent | Not Urgent |
|---------------|-----------------|------------------|
| Important | DO | PLAN |
| Not Important | DELEGATE | ELIMINATE |

Now that the chart is complete, follow the instructions at the center of each quadrant:

- **DO:** Important and Urgent tasks are the most critical items on your list. Get them done first.
- **PLAN:** Important tasks that are Not Urgent need to get done. However, you can push them off to a later date to give you time to wrap up all of the Important and Urgent tasks. Just avoid pushing these things off with no end in sight. Give yourself a deadline, and stick to it. If the deadline approaches, then you may upgrade these tasks to the DO quadrant as both Urgent and Important.

- **DELEGATE:** Urgent tasks that are Not Important can be pushed off to your team. Find someone else who agrees to take on the responsibility, and give it to them. Since it's urgent, you'll want to agree with them on a tight deadline, and hold them to it. In this case, remind them that "done" is better than "perfect." In your mind, this task is urgent but not particularly important. So it's okay if it's not the greatest deliverable your team produces.
- **ELIMINATE:** Anything that is Not Urgent and Not Important should be removed from your list of responsibilities. Often these are brainstorming ideas that sound great at the time but get in the way of doing more important work. Don't let them hinder progress on more urgent and important tasks. Instead, keep a running list of these tasks somewhere that's easy to find. You can then refer back to the list periodically as more Urgent and Important tasks are completed.

Next, perform the same exercise for your personal responsibilities. These might be things like getting the oil changed on your car, doing your taxes, or taking your spouse or partner out to dinner.

Eisenhower Matrix at Home

| | Urgent | Not Urgent |
|----------------------|-----------------|-------------------|
| Important | DO | PLAN |
| Not Important | DELEGATE | ELIMINATE |

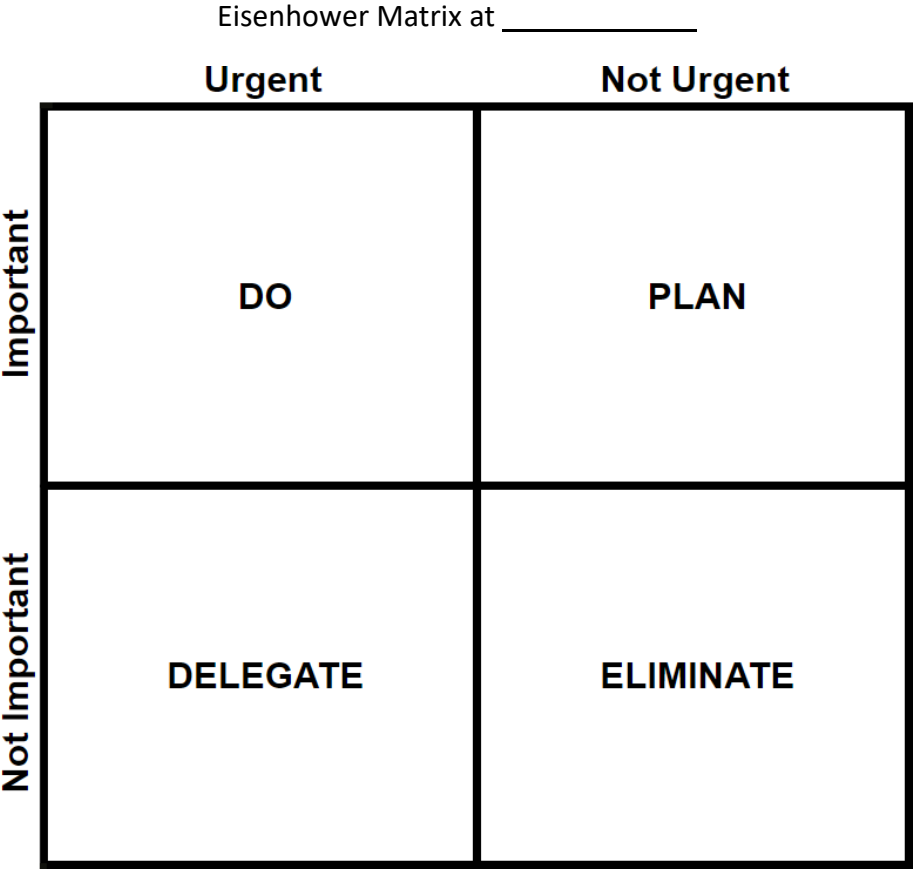
Are there any other areas of your life where the Eisenhower Matrix can help you to get organized? Maybe you have a volunteer position or a club you belong to. Utilize the additional matrices in this section to organize those responsibilities, too.

Eisenhower Matrix at _____

| | Urgent | Not Urgent |
|---------------|----------|------------|
| Important | DO | PLAN |
| Not Important | DELEGATE | ELIMINATE |

Eisenhower Matrix at _____

| | Urgent | Not Urgent |
|---------------|----------|------------|
| Important | DO | PLAN |
| Not Important | DELEGATE | ELIMINATE |



If you have completed the above exercises, turn to chapter 6, “Apply Critical Thinking to Define the Problem” on page 42.

W-4. Exercises on Applying Critical Thinking

This workbook section corresponds with chapter 6, “Apply Critical Thinking to Define the Problem” on page 42.

In this section, you will apply critical thinking skills to your burnout recovery.

- Define the Problem
- Identify Potential Solutions
- Pick a Solution

Follow the exercises below and write down your answers as instructed. Additionally, try the tools at <https://dennisconsorte.com/tools/>.

Define the Problem

Remember, burnout is a symptom of a bigger problem. The goal of this exercise is to get to the root cause. To do that, keep asking, “Why?” until you can’t dig any deeper. If there are multiple answers to your “why” questions, then follow the multiple paths until they either converge, or you arrive at multiple problems that you need to solve. Sometimes this is called the *Five Whys* method. As the name implies, many people will get to the bottom of an issue after asking “why” between five and seven times.

For example, imagine you’re feeling tired today. You might follow a sequence like this:

- Why are you feeling tired?
 - I haven’t had coffee.
- Why do you need coffee?
 - I didn’t get enough sleep last night.
- Why didn’t you get enough sleep last night?
 - I had a deadline that I was late for.
- Why were you late for the deadline?
 - I was overloaded at work.
- Why were you overloaded at work?
 - My client kept assigning new tasks to me.
- Why did your client keep assigning tasks?
 - Because I kept saying yes to more work.

In the above example, the root cause for feeling tired goes much deeper than simply not having coffee or getting enough sleep. Rather, it is due to the bigger problem of not being able to say “no” to people at work. In this case, if you don’t address that root cause, your problem of feeling tired will likely be recurring. On the other hand, if you address the root cause and learn how to be assertive about saying “no” more often, you will face this situation far less often.

Now let’s apply this logic to burnout. Answer the first question below. Then take your answer and form a new question out of it. Repeat the process until you are satisfied.

Why do you feel burned out?

Why is that happening?

Why is that happening?

Why is that happening?

Why is that happening?

Why is that happening?

Why is that happening?

Have you arrived at what you believe to be the root cause or causes of your burnout? If not, then keep asking, “Why?” until you get there, and write your answers on another sheet of paper.

Identify Potential Solutions

Using the root cause or causes that you’ve identified above, come up with as many solutions as you can think of. Write down what comes to mind now, and feel free to come back to this section and add any new solutions that make sense. You should have multiple potential solutions to each problem you’ve identified. Some will be better than others, and you may find ways to combine multiple ideas into a better overall solution.

Example Root Causes & Solutions

| Root Cause of Burnout | Potential Solution | Possible Positive Outcomes | Possible Negative Outcomes |
|---|--|---|---|
| I’m procrastinating because my client is overloading me with too much work. | I will ask my boss to stop assigning so much work to me. | He will be understanding and assign a more manageable workload. | He will feel like I can’t handle the job and may interview a replacement. |

Root Causes of My Burnout & Potential Solutions

[illegible]

Pick a Solution

Based on the charts above, which solution or combination of ideas seems most likely to produce the best, most sustainable outcomes? Why? Write your answer below:

Don't act on this yet. Instead, allow these ideas to marinate as you learn new things. Keep this idea in the back of your mind while you get through the rest of the exercises in this book. Come back to this section and make revisions as you learn about other ideas. By the time you're done with the book, you will have many tools you can use to overcome your state of burnout. At that point, you can take action in a way that is more fully informed and more likely to produce good results.

If you have completed the above exercises, turn to the section, "Dr. Troy Hall" on page 47.

W-5. Exercises in Cohesion to Reduce Workplace Stress

This workbook section corresponds with chapter 7, “Seven Cohesion Activities to Reduce Work-Related Stress” on page 48. You’ll work through seven exercises:

1. Create a sense of belonging with your team and implement daily Cohesion Huddles (CH)
2. Conduct a Retention Debrief (RD) at the end of each day
3. For remote workers, form a group Cohesion Chat (CC) that connects the members of one specific cross-functional team or department with another
4. Conduct Stay Interviews (SI) to create value
5. Focus on Team Building (TBu) and Team Bonding (TBo) activities to build skills, relationships, and camaraderie amongst team members
6. Establish an Affirmations Program (AP)
7. Find unexpected fun

Follow the exercises below and write down your answers as instructed. Additionally, try the tools at:

<https://dennisconsorte.com/tools/>.

1. Create a sense of belonging with your team and implement daily Cohesion Huddles (CH)

Try to conduct a CH before the start of each workday. Their primary objective is to set the tone for the day and not focus on tasks. Each team member may complete one or more of these opportunities:

- Share one success (win) they accomplished or will strive to achieve before the day ends.
- Provide an affirmation to another employee.
- Express gratitude for something in their life.
- Read a quote, poem, or scripture that inspires goodwill.
- Tell a story to illustrate being helpful.
- Highlight something new they learned the day before.

2. Conduct a Retention Debrief (RD) at the end of each day

Decide on a simple rating scale for people to use. For example, it can be a number from 1 to 5, with 1 being lousy and 5 being terrific. Team leaders can use it to assess burnout and stress levels. Ask for context on why each team member chose the number that they did, and discuss ways to get closer to a 5 every time.

3. For remote workers, form a group Cohesion Chat (CC) that connects the members of one cross-functional team or department with another

Form the chat as a text messaging group on mobile devices, or use a chat program like Signal or WhatsApp. Use it to share personal comments, quips, and memes. Create some basic rules for the group but keep it simple and fun.

4. Conduct Stay Interviews (SI) to create value

A Stay Interview is a talent retention tool that allows leaders (managers) to gain insight and understand what is important to the individual contributor. Just don't refer to the Stay Interview as such; call it something else. For each person on your team, you or the team leader should do the following:

- Set up a one-on-one meeting (30–45 minutes) to find out what matters to the team member.
- Be sure to minimize distractions and stick to the topic. Use open-ended, non-leading questions for a great employee self-discovery session. You may interject closed-ended questions to clarify and fine-tune the information being exchanged.
- Form a plan to adjust activities necessary to support the individual's growth, development, and advancement opportunities while supporting the company's corporate values and culture.

Questions that may be asked during the SI:

- What about your current role makes you want to jump out of bed and start your day?
- What about your role makes you want to hit the snooze button?

- What would you miss the most if you changed your functional responsibilities completely?
- What makes for a great day at work?
- If you had a magic wand, what would be the one thing you would change about your work, your role and responsibilities, and me?
- What concerns do you have about your role or the organization as a whole?
- How can I help you get the most out of what you want to do here?

5. Focus on Team Building (TBu) and Team Bonding (TBo) activities to build skills, relationships, and camaraderie amongst team members

Team-building activities focus on skills (competencies). In contrast, team bonding is directed more toward group interaction and relationship building.

Team Building

You or your team leader should create a simple Team Building plan to build systems and improve the following areas. Write out the steps, then execute it within the next two weeks:

- Leading People/Delegating
- Communicating/Conflict Management
- Coaching/Developing Others
- Proactive Planning & Results-Driven Decision-Making
- Time Management & Prioritization
- Sharing Vision/Leading Change
- Teamwork
- Accountability

Team Bonding

Consider social activities such as kayaking, hiking, bowling, golf, celebrations, team recognitions, meals, etc. to encourage bonding in a social atmosphere. Pick one activity or put a few choices up for a vote among your team sometime within the next two weeks, then put it on the calendar and make sure it happens.

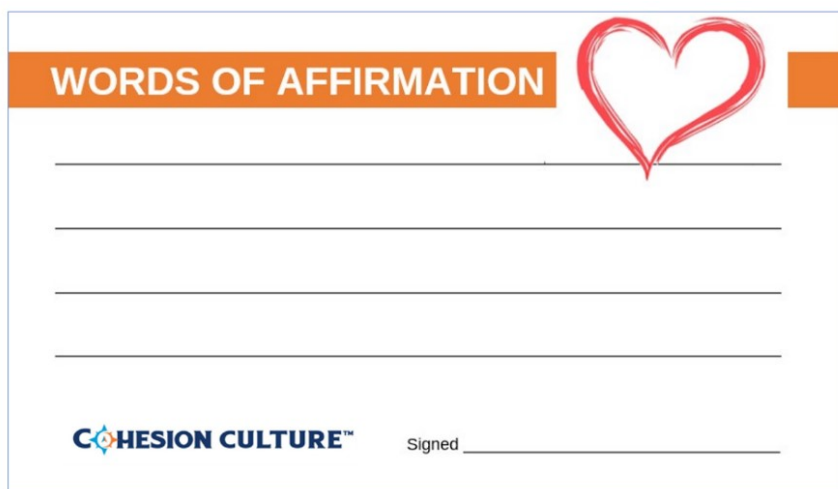
6. Establish an Affirmations Program (AP)

Deliver an affirmation to each of your team members over the course of the week, either digitally or in person. Be sure to include handshakes, fist bumps, high-fives, kudos, and words of recognition each day too, and encourage others to do the same.

Put an Affirmations Program in place for physical, remote, and hybrid teams.

Have everyone gather in a room or virtual setting. Use the affirmation card for inspiration and follow the prompts below.

Template Affirmation Card



The image shows a template for an affirmation card. It has a white background with a blue border. At the top left, there is a blue rectangular box with the text "WORDS OF AFFIRMATION" in white, bold, uppercase letters. To the right of this box is a large, hand-drawn heart in red ink. Below the heart and the blue box are four horizontal lines for writing. At the bottom left, there is a logo for "COHESION CULTURE™" with a stylized 'C' and 'O' icon. To the right of the logo is a line for a signature, labeled "Signed".

Physical Setting

- Distribute one affirmation card to each participant.
- Ask participants to look to their left (or you can choose right, just one direction only).
- Write a note expressing positive support for this person. It can be in sentence or bullet format. On the blank side, write the person's name.
- Have everyone hand the cards to the people named.
- Have each person read their card out loud.

Remote Meeting

- Provide participants with instructions at the meeting.
- Make sure each participant affirms one person in the meeting. Try assigning affirmations randomly, alphabetically, or by tenure.
- In the meeting chat area, the participant creates a note of affirmation by starting with the RECEIVER'S NAME in caps, then continues constructing the message, but DOES NOT SEND until everyone has completed their message.
- Have participants press “enter” or “send” simultaneously.
- Spend time reading the affirmations out loud.

Hybrid Gathering

- Follow the distribution process for the online meeting, ensuring that everyone has a person assigned to them.
- Distribute cards to those in attendance.
- Complete the process.
- Note: if only one participant is online, they will email their receiver and read the message aloud when it is their turn.
- Share this information out loud.

Debriefing the Activity

- Ask participants to express how they felt writing the card.
- Encourage participants to share their feelings about receiving the card.
- Make the connection between the value people feel when recognized by another.

7. Find unexpected fun

Surprise and delight your team with structured downtime to reduce stress. For example, allow for gaming time or “Email-free” Wednesday afternoons. Or, have people assess the type and amount of laughter they hear or engage in throughout the day. Remind people that it should be good fun and not at the expense of others. Pick one activity and execute it within the next week as a welcomed surprise.

If you have completed the above exercises, turn to the section, “Select Books by Dr. Troy Hall” on page 65.

W-6. Exercises to Determine Your Core Values

This workbook section corresponds with chapter 8, “Determine Your Core Values” on page 69. There are three exercises in this section:

- Exercises on an Introduction to Ikigai
- Exercises on Core Values
- Exercises on a Personal Mission Statement

Exercises on an Introduction to Ikigai

We will explore Ikigai more soon. For now, draw from your personal and professional life, and write five or six quick answers to each question below. Answer them in order. Don’t worry about perfection and be brief. You can adjust your answers later.

The subjects of each of your responses should be actions and not people or objects. Instead of “loving artwork,” you would love “viewing artwork” or “making artwork.” On its surface, an activity like viewing artwork may not appear to be something people will pay for. But as you go through this activity, you may realize that *someone* might pay for that.

You could work in a museum where you view artwork to decide on the next collection. You could work for a gallery where your keen eye is required to authenticate valuable paintings before they are acquired. Or you could work for a magazine or stock photography website, where you curate the images.

Even better, you could *own* a magazine or *launch* a unique stock photography website because of your eye for detail. Don’t automatically dismiss the things you love to do as having no value to others. Instead, explore how everything you do has value.

Just write down everything that comes to mind, both professionally and personally. Consider this a great precursor for mapping your core values and personal mission.

What activities do you love doing? Feel free to expand on this with activities you would love to do in the future but haven't tried or those that you've tried and believe you could grow to love.

What are you good at? Feel free to expand on this with activities you believe you could be good at with some practice.

What does the world need from you? This could be the entire collection of humanity and nature. Or it could be the community in which you are most active. List anything you could see yourself doing for the benefit of others beyond your own needs.

What can you get paid for? Prioritize this list according to those activities that you expect to be the most lucrative.

Exercises on Core Values

In this exercise, we will determine your core values. Briefly answer the following prompts. The purpose is to get you into the right frame of mind to complete the rest of this exercise.

I am my **best** self when

I am my **worst** self when

I am **happiest** when

I am most **upset** when

I want to be **someone** who

My greatest **talents** are

Next, read through the below list of values. Contemplate which words describe what you care about personally and professionally. Use a pen or highlighter to mark off those values that matter most to you.

| | | | |
|----------------|--------------------|---------------|---------------|
| abundance | discipline | independence | purity |
| acceptance | discovery | individuality | quality |
| accountability | diversity of ideas | influence | radiance |
| achievement | economic security | innovation | reciprocity |
| advancement | education | inspiration | recognition |
| adventure | effectiveness | integrity | relationships |
| affection | efficiency | intellect | reliability |
| altruism | elegance | intelligence | religion |
| ambition | empathy | introspection | renewal |
| appreciation | encouragement | intuition | reputation |
| arts | endurance | invention | resilience |

| | | | |
|---------------|-----------------|----------------|----------------|
| authenticity | enjoyment | involvement | respect |
| authority | enlightenment | joy | responsibility |
| autonomy | entertain | justice | risk |
| awareness | entertainment | kindness | safety |
| balance | enthusiasm | knowledge | security |
| beauty | entrepreneurial | leadership | self-respect |
| boldness | environmental | learning | sensibility |
| career | equality | liberalism | sensuality |
| caring | ethics | libertarianism | serenity |
| challenge | excellence | love | service |
| change | excitement | loyalty | sexuality |
| charisma | exhilaration | magnificence | social change |
| charity | experiment | mastery | sophistication |
| citizenship | expertise | ministering | spark |
| clarity | facilitation | money | speculation |
| collaboration | fairness | morality | speed |
| commonality | faith | motivation | spirituality |
| communication | fame | mystery | stability |
| community | family | nature | status |
| compassion | finances | openness | stoicism |
| competence | finesse | optimism | strength |
| competency | fitness | order | success |
| competition | flexibility | originality | teaching |
| completion | forgiveness | passion | teamwork |
| confidence | freedom | patience | tenderness |
| connectedness | friendship | peace | thrill |
| connection | fun | perfection | traditionalism |

| | | | |
|---------------|-------------|--------------------|-----------------|
| conservatism | generosity | performance | trustworthiness |
| contentment | goodness | pessimism | understanding |
| contributing | grace | philanthropy | unity |
| contribution | gratitude | physical diversity | variety |
| cooperation | growth | planning | vulnerability |
| country | happiness | play | wealth |
| courage | harmony | pleasure | wellness |
| creativity | health | poise | willingness |
| curiosity | home | popularity | winning |
| decisiveness | honesty | power | wisdom |
| democracy | humanity | privacy | work |
| dependability | humor | professionalism | |
| design | imagination | prosperity | |
| determination | improvement | punctuality | |

List Five to Seven People You Respect or Admire

Now that you’re familiar with the list of values, create a list of five to seven people who you could see yourself modeling aspects of your life after. Include a mix of family members, friends, teachers, mentors, colleagues, managers, or other people who have significantly influenced your life. You may even include some celebrities, politicians, or social media influencers whose public personas you admire.

For each person on your list, make a quick list of five or ten values you believe they hold. Determine which are instrumental or terminal values, and add them in the appropriate column. Then highlight the ones that appear for two or more people on the list.

As you map out your core values, start by balancing instrumental and terminal values. Remember, instrumental values shape the way you act and behave. For example, you might be trusting, responsible, and empathic. Terminal values are more outcome-

based. For example, you might value your health, wealth, and freedom. You will likely lean in one direction, and that’s okay.

Example of Person I Admire

| Person’s Name | Instrumental Values (Behavioral) | Terminal Values (Outcome-Based) |
|---------------|-------------------------------------|------------------------------------|
| Jane Doe | Being kind | Become more influential. |

People I Respect, and Their Values

[illegible]

Recall Your Most Important Decisions

Try to recall two or three of the most important decisions you’ve ever made. These might include educational choices; major career decisions; marriage; divorce; replacing unhealthy foods and a sedentary lifestyle with a healthy diet and exercise routine; quitting smoking, alcohol or other drugs, or anything else that significantly shaped an aspect of your life. Write down how you came to form each decision and focus on the values that were most relevant at the time. It could be that your values have changed since then or that you would make a different decision today. If that’s the case, then focus on which of your values changed based on your experiences since you made that decision.

Example Decision

| Major Life Decision | How You Came to Make That Decision | What You Valued When You Made That Decision |
|---------------------|--|---|
| Gave up alcohol | Almost got into a car accident while driving drunk. Could have hurt someone, destroyed property, or been convicted of a felony and imprisoned. | Safety, responsibility, liberty |

My Life Decisions

| Major Life Decision | How You Came to Make That Decision | What You Valued When You Made That Decision |
|---------------------|------------------------------------|---|
| | | |
| | | |
| | | |
| | | |
| | | |

Review the Charts

Now go through the preceding charts again and select those values that feel most important to you. Add them to the list below, along with any new ideas. You will likely include some values held by the people you respect and admire and some that shaped significant decisions in your life. Add a short description of why each value is important to you.

Cross out all of those values that feel universal and obvious. For example, *integrity* is a universal value most normal people hold in esteem. Cross that out because anyone you want to associate with would likely have it.

Review the remaining values on your list and give each a score of 1 to 5. Use 5 to indicate the most important values and 1 to indicate the least important ones.

Example

| Value | What It Means to You | Priority (1–5) |
|---------------|---|----------------|
| Vulnerability | Being open to sharing thoughts and emotions that feel unsafe, to have deeper connections with people I trust. | 4 |

My Values

[illegible]

Sort the list with the most important items at the top. In the table below, begin listing your most important values from the list, starting with the 5s. If you have fewer than five values listed, add your 4s and then 3s until you have about five or six values on your list. You may find that multiple values are very similar in quality and definition. Reduce each of those groups of synonyms and near-synonyms to a single choice. Then select the top 3 to 5 items. These are your core values.

Don't worry about perfection. Our goal is to have a foundation that you can build upon. Some of your values will likely change over time as you discover new information. You may even find that your core values will be completely different when you finish this book. So please bookmark this page and return to it whenever you want to refresh the list.

My Core Values

| |
|--|
| |
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| |
| |

Pros and Cons of My Core Values

In this section, we'll work on your self-awareness of how your core values can manifest in behaviors that may either help or harm you, depending on the circumstances. You'll be able to recognize opportunities and threats that may arise in the future. The goal will be to have a system in place where you engage in behaviors that align with your core values and filter out behaviors that could potentially harm you.

First, let’s review some recent actions resulting from decisions aligning with your core values. You’ll examine the outcomes and potential outcomes resulting from them. Review the sample chart, then complete the blank chart with actual life events.

Example Decisions & Actions

| Decision/Action Taken | Core Value(s) This Aligns With | Positive Outcomes That Happened or Could Happen | Negative Outcomes That Happened or Could Happen |
|--|--------------------------------|--|--|
| I loaned \$2,000 to my brother. | Generosity | <ul style="list-style-type: none">• My brother was able to pay his rent.• My brother will not need to move in with me.• I felt good about helping someone. | <ul style="list-style-type: none">• I need to postpone a trip I was planning/saving for.• If my brother doesn't pay me back, it could stress our relationship and my level of trust for him.• I enabled his irresponsible spending, and he will not learn a valuable lesson. |
| I told an interviewer that I have minimal experience related to the job I'm applying to. | Vulnerability | <ul style="list-style-type: none">• If I get the job, my employer's expectations will be lower.• The interviewer will see me as honest. | <ul style="list-style-type: none">• I may not get the job.• If I get the job and coworkers hear about this, they may not trust my ability to do the job. |

My Decisions and Actions

| Decision/Action Taken | Core Value(s) This Aligns With | Positive Outcomes That Happened or Could Happen | Negative Outcomes That Happened or Could Happen |
|-----------------------|-----------------------------------|---|---|
| | | | |
| | | | |
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| | | | |

Behaviors That Don't Align with My Core Values

In this section, consider recent things you might have done that didn't align with your core values. If it was the right decision at the time, then consider adjusting your list of values. If it was the wrong decision, write down what you could have done instead.

Example Decisions & Actions

| Decision/Action Taken | Core Value(s) This Deviates From | Right Decision? Why or Why Not? | What Could I Have Done Instead? |
|---|----------------------------------|--|--|
| I didn't tell my spouse that work stressed me out and took out my anger on her. | Vulnerability | No, not practicing this core value caused harm to my relationship. | When a tense topic came up in conversation, I could have told my spouse about my day and that I was not in the right headspace to discuss it. I could have then scheduled a time to discuss the issue. |

My Past Decisions That Weren't Aligned with My Values

| Decision/Action Taken | Core Value(s) This Deviates From | Right Decision? Why or Why Not? | What Could I Have Done Instead? |
|-----------------------|----------------------------------|---------------------------------|---------------------------------|
| | | | |
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Exercises on a Personal Mission Statement

This exercise will develop the foundation for your personal mission statement. To keep it simple, we'll incorporate your values and specific outcomes that define success for you. You can return to this exercise periodically as your values and circumstances change.

Review Your Core Values

When you craft your personal mission statement, review your answers to the prompts at the beginning of the previous exercise on core values. Then check all your core values. Reflect them clearly in your personal mission statement.

Next, answer the following prompt:

The quality that makes me unique compared to people with similar goals and aspirations is that I am:

Company mission statements are often concise because they must resonate with investors and customers. While that's optimal, it's unnecessary for a first draft of your personal mission statement—you may be the only person who reads it. You can edit it later if you want to use it for your LinkedIn profile or your company's team page. For now, the most important thing is to formalize your thoughts in writing to better understand your purpose.

Write Down Your Personal and Professional Goals

Come up with a list of specific personal and professional goals you want to achieve in your lifetime. Write down whatever comes to

mind, and then prioritize the list. The list doesn't have to be perfect, and it may change.

Dig deeper until you get to the root of each issue. Once you have a short list of specific goals, write down the underlying reasoning. For example, one of your goals might be to become the CEO of a green energy company. The underlying reason might be that you want to transform the environment to be clean, healthy, and abundant. In this example, you should positively impact the environment because you want the planet to be a healthy, safe place full of biodiversity and abundance for the future humans, animals, and plants that inhabit it in the distant future.

Make sure that your goals are plausible—you want to give yourself wiggle room for small achievements so you don't get discouraged. In the above example, you could change “transform the environment into one that's completely clean” into something like “make a meaningful contribution to the conservation of the planet.” In this case, “meaningful contribution” is subjective. Today that may mean reusing and recycling. When you become more successful, it might mean working on a green energy project and eventually becoming the CEO of that company. All of these things are meaningful and on track with your mission.

Personal Goal Examples

| Goal | Why This Goal Is Important to Me (Drill Down to the Root) | Associated Core Values | Steps I Can Take To Achieve This Goal |
|---|--|------------------------|--|
| I will spend an extra five hours per week with my family. | <p>I love my family.</p> <p>→ My family gives me purpose and love.</p> <p>→ I feel good when I can provide for them and spend time with them. They feel the same.</p> <p>→ They give me something to work toward.</p> <p>→ I want to know that when I am gone, they will be secure.</p> <p>→ They constitute a significant part of my legacy.</p> <p>→ Life is short, and I want to make the most of my time alive while knowing that I made a permanent contribution to humanity through my legacy.</p> | Unity, Connectedness | <ul style="list-style-type: none">• Train support staff to do more with less help from me.• Delegate more.• Accept that mistakes will happen at work.• Come home an hour earlier every weeknight. |

My Personal Goals

| Goal | Why This Goal Is Important to Me (Drill Down to the Root) | Associated Core Values | Steps I Can Take To Achieve This Goal |
|------|---|------------------------|---------------------------------------|
| | | | |
| | | | |
| | | | |
| | | | |

Professional Goal Examples

| Goal | Why This Goal Is Important to Me (Drill Down to the Root) | Associated Core Values | Steps I Can Take Toward Achieving This Goal |
|----------------------------------|--|------------------------|--|
| Earn another \$20,000 this year. | <p>I want to afford a bigger home in a safer neighborhood.</p> <p>→ I will have more space for myself and my family and less fear about bad things happening.</p> <p>→ Anxiety related to not having the things I want, including a safer place to live, lowers my happiness.</p> <p>→ I want to be happier in life.</p> | Stability | <ul style="list-style-type: none">• Update my resume.• Learn a new skill that's in demand.• Reach out to friends and family to generate leads.• Acquire a new client and charge more for my time than I usually do.• Consider dropping a low-paying client if I can find one to replace them that pays more to have the time available for more high-ticket clients. |

My Professional Goals

| Goal | Why This Goal Is Important to Me (Drill Down to the Root) | Associated Core Values | Steps I Can Take Toward Achieving This Goal |
|------|---|------------------------|---|
| | | | |
| | | | |
| | | | |
| | | | |

The final step is to consolidate your goals across a common theme. For example, one of your goals might be to leave a legacy for your family, including financial security and a healthy environment. Following this logic, you would merge the two goals into something like “make a meaningful contribution to the conservation of planet Earth so that my descendants will have access to a diverse population of humans, animals, and plants that will continue to thrive in the future.”

Review your entries in the two preceding charts and highlight the areas of overlap between personal and professional goals.

Influential People I Admire

In this section, list several influential people you admire. They can be famous people with a clear mission and purpose. Or they can be people who were influential to you at various points during your life. Identify what you like most about each person and guess their mission statements.

Examples of Influential People

| Name | Relationship | Trait I Admire | Possible Personal Mission Statement |
|---------------------------|--------------|------------------------|--|
| Leonardo DiCaprio | Famous | Environmental activist | I want to protect the environment by improving the relationship between humanity and nature. |
| Dwayne “The Rock” Johnson | Famous | Highly charismatic | I use my influence to enrich and empower others to be their best selves. |
| John Doe | My father | Responsible provider | I want to make the best life for my family, even when it means sacrificing my desires. |

Influential People I Admire

| Name | Relationship | Trait I Admire | Possible Personal Mission Statement |
|------|--------------|----------------|-------------------------------------|
| | | | |
| | | | |
| | | | |
| | | | |

My Life Roles

At this moment, you play several life roles. You may have played different roles in the past and may play new roles tomorrow. In this exercise, you will define your past, present, and future roles and weigh their importance.

Example Life Roles

| Role | Status | Why It Has Value | Importance |
|--------------------|----------------|--|---------------|
| Husband | Past | Love, trust, companionship | Low |
| | <u>Present</u> | | Medium |
| | Future | | <u>High</u> |
| Father | Past | Love, leaving a legacy, recognizing someone else's needs as more important than my own | Low |
| | <u>Present</u> | | Medium |
| | Future | | <u>High</u> |
| Entrepreneur | Past | Freedom to do things my way, unlimited potential, self-reliance, give others hope | Low |
| | <u>Present</u> | | Medium |
| | Future | | <u>High</u> |
| Employee / Manager | <u>Past</u> | Stable income, learn how others work and think, learn how an organization functions | <u>Low</u> |
| | Present | | Medium |
| | Future | | High |
| Volunteer | <u>Past</u> | Add purpose to my life, make other people's lives better | Low |
| | Present | | <u>Medium</u> |
| | Future | | High |

My Personal Mission Statement

First, review the examples of personal mission statements below to get a feel for how others do it.

- To use my skills to help others to live their best lives
- To create new opportunities for people who need help
- To use my design skills to bring beauty into the world
- To use my creative potential to create stories for children
- To use my empathy to help people recover from mental problems
- To maximize liberty for all people to pursue happiness
- To maximize joy and minimize pain for people around me
- To use my empathy to help people increase psychological well-being
- To express unconditional love and contribute to a better society
- To conserve resources and the environment for future generations
- To inspire people to adopt an ownership mindset
- To create abundance everywhere I go
- To write stories that educate and inspire
- To help people access the tools and resources they need to improve their lives
- To serve as a leader and encourage my team to develop innovative solutions
- To build great teams that make life better for every individual involved
- To help people find harmony across all aspects of their personal and professional lives
- To pursue lifelong learning and personal improvement

Now that you've reviewed how personal mission statements are structured, it's time to write your own. Review your core values, personal and professional goals, people you admire, and life roles again. Make any necessary adjustments, then write a draft of your personal mission statement in the space below. Feel free to write several drafts and choose the best one. You can always come back and adjust it.

My Personal Mission Statement

This image shows a blank sheet of white paper with horizontal blue ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

If you have completed the above exercises, turn to chapter 9, “Quell Your Negative Thoughts” on page 78.

W-7. Exercises on the Big Five Personality Traits

This workbook section corresponds with chapter 11, “Do What You Love” on page 97. In this exercise, you will rate yourself in the Big Five personality traits. You'll then review likely career paths that match your personality. With a little effort and a growth mindset, you can adjust your personality to open up more choices.

Suppose your existing business or job matches your personality. In that case, you might stay within that field while you work through your burnout issues. Alternatively, you might change careers or develop personality traits that apply to your current role.

Below is a list of the Big Five personality traits and professional roles that may be well-suited for each. Remember that much of this is subjective, and you may disagree with the chart. Think of it as a prompt for thinking through your options.

For example, a person low in agreeableness may thrive as an engineer because they will question everything and naturally look for problems to solve. On the other hand, an engineer may need to be agreeable enough to function on a team.

Big Five Personality Traits and Related Fields

| Personality Trait | People HIGH in This Trait May Thrive As... | People LOW in This Trait May Thrive As... |
|-------------------|--|---|
| Openness | Entrepreneur, artist, writer, designer, lawyer, marketer | Contractor, scholar, financier, auditor |
| Conscientiousness | Entrepreneur, freelancer, consultant, doctor | Sales representative, skilled laborer, tech support worker |
| Extroversion | Public speaker, event planner, advisor, journalist | Engineer, software developer, mechanic, writer |
| Agreeableness | Counselor, manager, medical worker, organizer | Engineer, scientist, software developer, investor, accountant |
| Neuroticism | Artist, writer, designer, fitness instructor | First responder, doctor, lawyer, therapist |

Take a moment to rate yourself on the Big Five personality traits. Then list compatible industries and job functions. For example, if you are high in neuroticism, you might thrive in a creative role as a writer, artist, or designer.

My Personality Traits

| Personality Trait | Rating (1–5) | Careers from the above Chart and Other Options for Me to Consider |
|--------------------------|---------------------|--|
| Openness | | |
| Conscientiousness | | |
| Extraversion | | |
| Agreeableness | | |
| Neuroticism | | |

Now, highlight the possibilities that stand out in the above chart. For example, if you listed a particular industry or job role multiple times, it's likely to be a good choice.

If you have completed the above exercises, turn to chapter 12, “Find Your Ikigai” on page 105.

W-8. Exercises to Find Your Ikigai

This workbook section corresponds with chapter 12, “Find Your Ikigai” on page 105.

In this exercise, you will take steps to determine your Ikigai. Remember that it can change over time, so you’ll want to come back to this exercise monthly or quarterly as new information becomes available. Eventually, you may only need to revisit this exercise once per year to make tiny tweaks to your Ikigai and your timeline for actualizing it. This exercise has four parts to it:

- Revisiting the four questions you answered in the “Introduction to Ikigai” section
- Assess your capabilities
- Mapping out your capabilities in a Venn diagram
- Creating an Ikigai timeline

Revisit the Four Questions

Previously, you answered these four questions:

1. What activities do you love?
2. What are you good at?
3. What does the world need from you?
4. What can you get paid for?

Go to workbook section W-6, “**Exercises to Determine Your Core Values**” and turn to the subsection, “**Exercises on an Introduction to Ikigai**” on page 335 now. Read and adjust your answers as you see fit. You probably developed more ideas since you performed that exercise, based on the chapters you’ve read and exercises you performed thus far. So make any additions or adjustments as you see fit. Don’t worry if you misplaced your list or the dog ate it. Aim for five or six answers to each of the questions. Mistakes are acceptable, too. You can continually expand or edit your list.

Also feel free to use the tools available at <https://dennisconsorte.com/tools/>.

Review your answers and then come back here and complete the following section when you’re finished.

Assess Your Capabilities

Take your list of answers to the four questions above, combine them into the worksheets on the next page, and add more as they come to mind. Put the answers to all four questions in a single column under “What are your CAPABILITIES?” Then score each item across all four dimensions of Ikigai and add the totals in the last column. The goal is to find things that score high in all categories.

Example Capabilities

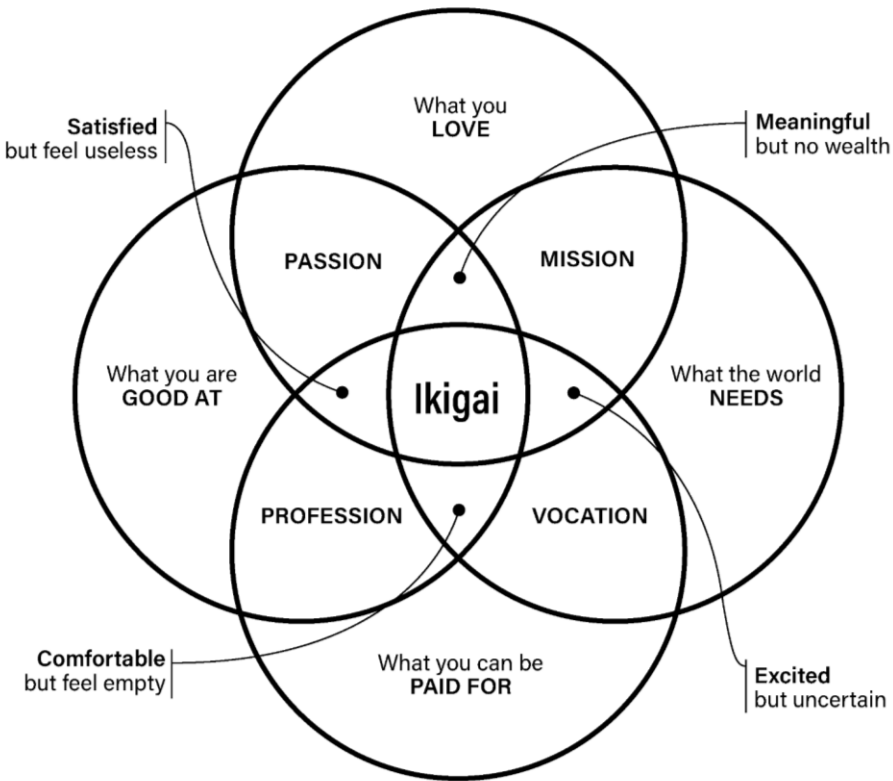
| My Capabilities: answers to the four questions (love, good at, world needs, and paid for) | How Much Do I LOVE It? (1–5) | How GOOD At It Am I? (1–5) | How Much the World NEEDs It? (1–5) | How Well I Can Get PAID (1–5) | Total Score (4–20) |
|--|-------------------------------------|-----------------------------------|---|--------------------------------------|---------------------------|
| Writing | 4 | 4 | 5 | 3 | 16 |
| Analysis & problem solving | 4 | 4 | 5 | 5 | 18 |
| Empathy | 3 | 4 | 5 | 3 | 15 |
| Project management | 3 | 5 | 4 | 4 | 16 |
| Decision-making | 5 | 4 | 5 | 5 | 19 |
| Persuasion | 4 | 3 | 4 | 5 | 16 |

My Capabilities

[illegible]

Map Your Capabilities Onto the Venn Diagram

Next, review the Venn diagram below to understand how the intersection of the four circles forms your Ikigai.

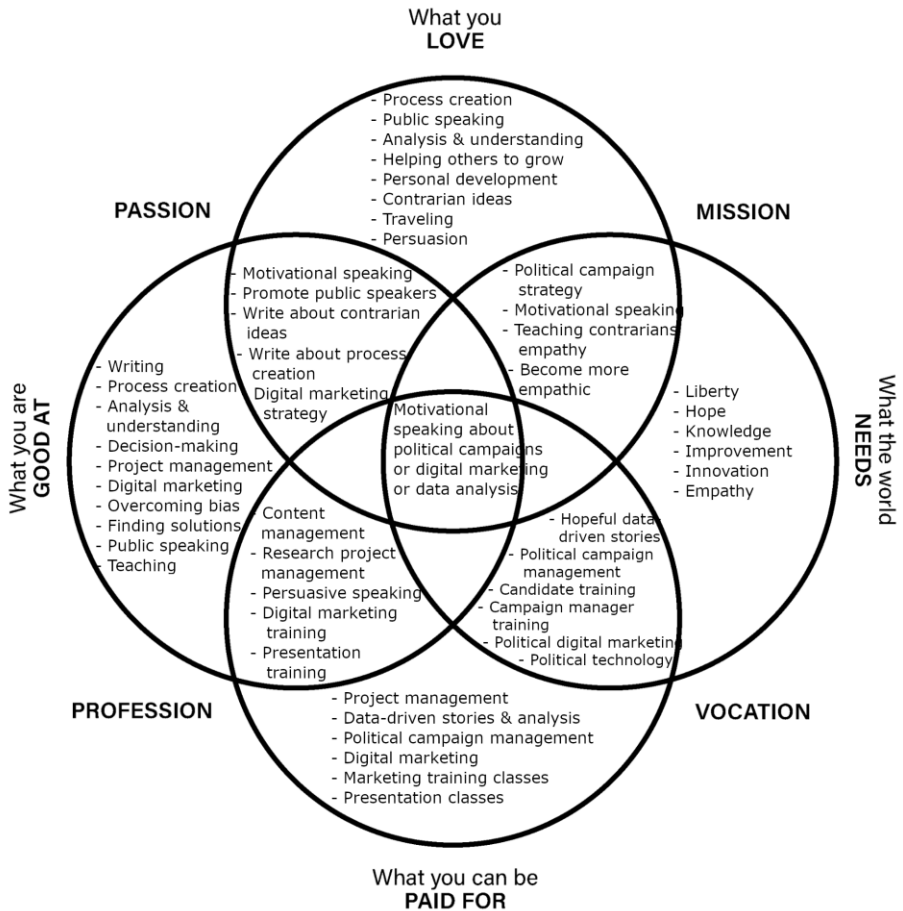


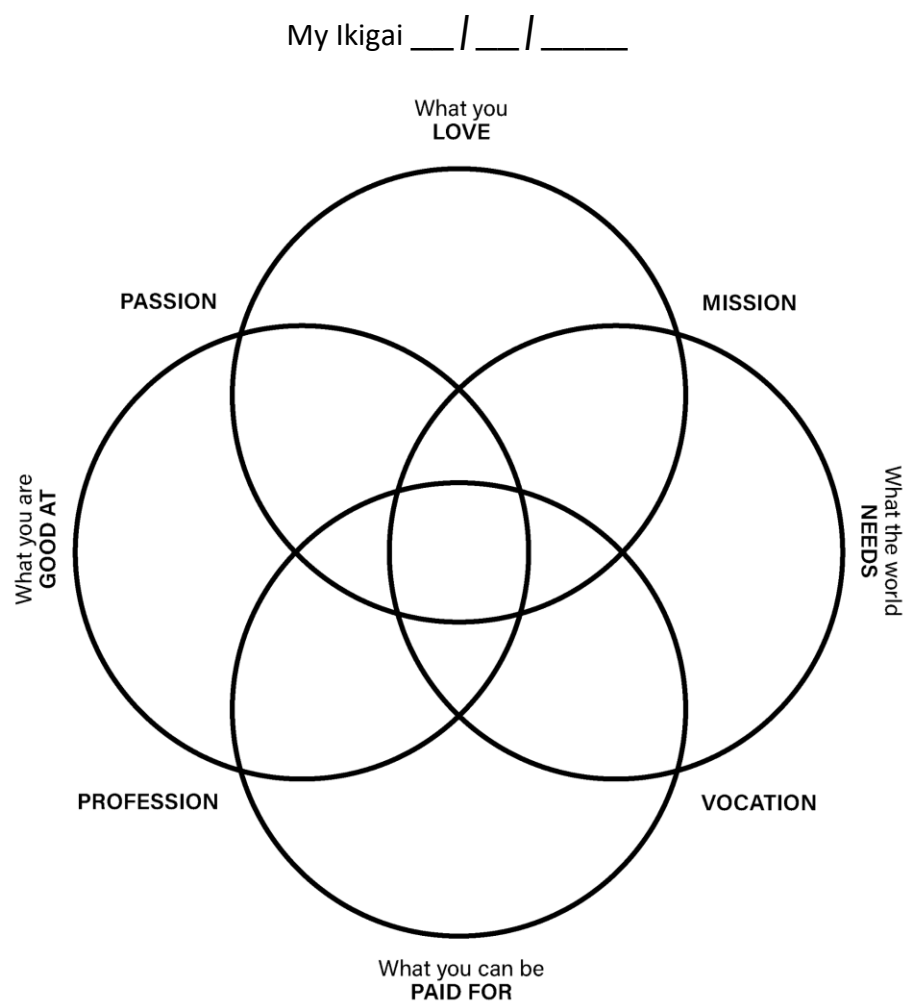
Now, the hard part. You will add everything on your list to a blank Venn diagram. Start with the items where your total score was the highest and work through all your capabilities in the chart. Add each of your answers into the Venn diagram wherever you can find space. Use a pencil and write lightly because you will likely change your answers several times during this exercise. If you prefer, sketch out the four circles on loose sheets of paper first.

For example, if you’re capable of sewing, you might give it scores of LOVE (5), GOOD (5), NEED (3), PAID (1). It would probably go into the triangle labeled “Delight and fullness, but no wealth.” By contrast, if you score a (5) for how much you LOVE one of your capabilities but (1) in all other categories, it probably belongs in the outer ring and not at the intersection of multiple circles. And, if

you score 4s and 5s in all aspects of one of your values, then it may belong in the Ikigai section at the middle of the chart. Review the example below, then try your own in the blank that follows, and insert today's date above it.

Example Completed Ikigai





Keep this chart safe, refer back to it every week for the next month, and make edits. Be sure to take notes on actions you can take to improve those things that are within your control. For example, you might love to lead teams. This capability is something that the world needs, for which you can get paid very well. But you might need more experience. In the next section, you'll have an opportunity to map out a timeline for achieving your Ikigai, including the steps you need to take to get there. These steps may include learning new skills and expanding on old ones.

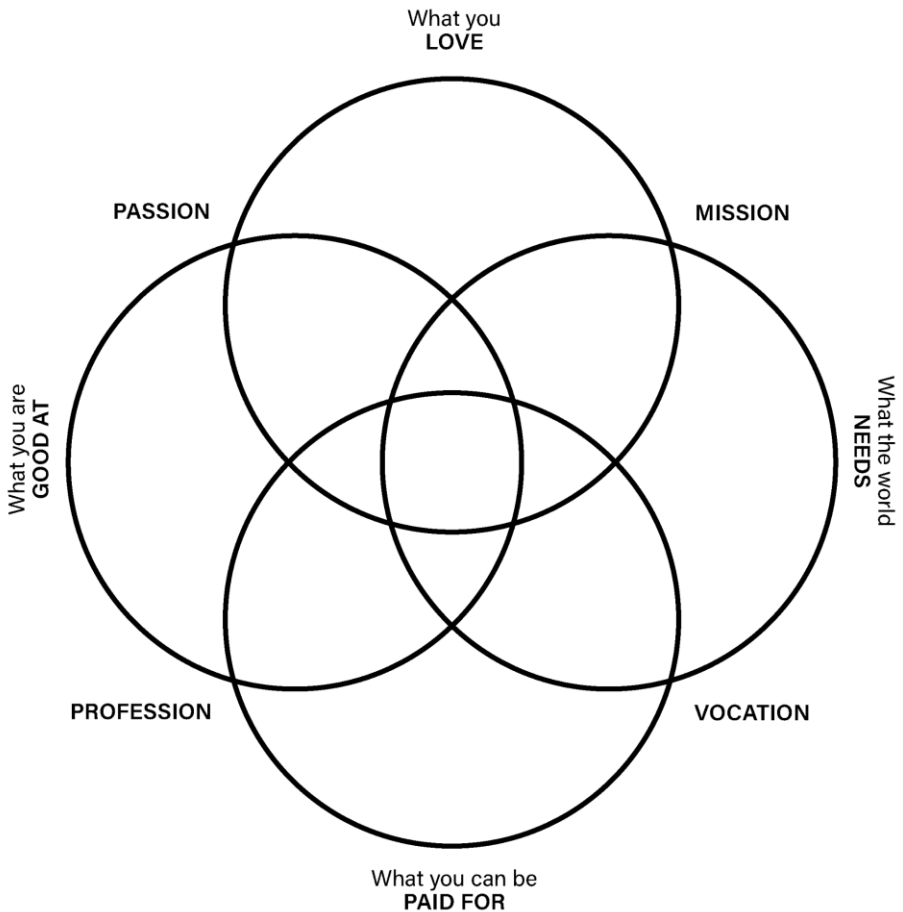
Return to this workbook section every month for a few months, then switch to a quarterly review. Review your Ikigai and make any necessary adjustments. Refine this Venn diagram and tweak your

plan to develop your weakest areas. Eventually, it will closely match your true path, and you'll need to review and modify it less often.

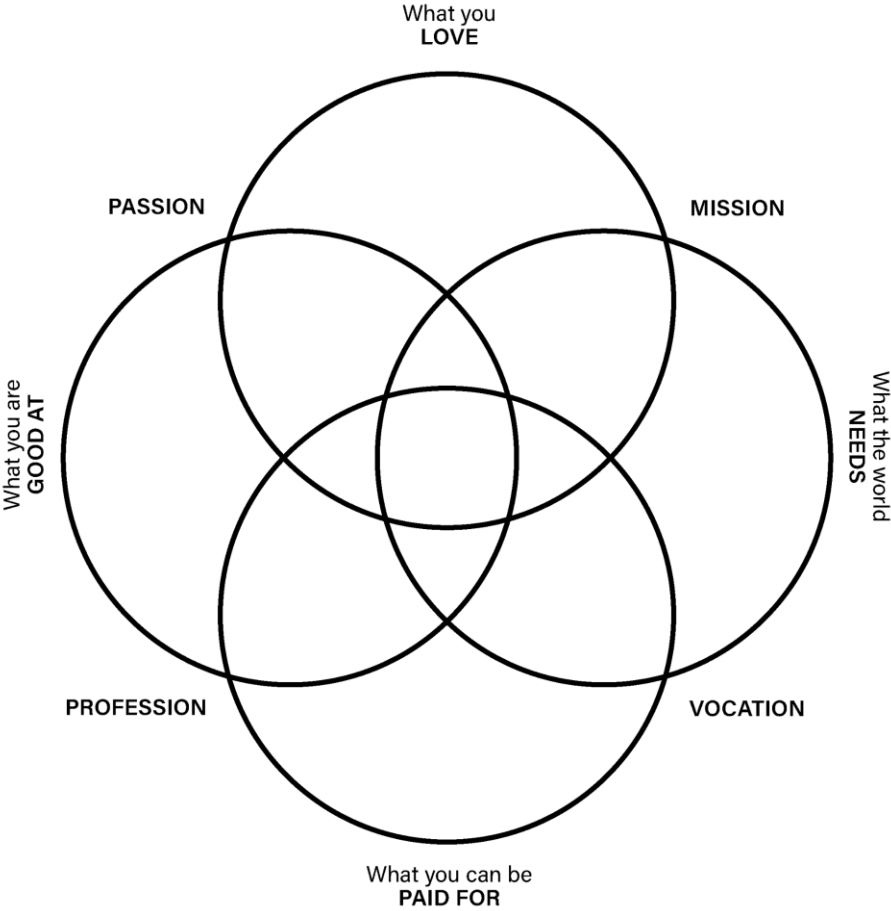
There are several copies of this template in the pages that follow. So feel free to come back and rebuild your Ikigai several times throughout the year.

Also, try the tools at <https://dennisconsorte.com/tools/>.

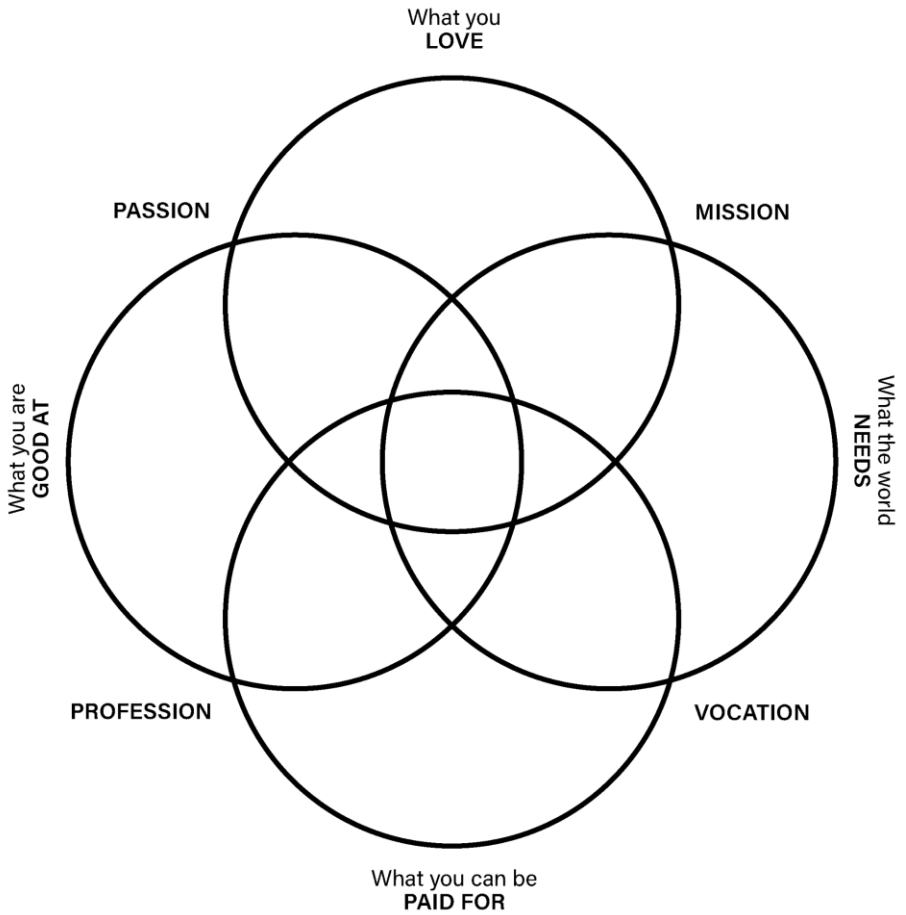
My Ikigai ___/___/___



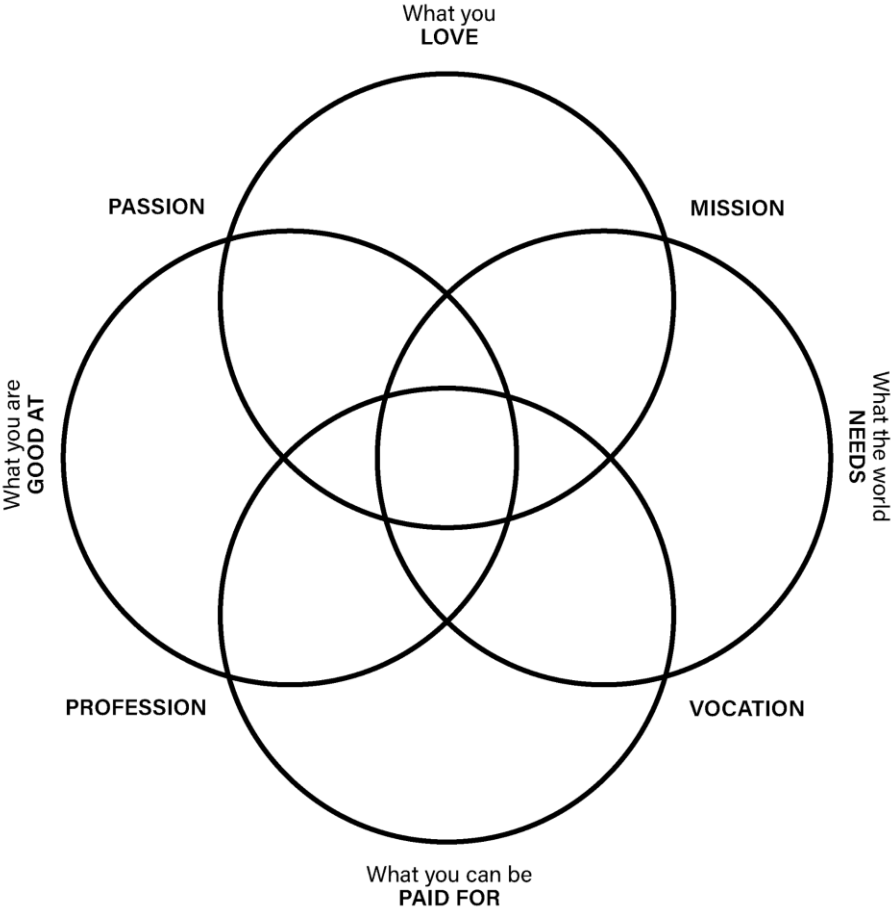
My Ikigai ____/____/____



My Ikigai ___/___/___



My Ikigai ____/____/____



Create an Ikigai Timeline

Now that you have a sense of your Ikigai, we need to put a time limit on it.

Life Expectancy Calculator

Go to <https://dennisconsorte.com/tools/> and select “life expectancy calculator” to get a very rough estimate of how much more time you have on this planet. The forecast will help you to build out milestones on a realistic timeline. Note that you may have less time to achieve your Ikigai if you plan to retire.

If the time feels short, take it as a reminder to adjust your personal and professional life to improve your health and well-being. Doing so will give you more time to achieve your goals and leave a legacy.

Life Timeline

Next, use the chart below to map out a simple timeline of your life with critical events annotated. For example, you may expect to live to 93 but plan to retire by age 65. If that’s the case, you must shift your goals at that time, as your career will take a back seat. Note that the beauty of Ikigai is that you may find something that gives you ultimate purpose and happiness in life. If that’s the case, you may never want to retire. Instead, you might shift priorities a bit. For example, you may spend more time traveling and less time working.

You should revise your timeline periodically, so use a pencil if possible. There are multiple charts, too, in case you want to rebuild your timeline entirely.

Alternatively, use the tools available at <https://dennisconsorte.com/tools/>.

Ikigai Timeline Example

Refer to the completed **Ikigai example** above, and you'll see how the chart references the timeline below.

- **Age Range:** The ages during which you will work on specific improvements
- **Life Stage:** The overarching framework for that age range (education, career, family, retirement, etc.)
- **Segment to Improve:** Which area of Ikigai you're focused on improving (What: I love, am good at, the world needs, I can be paid for)
- **Capability to Improve:** What specific skills you'll work on, as related to your career, hobby, or other activities
- **Action Items:** What you will do specifically, to improve each capability

Example Ikigai Timeline

| Age | Life Stage | Segment to Improve | Capability to Improve | Action Items |
|-------|------------|-----------------------|--|---|
| 35 | Career | What I love | Writing | Take a business writing course |
| 36 | Career | What I am good at | Google Adwords | Get the latest Google Adwords certification |
| 37-38 | Career | What the world needs | Getting published | Write a book about my experiences |
| 39-62 | Career | Follow examples above | Follow examples above | Follow examples above |
| 62-? | Retirement | What the world needs | Traveling the US and blogging about it | Buy a van or RV and get it ready for travel |

My Ikigai Timeline

| Age | Life Stage | Segment to Improve | Capability to Improve | Action Items |
|-----|------------|--------------------|-----------------------|--------------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

If you have completed the above exercises, then turn to the section “Dr. Mark Goulston” on page 111.

W-9. Exercises on the Power of Forgiveness

These exercises correspond to chapter 13, “The Power of Forgiveness and Burnout Recovery” on page 112. You’ll work through two exercises:

- Self-Forgiveness
- Forgiving Others

Self-Forgiveness

First, think of your Jungian Shadow. What aspects of your personality do you hide or are embarrassed by? Write them down below.

Next, think of something you feel guilt or shame over, possibly related to your shadow. It could be personal, or it could be related to your work. Maybe you missed a deadline or didn’t work to your full potential. Write some words of forgiveness for yourself. When you’re done, read them aloud.

Forgiving Others

Remember, “Forgiveness is accepting the apology you will never receive.” Think of someone alive or dead who owes you an apology, but will never give it, either because they’re too proud or insecure, or because they’re gone. Write their name below.

Person’s Name: _____

Now, think through why they behaved as they did when they caused you pain. What issues or challenges might they have faced that could have led to that behavior? Write it down.

Imagine them giving a heartfelt apology, where they explain in detail what was going on and why they now know that they acted wrongly. Write down their apology below, then read it out loud and imagine it as if they were saying it to you themselves.

If you have completed the above exercises, turn to the section, “Select Books by Dr. Mark Goulston” on page 117.

W-10. Exercises to Develop an Ownership Mindset

This workbook section corresponds with chapter 14, “Overcome an Employee Mindset” on page 119.

In this section, you will reflect on your past and start planning steps to improve your future. The goal is to reprogram your mind to think more like an owner and take control of your responsibilities. Exercises include:

- Reflect On Your Childhood
- Take Ownership at Work
- Take Ownership at Home
- Exercises to Balance Obedience with Healthy Skepticism
- Exercises to Push Back on Bad Ideas

Additionally, try some of the tools available at <https://dennisconsorte.com/tools/>.

Reflect On Your Childhood

I shared much about my childhood and the events that shaped my behaviors. Take a moment now to reflect on *your* childhood and past experiences. Start by answering the questions below and then add other vital details.

List the events, people, and systems that played a significant role in programming your mind and shaping the thoughts, feelings, and behaviors that you have today.

What *good* habits did you develop due to those experiences?

What can you do to continually reinforce your *good* habits?

What *bad* habits did you develop due to those experiences?

What can you do to work on those bad habits today? Set some deadlines for specific actions you can perform.

What other thoughts do you have about your past experiences?
Write them down here.

Take Ownership at Work

Take a moment now to write down some notes on how to add systems and structure to your work life to reinforce your ownership mindset and be more productive. These should have a positive impact on the following areas:

- How you engage with your boss/clients, peers, and direct reports
- How you manage your time and prioritize responsibilities
- How you measure success

Exercises to Balance Obedience with Healthy Skepticism

In this section, you will practice recognizing ideas that you may disagree with while also mitigating your risk in the workplace. The goal is to determine what’s tolerable and what isn’t.

Tolerating a Strategic Decision

Think of a time when a client or manager had a bad idea that you felt compelled to support. Answer the prompts below.

What was the strategic decision, and why did you disagree with it at the time?

Did you speak against the idea? If so, what communication style did you use, and what was the outcome?

How do you think your handling of the strategic decision affected your ability to advance with the organization?

What could you have done differently to get a better outcome?

Exercises to Push Back on Bad Ideas

In this section, you will practice several communications techniques to push back on bad ideas, with the following end-goals:

- Getting buy-in for your ideas
- Building trust
- Creating allies
- Implementing a plan to execute your ideas

Start by Asking Questions

Think of a time when you disagreed with someone on an important point, where you used statements instead of questions to prove your point. Answer the following questions:

What was the area of disagreement?

What was the other person's perspective on the issue?

What was your perspective on the issue?

What are a few points that support your position?

What questions could you have asked the other person, where their answers might have closely aligned with yours?

Use the “Sandwich Technique”

In this section, you will practice structuring criticism of an idea using the sandwich technique. Think of a current or past idea that you thought could be improved, and imagine you are delivering feedback in the moment.

What aspects of the idea do you authentically like or find most admirable?

How would you kindly express your alternative idea and why you think it can produce better results?

What can you say to reaffirm that you found value in the original idea and that you have their best interests in mind?

Try the “Ask-Tell-Ask” Method

Now you will apply a third technique that brings together some aspects of the Sandwich Technique and build support through questions instead of statements. Instead of stating your opinion, you will frame the discussion as a way to help the other person to engage in self-reflection.

Think of a time when someone you worked with did not meet expectations on a project or in their overall role.

Person’s Name: _____

What is a question that will trigger self-reflection on the issue?

What did you observe first-hand, including positive and negative results? How would you frame this information kindly? Consider using the Sandwich Technique here.

What is another question you can ask to give the person an opportunity to make adjustments to produce a better outcome?

If you have completed the above exercises, turn to chapter 15, “Replace Distractions with Healthier Behaviors” on page 141.

W-11. Exercises to Overcome Distractions

This workbook section corresponds with chapter 15, “Replace Distractions with Healthier Behaviors” on page 141.

In this workbook exercise, we’ll explore distractions that are keeping you from staying focused. Focus on the following areas to overcome distractions that are getting in the way of your success.

- Identifying harmful distractions
- Replacing distractions with activities related to your goals
- Replacing bad habits with healthy behaviors
- Limiting distractions to specific times or frequencies each day
- Taking on new responsibilities

Review the example below and then fill in the blank chart with some of your distractions and ways to minimize them using the above ideas.

Example Distractions and Replacement Behaviors

| Distraction Behavior | Why It’s Harmful | Why You Engage in This Behavior | Replacement Behavior or Ways to Limit Distractions |
|---|---|--|--|
| Spending hours scrolling through social media posts | Eats time I could use productively and replaces it with useless information that sometimes makes me angry | I’m avoiding work that is hard or sometimes makes me feel anxious. | I will limit social media time to 30 minutes in the evening, after the work day is done. |
| Binge eating and snacking throughout the day | Causes weight gain and food addiction | I get temporary joy out of eating delicious foods. | I will replace trips to the refrigerator with a brisk walk or some other healthy activity. |

My Distractions and Replacement Behaviors

| Distraction Behavior | Why It's Harmful | Why You Engage in This Behavior | Replacement Behavior or Ways to Limit Distractions |
|----------------------|------------------|---------------------------------|--|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

If you have completed the above exercises, turn to chapter 16, “Pursue Your Passion, Or What You're Good At?” on page 148.

W-12. Exercises to Pursue Your Passion

This workbook section corresponds with chapter 16, “Pursue Your Passion, Or What You’re Good At?” on page 148.

In this exercise, we’ll reflect on your current trajectory to increase your chances for success. We’ll focus on the following ideas:

- Analyzing and adjusting your Ikigai
- Making your own luck
- Reflecting on wealth, happiness, and balance

After completing this section, you should have a better idea of the plan you need to pursue to achieve your goals. If your plan seems achievable, you may not have to adjust your Ikigai. However, if it is hard to achieve, then consider how long it will take and whether the cost of time, money, and energy to acquire new skills and experience to make it achievable is worth it. If so, great. If not, rework your Ikigai until you find something attainable.

Go back to workbook section W-8, “**Exercises to Find Your Ikigai**” on page 366 and review the Venn diagram that you created. Also review your Ikigai timeline. Then come back here and answer the following questions:

What is your Ikigai?

Why did you choose this as your Ikigai?

At what level can you pursue a career in this field today with your existing knowledge and experience?

What new skills and experience will you need to acquire to reach your highest preferred level of mastery in your Ikigai?

What incremental steps can you take today to pursue your Ikigai?

What is the approximate cost of time and money to acquire the skills, certifications, and experience required to succeed in your Ikigai?

Realistically, how long will it take to pay down any debt you accrue while acquiring the skills you need? Is it worth it?

How can you make your own luck to increase the likelihood of achieving success? What kinds of gigs can you take on for little or no pay to build a portfolio of work and gain the experience you need to progress faster?

Reflect on the ideas of wealth, happiness, and balance in your life. Does the pursuit of your Ikigai help you in all those areas? What might you want to adjust?

At this point, decide to either keep your Ikigai and timeline intact or to adjust them. Go back to workbook section W-8, “Exercises to Find Your Ikigai” on page 366 again and make any necessary adjustments.

When you complete the above exercises, turn to chapter 17, “Happiness and Burnout Recovery” on page 155.

W-13. Happiness and Burnout Recovery Exercises

This workbook section corresponds with chapter 17, “Happiness and Burnout Recovery” on page 155. Complete the exercises below:

- Gratitude Exercises
- Happiness Assessment

Additionally, you may visit <https://dennisconsorte.com/tools/>.

Gratitude Exercises

In this section, you will practice a quick gratitude exercise.

Think about the events of the last 24 hours. What were some outcomes or experiences for which you are grateful?

Were there people who helped you in some way?

What were some recent, smaller moments of joy that made your day better?

What wants and needs might you take for granted, such as food or clothing, for which you are thankful?

Now, summarize the most important points above into a single statement that begins with “I am grateful for” and write it below.

Now develop a habit of daily gratitude exercises. One study found that it took people 18–254 days to form a habit, with 66 days being the average length of time. The upper end of that spectrum feels daunting, so let’s set smaller goals along the way.

Every morning for the next 12 weeks, spend five to ten minutes reviewing the questions above, and formulate a gratitude statement for the day.

Bookmark this section and commit to tracking your performance of this exercise in the chart below. If you miss a day, don’t worry about it. Just skip a cell in the chart, and keep going until you reach the end. You can do it in writing as we have done here, or you can do it verbally or in your mind.

If you choose to track when you completed the gratitude exercise in writing, use a notebook or gratitude journal to record your thoughts. Alternatively, create a text document and type in your answers.

If you choose to do it verbally or in your mind, pair it with some other morning ritual you already perform, like brushing your teeth, showering, or your morning coffee, prayer, or meditation.

Have it in your head that you can get through the first week. Once you achieve that, extend your goal to a month, then the full 12 weeks, and then indefinitely. Once you complete the chart, you should have the habit formed, and charting may become unnecessary.

Write the date in the chart below each time you complete a gratitude exercise. When the chart is full, the exercise will likely be a habit, and you will no longer need to track it in the chart. The first row is an example.

Morning Gratitude Exercise Tracker

| | | | | | | | |
|--------------|----------|----------|----------|----------|----------|----------|----------|
| Example Week | 10/15/23 | 10/16/23 | 10/17/23 | 10/18/23 | 10/19/23 | 10/20/23 | 10/21/23 |
| Week 1 | | | | | | | |
| Week 2 | | | | | | | |
| Week 3 | | | | | | | |
| Week 4 | | | | | | | |
| Week 5 | | | | | | | |
| Week 6 | | | | | | | |
| Week 7 | | | | | | | |
| Week 8 | | | | | | | |
| Week 9 | | | | | | | |
| Week 10 | | | | | | | |
| Week 11 | | | | | | | |
| Week 12 | | | | | | | |

Happiness Assessment

One way to know you're happy is by reviewing your core values. Compare them to every aspect of your life and ask if each is aligned. Run your relationships and hobbies through a values filter, then consider whether your professional life is moving toward your Ikigai. Also, assess whether you are happy with how you exercise your responsibilities and interact with colleagues and customers daily. Are you living every aspect of your life according to your values, or are there some areas where you could improve?

After you contemplate these things, write down answers to all the questions in the happiness self-assessment below.

Happiness Self-Assessment

Do you believe you are living the life you want to live today? If not, then what would you like to change or accomplish?

Who are your closest friends, family members, and coworkers? How healthy and positive are these relationships? If any of them are negative, what needs to change?

On average, do you feel positive more often than you feel negative? Which aspects of your professional life bring you joy or pain?

Do you have a self-care routine to work on your physical and emotional health? If not, how can you get started?

For which aspects of your life are you most grateful?

What about your professional and personal life gives you meaning and purpose? What could make your work feel more meaningful?

Do you bring happiness to other people in your life? What can you do today to bring someone joy?

Could you see yourself having a deep level of satisfaction and purpose on your current career track? If not, what are other achievable career directions you could try instead?

Copy these questions into a document and answer them in writing every three months to see if your answers change. You can periodically work on them at the same time as you review and update your Ikigai to improve both personally and professionally. Be sure to include the date every time to track your progress.

Make a Plan for Happiness

In this exercise, you'll map out a plan to improve your happiness in the short and long-term using a three-step plan:

1. Go for Easy Wins
2. Work on Long-Term Goals
3. Improve Your Relationships and Community

When you're done writing down your answers, take a day to clear your head. Then go back and adjust your answers so that they are honest and complete. With this information, you can make a plan that will lead to greater happiness at work and at home. And, whenever you adjust the questions or answers, you can also adjust your plan for success.

1. Go for Easy Wins

What are some of your bad habits that impact your health and happiness in the long term? Think of your mental, physical, and spiritual health. Are there things you do each day that build up over time and cause you to be unhappy? Write your answer below.

What activities can you do to replace some of those bad habits, which over time, would lead to more happiness in your life? For example, could you replace habitual snacking with short walks throughout the day? Could you replace one night of drinking each week with some meditation, prayer, or journaling? Write your answer below.

2. Work on Long-Term Goals

Think of some long-term goals that would lead to greater happiness in your life. Do you want to make more money? Trade less time for money? Change careers? Pick one long term goal and list it below. Then map out the beginnings of a timeline to achieve it. Remember, the goal you list here is focused on increasing your overall happiness.

Long-Term Goals

Have enough money to take one big vacation every year, and improve my schedule so that I don't stress over work when I'm away.

Example Long-Term Goal Timeline and Milestones

| Month / Year | Milestone to Achieve |
|--------------------|--|
| January 20xx | Brush up my resume. |
| March 20xx | Complete five interviews or pitches with potential new clients to find a side hustle to pay for my annual trip. |
| April 20xx | Open a travel savings account. |
| May 20xx | Acquire one client or side hustle that pays an extra \$500 per month and isn't time-consuming. |
| June 20xx | Build a habit around the new side hustle to carve out enough time to do a good job for my client without interfering with my primary source of income. |
| July-December 20xx | Invoice my new client and put the money in the travel savings account every month. |
| January 20xx | Acquire another small client in case the first one quits. Use the first client as a referral to get the second one. |
| February 20xx | Plan my trip. |
| Summer 20xx | Take my first big trip. |

My Long-Term Goal Timeline and Milestones

[illegible]

3. Improve Your Relationships and Community

Now that you have some goals mapped out for the short and long term, work on strengthening your community through relationship building and networking. This is your support group to cheer you on along the way as you achieve your goals. There are two parts to this activity:

- 1. Strengthen Existing Relationships
- 2. Build New Relationships

Strengthen Existing Relationships. Think about a few friends, family members, or colleagues who you keep in touch with regularly, as well as people who you have lost touch with or don't see often enough. These should be people who are a positive influence on your life and who can help hold you accountable to achieve your happiness goals. List them in the chart below.

Examples of Existing Relationships

| Person's Name | Relationship | Last Time You Spoke | How to Strengthen the Relationship |
|---------------|--------------|---------------------|--|
| Jenna K. | Cousin | January 2022 | Call her to catch up this weekend, set a reminder on my calendar to call every 3 months. |
| Corey W. | Colleague | Last week | Go to lunch every 2 weeks to talk about non-work activities we have in common. |

My Existing Relationships

| Person's Name | Relationship | Last Time You Spoke | How to Strengthen the Relationship |
|---------------|--------------|---------------------|------------------------------------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

Build New Relationships. Think about a few ways you can form new relationships for the purposes of improving your overall happiness. Choose people from among your friends, family, and colleagues who have similar interests to yours. Consider attending events, joining organizations, or connecting with people on LinkedIn and other social media. Remember, the purpose of this exercise is to connect with people who will bring more happiness into your life. Review the example chart below, then fill in the chart for your outreach plan that follows.

Example Outreach Plan to Build New Relationships

| Platform | Method of Outreach | Goals and Expectations |
|--------------------|---|--|
| LinkedIn | Send direct messages using a paid subscription to LinkedIn Premium. | <ul style="list-style-type: none">• Make five new connections per week who I will try to connect with through monthly posts and messages.• Hold one 1-to-1 video conference with one person per week. |
| Meetup.com | Search for a hiking club that meets locally. | <ul style="list-style-type: none">• Go on one hike per month.• Make a friend on each hike and exchange contact information. |
| Alumni Association | Contact my alma mater and find out about upcoming alumni events. | <ul style="list-style-type: none">• Attend one alumni event every three months.• Make a friend at each event and exchange contact information. |

My Outreach Plan to Build New Relationships

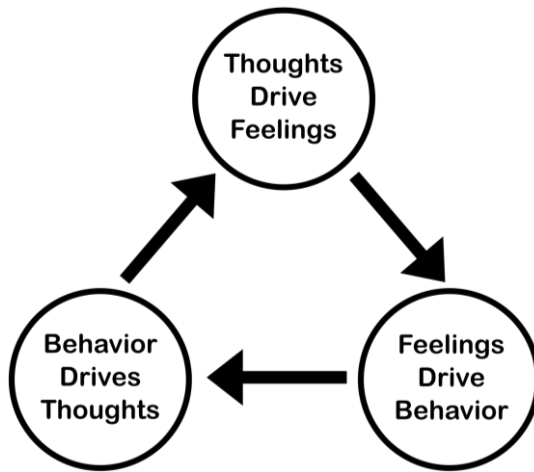
| Platform | Method of Outreach | Goals and Expectations |
|----------|--------------------|------------------------|
| | | |
| | | |
| | | |
| | | |

If you have completed the above exercises, turn to chapter 18, “Switch from a Fixed Mindset to a Growth Mindset” on page 163.

W-14. Growth Mindset Exercises

This workbook exercise corresponds with chapter 18, “Switch from a Fixed Mindset to a Growth Mindset” on page 163.

Start with a review of the cognitive triangle:



Next, complete the lesson below. When you finish, you will have a good sense of which people and environmental factors are helping or hurting your goal of achieving a growth mindset. You'll also understand the steps you need to take to move forward. You will apply the following skills:

- Adjust your environment
- Take inventory of your responsibilities
- Assess the people closest to you

Take Inventory of Your Relationships and Your Environment

Now that you have a framework for success, it's time to adjust your environment. In doing so, you will set yourself up for success in all aspects of your life, and you'll be able to move past burnout. The changes you make here are a hard lesson. But don't let that get in the way of completing it.

In the following charts, you will list people and environmental factors in your life today. Keep this information private so you don't hurt anyone's feelings or sabotage your ability to advance at your job. But be honest with yourself about how they affect you and what might need to change in your relationships.

My Environment

In the charts below describe your environment in a variety of contexts. These include your home life, your social life, and your work life. There are additional charts if other contexts matter to you.

Example Home Environment

| | |
|---|---|
| Describe my home environment | Mostly quiet, small apartment, full refrigerator, TV and other distractions, spouse present in evening. |
| People in my home environment | Wife |
| What I love about my home environment | Relative privacy, laundry in building, gym and pool on site, supportive spouse |
| Factors in my home environment that contribute to a fixed mindset | Spouse believes a traditional job is more secure than an entrepreneurial direction, neighbors seem content with average life, distractions take time away from growth activities |
| What I must change about my home environment to improve my life and stimulate a growth mindset | Would like a bigger apartment or a house, fewer unhealthy snacks to pick on, less enticement to sit on the couch and watch TV, exercise equipment within the apartment to eliminate all exercise excuses, inspirational artwork |

My Home Environment

| | |
|---|--|
| Describe my home environment | |
| People in my home environment | |
| What I love about my home environment | |
| Factors in my home environment that contribute to a fixed mindset | |
| What I must change about my home environment to improve my life and stimulate a growth mindset | |

My Social Environment

| | |
|---|--|
| Describe my social environment | |
| People in my social environment | |
| What I love about my social environment | |
| Factors in my social environment that contribute to a fixed mindset | |
| What I must change about my social environment to improve my life and stimulate a growth mindset | |

My Work Environment

| | |
|---|--|
| Describe my work environment | |
| People in my work environment | |
| What I love about my work environment | |
| Factors in my work environment that contribute to a fixed mindset | |
| What I must change about my work environment to improve my life and stimulate a growth mindset | |

My _____ Environment

| | |
|--|--|
| Describe this environment | |
| People in this environment | |
| What I love about this environment | |
| Factors in this environment that contribute to a fixed mindset | |
| What I must change about this environment to improve my life and stimulate a growth mindset | |

My _____ Environment

| | |
|--|--|
| Describe this environment | |
| People in this environment | |
| What I love about this environment | |
| Factors in this environment that contribute to a fixed mindset | |
| What I must change about this environment to improve my life and stimulate a growth mindset | |

My _____ Environment

| | |
|--|--|
| Describe this environment | |
| People in this environment | |
| What I love about this environment | |
| Factors in this environment that contribute to a fixed mindset | |
| What I must change about this environment to improve my life and stimulate a growth mindset | |

My Responsibilities

List your current responsibilities at work, among any volunteer positions you hold, and in your personal life. These include major projects and ongoing weekly and monthly tasks ranging from taking out the trash to filing financial reports and managing teams and family units. For each of these responsibilities, rate your skill level, success rate, thoughts and feelings, and steps to improve performance. Adjust it later as responsibilities change.

Example Responsibility

| | |
|---|---|
| Description of responsibility | Client relations for Acme Widgets |
| Duration or cadence of this responsibility | Daily emails, weekly meetings |
| Who I report to | Rick at Acme Widgets |
| Who reports to me | Candace – analyst Lonny – content writer Sandra – admin |
| How I feel about this responsibility | I like keeping clients happy, and hearing their feedback directly. |
| My success rate with this responsibility | Approximately 80% of the time I can deliver quality work on time. Sometimes things are late or lower quality. |
| Behaviors I can change to do better | Set a daily calendar reminder every morning before work to review the account and delegate more. |
| Thoughts and feelings I can change to improve | I feel like this client is too small. I need to remember that I can get referrals from this client and use our good work as a case study. |
| How to collaborate better and encourage a growth mindset among my team? | Hold a 15-minute touch base after my account review with the team to talk through actions to execute that day. Ask team for feedback on how to do better. |

My Responsibility

| | |
|--|--|
| Description of responsibility | |
| Duration or cadence of this responsibility | |
| Who I report to | |
| Who reports to me | |
| How I feel about this responsibility | |
| My success rate with this responsibility | |
| Behaviors I can change to do better | |
| Thoughts and feelings I can change to improve | |
| How to collaborate better and encourage a growth mindset among my team? | |

My Responsibility

| | |
|--|--|
| Description of responsibility | |
| Duration or cadence of this responsibility | |
| Who I report to | |
| Who reports to me | |
| How I feel about this responsibility | |
| My success rate with this responsibility | |
| Behaviors I can change to do better | |
| Thoughts and feelings I can change to improve | |
| How to collaborate better and encourage a growth mindset among my team? | |

My Responsibility

| | |
|--|--|
| Description of responsibility | |
| Duration or cadence of this responsibility | |
| Who I report to | |
| Who reports to me | |
| How I feel about this responsibility | |
| My success rate with this responsibility | |
| Behaviors I can change to do better | |
| Thoughts and feelings I can change to improve | |
| How to collaborate better and encourage a growth mindset among my team? | |

My Responsibility

| | |
|--|--|
| Description of responsibility | |
| Duration or cadence of this responsibility | |
| Who I report to | |
| Who reports to me | |
| How I feel about this responsibility | |
| My success rate with this responsibility | |
| Behaviors I can change to do better | |
| Thoughts and feelings I can change to improve | |
| How to collaborate better and encourage a growth mindset among my team? | |

My Responsibility

| | |
|--|--|
| Description of responsibility | |
| Duration or cadence of this responsibility | |
| Who I report to | |
| Who reports to me | |
| How I feel about this responsibility | |
| My success rate with this responsibility | |
| Behaviors I can change to do better | |
| Thoughts and feelings I can change to improve | |
| How to collaborate better and encourage a growth mindset among my team? | |

My Responsibility

| | |
|--|--|
| Description of responsibility | |
| Duration or cadence of this responsibility | |
| Who I report to | |
| Who reports to me | |
| How I feel about this responsibility | |
| My success rate with this responsibility | |
| Behaviors I can change to do better | |
| Thoughts and feelings I can change to improve | |
| How to collaborate better and encourage a growth mindset among my team? | |

My People

Now the hard part. Go through the lists above and create charts for all the people you mentioned. It's a lot of work, so feel free to start with the most impactful people in your life and work on others later. The goal is to figure out whom you should prioritize in your interactions. When you're around these people, they will inspire you to continue working on your growth mindset.

As for the negative people in your life, you must make some hard choices and have difficult conversations where appropriate. It's a sensitive area, so I won't tell you what to do. You'll have to figure that out on your own. I will say that if you value a relationship with someone a great deal, despite their negativity, then be a role model to that person. Don't try to fix them without their asking—that never works. But you can share your positive energy with them when you interact while you do your best not to let their negative energy infect your mind.

You may have missed people you should add to the list from your sphere of influence. Add anyone you missed, and take time to comb through your network and identify individuals with a growth mindset. Add them to the list, too. If you don't have a strong relationship with them, then this is a reason for you to change that.

Also, note that a person can tremendously influence you, even when you're at different points in your personal and professional journeys. For example, you may benefit greatly from your interactions with an intern at work with a growth mindset. By contrast, you may know clients or people in management positions and c-suite executives with fixed mindsets and a negative outlook on life. This exercise aims not to determine who appears most successful on paper, but instead from whose mindset you can learn and grow.

Example Relationship

| | |
|--|---|
| Person’s name | Lonny |
| My relationship with them | Content writer for several client accounts including Acme Widgets. I assign projects to Lonny and track progress. |
| What I know about them, both personally and professionally | Passionate about writing, degree in communications, wanted to be a journalist, single, introverted, doesn’t appear to aspire for more at work. Seems to want to write a book. |
| What experiences may have contributed to their current mindset? | Probably spent a lot of time alone as a kid, where he explored his imagination and found joy in writing. His job probably enables his solitary lifestyle where he can explore bigger personal writing projects. |
| Generally, how positive or negative are they? | Comes across as pessimistic in meetings, often blames others when problems arise. |
| They have a growth mindset in the following areas | He wants to become a better, more experienced writer outside of work. |
| They have a fixed mindset in the following areas | He doesn’t want to take on more responsibility at work, and doesn’t claim responsibility in difficult situations. |
| How will spending time interacting with them affect my own mindset? | He may make me more pessimistic and sedentary as he isn’t inspired to do more, and may give me negative feedback on big ideas I want to pursue. |
| How should I think about changing this relationship, if at all? | Try to show him how growth at work can improve his chances for success with writing projects outside of work, but don’t get too close to him. Have a monthly touch-base that aligns his work & personal goals. |

My Relationships

| | |
|--|--|
| Person's name | |
| My relationship with them | |
| What I know about them, both personally and professionally | |
| What experiences may have contributed to their current mindset? | |
| Generally, how positive or negative are they? | |
| They have a growth mindset in the following areas | |
| They have a fixed mindset in the following areas | |
| How will spending time interacting with them affect my own mindset? | |
| How should I think about changing this relationship, if at all? | |

| | |
|---|--|
| Person's name | |
| My relationship with them | |
| What I know about them, both personally and professionally | |
| What experiences may have contributed to their current mindset? | |
| Generally, how positive or negative are they? | |
| They have a growth mindset in the following areas | |
| They have a fixed mindset in the following areas | |
| How will spending time interacting with them affect my own mindset? | |
| How should I think about changing this relationship, if at all? | |

| | |
|--|--|
| Person's name | |
| My relationship with them | |
| What I know about them, both personally and professionally | |
| What experiences may have contributed to their current mindset? | |
| Generally, how positive or negative are they? | |
| They have a growth mindset in the following areas | |
| They have a fixed mindset in the following areas | |
| How will spending time interacting with them affect my own mindset? | |
| How should I think about changing this relationship, if at all? | |

| | |
|--|--|
| Person's name | |
| My relationship with them | |
| What I know about them, both personally and professionally | |
| What experiences may have contributed to their current mindset? | |
| Generally, how positive or negative are they? | |
| They have a growth mindset in the following areas | |
| They have a fixed mindset in the following areas | |
| How will spending time interacting with them affect my own mindset? | |
| How should I think about changing this relationship, if at all? | |

| | |
|--|--|
| Person's name | |
| My relationship with them | |
| What I know about them, both personally and professionally | |
| What experiences may have contributed to their current mindset? | |
| Generally, how positive or negative are they? | |
| They have a growth mindset in the following areas | |
| They have a fixed mindset in the following areas | |
| How will spending time interacting with them affect my own mindset? | |
| How should I think about changing this relationship, if at all? | |

| | |
|---|--|
| Person's name | |
| My relationship with them | |
| What I know about them, both personally and professionally | |
| What experiences may have contributed to their current mindset? | |
| Generally, how positive or negative are they? | |
| They have a growth mindset in the following areas | |
| They have a fixed mindset in the following areas | |
| How will spending time interacting with them affect my own mindset? | |
| How should I think about changing this relationship, if at all? | |

| | |
|--|--|
| Person's name | |
| My relationship with them | |
| What I know about them, both personally and professionally | |
| What experiences may have contributed to their current mindset? | |
| Generally, how positive or negative are they? | |
| They have a growth mindset in the following areas | |
| They have a fixed mindset in the following areas | |
| How will spending time interacting with them affect my own mindset? | |
| How should I think about changing this relationship, if at all? | |

| | |
|--|--|
| Person’s name | |
| My relationship with them | |
| What I know about them, both personally and professionally | |
| What experiences may have contributed to their current mindset? | |
| Generally, how positive or negative are they? | |
| They have a growth mindset in the following areas | |
| They have a fixed mindset in the following areas | |
| How will spending time interacting with them affect my own mindset? | |
| How should I think about changing this relationship, if at all? | |

If you have completed the above exercises, turn to chapter 19, “Find Purpose Beyond Work” on page 173.

W-15. Exercises for Small Victories

This workbook exercise corresponds with chapter 20, “Small Victories” on page 180. You will complete the following sections:

- Take a Break
- Make a List of Rewards
- Make a List of Tasks to Complete
- Pair Tasks with Rewards
- Change Your Mindset

1. Take a Break

Take a few days off or, if you can swing it, take a vacation. Put it on your calendar now, and make sure you follow through. Return to the next section below when you’re back from your break.

2. Make a List of Rewards

When you return from your vacation, list all the rewards you can give yourself, no matter how small. Do you like to go for a run, have a piece of chocolate, or spend time with someone you love? Please write down your rewards and rank them according to how good they make you feel. Revisit this list and add more whenever they come to mind.

3. Make a List of Tasks to Complete

Next, list all the tasks you've been neglecting. Select an achievable goal you've neglected that is contributing to your burnout. See if you can break it down into a series of smaller tasks. Each of those sub-tasks becomes an item on your list.

Take a minute to list your tasks here:

4. Pair Tasks with Rewards

Refer to list you made in part two (2) and update part three (3) above. Next to the items in your task list in part three (3), jot down the reward from part two (2) that you would like to give yourself for accomplishing each task.

5. Change Your Mindset

For this exercise, it's best to find two people to help you, though you can do it independently if you must.

First, find one person you love. It could be a romantic partner, a parent, a sibling, or a close friend. Then, find a different person you respect but don't necessarily love. It could be a boss, a past employee who was good at their job, or a successful person in your community. In each case, have a one-on-one conversation and have them ask you the following two questions.

1. Think of a time when you were especially proud of yourself. Tell me about that time. Why were you proud?
2. Often people feel as if the world is against them. Please tell me about a time when you believed the opposite of that. When was there a time when everything was good, and things were working out in your favor?

Remember, they are asking *you* these questions. The idea is that they can give you feedback on your answers from different perspectives. Use your answers, and their feedback to change your mindset.

If you can't find anyone to assist you, ask yourself these questions and write down the answers.

If you have completed the above exercises, turn to the section "Books by Larry Sharpe" on page 189.

W-16. SMART Goal Exercises

This workbook section corresponds with chapter 21, “A SMART Framework for Goal Setting” on page 193.

In this section, you will practice setting SMART goals. Remember, SMART is an acronym that stands for specific, measurable, achievable, relevant, and time-bound. In this exercise, we will set three SMART goals:

- One easy SMART goal for home
- One easy SMART goal for work
- One mildly challenging SMART goal for work

Turn to the next page for the first exercise.

Set an Easy SMART Goal for Home

Choose a SMART goal that you can set at home to make your life more organized and happier. It can be as simple as making your bed every day this week or fixing the leaky faucet in your kitchen. Whatever you choose, it should be small, well within your skillset, and easy to complete in a short period of time.

Specifically, what is your SMART goal for home?

How will you **measure** results?

Describe how and why it's **achievable**.

How is this goal **relevant** to your life?

How long is your **time** period of measuring results for this goal, or when is your deadline for completion?

Set an Easy SMART Goal for Work

Choose an easy SMART goal that you can set at work to make your work life more organized and happier. It can be as simple as showing up on time every day for a week or mapping out your schedule every day this week. Whatever you choose, it should be small, well within your skillset, and easy to complete in a short period of time.

Specifically, what is your SMART goal for work?

How will you **measure** results?

Describe how and why it's **achievable**.

How is this goal **relevant** to your work?

How long is your **time** period of measuring results for this goal, or when is your deadline for completion?

Set a Mildly Challenging SMART Goal for Work

Choose a more challenging SMART goal that you can set at work to make your work life more organized and happier. It should take a bit longer to complete, but it should be achievable. Make it something well within your skillset.

Specifically, what is your SMART goal for work?

How will you **measure** results?

Describe how and why it's **achievable**.

How is this goal **relevant** to your work?

How long is your **time** period of measuring results for this goal, or when is your deadline for completion?

If you have completed the above exercises, turn to chapter 22, "Build Good Habits in Five Easy Steps" on page 195.

W-17. Exercises to Build Good Habits in Five Easy Steps

This workbook section corresponds to chapter 22, “Build Good Habits in Five Easy Steps” on page 195. Here, we’ll complete several exercises to build better habits. Commit to the plan you create for at least four weeks. After that, make any necessary adjustments, and then keep going. You’ll have some great habits in place, and you’ll be well on your way to accomplishing more of your goals. The exercises in this section include:

- Use the Eisenhower Matrix
- Review the Five Steps to Build Good Habits
- Set Weekly Goals

Use the Eisenhower Matrix

Take a few minutes to refer to the Eisenhower Matrices you completed in workbook section W-3, “**Exercises on Burnout Symptoms and Dimensions**” on page 309. Review what you planned out when you first started. Consider applying what you know about SMART goals and the 80/20 rule to each matrix this time. Additionally, think about your new goals since you first completed that task. Don’t change your original charts—you can make new ones in this section.

Remember that your boss or clients will have ideas about what is urgent and important. Remember, if your boss thinks something is urgent or important, you should build your matrix accordingly.

After you finish reviewing the previous section, complete the charts below. Use SMART goals and the 80/20 rule to inform which goals are urgent and important.

Eisenhower Matrix at Work

| | Urgent | Not Urgent |
|---------------|----------|------------|
| Important | DO | PLAN |
| Not Important | DELEGATE | ELIMINATE |

Eisenhower Matrix at Home

| | Urgent | Not Urgent |
|---------------|----------|------------|
| Important | DO | PLAN |
| Not Important | DELEGATE | ELIMINATE |

Eisenhower Matrix at _____

| | Urgent | Not Urgent |
|---------------|----------|------------|
| Important | DO | PLAN |
| Not Important | DELEGATE | ELIMINATE |

Eisenhower Matrix at _____

| | Urgent | Not Urgent |
|---------------|----------|------------|
| Important | DO | PLAN |
| Not Important | DELEGATE | ELIMINATE |

Eisenhower Matrix at _____

| | Urgent | Not Urgent |
|---------------|----------|------------|
| Important | DO | PLAN |
| Not Important | DELEGATE | ELIMINATE |

Review the Five Steps to Build Good Habits

Now that you have had practice with the more challenging aspects of habit building, review and apply the five-step program using the tables in the next section.

1. Set Weekly Goals
 - a. Pick one day each week and set a calendar reminder for yourself to create and review your goals for the next 7 days. Remember, make them SMART goals to increase the likelihood of success. If you want to go low-tech, pick a logical day and time to do this, such as the Sunday night before your work week.
2. Plan for Tomorrow, Tonight
 - a. Every night after dinner or before bed, spend a few minutes planning your next day. Review your calendar for appointments and block off time to work on planned goals.
3. Apply the 80/20 Rule
 - a. During your weekly and daily goal-setting exercises, prioritize those few tasks that will have the greatest impact on your life, career, or finances.
4. Use the Eisenhower Matrix to Set Goals
 - a. In addition to the SMART goal framework and 80/20 rule, use the Eisenhower Matrix while goal setting.
 - i. Every goal you set should be a SMART goal.
 - ii. The most impactful 20% of your goals should be in the Important row, with most in the Urgent/Important quadrant. Remember, if something is important to your client, then it should be important to you.
5. Get Up Early
 - a. Start your day early and squeeze in a few wins before people and activities distract you from achieving your goals.

Set Weekly Goals

In the following tables, map next week's personal and professional goals. Instead of mapping tasks to specific days, differentiate between daily tasks and those due at the end of the week.

Among your daily tasks, include an evening task to plan your schedule for the next day. Use the Eisenhower Matrices you created and the 80/20 rule, and apply the SMART goal framework. Break large goals down into smaller tasks and spread them out.

Review your goals daily. Then, return here at the end of the week to measure progress and map out each following week. If you missed some goals, it means you set unrealistic expectations and need to make your goals more achievable in subsequent weeks.

Example Goals

| Daily Tasks | Description (including quantity and quality of tasks) |
|---------------|--|
| Plan schedule | Every evening, come back here and plan tasks for the next day, in advance. |
| Morning walk | Every morning, go for a 15-minute walk before starting my day. |

| Due End of Week | Description (including quantity and quality of tasks) |
|-----------------------------|--|
| Review and pay off expenses | Review all credit card and bank statements online to cut expenses. Pay down credit cards. |
| Deliver reports to clients | Work with team to create and deliver reports to clients. |
| Do competitor analysis | Adjust current business plan with updated competitor analysis based on changes made last week. |

Goals, Week of _____

| Daily Tasks | Description (including quantity and quality of tasks) |
|-------------|---|
| | |
| | |
| | |
| | |
| | |

| Due End of Week | Description (including quantity and quality of tasks) |
|-----------------|---|
| | |
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| | |
| | |
| | |

Goals, Week of _____

| Daily Tasks | Description (including quantity and quality of tasks) |
|-------------|---|
| | |
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| | |
| | |

| Due End of Week | Description (including quantity and quality of tasks) |
|-----------------|---|
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Goals, Week of _____

| Daily Tasks | Description (including quantity and quality of tasks) |
|-------------|---|
| | |
| | |
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| | |
| | |

| Due End of Week | Description (including quantity and quality of tasks) |
|-----------------|---|
| | |
| | |
| | |
| | |
| | |

Goals, Week of _____

| Daily Tasks | Description (including quantity and quality of tasks) |
|-------------|---|
| | |
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| | |
| | |

| Due End of Week | Description (including quantity and quality of tasks) |
|-----------------|---|
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| | |

Goals, Week of _____

| Daily Tasks | Description (including quantity and quality of tasks) |
|-------------|---|
| | |
| | |
| | |
| | |
| | |

| Due End of Week | Description (including quantity and quality of tasks) |
|-----------------|---|
| | |
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| | |

If you have completed the above exercises, turn to chapter 23, “Grow and Engage Your Professional Network” on page 199.

W-18. Networking and Influence-Building Exercises

This workbook section corresponds to chapter 23, “Grow and Engage Your Professional Network” on page 199.

In this workbook section, you will practice several networking skills. You’ll also create some assets to improve your chances of success. This section is big, so don’t feel obligated to do everything immediately. Finish what you can, then return to this section to complete the rest. Exercises include:

- Create Cohorts
- Create Business Cards
- Join Professional Organizations
- Attend Industry Events
- Optimize Your Social Media Footprint
- Determine Your Networking Style
- Set Networking Goals
- Start Networking

Complete the exercises below. Additionally, try the tools available at <https://dennisconsorte.com/tools/>.

Create Cohorts

In this exercise, you will create categories of the types of people you want to meet. These categories will help you assess your current connections' needs while determining whom you wish to seek out actively.

Networking Personas

Think of a persona as a fictional character that represents how a particular person might react to a given situation. In networking, this will help you categorize people you know, meet, and want to meet. You can then focus on those cohorts where you expect a high degree of productive engagement. At the same time, you spend less time in groups that are unlikely to engage you in meaningful ways.

You can create a few different personas on paper and even give them names. And you can base some of those personas on real people in your life. Assign attributes to these personas, such as age, gender, industry, and the stage they're at in their career. Some of your prospects might be different types of decision-makers at large organizations in specific industries. Or they might be small business owners or contractors you partner with on various projects.

Once you sort out a few types of ideal networking targets, figure out the profiles of people who influence them and create those personas, too. These might be people who fill adjacent roles at their companies. Or they might be vendors who already do business with them and provide non-competitive services.


This list suggests some networking targets to consider:

- Customers, colleagues, partners, employers
- Mentors
- Inner circle
- Vendors
- Customers or employers
- Partners or colleagues/coworkers
- Friends and family, existing relationships
- Leads/prospects (categorize them)

Create some personas using the templates that follow. You can always add more later. Then organize some of these networking targets into their matching persona groups.

Turn to the next page for an example.

Example Persona

| | | |
|---|--|--|
| Name: Dennis Doppelganger | | |
| <p>Attach Picture (Optional)</p>  <p>Age: 38</p> <p>Job: Full stack developer</p> <p>Family: Married, 1 kid</p> <p>Location: Sacramento, California</p> | <p>Goals</p> <p><u>Short Term:</u></p> <p>Have 2 major projects in development</p> <p><u>Long Term:</u></p> <p>Hire a team of developers so he's not doing everything himself</p> <p>Frustrations</p> <p><u>What they want to avoid:</u> Difficult clients and "scope creep"</p> <p><u>What's blocking their goals:</u> Can't find talented, loyal developers, not a strong networker or salesperson</p> <p>Biography (Short Paragraph)</p> <p>Grew up in Italy, went to college in the US and became a permanent resident. Started as a freelancer on small projects and got lucky with some big contracts. Married 5 years ago.</p> | <p>Personality Type</p> <p>Introvert Extrovert <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/></p> <p>Sensing Intuition <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/></p> <p>Thinking Feeling <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/></p> <p>Judging Perceiving <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/></p> <p>Motivation</p> <p>Financial <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/></p> <p>Fear <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/></p> <p>Growth <input type="radio"/> <input type="radio"/> <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/></p> <p>Power <input type="radio"/> <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/></p> <p>Influence <input checked="" type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/></p> |
| <p>How you can help this person:</p> <p>I'm good at networking and have clients who need work. I send him business and maybe even help him source talent.</p> | | |
| <p>How this person can help you:</p> <p>Provide consistent developer work, pay me a commission for business development. Work under my brand as a new product I can offer clients.</p> | | |

Networking Personas

| | | |
|---|---|---|
| <p>Name: _____</p> | | |
| <p>Attach Picture (Optional)</p> | <p>Goals <u>Short Term:</u></p> <p><u>Long Term:</u></p> <p>Frustrations <u>What they want to avoid:</u></p> <p><u>What's blocking their goals:</u></p> <p>Biography (Short Paragraph)</p> | <p>Personality Type</p> <p>Introvert Extrovert</p> <p><input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/></p> <p>Sensing Intuition</p> <p><input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/></p> <p>Thinking Feeling</p> <p><input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/></p> <p>Judging Perceiving</p> <p><input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/></p> <hr/> <p>Motivation</p> <p>Financial</p> <p><input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/></p> <p>Fear</p> <p><input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/></p> <p>Growth</p> <p><input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/></p> <p>Power</p> <p><input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/></p> <p>Influence</p> <p><input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/></p> |
| <p>Age:</p> | | |
| <p>Job:</p> | | |
| <p>Family:</p> | | |
| <p>Location:</p> | | |
| <p>How you can help this person:</p> | | |
| <p>How this person can help you:</p> | | |

| | | |
|--|--|--|
| Name: _____ | | |
| Attach Picture (Optional) Age: Job: Family: Location: | Goals <u>Short Term:</u> <u>Long Term:</u> Frustrations <u>What they want to avoid:</u> <u>What's blocking their goals:</u> Biography (Short Paragraph) | Personality Type Introvert Extrovert <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Sensing Intuition <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Thinking Feeling <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Judging Perceiving <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Motivation Financial <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Fear <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Growth <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Power <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> Influence <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| | How you can help this person: | |
| | How this person can help you: | |

| | | |
|-------------------------------|--|---|
| Name: _____ | | |
| Attach Picture (Optional) | Goals <u>Short Term:</u> | Personality Type Introvert Extrovert <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| | | Sensing Intuition <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| | <u>Long Term:</u> | Thinking Feeling <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| | | Judging Perceiving <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| | | |
| Age: | Frustrations <u>What they want to avoid:</u> | Motivation Financial <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| Job: | <u>What's blocking their goals:</u> | Fear <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| Family: | | Growth <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| Location: | Biography (Short Paragraph) | Power <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| | | Influence <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> |
| How you can help this person: | | |
| How this person can help you: | | |

| | | |
|--|--|---|
| Name: _____ | | |
| Attach Picture (Optional) Age: Job: Family: Location: | Goals <u>Short Term:</u> <u>Long Term:</u> Frustrations <u>What they want to avoid:</u> <u>What's blocking their goals:</u> Biography (Short Paragraph) | Personality Type Introvert Extrovert ○○○○○○ Sensing Intuition ○○○○○○ Thinking Feeling ○○○○○○ Judging Perceiving ○○○○○○ Motivation Financial ○○○○○○ Fear ○○○○○○ Growth ○○○○○○ Power ○○○○○○ Influence ○○○○○○ |
| | How you can help this person: | |
| | How this person can help you: | |

Create Business Cards

There are many ways you can approach the idea of business cards in today's world. Some ideas include:

- A LinkedIn profile
- A website
- Scannable QR codes
- Physical business cards
- Scannable NFC chips

In this exercise, you will create at least two of the above items. You can do more if you prefer.

Create a LinkedIn Profile

If you don't already have a profile, go to LinkedIn.com and create one now. It does not need to be perfect, but it should look professional. Use the most professional-looking headshot you have available for your profile picture. Include your work history, a short bio, and other information that people would find helpful.

Do as much as possible within about an hour and publish your profile. You can always go back and make improvements. Be sure to import your contacts or spend a few minutes finding people you know and sending them connection requests.

While you're at it, join a few groups that are relevant to your industry.

Before you share the link to your profile, be sure to edit your custom URL so that it shows your name without the default string of numbers.

Create a Website

It's a good idea to have a website or LinkedIn profile that you can include on your business cards and other marketing materials. If you don't already have one, here's a quick way to get started:

- Buy a domain name at GoDaddy.com or a similar registrar. It's a worthwhile investment. It shouldn't cost more than about \$10 per year in 2023 dollars.

- Website hosting is a separate fee. Since you will be making a simple website, you should be able to sign up for the cheapest plan that GoDaddy offers.
- When you sign up, there should be an option to use their native website builder. Sign up for this so you don't need to learn more about setting up DNS records and other complicated tasks. It might cost a few dollars per month after a free trial.
- You should be able to set up a custom email address through your registrar. Still, I recommend hosting your email with Google. Just look up Google Workplaces and select the cheapest option. It'll probably cost you about \$12 monthly for the most affordable option in 2023 dollars. Your emails will be less likely to hit people's spam boxes if you host with Google, and you'll have access to great productivity tools.

Scannable QR Codes

Create a free digital business card on your phone. People can scan a QR code on your screen and save your information to their contacts. You can do this by signing up for a free service like Blinq.me.³

Physical Business Cards

It's worth it to have a stack of business cards. Some people still prefer them, and they can highlight your brand. You can get a starter set online for less than \$20 on websites like VistaPrint.com. Go there now and order a stack of cards. Make sure you include all contact information that you're comfortable sharing. Be sure to include either your LinkedIn or website address.

Scannable NFC Chips

To get fancy, you can leverage other technology like NFC. Your mobile phone might have sharing technology built in, so explore that. Alternatively, you can buy a stack of NFC chips for about 20 cents per unit online at Amazon.com or other websites. Each can store instructions or data collection such as your contact information. You'll need to be a little tech-savvy to set them up.

But, if you'd like to explore this idea, spend about \$10 on some chips online and download some free apps.

The following method works for both Android and iOS (iPhone) devices:

- Download “NFC Tools” from Google Play or the App Store
- Tap the back of your phone to your new chip
- Click “Write”
- Click “Add a Record”
- Click “Contact”
- Add your contact information
- Click “Write”
- Tap the chip to write

Now, close the app and test your chip by tapping it with your phone. You should see a prompt to save the contact to your device. Cool, right?

As a side note, these chips are fun. You can download other apps and program your chips with macros to run functions on your phone. For example, store web addresses and physical addresses that you want to display instantly on Google Maps or Siri.

Join Professional Organizations

In this exercise, you will explore professional organizations in your area or online. You do not need to commit to joining any organization permanently. Just attend a few meetings to see if it's for you. Set a goal of attending at least one in-person meeting at one of these organizations in the next 30 days:

- **Business Network International (BNI)** is a networking organization for small business owners. They have chapters worldwide, and you should have several near you. Each chapter member has a unique specialty to funnel all related leads to just one person. For example, a chapter would have one lawyer, one accountant, and one digital marketer. Visit a few different chapters to get a feel for each group's differences. Be sure to bring your business cards.
- **Toastmasters International** is an organization where you can practice public speaking, communication, and

leadership skills. While it is not a networking group, these skills will help you become more effective with your networking and you can still make some connections in the group. There are many clubs around the world and probably several in your area. So, visit different ones to see how they are unique.

- **The Chamber of Commerce** in a city or town is a place where you can connect with local business owners.

Attend Industry Events

In this exercise, you will attend one small and one major event. These would be trade shows or events relevant to your industry or field.

Small Event

Set a goal of attending one small in-person event you discover on Meetup.com, Eventbrite, or a similar website within 30 days. Some are free, and some require buying tickets, so use your judgment. Do your best to show up and set networking goals you want to achieve at that specific event. If you fail to show up, get another event on the calendar immediately and make sure you go.

After the event, take notes on what went well, what went poorly, and what you would do differently at the next event.

Schedule your event now.

Trade Show or Large Event

Aim to attend one major trade show or another significant networking event relevant to your job or industry. Research a good possibility within your budget. Review your notes from the small event you attended previously, and set some new goals.

After the event, take some notes on what went well, what went poorly, and what you would do differently at the next one.

Schedule your event now.

Optimize Your Social Media Footprint

By now, you should have a LinkedIn profile, a website, business cards, and some experience with networking groups and industry events. Suppose you've achieved all of that. Well done! If not, decide what's urgent and important and what can wait. There is no right or wrong answer as long as you are growing.

In this exercise, you will optimize your social media footprint. When you contact people or leave an impression on them, they will likely Google you to get a sense of who you are behind the curtain. You want to give them the most accurate and compelling story about your goals and who you are today.

Start by Googling yourself to see what comes up. Take inventory of what's good and not so good. Some content may be beyond your control to change, so focus on what you can improve and what you can expand. Goals include:

- Tell your best authentic story
- Position yourself as a thought leader
- Expand your social footprint
- Join and engage in online professional groups
- Expand your reach

After you finish Googling yourself, pick one of the bullet points above. Then, modify or create social profiles to amplify the results for that goal. For example, if you want to focus on telling your best authentic story, then you might take the following steps:

- Update your LinkedIn bio and add context to the jobs you've held to show a natural progression toward who you are today.
- Remove pictures from Facebook from those frat-boy or club-girl days that paint you differently from who you are today.
- Add pictures to Instagram that give people a sense of who you are today on a personal level.
- Post short videos to TikTok with your authentic thoughts that have broad appeal.
- Publish articles on Medium.com, a blog, or another website that are relevant to the story you want to tell.

- Add links to your website for all social media profiles you want professional contacts to find.

Do this exercise now before continuing to the next section.

Determine Your Networking Style

Now that you have some experience with networking, it's time to hone your networking style. Right now, you naturally will put more or less emphasis on each of these areas:

- **Charm:** build rapport and get people to like you instantly.
- **Research:** choose your networking targets carefully and spend time understanding them and what they care about.
- **Influence:** be more persuasive, connect with people, and be a connector.
- **Personal Brand:** define your persona clearly so that people recognize you as the go-to person for those things in which you have expertise.

Regardless of your networking style, you should keep two things in mind:

- **First**, you need to be a great communicator. Develop active listening skills and ask meaningful questions.
- **Second**, try to give before you receive. People will be more receptive to you if you are authentically generous compared to others. Don't give everything away for free. Just be helpful when it's reasonable to do so.

Take a moment now to write down the answers to the following questions:

How would you describe your networking style?

What would you change about your networking style to become more effective?

Set Networking Goals

In this exercise, we'll set some SMART goals. Remember, these are specific, measurable, achievable, relevant, and time bound. Review the ideas in the sample table below, and then set your own goals.

Use the table below to set your networking SMART goals.

Example Networking Goals

| Specific, Achievable, Relevant NETWORKING Goal | How I Will Measure Success | Timeframe to Complete Goal |
|---|---|---------------------------------------|
| Make 10 new, relevant connections on LinkedIn. | Total number of connections should go up by 40+ every month | Every 7 days |
| Set up three 1-to-1 calls on Zoom with targeted connections based on the personas I developed in the previous exercise. | <ul style="list-style-type: none"> • Total number of meetings scheduled • Actual number of people who show up • Number of new clients or connections generated as a result | Every 30 days |
| Schedule and follow through on one in-person coffee or lunch meeting. | <ul style="list-style-type: none"> • Number of in-person meetings that happen every quarter • Number of new clients or connections generated as a result | Every 30 days |
| Set up 3 interviews with potential clients with responsibilities, rewards, and compensation that align with my Ikigai. | <ul style="list-style-type: none"> • Number of interviews that happen • Number of closed deals • Monthly revenue generated | Within 60 days |
| Onboard a new client. | <ul style="list-style-type: none"> • Number of closed deals • Monthly revenue generated | Within 6 months |

My Networking Goals

| Specific, Achievable, Relevant NETWORKING Goal | How I Will Measure Success | Timeframe to Complete Goal |
|---|----------------------------|-------------------------------|
| | | |
| | | |
| | | |
| | | |
| | | |

Start Networking

You now have all the tools you need to start networking. So, *get out there and do it!*

If you have completed the above exercises, turn to chapter 24, “Build Downtime into Your Schedule” on page 215.

W-19. Exercises to Build Downtime Into Your Schedule

This workbook section corresponds to chapter 24, “Build Downtime into Your Schedule” on page 215. You’ll work on becoming intentional about building downtime into your schedule. We’ll perform two exercises:

- Take a Sleep Assessment
- Plan Some Downtime

Take a Sleep Assessment

A popular framework for assessing your quality and quantity of sleep is the Epworth Sleepiness Scale.⁴ It’s a quick self-assessment of whether you’re significantly sleep-deprived. For each of the below questions, choose the answer to indicate how likely it will be that you doze off in each situation.

| Situation | 0 - Would Never Doze Off | 1 - Slight Chance of Dozing Off | 2 - Moderate Chance of Dozing Off | 3 - High Chance of Dozing Off |
|---|--------------------------------|---------------------------------------|--|-------------------------------------|
| Sitting and reading | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Watching TV | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Sitting inactive in a public place (e.g., at a meeting, theater, or dinner) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| As a passenger in a car traveling nonstop for an hour or more | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Laying down to rest during the day | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Sitting quietly after a meal without alcohol | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| In a car stopped for a few minutes in traffic or at a light | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Now tally your score and compare it to the list below.

- 0–6: You are probably getting enough sleep.
- 7–8: Your score is average.
- 9+ : You are likely sleep-deprived. Improve your sleep habits immediately and consider advice from your doctor today.

In addition to the above assessment, write down answers to the following question. Then take some steps to get more rest consistently.

What habits or behaviors do you engage in regularly that interfere with your ability to get a healthy amount of sleep every night?

What habits can you change or develop to ensure you get a full night's rest every evening?

Plan Some Downtime

In this exercise, you will plan downtime at different intervals to energize yourself and reduce or prevent burnout symptoms. Many people complain that they have no time for such activities. The goal here is to make time, even when you think you have none. The outcome will be that you're more energized and focused because of your downtime. Consequently, you'll get more done when you are working. Answer the questions below.

What daily or weekly habits do you currently engage in to clear your mind and energize your body? How do you feel when you finish, and what could you do to improve? Examples might include daily walks, gym-time, meditation, and yoga.

What monthly, quarterly, and annual activities do you currently engage in to have extended downtime and recharge? How do you feel when you finish, and what could you do to improve? These might include weekend trips, workcations, vacations, retreats, and other activities that last longer than a day.

What new daily or weekly habits can you begin incorporating into your schedule to build in regular downtime to keep you energized and focused?

What new monthly, quarterly, or annual activities can you plan right now to get an extended period of downtime?

Now add some of these things to your calendar and get them done. Challenge yourself to keep up daily and weekly habits. Plan a trip somewhere by blocking off the time, booking travel and lodging, and mapping out your schedule to include appropriate activities to maximize your downtime.

If you have completed the above exercises, turn to chapter 25, “Find an Accountability Partner or Coach” on page 222.

W-20. Exercises to Find an Accountability Partner

This workbook section corresponds to chapter 25, “Find an Accountability Partner or Coach” on page 222.

In this exercise, you will put a plan in place to find an accountability partner. Start by writing down your answers to the questions below.

What are your most important and urgent goals? Include micro and macro goals, habits to form, and projects to complete.

What are the biggest obstacles to achieving each of these goals?

How do you see a new accountability partner, coach, or app helping you to overcome these obstacles and achieve your goals?

How will you feel if you don't achieve each of these goals?

How will you feel if you do achieve each of these goals?

Is there an estimated value in dollars attached to any of these goals? For example, you might aim to increase your income by \$10,000 per year or acquire 3 new clients in the next 12 months who might bring another \$200,000 in revenue.

How much would you be willing to pay to achieve these goals? For example, your goal is to increase your income by \$10,000. In that case, spending up to \$3,000 to accomplish this goal might be worth it, knowing that you'll likely net \$7,000 in the first year and \$10,000 each subsequent year after paying that cost.

What personality traits in an accountability partner are most likely to produce your desired outcomes? For example, you might do well with a nurturing coach or better with one who is good at kicking you in the pants every week.

Check out these apps: Supporti, Coach.me, and FocusMate. Read through their documentation and look up reviews to get a feel for their functionality and usability. Which one would be best from this list? How effective would an app be for you compared to a live human accountability partner?

Among your contacts, who would have the interest, personality, and time to be your accountability partner? Why would they be a good fit? Fill in the following chart.

Potential Accountability Partners

| Contact Name | Relationship | Level of Interest in Helping | Estimated Weekly/Monthly Availability | Describe Their Personality |
|--------------|--------------|------------------------------|---------------------------------------|----------------------------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Now, read through your answers above and compare them to the table you created. Who would be on your short list of potential accountability partners from your network? Try to sort them according to preference, with your preferred accountability partner at the top.

Go to Google, LinkedIn, and other websites. Ask around and develop a short list of potential paid coaches who can help you. Reach out to them and note how well you could see yourself working with them compared to your top choice from your personal network.

| Name | Why They Might Be a Good Fit | Why They Might Be a Bad Fit | Comparison to Top Choice from Personal Network | Cost |
|------|------------------------------|-----------------------------|--|------|
| | | | | |
| | | | | |
| | | | | |
| | | | | |

Now, decide. Keep in mind, you can always change it later. For example, you may want to start with an app or personal friend first. Then, if it doesn’t work out, you might switch to a paid provider.

Whatever the case, start calling and emailing your top choices now, until you get to one of your choices who has the time and interest in helping you. Get started with regular meetings immediately.

If you have completed the above exercises, then turn to the section, “Kevin Hogan, PsyD” on page 227.

W-21. Exercises for Three Types of Burnout

This workbook exercise corresponds with chapter 26, “Which Type of Burnout Applies to You?” on page 228. You will complete the following sections:

- Exercise to Determine Why Burnout Happened
- Exercise to Build a Foundation for Burnout Recovery

Exercise to Determine Why Burnout Happened

There are many reasons for burnout, but let’s focus on three here.

1. The person doesn’t like their product or service or knows it is deficient.
2. The person has personal unresolved issues and engages in self-sabotage.
3. The person doesn’t feel connected to the company or its customers.

In the section below, describe how one or more of the above causes for burnout applies to you. Include specific examples and details as you reflect.

Exercise to Build a Foundation for Burnout Recovery

We will dive deeper into specific activities and habits to build during your burnout recovery as we advance further in this book. In the meantime, answer the questions below and start acting on a few of them.

Are you eating well? If not, then what can you do to improve your diet?

How much sleep do you get during the week and on weekends? What can you do to improve your sleep habits?

What are some of your favorite hobbies or enjoyable activities that you've been neglecting, and how can you get started again?

Who among the positive influences on your life haven't you connected with in a while? What can you do to get reconnected?

Who among your friends, family and colleagues appears burnt out themselves? What can you do to help them without too many "me too" moments that distract from their recovery?

If you have completed the above exercises, turn to the section, "Select Books by Kevin Hogan, PsyD" on page 241.

W-22. Exercises on the Dimensions of Burnout Recovery

This exercise relates to chapter 27, “How to Get Back to Work” on page 245. There are generally three dimensions of burnout recovery: mental recovery, physical recovery, and habit building. Here we will identify SMART goals (specific, measurable, achievable, relevant, and time-bound) to enhance your psychological and physical health by building new habits.

Mental Recovery

Consider fun and rewarding activities that could advance your career. For example, contact five colleagues weekly to discuss collaboration. Or, study for a certification two or three hours weekly. Describe some ideas below, framed as SMART goals.

Mental Recovery Idea #1

What is the **specific** activity?

How will you **measure** success?

Why do you believe this idea is **achievable**? How many, or how much of this activity can you realistically do on a weekly basis?

How is it **relevant** to your success?

You'll need to keep it up for some **time** to form a habit. Can you see yourself committing to ten weeks?

Mental Recovery Idea #2

What is the **specific** activity?

How will you **measure** success?

Why do you believe this idea is **achievable**? How many, or how much of this activity can you realistically do on a weekly basis?

How is it **relevant** to your success?

You'll need to keep it up for some **time** to form a habit. Can you see yourself committing to ten weeks?

Of the two mental recovery ideas above, which one feels most achievable? Write it down, and then commit to it for the time you specified.

Physical Recovery

Physical recovery is about leading a healthy lifestyle to improve mental and physical health. Ideas include getting more sleep, going to the gym, or taking walks.

Consider achievable physical activities that would incrementally improve your health and wellness. Describe one or two ideas below, framed as SMART goals:

Physical Recovery Idea #1

What is the **specific** activity?

How will you **measure** success?

Why do you believe this idea is **achievable**? How many, or how much of this activity can you realistically do on a weekly basis?

How is it **relevant** to your success?

You'll need to keep it up for some **time** to form a habit. Can you see yourself committing to ten weeks?

Physical Recovery Idea #2

What is the **specific** activity?

How will you **measure** success?

Why do you believe this idea is **achievable**? How many, or how much of this activity can you realistically do on a weekly basis?

How is it **relevant** to your success?

You'll need to keep it up for some **time** to form a habit. Can you see yourself committing to ten weeks?

Of the two physical recovery ideas above, which one feels most achievable? Write it down, and then commit to it for the time you specified.

If you have completed the above exercises, turn to chapter 28, "A Word on Limiting Beliefs" on page 250.

W-23. Exercises to Replace a Limiting Belief

This lesson is related to chapter 28, “A Word on Limiting Beliefs” on page 250. We will create a framework for replacing one of your limiting beliefs at a time. Go through the instructions below, and then fill in the following chart. You can return here periodically as you overcome each of your limiting beliefs.

1. Bookmark this page, then turn back to workbook section W-8, “**Exercises to Find Your Ikigai**” on page 366. Read through your entries in the diagram under the subsection labeled “**Map Your Capabilities Onto the Venn Diagram**” on page 370.
2. Select something from the diagram that feels important but is hard to attain now. It might be your Ikigai itself or something else from the diagram that will help you to acquire the experience necessary to get to your Ikigai. Alternatively, you could choose a critical outcome. For example, instead of getting hired for a specific job, you might instead want to solve the problem of becoming wealthy because of that career path. Any difficult-to-attain yet important goal that currently feels unattainable qualifies for this exercise if it is something you want to do, to be, or to have. It could be related to your burnout recovery or another objective tied to your professional success. For example, instead of a career option, you might want to set a goal to “become wealthy.” Remember, you should frame it as a SMART goal (specific, measurable, achievable, relevant, time-bound). You might adjust it to “achieve a net worth of \$1 million in the next 10 years.” Overcoming the limiting belief would make the goal attainable.
3. Turn back to workbook section W-3, “Exercises on Burnout Symptoms and Dimensions” and find the subsection, “**Exercises to Get Your Confidence Back**” on page 312. Read through your chart of limiting beliefs in the subsection labeled “Improve Your Mindset.” The limiting belief that’s getting in the way of your success may or may not be on that list. But, the list should start to trigger ideas in your mind to get to the root cause of the problem. Generally, the limiting belief would be related to the second half of a statement like, “I could do

this *but...*” or, “I would want to do this *if...*” In the above example of achieving a net worth of \$1 million, you might come up with one of three (or more) possible reasons:

- a. “I could achieve a net worth of \$1 million, but I barely have any money left over each month after I pay my bills.”
 - b. “I could achieve a net worth of \$1 million, but I believe that rich people are greedy, which is against my core values.”
 - c. “I could achieve a net worth of \$1 million if I came from a rich family.”
4. Now ask yourself why you feel the way you do. Continue asking why until you reach the root cause or fear driving your belief. In the above scenario, two examples get in the way of your objective to increase your net worth.
- a. The first example has to do with your earning capacity. So you might ask yourself, “Why don’t I have much money left over at the end of the month?” The answer might be a combination of excess spending that you might want to cut and a salary that isn’t high enough. You can follow this *why* question with, “Why am I making a salary that doesn’t enable me to increase my net worth?” The answer might be, “I haven’t asked for a raise,” or “I haven’t applied to jobs at other companies that pay more.” Or, if you are a business owner, your answer might be, “I don’t have enough clients.” After you ask why a few more times, you might drill down to something like, “I am afraid that if I leave my job for something new, it won’t work out.” That fear is your limiting belief.
 - b. If the second example is more relevant, where you believe that wealthy people are greedy, then pursue that avenue to see where it leads. You could ask, “Why do I think rich people are greedy?” Your answer might be, “Because the media portrays people like Jeff Bezos as greedy.” When you ask why the media portrays him as greedy, your answer might be that they are pushing a political narrative

or because he is greedy. Eventually, you would conclude that you do not need to be greedy to be rich, and then you would explore ways to reach your goal aligned with your core values.

- c. Suppose the third example is closer to your belief about becoming wealthy. In that case, you might ask, “Why do I think people from rich families have a better chance of becoming wealthy than people from poor families?” Your answer might be a combination of having access to seed capital from wealthy relatives or getting the proper training during their upbringing to understand finances. You might conclude, “I don’t have the financial resources to become wealthy.” And asking *why* a few more times might result in a limiting belief like, “I’m afraid that if I invest money in an idea to increase my net worth substantially, I will fail.”
5. Once you identify your fear, ask yourself how you can transform it into positive actions to achieve your goal. In the example of becoming a millionaire, you might take the following steps, depending on which scenario is most applicable to you:
 - a. To overcome the fear of leaving a stable job for something new, save money in the bank to cover your bills for several months. Then, if you start a new job and it doesn’t work out, you’ll have a buffer to survive until you find something to replace it.
 - b. If you’re worried about falling out of alignment with your core values, reinforce those values daily with an affirmation. For example, you might say aloud each day, “I will do one thing today that is generous and kind, either with my time or with my money, so long as it doesn’t put me in harm’s way.”
 - c. Suppose you fear investing money into your plan to become wealthy and lack financial expertise. In that case, you might take two actions. First, you would commit to limiting any investment (if necessary) to an amount you can afford to lose if it doesn’t work out. Second, you could take a few online courses to

acquire financial knowledge to increase your chances of success.

6. Turn those positive actions into a short set of daily affirmations. It can help to perform these affirmations when your mind is receptive to change. There are generally three times of day that work well for this:
 - a. Immediately when you wake up and are still feeling a little groggy
 - b. During a relaxed meditative state or while performing a relatively mindless activity like a long, well-known drive, while running, or while doing dishes
 - c. Right before you are just about to fall asleep when you are feeling a little hazy

Goal to Achieve

| | |
|--|--|
| 1, 2: Goal That Feels Unattainable | |
| 3: Why you believe you can't attain your goal ("I could achieve my goal but _____") | |
| 4: Root Cause (Keep asking yourself <i>why</i> in relation to #3 above until you get to a root cause or fear driving your belief.) | |
| | |
| | |
| | |
| | |
| | |
| | |
| 5: Positive Action (Transform your fear into actions you can take to achieve your goal.) | |
| 6: Daily Affirmations (This is what you will say to yourself on a daily basis until you achieve your goal.) | |

Focus on the goal above for at least a few weeks or until you achieve it. Begin working on another limiting belief after you notice significant progress. You can return here and use the following tables periodically.

Goal to Achieve

| | |
|--|--|
| 1, 2: Goal That Feels Unattainable | |
| 3: Why you believe you can't attain your goal ("I could achieve my goal but _____") | |
| 4: Root Cause (Keep asking yourself <i>why</i> in relation to #3 above until you get to a root cause or fear driving your belief.) | |
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| | |
| 5: Positive Action (Transform your fear into actions you can take to achieve your goal.) | |
| 6: Daily Affirmations (This is what you will say to yourself on a daily basis until you achieve your goal.) | |

Goal to Achieve

| | |
|--|--|
| 1, 2: Goal That Feels Unattainable | |
| 3: Why you believe you can't attain your goal ("I could achieve my goal but _____") | |
| 4: Root Cause (Keep asking yourself <i>why</i> in relation to #3 above until you get to a root cause or fear driving your belief.) | |
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| | |
| 5: Positive Action (Transform your fear into actions you can take to achieve your goal.) | |
| 6: Daily Affirmations (This is what you will say to yourself on a daily basis until you achieve your goal.) | |

Goal to Achieve

| | |
|--|--|
| 1, 2: Goal That Feels Unattainable | |
| 3: Why you believe you can't attain your goal ("I could achieve my goal but _____") | |
| 4: Root Cause (Keep asking yourself <i>why</i> in relation to #3 above until you get to a root cause or fear driving your belief.) | |
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| | |
| 5: Positive Action (Transform your fear into actions you can take to achieve your goal.) | |
| 6: Daily Affirmations (This is what you will say to yourself on a daily basis until you achieve your goal.) | |

Goal to Achieve

| | |
|--|--|
| 1, 2: Goal That Feels Unattainable | |
| 3: Why you believe you can't attain your goal ("I could achieve my goal but _____") | |
| 4: Root Cause (Keep asking yourself <i>why</i> in relation to #3 above until you get to a root cause or fear driving your belief.) | |
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| | |
| 5: Positive Action (Transform your fear into actions you can take to achieve your goal.) | |
| 6: Daily Affirmations (This is what you will say to yourself on a daily basis until you achieve your goal.) | |

If you have completed the above exercises, then turn to chapter 29, “When You Recover, Pay it Forward” on page 254.

W-24. Exercise to Become a Mentor

This workbook exercise corresponds to chapter 29, “When You Recover, Pay it Forward” on page 254.

In this exercise, you will develop a short list of people you could mentor, consider how to bring them value, and list why it makes sense to help them. You will then find someone to mentor for a finite amount of time.

Consider people from your network who could benefit from your mentorship, skills, and experience. Complete the chart below.

Potential Mentees

| Name of Potential Mentee | How You Can Help Them Most | Why it Makes Sense to Work With Them |
|--------------------------|----------------------------|--------------------------------------|
| | | |
| | | |
| | | |
| | | |
| | | |

Now, reach out to each of these people. Do not offer your mentorship. Instead, ask them how they’ve been, what’s new in their life, and where they might struggle. Just listen carefully and take notes if you must. Don’t offer any advice but be engaged.

When you finish contacting everyone on your list, prioritize them by whatever criteria you find most important. Then, start with your preferred mentee and contact them again. Make it feel like this is more about you than about them—which is true. Tell them you’re wrapping up this book on burnout recovery, and one of the

chapters requires you to mentor someone. Ask them if you could have a quick call each week for the next three months and see what they say.

You can begin working with your chosen mentee when you get through the entire list.

If you have completed the above exercises, turn to chapter 30, “Quiet Quitting and Quiet Firing” on page 258.

W-25. Exercises on Leadership Styles

This workbook section corresponds to chapter 31, “Determine Your Leadership Style” on page 271. Perform the following exercises to begin identifying as the leader you are.

- Analyze Other People’s Leadership Styles
- Shape Your Leadership Style

Analyze Other People’s Leadership Styles

In this section, you will analyze several colleagues to determine their leadership styles. Then, you will explore how to interact with them for the best results. In the short term, you’ll be most effective by adjusting to their leadership style. Over time, make gradual changes so that they function better in interactions with you and other people. The most effective leaders are situational, able to adapt to new teams, circumstances, and environments.

Here’s a recap of popular styles:

- Command and Control Leaders
 - Lead by authority
 - Strict about hierarchies
 - Leverage position to command others to obey
- Charismatic Leaders
 - Inspire people to action on their behalf
 - Extroverted
 - Influential, create a cult of personality
- Innovative Leaders
 - Bring new ideas
 - Inspire creativity
 - Big picture thinkers
- Servant Leaders
 - Focus on serving others
 - High empathy, good listeners
 - Foster morale and loyalty
- Situational Leaders
 - Hybrid leadership style
 - Apply best method for specific circumstances and teams
 - Adapt under pressure

Shape Your Leadership Style

Now it's time to analyze your own leadership style. The goal is to become a better situational leader who is effective at delivering results while building loyalty and trust. Put thought into the questions below as you answer them, and check back periodically to see how you've grown.

What is your currently dominant leadership style?

When is it **appropriate** to use this leadership style?

When is it **inappropriate** to use this leadership style?

Describe a time when this leadership style was the right choice and proved **effective** to use.

Describe a time when this leadership style was **inappropriate**. What was the outcome, and which leadership style would have been better? Why?

What aspect of situational leadership should you work on the most? Why?

What questions should you ask yourself when new situations arise at work, when you need to consider different leadership styles?

Upon completion of the above exercises, turn to chapter 32, “Intentional Acts of Oxytocin to Counteract High Cortisol” on page 279.

W-26. Exercises to Elevate Oxytocin Levels

This workbook section corresponds to chapter 32, “Intentional Acts of Oxytocin to Counteract High Cortisol” on page 279.

Try some or all of these exercises when you feel like they will help. Maybe read through all of them, then start with one today and see how you feel. Then come back and pick another one to try out periodically.

Reframing *Dys*-appointment as Disappointment

Do you have an upcoming event or deadline? What do you plan to do, and what are the expected results?

What could go wrong with this event, where the outcome is less desirable than what you expect?

What can you do to prepare for this event to get a good outcome?

If things don't go your way, what will you learn from it for next time?

How can you pivot from being dys-appointed to disappointed?

72-Hour Hold

Think about a time in the past when you broke down and did something impulsive that made it worse, where a 72-hour hold could have made things better or led to some kind of breakthrough. Describe what happened below, and how you would do it differently if it happened today.

Make a pledge to yourself right now that the next time something bad happens you will put yourself on a 72-hour hold and not do anything that can make it worse.

Conflict Mastery

Think of a time when somebody was unreasonable in an attempt to manipulate you in some way, and you either said “yes” to something you didn’t want to do or you escalated the situation and made it worse. What could you have done differently to get a better outcome? Write it below.

[illegible]

Summon Your Mentors

Who are some of the people, living or dead, who have served as mentors in your life? They could be relatives, colleagues, friends, or other people you know. Maybe they didn't have the official role of "mentor," but they helped you in some way. List them below.

Think of a time when you messed up, where a shot of oxytocin could have helped. Who would you have summoned from this list in your self-talk, and what would you have said to them?

The next time you feel like you failed at something, who will you summon from this list, and what will you say? Write it here.

The “Power Thank You”

Have you made your list with difficult people on the left and people who are a blessing in your life on the right? If not, then take a few minutes and do it now.

Of the people on the right, who is due a *power thank you*? What did they do for you in the past that might not have seemed like a big deal to them but had an impact on your life? How did it change your life? Take a minute, record a short selfie explaining all of this, and send it to them now in a text message or email.

[illegible]

Healthy Snacks for Homeless People

The next time you're in the supermarket, pick up a box of single-serve non-perishable healthy snacks. Then, once a day or once a week, go where you know you'll run across a homeless person and give them a snack. Tell them your name, ask them theirs, and wish them well. Keep doing this until you run out of snacks and see how it makes you feel.

What Made You Smile Today?

The next time you're at the register at your favorite coffee shop or store, thank the clerk, then say something like, "I have a question for you. What made you smile today?" Write down their response when you return home.

Acknowledge Someone Who Feels Invisible

Is there someone in your life who sees you as more powerful or important than they are? What can you ask them that's specific enough so that it doesn't feel trite? What do you remember about them that might seem trivial to most other people? What can you do to make them feel important? Write it down here, and then give it a try the next time you see them.

[illegible]

Accountability Partner

How often can you commit to checking in with an accountability partner? Once a week? Twice a month? Once a month? Who in your life has the ability and interest to have a call with you on that schedule, to hold you accountable to your progress with burnout recovery? Write down a few names, and then call one of them and see if they'll make that commitment to you. Then, put these calls on your calendar as a recurring, scheduled event and stick to it.

If you have completed the above exercises, turn to chapter 33, “Get Started with the Rest of Your Life” on page 291.

W-27. Living Eulogy Exercise

This exercise corresponds to chapter 33, “Get Started with the Rest of Your Life” on page 291.

In this exercise, you will write your eulogy as you want people to remember you after your death. Perform this exercise when you are in a stable frame of mind and okay with contemplating the impact you leave on this planet when you are gone. If you are grieving someone who has passed recently, set this lesson aside and return to it when you are feeling better.

Skim Through All Past Lessons

Start by refreshing your memory on your core values, personal mission, and Ikigai. Then, come back here and complete the section.

A eulogy is a speech a close family member or friend delivers to describe the deceased person’s life, work, and accomplishments. It often includes a description of that person’s personality traits and qualities. When you finish yours, you can refer to it periodically to see if your life’s path is moving you closer to your ideal future.

Don’t focus on how you come across today. Focus on the person you hope to become one day.

Imagine Your Funeral

Ancient Stoics like Socrates engaged in *memento mori*, an essential philosophical exercise in which they contemplated their deaths. It was about preparing for death and overcoming the associated fears. You can use this type of meditation for that purpose, but you can get other benefits, too. Take a moment now to imagine yourself as a participant at your funeral. People who were important to you fill the room. Friends and family are there, as well as your colleagues and others you would like to leave a lasting impact on. Think about everyone you would want in the room and whom you would like to speak on your behalf.

List the Key Speakers

Narrow your list of participants to a few people you would like to eulogize you. Choose people who are most knowledgeable about specific aspects of your life. A spouse or close family member might speak about your qualities from an emotional or spiritual perspective. A colleague, mentor, or mentee might discuss your intellectual, creative, or financial accomplishments. Someone from your community might talk about what you’ve done from a social perspective. Put together your list of key speakers, along with a summary of how you are connected to each of them.

Funeral Speakers

| Speaker Name | How You’re Connected |
|--------------|----------------------|
| 1. | |
| 2. | |
| 3. | |
| 4. | |

List Their Key Points

For each of the speakers, imagine their key points about you. Assuming that you live your best life from this point forward, what are some of the things they would say? Add a few points for each speaker below.

Speaker Key Points

| Speaker Name | Key Points in Eulogy |
|--------------|---|
| 1. | <ul style="list-style-type: none">•••• |
| 2. | <ul style="list-style-type: none">•••• |
| 3. | <ul style="list-style-type: none">•••• |
| 4. | <ul style="list-style-type: none">•••• |

Write Your Eulogy

Now, combine the points from all speakers into a single eulogy that summarizes your life from all perspectives. During the writing process, you may come up with more ideas. Add those into the speech that you write and don't be afraid of being creative. Also, no one will grade your writing, so pull together the actions, values, and attributes that define the person you want to become. Then, work toward becoming that person.

[illegible]

If you have completed the above exercises, turn to the **Acknowledgements** section on page 292.

Journal

Use the following pages to start your daily journal if you don't already have one. After you get started, you can buy a journal or create a digital journal using Google Docs, Microsoft Word, or other available online or app options. Journaling doesn't have to be restricted to writing. Feel free to write, draw, paste diagrams and pictures, or do anything helpful in your journal.

Turn to the next page to create your first journal entry.

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Dennis Consorte burned out as an entrepreneur and had to reinvent himself.

In this book, he tells his story, and shows you how to overcome burnout, how to find purpose in life again, and how to utilize MASHPLAY™ (Mindset, Acceptance, Symptoms, Habits, Purpose, Leadership, Accountability, and Yourself) and other sustainable frameworks for recovery.

For more about Dennis Consorte, visit his website.

DennisConsorte.com



References

- 1 <https://www.lifeskillssouthflorida.com/mental-health-blog/the-importance-of-routines/>
- 2 <https://krannert.purdue.edu/centers/dcmme/whin/monthly-bulletin/anchoring-resourceful-state-management.php>
- 3 <https://blinq.me/>
- 4 <https://www.cdc.gov/niosh/emres/longhourstraining/scale.html>