

# Cheat Sheet – Beyond the Apogee – The Science of Personal & Team Performance

## Personality Quadrants

Use the quadrants to foster communication and create a win-win. Recognizable patterns exist within people. Identify and switch into their personality quadrant. Successful leaders can step into any quadrant when needed.

Dominant / Outgoing					
Formal / Task-Oriented	<u>Dominance (Controller) – Extrovert/Thinker</u> Practice Vulnerability and Humanity		<u>Influence (Promoter) – Extrovert/Feeler</u> Practice Punctuality & Details		Informal / People-Oriented
	<u>Traits</u> Confident/decisive Results-focused Direct eye contact Tell instead of ask Impatient/blunt/brief Operate on gut Doesn't care if liked <i>Fight</i>	<u>How to Approach</u> Be concise/stay topical Set clear expectations Talk status/influence Give bad news quickly Let them think it's their idea Respect need for autonomy <i>Feedback: State how effectivity is affected</i>	<u>Traits</u> Approval-seeking Animated/dramatic Story-telling Exaggerate/optimistic Go on tangents Lots of projects; hard time finishing <i>Flight</i>	<u>How to Approach</u> Be excited! Approach informally Ask about their weekend Be relaxed/sociable Publically recognize Focus on feelings than details <i>Feedback: State how popularity is affected</i>	
	<u>Conscientiousness (Analyzer) – Introvert/Thinker</u> Practice Spontaneity & Brevity		<u>Steadiness (Supporter) – Introvert/Feeler</u> Practice Taking Charge and Results-Focus		
	<u>Traits</u> Task/process-focused Precise/detailed Can take their word Cautious/like planning Hard to read Want to be right/rigid Avoid eye contact <i>Avoid</i>	<u>How to Approach</u> Give/ask facts/data instead of opinion or feelings Provide hard deadlines Show loyalty Value their high standards <i>Feedback: Give privately; state how bottom-line is affected</i>	<u>Traits</u> Care about everyone Ask instead of tell Listen more than talk Avoid conflict Service oriented Think deeply and thoughtfully <i>Tolerate</i>	<u>How to Approach</u> Show appreciation Give advanced notice before big decisions Address calmly Show their importance Show how ideas reduce risk <i>Feedback: State how team is affected</i>	
	Easy-Going / Reserved				

## Diversity & Inclusion

Interviews	Meetings
<ul style="list-style-type: none"> <li>Define and articulate desired attributes and skills for candidates <i>before</i> the interview and share with all interviewers.</li> <li>Ask all candidates the same set of questions.</li> <li>Create a diverse interview panel.</li> <li>Focus on whether candidates meet the set criteria, and not on likeability or whether you have things in common with them (hobbies, family, personality traits).</li> <li>Write out and submit interview feedback before discussing so as not to influence others.</li> </ul>	<ul style="list-style-type: none"> <li>Promote equity of speaking in meetings – outgroup members, especially women, are often interrupted when speaking. If you're an in-group member, you can bring the conversation back to those interrupted.</li> <li>Engage with introverted thinkers: share the purpose of the meeting and relevant data ahead of time, proactively give introverted thinkers the floor with questions, and circulate a meeting summary that proactively solicits ideas after the meeting is over.</li> </ul>
Promotions and Recognition	Project Assignment
<ul style="list-style-type: none"> <li>Stick to clear promotional criteria and require clear assignment criteria from projects.</li> <li>Give people the credit they deserve.</li> <li>Don't require self-selection or self-nomination for bonuses.</li> </ul>	<ul style="list-style-type: none"> <li>Give equal opportunities for advancement.</li> <li>Assign challenging projects equally and make project owners and tasks visible to the group.</li> <li>Rotate tasks and reduce prejudice/stereotypes with face to face interaction between groups.</li> </ul>

## Recommended Books

Title	Author	Synopsis
The Making of a Manager	Julie Zhuo	Great people and technical leaders are made, not born.
Help Them Grow or Watch Them Go	Beverly Kaye	Career development tools for driving productivity and results.

Meditations	Marcus Aurelius	Outlines philosophy of commitment; written in 100 AD in Rome.
Multipliers	Liz Wiseman	How the best leaders make everyone smarter.
Liftoff	Eric Berger	From a shaky start-up into the world's leading-edge rocket company.
Peak	Anders Ericsson	Studies the success of champions and how they think.
Thanks for the Feedback	Sheila Heen	How to accept crucial feedback with curiosity and grace.
Mastery	Robert Greene	Distills universal ingredients of the world's masters.
The 7 Habits of Highly Effective People	Stephen Covey	Attain goals through alignment with principles of character.
Mindset	Carol Dweck	Shifting a fixed mindset to growth mindset.
The Productivity Project	Chris Bailey	Accomplish more by managing your time, attention, and energy.
Turn the Ship Around!	David Marquet	Leadership is giving control. Have conversations vs. meetings.
Presence	Amy Cuddy	Bringing your boldest self to your biggest challenges.
The Dichotomy of Leadership	Jocko Willink	Written by Navy Seals, balancing extreme ownership to lead and win.
Unlimited Power	Tony Robbins	Create and achieve anything you want out of life.
Crucial Conversations	Kerry Patterson	Tools for talking when stakes are high.
Goals	Zig Ziglar	Step by step method on creating immediate & long-term goals.
Managing Oneself	Peter Drucker	Managing your career before it is managed for you.
Emotional Intelligence 2.0	Jean Greaves	How to develop self/social awareness and management.
Just Listen	Mark Goulston	Discover the secret to getting through to anyone.
How to Talk So Kids Will Listen	Adele Faber	When we own our stories, we get to write the ending.
Leaders Eat Last	Simon Sinek	Why some teams pull together and others don't.
The Four Agreements	Don Miguel Ruiz	Self-limiting beliefs that rob us of joy and create needless suffering.
Eat that Frog	Brian Tracy	Ways to stop procrastinating and get more done in less time.
The Charisma Myth	Olivia Fox Cabane	How anyone can master the art and science of personal magnetism.
What Got You Here Won't Get You There	Marshall Goldsmith	How successful people become even more successful.
Rewire Your Brain	John Arden	Think your way to a better life.
The Emotional Life of Your Brain	Sharon Begley	Changing unique patterns that affect the way you think, feel, and live.

## Recommended Exercises – The human brain loves questions; feed it!

### Personality Quadrant

Circle your primary personality quadrant on the previous page. Draw an arrow to the opposite quadrant and circle items in this opposite quadrant that you need to develop. Repeat this for your secondary quadrant. Highly successful people are able to switch and pull from all quadrants.

### SMART Goals

List 3, 6, 12, and 36 month goals. Ensure goals are Specific, Measurable, Attainable, Realistic, Timely. Draw a quadrant and fill in: 1) What happens if you have this goal, 2) What happens if you don't have this goal, 3) What doesn't happen if you have this goal, and 4) What doesn't happen if you don't have this goal. If a goal has been elusive, using the Kaizen approach by creating an action plan with discrete steps required to achieve the goal. Design the plan such that each step small enough such that the amygdala doesn't trigger a fear response. Small steps in the beginning can lead to victory.

### Mentors

Rate yourself from 1-10 in the following categories: 1) Physical (human body), 2) Mind (emotions/relationship with self), and 3) Humanity (relationship with others/humanity). Make a list of mentors from each category. Meet with your mentors on a monthly or quarterly basis to learn from them and be sure to give them something in return. Mentors exist all around us and they would be flattered to give you advice!

### Inventory

Make a list of your inventory. List all skill, knowledge, and attitudes in your toolbox that will help you achieve any goal.

### Responsibility

List times when you not have taken full ownership of your results (victim). Note down the benefits and consequences.

List times when you have taken full ownership of your results. Note down the benefits and consequences.

### Gratitude

Make a list of 20 things you are grateful for. Now extend the list to 100. Was it difficult going from 20 to 100?

### Brain Rewiring

The brain often doesn't know the difference between practice and reality. Think of a situation you wished you had handled differently. Replay the situation with your desired behavior and effect.

**Brain Food** – Berries (anti-oxidants), dark greens, oily fish (omega-3), turmeric (anti-inflammatory), 8 hours of sleep, exercise (increases neuro-plasticity), and avocado (promotes blood flow). Eating breakfast correlates with higher productivity. Avoid soda/juice (inflammatory), salt & energy drinks (hypertension), and artificial sweeteners (brain fog).

**Successful Habits:** Begin with the end in mind. Play win-win. You become what you most think about. Whether you think you can, or you think you can't – you're right. You become the average of the 5 people you choose to surround yourself with. Results are often harsh, but always fair. You receive only what you give; give without expectation of return. Some of life's greatest gifts come wrapped in sandpaper. To whom much is given, much is required. Choose accountability. Be the change you want to see (if it's to be it's up to me).