

Audiobook Supplemental Material

HANGE **ENTHUSIASM**

How to Harness the Power of Emotion
for Leadership and Success

Cassandra Worthy



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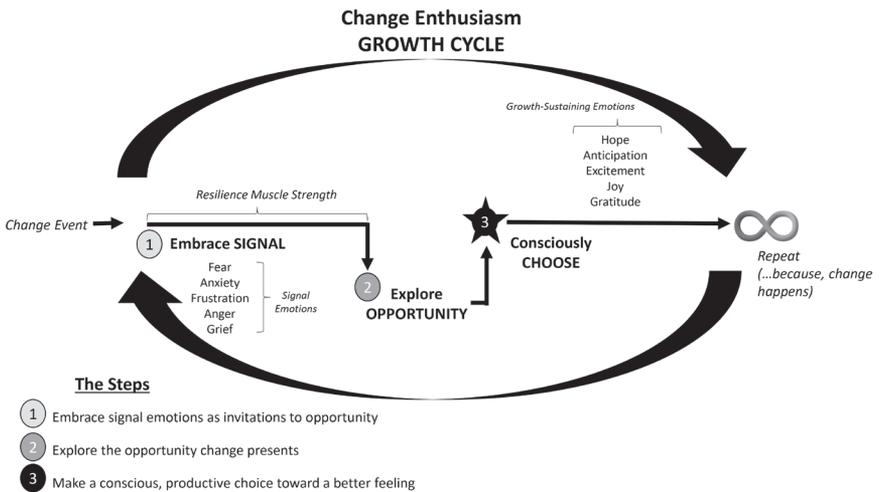


Figure 1: Change Enthusiasm is a growth mindset that when practiced allows one to harness the power of emotion to embrace and navigate change effectively. The Change Enthusiasm growth cycle is a three-step practice of embracing emotion as a signal, exploring the opportunity presented, then making a conscious, productive choice toward better.

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Signal Emotion	Option	Resultant Feeling	Potential Consequence(s)
Anger	Reach across the desk and slap your manager across the face, then scream at the top of your lungs that she will never know your worth and you never liked the company anyway.	Short term: exuberance and satisfaction Long term: embarrassment, shame, and grief	Rejection of severance package Escorted off premises Dark shadow on your résumé Loss of a positive reference Jail time
Grief	Accept the news. Prepare questions for the HR meeting.	Short term: anticipation	Better understanding of severance package
	Read through all prior-year performance reviews. Begin summarizing what you've learned and how you've developed skill sets over the past three years. Draft an updated résumé.	Short and long term: gratitude	Updated résumé with an additional three years of rock-solid experience

Table 1: When experiencing the signal emotions of change, first recognize and allow them to exist. Then list options that will inspire growth-sustaining emotions such as gratitude, as well as potential consequences if the action is taken. In this example, we see what it would be like to move from anger to long-term embarrassment and shame, versus moving from grief to anticipation and gratitude.

Signal Emotion	Option	Resultant Feeling	Potential Consequence(s)
Grief	Accept the news. Research Warren Buffett. Research Berkshire Hathaway.	Anticipation	Better understanding of Berkshire as a company to contemplate whether I would like it to be part of my career Better understanding of what benefit this transition could afford my career
	Lament the loss of P&G. Find any way to remain with P&G.	Grief, Frustration	Be viewed as someone resistant to change Inspire feelings of frustration throughout my organization.

Table 2: Exploring options and the anticipated feelings and consequences if pursued.

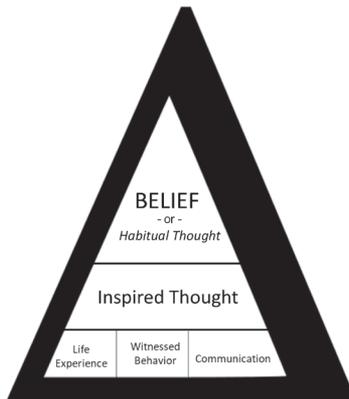
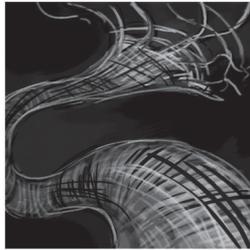


Figure 2: A look within the change delta. Foundational elements stimulate or inspire thoughts and emotions. The stronger their influence, inspired thoughts become habitual thoughts or beliefs, the keystone element of lasting change.

Life Experiences	Witnessed Behavior	Communication
<ul style="list-style-type: none"> • Climbing a mountain • Eating ice cream for the first time • First successful bike ride without training wheels • Being arrested for DUI • Getting promoted • Being hired by Google 	<ul style="list-style-type: none"> • Managers berating employees • Peers showing up to the office at 6 A.M. and being rewarded • CFOs stealing from the company with no reprimand or consequence • A vice president who shows up for every retirement party • Every new hire being given a welcome lunch • Masses of people buying toilet paper and paper towels 	<ul style="list-style-type: none"> • Body language like eye-rolling, head-shaking, and deep sighs • Organizational announcements • Books • All-employee e-mails from CEOs • Netflix, Disney Plus, Apple TV, YouTube TV, and Amazon Prime shows • E-mails from managers • Press conferences

Table 3: Examples across the three foundational elements that can influence change: life experience, witnessed behavior, and communication (verbal and nonverbal).

THOUGHTS BECOME BELIEFS



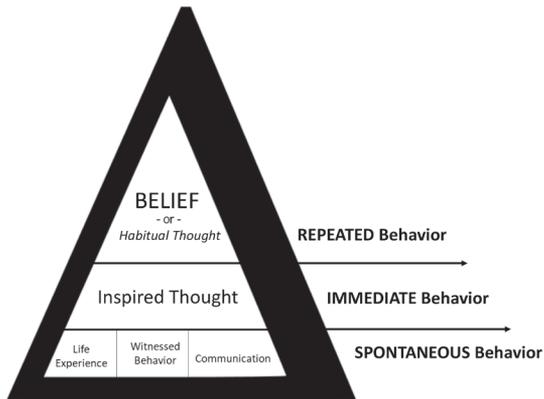
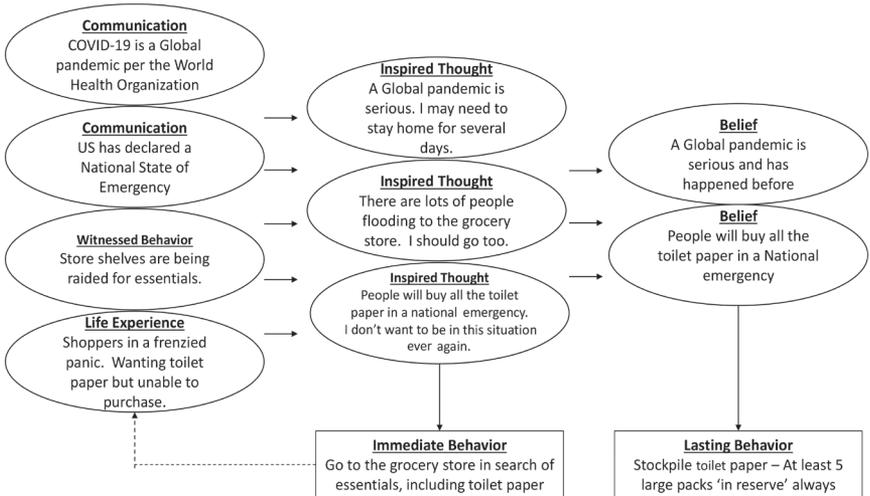


Figure 3: Every level of the change delta can lead to action. Those behaviors become repeated and habitual when rooted in a strongly held belief.

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THE CHANGE CREATOR



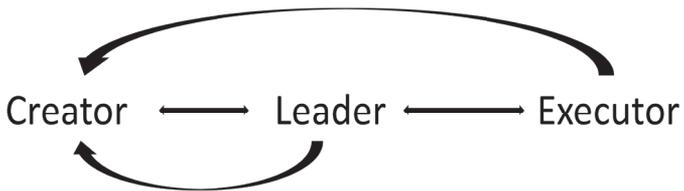
THE CHANGE LEADER



THE CHANGE EXECUTOR



CREATOR-LEADER-EXECUTOR DIAGRAM



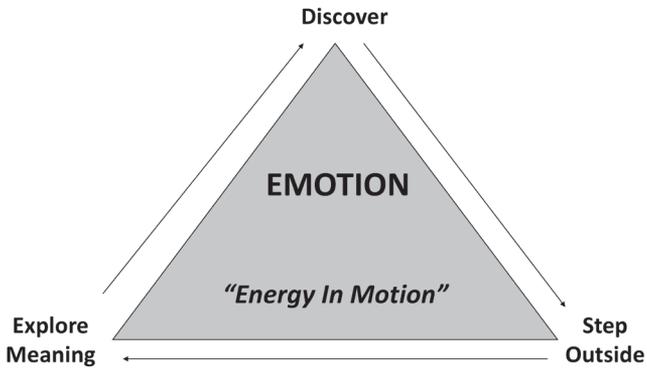


Figure 4: The practice of the first step of Change Enthusiasm can be broken down into three parts: Discover, Step Outside, and Explore Meaning.

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Signal Emotion	Experience Description	Physiological Responses	Behavioral Responses
ANGER			
FRUSTRATION			
GRIEF			
ANXIETY			
FEAR			

Exercise: A Gift to Your Future Self

Materials Required:

1. A video recording device, e.g., your smartphone
2. A pen or pencil

Directions: Answer the questions below, then create a video addressed to your future self. A sample script is provided, but feel free to create your own message. The intent is to shake your future self out of the grasp of your signal emotions and into a conscious space where you can view these emotions objectively and get about the business of evolving to better. If you're not in the mind space to create the video now, feel free to revisit this exercise at a later date.

1. Describe a time when you've overcome a significant and stressful change challenge. State the challenge and how you overcame it.

2. Share one reason you're better because you saw your way through the challenge described in the previous entry.

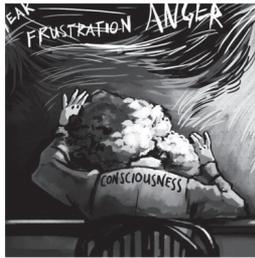
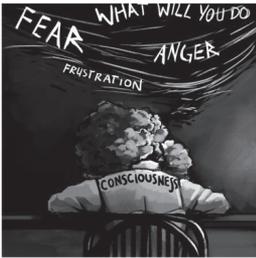
3. What do you feel are your top three qualities?

4. What are you consistently told are the top two strengths you bring to your work (e.g., fresh perspective, high energy, creative solutions, comic relief, impeccable writing)?

5. What are you doing when you feel you are at your best (e.g., helping others, cooking, singing, presenting on a topic in which you have a depth of knowledge)?

6. What brings you joy?

FEAR CONSCIOUSNESS



<u>Thought/Weed Analogy Explored</u>		
Thoughts that Nurture Negative Emotions	=	Weeds
Mental State	=	Soil
How We Wish to Experience the Change	=	Intended Crop

Figure 5: A thought versus weed analogy defined.

Exercise: Taking an Emotional Inventory

Materials Required:

1. Self-compassion
2. A pen or pencil

Directions: Think of a current change challenge you're facing. Reflect on any signal emotions you have experienced around this situation in the past few weeks and complete the chart below.

Signal Emotion	What Inspired This Emotion?	What Thoughts Are Associated?
ANGER		
FRUSTRATION		
GRIEF		
ANXIETY		
FEAR		

Exercise: Finding Your Seed(s) of Trust

One of the tougher disruptions I've faced was losing two employees from my division in the middle of executing multiple high-priority business initiatives. These individuals chose to leave the company within weeks of one another. It was like one wave of tough news after the other. Combined they were responsible for more than a third of the work of my department. Their departure left a wake of action items that I and those who remained in the division had to quickly absorb. Not only did I have to redistribute the work, taking on a significant amount of it myself, but I also had to begin searching for the right people to backfill the now vacant positions.

I was overwhelmed. My days stretched longer and longer as I juggled all the work. I was unclear on how or even if my division was going to be able to keep everything on track. But we did. By using the tools and practices laid out in this book, in the short term we effectively absorbed the work, and in the long term we found replacements who quickly onboarded and excelled in their respective positions. This experience created a big seed of trust within me that no matter how dire the disruption appears, not only getting through it but *growing* through it is always possible.

This exercise serves to help you document your own seeds of trust—trust that you will not only be able to get through your toughest changes, but also that they offer you the greatest opportunity to become better and stronger.

Materials Required:

1. A willingness to explore tough times
2. A pen or pencil

Directions: Reflect on the deepest tragedy, disruption, or change challenge you’ve faced. This can be personal or professional. This can also be something you’re experiencing right now. As you reflect, capture what has come true because of that challenge: connections, roles/positions, or a new perspective. Use the chart below as a guide. I’ve taken the liberty of populating it using my own example to get your gears turning.

Every response within columns two to four, if you allow them, will serve as seeds of trust that even in your toughest and most challenging change or disruption experience, there is something for your growth and betterment.

Change Event	New Connections	New Role(s)/ Position(s)	New Perspective
Briefly describe the change event.	<i>What new connection was made possible?</i>	<i>What professional role or position was made possible because I endured that event?</i>	<i>What is one new perspective gained?</i>
I lost two key employees while executing several high-priority business initiatives. The loss meant short-term absorption of their work by me and the rest of the division, and the urgent work of finding the right people to backfill the vacant positions.	The individuals hired to backfill the vacant positions were exceptional. They brought a fresh, vibrant energy to the entire department, doing work that excited and fulfilled them.	Given their effectiveness in absorbing the extra work, a couple of my employees’ roles were slightly expanded, better positioning them for the next milestone in their career advancement.	When a team is cohesive, engaged, and working toward the same goal(s) they can deliver in unprecedented ways. Though the recruiting process can be optimized and streamlined to reduce the time line from job posting to job filling, it should not be rushed. Rushing recruitment into key positions has a high risk of bringing detriment in the long run, to both the company and the individual.

Exercise: Acknowledging Growth

Materials Required:

1. A willingness to get to know yourself
2. An open mind and heart
3. A pen or pencil

Directions: Reflect on the same challenge you used for the first exercise in this chapter. Consider what you learned about yourself through that challenge. Use the questions below as a guide.

- What made the challenge so difficult for me?

- What got me through that challenge (e.g., belief, person/relationship, activity)?

- What brought me joy during that time?

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- How was I most changed as a result of that challenge?

- What did I discover no longer served me because of that challenge?

- What and/or whom do I appreciate more because of making it through that challenge?

Exercise: Allowing Signal Emotions to Light Your Path of Opportunity

Materials Required:

1. A list of close friends and/or mentors
2. An open mind
3. A pen or pencil

Directions: Use the chart below to explore options to transform any signal emotions and associated thoughts you may be experiencing at the moment. When we have embraced that opportunity exists within a given change challenge, this is the work needed to identify options that will maximize the opportunity.

Once completed, I have found it beneficial to share the chart with a close friend or mentor who has your best interest at heart. Listen to what perspective or guidance they offer regarding the options you have created and invite them to share new ones. Feel free to revisit the exercise in Chapter 4—“A Gift to Your Future Self”—as a refresher to those activities that bring you joy. Knowing these can inform your options to begin transforming your emotional energy.

Signal Emotion	What Thoughts Are Associated?	Productive Option(s) to Transform	Mentor Perspective
FEAR			
GRIEF			
ANXIETY			
ANGER			
FRUSTRATION			

Exercise: Taking a Daily Choice Inventory

Materials Required:

1. Paper or whiteboard
2. A pen or pencil
3. A decent memory

Directions: For one week, at the end of every day list all the choices you made throughout the day, no matter how large or small. This exercise is about simply taking inventory of your day-to-day choices. When possible, note how much time was devoted to each choice and any feelings that resulted.

At the end of the week, review your list and group your choices by similarity, e.g., family, friends, health/nutrition, relaxation/enjoyment, self-care, money, purpose/passion, and professional relationship building. You can think of these buckets as your areas of focus. Take note of which buckets hold the most choices. Notice where you're devoting the majority of your time and where you are you making consistent choices.

Over the course of a week, you will be able to see where you are placing your priorities in life. In doing so, you will be able to assess whether what is reflected back to you is in line with how you truly wish to show up in the world. This exercise can help you assess your feelings, whether there are certain feelings that are more dominant in your days, and whether the more dominant feelings are the ones you wish to be dominant. This was a transformative exercise for me because who I saw on paper was not who I wanted to be. I was not living the life I wanted. Through this exercise, I created the data to not only support that conclusion but also to better understand where and how I wanted to shift focus.

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Day	Conscious Choice + Consequential Feeling
Monday	<p>Went to work for nine hours – Felt blah</p> <p>Led three meetings – Felt excited in the senior leadership team presentation</p> <p>Ate at McDonald’s for lunch and dinner – Felt blah</p> <p>Drank four glasses of wine and one cocktail – Felt buzzed</p> <p>Called Rebecca (one hour) to see how she’s doing with the new baby – Felt good</p> <p>Slept seven hours – Still tired after</p>
Tuesday	<p>Went to work for eight hours – Felt okay</p> <p>Took new hire out to lunch – Felt good seeing their excitement for the work</p> <p>Watched TV for three hours – Felt blah</p> <p>Made and ate dinner at home – Felt blah</p> <p>Drank four glasses of wine – Felt buzzed</p> <p>Went for a two-mile jog – Felt exhausted during but pretty good after</p> <p>Slept six hours – Still tired after</p>
Wednesday	<p>Went to work for nine hours – Felt blah</p> <p>Worked on big project due next week (4.5 hours) – Felt blah</p> <p>Ate leftovers for lunch – Felt proud that I cooked for myself</p> <p>Went out to dinner with friends (two hours) – So much fun! Felt excitement and joy</p> <p>Watched TV for two hours – Felt blah</p> <p>Drank three glasses of wine and four cocktails – Felt drunk</p> <p>Slept six hours – Still tired after</p> <p>Didn’t start reading that book like I wanted to – Felt disappointed in myself</p>

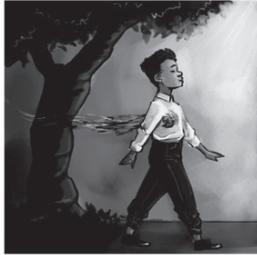
CONSERVE



TRANSFER



TRANSFORM



Exercise: Transforming Your Emotional Energy

Materials Required:

1. Paper or whiteboard
2. A pen or pencil
3. A willingness to learn about yourself

Directions: In the “Allowing Signal Emotions to Light Your Path of Opportunity” exercise in Chapter 5, you figured out how to reach a better feeling when signal emotions strike. It’s in the third step of Change Enthusiasm that you now make your choice to effectively transform that emotional energy. The exercise below builds on the one in Chapter 5 as it guides you to identify the choice, resultant feelings, and impact.

Carry over the “Productive Options to Transform” column from the Chapter 5 exercise and put it into the first column. In the second column capture the choice(s) you deem best. In the third column, list any feelings that resulted in you making each choice. There are key questions to ask yourself here:

- How did I feel immediately upon making that choice?
- How did I feel one week after making that choice?

In the final column, capture the impact of the choice. Here are additional questions to consider:

- What did I learn about myself because of that choice?
- What additional opportunities were presented as a result of making that choice?
- What connections were established or nurtured as a result of that choice?

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Productive Option(s) to Transform	Choice	Resultant Feeling	Impact

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Value Foundational & Steady	Daily Conscious Choices Populate Daily	Weekly Goals Populate Beginning of Week
Spiritual Fitness	<ul style="list-style-type: none"> • Attended morning service at Spiritual Living Center of Atlanta. • Read 25 pages of <i>The Untethered Soul</i> by Michael A. Singer. 	<ol style="list-style-type: none"> 1. Attend at least one spiritual service. 2. Read a book that awakens and nourishes your spirit.
Financial Freedom	<ul style="list-style-type: none"> • Put \$XXX against credit card balance. 	<ol style="list-style-type: none"> 3. Pay down XXX credit card balance.
Purpose & Connection	<ul style="list-style-type: none"> • Completed blog post. • Journalled for 45 minutes. • Had coffee with new hire. 	<ol style="list-style-type: none"> 4. Author one new blog post. 5. Journal every day.
Physical Fitness	<ul style="list-style-type: none"> • Drank 64 ounces of water. • Ate fish and veggies, no carbs. • Hiked a mountain. • Did a 5K jog. 	<ol style="list-style-type: none"> 6. End of week weight: _____ 7. Feel healthy. 8. Maintain or lose body fat.
Relaxation & Contentment	<ul style="list-style-type: none"> • Shopped at the mall. • Strolled through the park. 	<ol style="list-style-type: none"> 9. Make time for self-care (at least five hours total).
Family & Friends	<ul style="list-style-type: none"> • Called Mom every day. • Supported sister in her career aspirations. 	<ol style="list-style-type: none"> 10. Support family and friends through ACTION.

Exercise: Values as Choice Fuel**Material(s) Required:**

1. Paper or whiteboard
2. A pen or pencil
3. An awareness of the values you hold most dear

Directions: Populate a chart similar to the one below following the instructions in each column. In the first column, list a core value. In the second, write down each choice you make that is in line with the identified core value. In the final column, at the start of the week list what you hope to achieve as concrete evidence that you are living this value in your everyday life.

Use this exercise at any time, whether you're experiencing a change challenge or not. This exercise will allow you to live a life more in line with the values you hold most dear. By living your values, you will be intentionally creating a more fulfilled life.

Value <i>Foundational & Steady</i>	Daily Conscious Choices <i>Populate Daily</i>	Weekly Goals <i>Populate Beginning of Week</i>

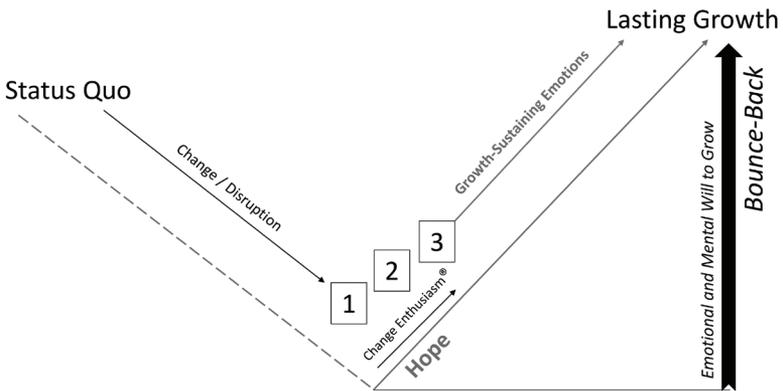


Figure 6: Disruptive change can take our emotional and mental state spiraling downward. During that free fall we find ourselves in the first step of Change Enthusiasm. In moving from step one to step two, hope begins to spring us up. As we continue the practice of Change Enthusiasm, hope and all the other growth-sustaining emotions fuel our bounce-back into lasting growth.

Advanced Application Exercises at a Glance

Communicative

- Defining the *What* and the *Why*
- Driving Clarity of What's Expected
- Providing Feedback to Keep on Track

Hungry (Self-Development)

- Intentional Self-Improvement
- Active Self-Improvement
- Practicing Care for Self

Authentic

- Practicing Vulnerability
- Being Your Full Self
- Language and Behavior Congruence

Not Rigid (Agile)

- Stretching Outside Your Comfort Zone
- Remaining Open to Varied Perspectives
- Identifying Conscious and Unconscious Bias

Grateful

- Practicing Appreciation
- Active Gratitude Practice

Empathetic

- Organizational Pulse Check
- Direct-Report Engagement
- Listen and Respond

Exercise: Defining the *What* and the *Why*

Smooth change implementation becomes increasingly strained when change executors are armed with less clarity of the change expected, the *what*, and less understanding of what's driving the change, the *why*. As change leaders, it is our responsibility to communicate clarity of the what and the why to the best of our knowledge and ability. Complete the exercise below to self-evaluate your communication prowess in this area and create an action plan to improve. Then capture an upcoming opportunity to act on the commitment(s) listed.

Skill-Building Evaluation	Self-Rating (1 - 5)	Commitment to Improve	Timing	Result
I ensure the change vision and supporting business rationale is clear to my team or organization.				

Self-Rating Scale: 1=Never 2=Rarely 3=Sometimes
4=Often 5=Always

Exercise: Driving Clarity of What’s Expected

Communicating expectations is critical to achieving your change goals. Communicating clearly what is expected of every individual involved or impacted in a given change situation can help circumvent unexpected roadblocks or stalls driven by confusion or misinterpretation. The exercise below provides you with the opportunity to self-evaluate in this area and create a commitment to improve. Once completed, capture an upcoming opportunity to act on the commitment(s) listed.

Skill-Building Evaluation	Self-Rating (1 - 5)	Commitment to Improve	Timing	Result
I succinctly communicate expectations related to change implementation to my direct reports, colleagues, and manager.				

Self-Rating Scale: 1=Never 2=Rarely 3=Sometimes
4=Often 5=Always

Exercise: Providing Feedback to Keep on Track

Once expectations have been clearly expressed, providing timely feedback to steady the course is key. This can be through positive reinforcement, when expectations are being met or exceeded, as well as constructive correction when expectations are not being met. The following exercise provides a prompt for self-evaluation and an opportunity for you to take action to improve. Once completed, capture an upcoming opportunity to act on the commitment(s) listed.

Skill-Building Evaluation	Self-Rating (1 - 5)	Commitment to Improve	Timing	Result
I offer clear, timely, actionable feedback with regard to my stated expectations.				

Self-Rating Scale: 1=Never 2=Rarely 3=Sometimes
4=Often 5=Always

Exercise: Intentional Self-Improvement

Imagine that your organization must implement a new software platform. In spite of establishing experts both inside and outside the company to lead the training on the new system, you find yourself fielding questions left and right from individuals in your organization to which you have no answers. The frustration that situation inspires could be signaling you to expand *your* knowledge and experience of this particular software platform.

By intentionally searching for avenues to gain more knowledge and experience in areas where we would like to or need to grow, we become better able to support and influence others. Our areas of growth are limitless. We have the power to create lifelong, ever-evolving learning plans to nurture our continuous expansion. The exercise below provides you with the opportunity to self-evaluate in this area and create a commitment to improve. Once completed, capture an upcoming opportunity to act on the commitment(s) listed.

Skill-Building Evaluation	Self-Rating (1 - 5)	Commitment to Improve	Timing	Result
I actively search for ways to improve myself.				

Self-Rating Scale: 1=Never 2=Rarely 3=Sometimes
4=Often 5=Always

Exercise: Active Self-Improvement

This exercise works in concert with the “Intentional Self-Improvement” exercise where you began practicing intentionally searching for ways to grow and expand your knowledge and experience. This exercise provides accountability for taking regular action to grow. Complete the exercise below over the next 30 days. If the activity from the “Self-Improvement” exercise identified several areas for growth, feel free to populate an activity of learning and growth every 30 days for the next six months. For the results column of this exercise, be sure to capture how you improved a given ability or skill set as well as one thing you learned about *yourself* in the process.

Skill-Building Evaluation	Self-Rating (1-5)	Commitment to Improve	Timing	Result
I have something on the calendar within the next 30 days to develop my skills and abilities.				

Self-Rating Scale: 1=Never 2=Rarely 3=Sometimes
4=Often 5=Always

Exercise: Practicing Care for Self

For the sake of this exercise set aside any preconceived notions that may come to mind when you hear the term *self-care*, like it's just woo-woo jargon for people into yoga, chakras, healing crystals, and moon water. For this exercise, we are focusing on the idea that the term upholds: *caring for self*. There is no one on this planet with whom you will spend more time or rely on more heavily than yourself. How are you caring for that self? How are you appreciating that self when it stays up late during those restless nights before big presentations? How are you nurturing the relationship with that self to avoid internal arguments or urges to beat that self up? How are you having fun with that self, soaking up the best life has to offer?

Your relationship with yourself is too often neglected and put on the back burner when leading others through complex change. Yet it is that same neglected self who you call upon constantly to inspire and motivate your teams and organizations. When tensions are high and signal emotions are bubbling, this is the relationship you must prioritize in order to be at your best in service and support of others. Whether your relationship-building looks like taking 5 minutes to sit quietly after breakfast, playing a round of golf, taking 10-minute breaks throughout the workday to walk outside, listening to your favorite podcast on the commute to work, or biking 10 miles after work, it is imperative that you focus on it.

The exercise below provides you with the opportunity to self-evaluate in this area and create a commitment to improve. Be sure to capture an upcoming opportunity to act on the commitment(s) listed.

CHANGE ENTHUSIASM AUDIOBOOK SUPPLEMENTAL MATERIAL

Skill-Building Evaluation	Self-Rating (1 - 5)	Commitment to Improve	Timing	Result
I take time for me on a regular basis.				

Self-Rating Scale: 1=Never 2=Rarely 3=Sometimes
4=Often 5=Always

Exercise: Practicing Vulnerability

When your team members, direct reports, and peers are feeling their signal emotions and experiencing challenges dealing with a change execution, allowing yourself to be vulnerable demonstrates that you understand where they may be coming from, ultimately building trust and strengthening the relationship. If you are experiencing those same signal emotions, revealing those feelings and leaning into vulnerability is also living your true self. Not only will you be allowing that authentic self to shine, but you will also be inviting others into an opportunity for a moment of energetic resonance.

I do recognize there's concern that may be floating around in your mind right now: *If I show vulnerability to my organization, I will be perceived as weak, not in control, and ineffective.* To this I say, never mistake vulnerability for weakness. Allowing yourself to be *confidently* vulnerable with your organization takes more courage than hiding or shielding your emotions behind the guise of "I have all the answers; nothing ever shakes me." Understanding this is a delicate concept when in the context of business and the workplace, let's review an example of how to confidently step into vulnerability when talking with your team or a direct report. Applying this structure will help ensure your leadership integrity and authenticity is reinforced, not diminished.

First: Acknowledge the emotions being felt across the organization and/or by a specific individual. State plainly and sincerely that you are feeling them as well.

Example: "I can sense the angst and frustration in the organization, and I'll be honest, I'm feeling it too."

Next: Share a specific example of when you recently experienced a similar emotion and how you dealt with it in the moment.

Example: “I’ve been through several major restructures in my career, but this one is by far the toughest. Just yesterday afternoon I was so frustrated after our planning team call, I had to take a break to walk outside and clear my head.”

Last: Restate again that you have had tough days. Relay that you trust in the benefit of making the change happen, calling out a few specifics. Reinforce that you will get through it together. Reinforce that you are there to support your team or direct report every step of the way.

Example: “But as tough as this is, I know the vision. I trust in the vision. Even though I have really tough days, I know once we get through this, we are going to be so much better because of it. More streamlined. More agile. More rigorous. More capable of handling the demands of the business. And please know, no matter how frustrated you may become, I’m here to support you every step of the way.”

Take note of the structure of this approach and make it your own. The exercise below provides you with the opportunity to self-evaluate in this area and create a commitment to improve.

Skill-Building Evaluation	Self-Rating (1 - 5)	Commitment to Improve	Timing	Result
I allow myself to be vulnerable to my organization during complex change.				

Self-Rating Scale: 1=Never 2=Rarely 3=Sometimes
4=Often 5=Always

Exercise: Being Your Full Self

This exercise is all about allowing the truest part of you to resonate in your work each and every day. With your style perfectly *tailored* to maximize your impact on your organization, whether it's on your team, peers, or senior leadership, share your viewpoints, ideas, thoughts, and energy to enable change implementation success.

Another opportunity to unleash that authentic rock star within is sharing your passions or those things you're curious about. Wherever your passion or curiosities reside outside the office, be it baking, biking, rock climbing, or poetry, strive to find ways to integrate that into your work, sharing it with your colleagues and teams. Engaging in activity or discussion that lights you up can serve to inspire others in ways you might never expect. The exercise below provides you with the opportunity to self-evaluate in this area and create a commitment to improve.

Skill-Building Evaluation	Self-Rating (1 - 5)	Commitment to Improve	Timing	Result
I bring my full self into work each and every day.				

Self-Rating Scale: 1=Never 2=Rarely 3=Sometimes
4=Often 5=Always

Exercise: Language and Behavior Congruence

Have you ever had a manager who would say one thing but then turn around and behave completely differently? How did that come off? I'm guessing their incongruent actions caused you to lose trust in them. When those around us have to question who our true self really is, more often than not they will accept the answer to be in line with how we *behave* as a leader, influencer, and role model in a business experiencing change; it is imperative to shore up trust by aligning your words with your actions.

The exercise below provides you with the opportunity to self-evaluate in this area and create a commitment to improve. Once completed, capture an upcoming opportunity to act on the commitment(s) listed.

Skill-Building Evaluation	Self-Rating (1 - 5)	Commitment to Improve	Timing	Result
My words are congruent with my behavior.				

Self-Rating Scale: 1=Never 2=Rarely 3=Sometimes
4=Often 5=Always

Exercise: Stretching Outside Your Comfort Zone

A good way to hone your agility is, forgive the cliché, to get comfortable with being uncomfortable. When events or circumstances disrupt our well-laid-out plans, we are rocketed into the unknown. It's uncomfortable. It can rattle even the best of us. There's a reason that astronauts are required to endure extensive training prior to being launched into space. One of these trainings, lovingly referred to as "Vomit Comet," creates a microgravity or zero-gravity environment in a plane vessel, then introduces turbulence intended to mirror the jostling one would encounter during space travel. This is to enable the astronaut to develop a level of familiarity with what they will experience in their work *before* the actual experience, better preparing them to focus on the necessary actions related to the mission whenever that time arrives.

We can do the same to better prepare ourselves for the turbulence and jostle of leading change in our business. By making an effort to stretch ourselves outside of our comfort zone, we can gain a familiarity with being uncomfortable, training ourselves to be able to perform and lead effectively when that unexpected wave of disruption crashes on our shores. This could look like traveling to new places, trying a new sport, starting a new business, or simply doing something you've always done but doing it *differently*.

The exercise below provides you with the opportunity to self-evaluate in this area and create a commitment to improve.

CHANGE ENTHUSIASM AUDIOBOOK SUPPLEMENTAL MATERIAL

Skill-Building Evaluation	Self-Rating (1 - 5)	Commitment to Improve	Timing	Result
I stretch myself outside my comfort zone.				

Self-Rating Scale: 1=Never 2=Rarely 3=Sometimes
4=Often 5=Always

Exercise: Remaining Open to Varied Perspectives

By inviting different perspectives and ideas throughout the execution of a given change, you will be opening a lid through which the experience and expertise of the organization can flow. With fresh perspectives, different ways of thinking, and new ideas your change efforts become better poised for success. Of course, there are circumstances when inviting several minds into the decision-making process generates a detriment instead of a benefit (notably, when you're under time constraints). But if you are continually making execution decisions in a silo without input from those who are actually doing the work, you could very well be missing out on the best ideas for an efficient and effective rollout.

As much as we may strive to be in tune with the day-to-day operation of our business when deciding upon the right change execution plan, we can never have the hands-on perspective and expertise of those who are in the trenches actually doing the work. One avenue to integrate in your planning efforts is strategically holding optimization sessions with the organization. These open sessions create intentional time and space to inspire and invite ideas and perspective on how plans could be altered or fine-tuned to improve effectiveness and efficiency. For example, you might hold one of these sessions after a major milestone in the change rollout to discuss what's working and what's not.

An alternative avenue I've seen my clients implement successfully is introducing either a physical or digital space where everyone can drop suggestions for execution improvement. These can even be submitted anonymously. Ideas from the most unexpected places have ended up saving time, money, and resources.

The exercise below provides you with the opportunity to self-evaluate in this area and create a commitment to improve. Make note of an upcoming meeting or discussion that will enable you to act on the commitment(s) listed.

Skill-Building Evaluation	Self-Rating (1 - 5)	Commitment to Improve	Timing	Result
I consider the perspectives of others as part of my decision-making process.				

Self-Rating Scale: 1=Never 2=Rarely 3=Sometimes
4=Often 5=Always

Exercise: Identifying Conscious and Unconscious Bias

When guiding and encouraging organizations through major change, we can get in our own way without realizing it. We do this by adhering to our conscious and unconscious beliefs or biases. Thankfully, identifying and acknowledging unconscious bias has popped to the forefront of leadership conversations. This is a relevant aspect of improving our leadership effectiveness through change, when emotional complexity is high. Our biases regarding the so-called right way of doing something could impede progress to the best possible solution.

When I transitioned into a newly acquired business to lead innovation initiatives, I had a strong bias for what I believed to be the “correct” way of executing. The correct way, as I believed it, included taking significant time in early-stage development and pilot design prior to moving to the manufacturing scale. This new business did things differently, moving quickly to manufacturing without having all the answers, trusting that solutions would be found along the way. Initially, my bias kept me from embracing that method. But over time, I began to realize that for less-complex initiatives, this strategy enabled the business to get products to market quicker than the competition. I was able to embrace a new perspective and establish hybrid initiative execution guidelines.

When we make an effort to identify, acknowledge, and understand how our conscious and unconscious biases are tethering us, we widen the path to the best possible execution to achieve our change vision.¹ The exercise below provides you with the opportunity to self-evaluate in this area and create a commitment to improve.

1. There are dozens of reputable providers of unconscious bias education and training, including assessments to help one identify their own. The online Implicit Association Test (IAT) has been self-administered by thousands as initial guidance. For more information visit: <https://implicit.harvard.edu/implicit/education.html>.

Skill-Building Evaluation	Self-Rating (1 - 5)	Commitment to Improve	Timing	Result
I take action to identify my conscious and unconscious biases to improve my ability to lead and inspire my team effectively.				

Self-Rating Scale: 1=Never 2=Rarely 3=Sometimes
4=Often 5=Always

Exercise: Practicing Appreciation

Practicing appreciation effectively requires intentionality. Just as that CEO put focus and intentionality behind his handwritten notes, you should strive to share regular and meaningful shows of appreciation to your teams and colleagues. Strive to balance between appreciating individuals for *what they are delivering* (i.e., results versus expectations) and *who they are* (i.e., the perspective, style, energy, and ideas they bring to the table each and every day).

The exercise below provides you with the opportunity to self-evaluate in this area and create a commitment to improve. Be sure to make note of an upcoming opportunity to act on the commitment(s) listed.

Skill-Building Evaluation	Self-Rating (1 - 5)	Commitment to Improve	Timing	Result
I offer appreciation to someone in or around my organization every week.				

Self-Rating Scale: 1=Never 2=Rarely 3=Sometimes
4=Often 5=Always

Exercise: Active Gratitude Practice

When we introduce a regular practice of gratitude into our daily lives, we grant ourselves the opportunity to lift our vibration, reduce our stress and anxiety levels, and boost our creativity. But a regular practice must be just that: **regular**. Whether it be creating a daily gratitude journal or making a mental note of something for which we're grateful around the same time every day, our practice should be something we adopt and *sustain*. Having a regular gratitude practice will invigorate our lives both inside and outside the office.

During a leadership workshop, I learned of a unique practice that I enjoyed so much I've gone on to share it with hundreds of others. One individual shared that she purchased a fishbowl and next to it sat a stack of sticky notes. Every day she visited the fishbowl and captured one of three things on a sticky note: an activity that fulfilled her, the name of someone she appreciated being part of her life, or a food with which she was grateful to spoil herself. She then folded that paper and dropped it into the fishbowl. She did this every day for 30 days. At the close of the 30 days, once a week she would visit the bowl, remove a slip of paper, and, within that week, depending on what the paper read, either:

- Treat herself to a food she enjoyed
- Call or go out to eat with someone she appreciated being in her life
- Do an activity that fulfilled her

Once the bowl was depleted, she started her 30-day exercise all over again. It was a fun way for her to practice gratitude and fill her cup on a regular basis. The exercise below provides you with the opportunity to self-evaluate in this area and perhaps create your own unique gratitude practice.

CHANGE ENTHUSIASM AUDIOBOOK SUPPLEMENTAL MATERIAL

Skill-Building Evaluation	Self-Rating (1 - 5)	Commitment to Improve	Timing	Result
I recognize the people, places, and things for which I'm grateful in a regular practice of gratitude.				

Self-Rating Scale: 1=Never 2=Rarely 3=Sometimes
4=Often 5=Always

Exercise: Organizational Pulse Check

The overall health of an organization (job satisfaction, belief in leadership, trust in company direction, etc.) is commonly handled with annual employee surveys, but during times of change and transformation, you must ensure that you are finding ways to increase the frequency of check-ins with your teams and organizations in more informal ways. These check-ins will enable you to remain in tune with what direction is needed or lacking, alert you to any pivots from your original plan that may be warranted, and provide more personal updates and perspectives on how the change is progressing.

Though large forums like town halls can be useful to disperse bulk information regarding change status and direction, genuine connection happens in the hallways, over lunch, in the break rooms, and at the after-work ultimate Frisbee game. Ask yourself, Am I taking time to put myself into these conversations? Am I creating opportunities to check in with the organization in these more genuine, informal ways? Complete the exercise below to self-evaluate in this area and create a commitment to improve:

Skill-Building Evaluation	Self-Rating (1 - 5)	Commitment to Improve	Timing	Result
I do informal pulse checks on the health of my team or organization.				

Self-Rating Scale: 1=Never 2=Rarely 3=Sometimes
4=Often 5=Always

Exercise: Direct-Report Engagement

We all know the value of scheduled one-on-ones with individuals in our organization; they provide an opportunity to hear progress updates, reinforce expectations, and give feedback. The most effective one-on-one is a two-way street where the manager shares direction and feedback and the direct report feels empowered and safe to share their own challenges, failures, and concerns. Each party involved speaks and listens. Allowing individuals in your organization to be heard when undergoing significant change is a powerful way to build trust and maintain engagement. You can do this through being very intentional with the time: During every one-on-one, reserve time on the agenda to check in specifically on the change situation. Share that your intent is to simply have a better understanding of how they are managing the change and if there's anything you can do to support them. Complete the exercise below to self-evaluate in this area and create a commitment to improve:

Skill-Building Evaluation	Self-Rating (1 - 5)	Commitment to Improve	Timing	Result
I hold check-ins with my direct reports to understand how they are managing the change.				

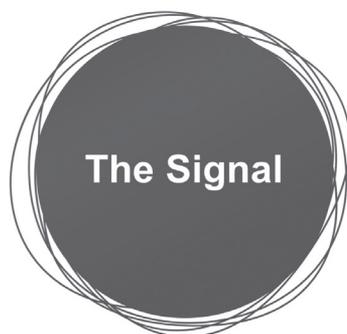
Self-Rating Scale: 1=Never 2=Rarely 3=Sometimes
4=Often 5=Always

Exercise: Listen and Respond

When our own signal emotions are strong, when we are feeling pressure from our higher-ups to deliver a change vision, we can sometimes let those feelings cloud our focus and attention when we're engaging with others in and around our organization. This exercise works in harmony with the "Direct-Report Engagement" exercise. It is about stepping into your one-on-ones with the intention of truly listening and showing your direct report they are being heard by capturing one action of support you will commit to taking in a timely fashion. During your engagement with the other person, open the floor for them to express and emote by completing the "Direct-Report Engagement" exercise; ask and then *really listen* for at least one help request you can fulfill. In doing so, you will be proving to those in your organization that you truly heard them and are there to be supportive. Complete the exercise below to self-evaluate in this area and create a commitment to improve:

Skill-Building Evaluation	Self-Rating (1 - 5)	Commitment to Improve	Timing	Result
I <i>really</i> listen during one-on-ones with my direct reports and colleagues; I do NOT multitask; and I follow up with supportive action toward any communicated requests for help.				

Self-Rating Scale: 1=Never 2=Rarely 3=Sometimes
4=Often 5=Always



#1: BEWARE OF THE SHORT-TERM COMFORT OF ENERGETIC CONSERVATION AND TRANSFERENCE

Although bottling up your signal emotions may save you from difficult conversations, vulnerability, and actually *feeling*, the short-term comfort is not worth the long-term impact. In the longer term, this energy will fuel unproductive behavior, stalling your personal growth and the growth of your employees and business overall. The same holds true for energetic transference. Although venting feels great and may even benefit you in the short term, continued practice does not enable long-term sustained and fulfilled growth.

#2: GRANT YOURSELF GRACE

When your signal emotions hit, the first step of Change Enthusiasm is to allow these emotions to exist and in turn to allow yourself the grace to sit with them. Understand that however that may look for you is okay. For me, it often looks like ordering a tasty meal (or a few tasty meals) and binge-watching my favorite shows. I grant myself the time

and grace to sit with my signal emotions, keeping a promise to myself that when I'm ready, I'll accept their invitation to explore the opportunity before me. This practice is not about rushing through *feeling* our signal emotions. These are gifts to be appreciated and leveraged, not squandered.



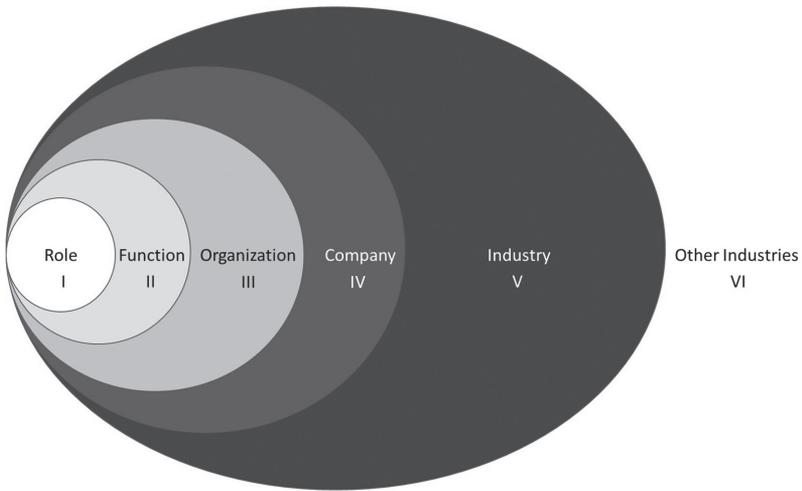
#3: EMPLOY THE POWER OF TRUSTED PERSPECTIVE

Opportunity is a matter of perspective. As much as you may try, you may not be able to see the biggest and best opportunity presented within a given change or transition. Inviting a few individuals whom you trust into this step of the process can be hugely beneficial to paint a richer, more complete picture of what's possible.

#4: EMBRACE YOUR OPPORTUNITIES AS LIMITLESS

When disruption rocks your world, whether it be a challenging relationship with a new manager, an organizational restructure, an acquisition, or a job loss, once you've accepted your invitation into the opportunity presented, trust that the

opportunity to grow is boundless. Be empowered to explore what's possible, starting in your current role and expanding all the way out into other industries and ways of contributing as depicted in Image 6 below:



As you explore these options, there are three questions that I have found to be invaluable in focusing your effort. For change situations short of termination, consider your current company and role posing the following:

The company's values align with my own.

Yes No

There is opportunity to grow and develop available to me.

Yes No

This is a company to which I want to continue contributing my time, energy, and talent.

Yes No

If you can answer yes to all three of these questions, explore options within spheres I–IV. If your response to any

of these questions is no, explore all options but spend more time and energy in spheres V and beyond. If you are unsure of what response rings most true for you, spend your efforts there first. Get clear on the responses to these questions in order to move confidently into the boundless opportunities before you.



#5: TRUST THAT THIS PRACTICE IS POSSIBLE EVEN WHEN FACING WAVES OF CHANGE

When waves of changes come crashing on your shore one after another, it can become overwhelming, even when you are feeling your most resilient. It is as if as soon as you have your legs under you with a marginal grasp of how a change will impact you, another change comes and pushes you back to your knees. But even when that second or third or even fourth wave hits you, your ability to practice Change Enthusiasm remains. As discussed in Chapter 5, the stronger the signal emotions, the bigger the opportunity presented. When faced with multiple changes at once, with high risk of overwhelm, segmenting each change and its impact can be useful. This makes the second step of Change Enthusiasm—exploring the opportunity change presents—more manageable. Below is a quick bonus exercise to help you transform

any feelings of overwhelm; it can be used in combination with the “Allowing Signal Emotions to Light Your Path of Opportunity” exercise from Chapter 5.

Bonus Exercise: Transform Overwhelm during Waves of Change

Reserve 30 minutes in the day to add to the chart below. For each 30-minute session, focus on just one known change or one row of the chart. Couple completing that one row with the “Allowing Signal Emotions to Light Your Path of Opportunity” exercise for that specific change. To do this, feed the final-column responses of the exercise below into the first column of the Chapter 5 exercise. At the pace that makes the most sense for you, walk through every change row by row.

What Is the Change?	What Are the Known Details of the Change?	How Might This Change Impact Me for the Better?	What Can I Control in This Moment?	Associated Signal Emotion(s)

#6: MAKE YOUR CHOICES, THEN DON'T RUSH THE OUTCOME

More and more cultures around the world are evolving into those characterized by a yearning for instant gratification. If we feel bored, we want to either click a couple of buttons on the remote and be instantly transported into our favorite show or swipe up on our phones to unlock the bottomless vortex that is social media and web browsing. If we feel

unfulfilled or unhappy in our work, we want a magic wand to swipe us right into a better, more fulfilling, and higher-paid job. But in the evolution to our best selves—consciously leaning into continual learning and growth through change—the outcomes of our choices take time. Instant gratification need not apply.

Practicing this mindset is as much about patience as it is resilience. You may face times when you want nothing more than to transition out of your current company or situation, and in spite of all the conscious choice-making there are no avenues in sight to make it happen while still being able to support yourself and your financial obligations. In times like these, the practice of this mindset becomes a practice of patience rooted in trust:

- The best opportunity to maximize my growth and betterment is hurtling its way to me.
- There is opportunity remaining in my current situation to grow and enable the growth of others; I can leverage where I sit today to grow into the best me I can be.
- I am learning and growing every day, becoming better and better suited to thrive in the next chapter of my evolution.

For the reader who is still unsure of or questions the value of integrating this belief system and putting it into practice, that's okay. This is your seat of choice and you're welcome to act from that chair however you feel compelled. For you, I'll simply offer a glance at individuals who once sat in that same seat and what happened when they chose to practice Change Enthusiasm:

GLOSSARY

20/20 change vision: A knowing and trust that opportunity to learn and grow lies within even the toughest changes and disruptions

anger: A negative feeling oriented toward some real or supposed grievance²

Relevance in the practice of Change Enthusiasm: The grievance³ may be that major change or shift, which we perceive as happening to us. That change we didn't ask for and never really wanted. That change that just gets thrust upon us whether we like it or not. Often in the face of this type of change the energy of anger is stirred up within.

Synonyms: rage, outrage, madness, fury, wrath, ire

anticipation: Foreseeing or preparing for something in advance⁴

Relevance in the practice of Change Enthusiasm: Trusting that a given change has something good in store for us, the energy of anticipation can focus our preparation efforts to maximize the opportunity.

Synonyms: contemplation, expectancy, prospect

anxiety: Worry and nervousness⁵

2. Patrick Michael Ryan, *Dictionary of Emotions: Words for Feelings, Moods, and Emotions* (Pamaxama, 2014), page 16.

3. *Grievance* per Merriam-Webster is defined as "a cause of distress (such as an unsatisfactory working condition) felt to afford reason for complaint or resistance."

4. *Dictionary of Emotions: Words for Feelings, Moods, and Emotions*, page 18.

5. IBID.

Relevance in the practice of Change Enthusiasm: Anxiety is a very real and raw energy. When ignored it can lead to serious, adverse health conditions. This energy is often experienced in the face of change because the environment becomes dynamic, unstable, and ambiguous. This is the type of environment in which the energy of anxiety truly thrives.

Synonyms: agitation, apprehension, concern, uneasiness, agitation

change adoption: The act of embracing a given change, striving to live it day-to-day, committed to creating it as status quo

change challenge: A process, relationship, or way of working that is new or different from the status quo, rife with unknowns; it often invites discomfort fueled by fear and anxiety

change event: A happening, such losing a job or getting a new manager, that requires a shift from the status quo or the way one had typically done things

change fatigue: The experience of feeling disengaged from and uncommitted to executing and/or leading change driven by being overwhelmed by frequency and/or scope of change

change goals: The desired outputs from a given change, such as increased efficiency, improved morale, or lower cost

change journey: The path of moving through a given change, starting at the time of learning of the change all the way through comfortably living the change in your day-to-day

change management: A holistic strategy to achieve a given change inclusive of impacts to people, process, execution schedule, and cost

change situation: The set of circumstances surrounding a new or different way of working or being, such as onboarding into a new job or starting a new business venture

change success: The state achieved once all change goals have been deemed complete

change vision: A picture of what could be once a given change is successfully executed and adopted

conscious enrollment: Making a mental effort to actively engage in the events and circumstances in which you find yourself

excitement: Lively and cheerful joy⁶

Relevance in the practice of Change Enthusiasm: The energy of excitement when unleashed is so very raw. When permitted to run rampant, it can fuel our bodies into spontaneous song and dance. But when we can focus this energy into leading and implementing change, it fuels efficiency and creativity toward the best possible outcome.

Synonym: incitement

fear: Afraid, anxious, or apprehensive about a possible or probable situation⁷

Relevance in the practice of Change Enthusiasm: Possible or probable language in this definition means that the energy is made manifest not through reality but through perception of reality—an example being the perception of losing your job upon hearing an organizational restructure announcement. Or the perception of you being voted out of your C-suite position by your board once news hits of your top competitor stealing 15 percent of the market share.

Synonyms: dread, panic, alarm, trepidation

frustration: Annoyance at being hindered in attaining one's goals⁸

6. Patrick Michael Ryan, *Dictionary of Emotions: Words for Feelings, Moods, and Emotions* (Pamaxama, 2014), page 123.

7. *Dictionary of Emotions: Words for Feelings, Moods, and Emotions*, page 131.

8. *Dictionary of Emotions: Words for Feelings, Moods, and Emotions*, page 143.

Relevance in the practice of Change Enthusiasm: Change can seemingly knock us off our carefully curated plans to reach our goals, professional or otherwise. When that happens, the energy of frustration begins to vibrate within.

Synonyms: aggravation, annoyance, exasperation, hassle, nuisance

gratitude: Thankfulness and appreciation⁹

Relevance in the practice of Change Enthusiasm: No matter the situation or circumstance in which change may welcome us, there is always something for which to be grateful. Emotional transformation, a concept discussed below, is most efficient when gratitude is the aspiring energy.

Synonym: appreciation

grief: Intense sorrow caused by a loss of a loved one (especially by death)¹⁰

Relevance in the practice of Change Enthusiasm: Though we most often think of grief in the context of losing a person, grief can be experienced in the face of any loss of something that we held dear, such as a job or position, a high level of comfort in our day-to-day work, or a dream. Often our dreams are lost or vanish from the realm of possibility due to changed circumstances outside of our control.

Synonyms: anguish, heartbreak, sorrow, affliction, woe

growth-stalling energy/emotions: The emotional energies like fear, anger, frustration, anxiety, and grief that over the long term impede and/or stall individual and collective growth

growth-sustaining energy/emotions: The emotional energies of hope, joy, gratitude, excitement, and anticipation that over the long term accelerate and/or sustain individual and collective growth

hope: A state of belief that some desire will be fulfilled¹¹

9. *Dictionary of Emotions: Words for Feelings, Moods, and Emotions*, page 160.

10. *Dictionary of Emotions: Words for Feelings, Moods, and Emotions*, page 151.

11. *Dictionary of Emotions: Words for Feelings, Moods, and Emotions*, page 162.

Relevance in the practice of Change Enthusiasm: The only difference between hope and fear is one's own expectation, perspective, or belief. Said another way, fear is hope in disguise. We have the power to banish that disguise and experience hope in all its glory simply by changing our expectation or belief of what's to come. When we can become hopeful about what a pending change could mean for us, we are gently pulled into making that change a reality.

Synonyms: aspire, dream, aim, allow

joy: Great happiness¹²

Relevance in the practice of Change Enthusiasm: To lead and implement change filled with joy is to lead and implement change truly fulfilled. Joy energy is a bedrock fuel, a steady undercurrent that promotes a willingness to act and achieve continual success.

Synonyms: bliss, gladness, warm fuzzies

leadership language: The style and content of speech consistently used by an individual to influence others

professional change space: The area of your work or business that is impacted by a change event or change situation

signal emotions: The five emotions commonly inspired in the face of major change and disruption, which invite one into their opportunity to learn and grow (fear, anxiety, frustration, anger, and grief)

12. *Dictionary of Emotions: Words for Feelings, Moods, and Emotions*, page 191.

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ABOUT THE AUTHOR

Cassandra Worthy is founder and CEO of Change Enthusiasm Global, a boutique consulting firm, with a client base spanning the Fortune 500 and larger all over the world. Her firm's partnership is rooted in the practice and associated tools of Change Enthusiasm, invigorating, educating, and inspiring organizations, C-suite executives, and business associations alike going through significant change, disruption, and transformation. Cassandra received her B.S in Chemical Engineering from Georgia Tech and spent nearly 15 years working within the Consumer Packaged Goods industry (CPG), predominantly at Procter & Gamble, leading organizations through multi-billion dollar acquisitions prior to founding her own firm. She is now sharing the valuable lessons learned and practical strategies created to enable individuals to become self-actualized towards growth through change.

cassandraworthy.com