

Lee Wright

My 4D-i<sup>®</sup>

Professional  
Development Portfolio

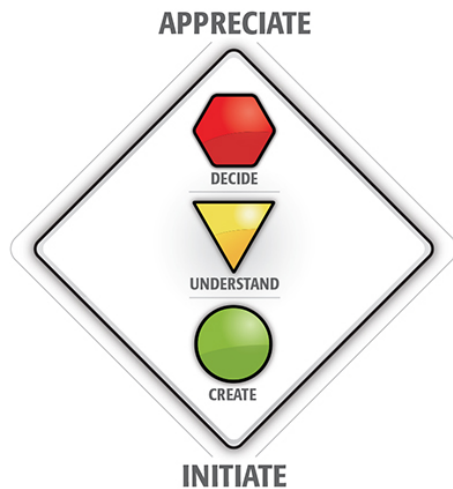


ONE  
SMART  
WORLD<sup>®</sup>

Be Smarter

## 4 Dimensions of High Performance Thinking

The 4D-i® Professional Development Portfolio is designed to empower you to learn and use four dimensions and key strategies of high performance thinking. This system gives you the tools to increase your creativity, deepen your understanding, improve your decision-making and strengthen your personal spirit. It's built on a simple, common language and our unique system of brain-based thinking strategies and skills.



### DO RED

#### Stop and Decide

what's the right thing to do with red thinking

### BE YELLOW

#### Slow Down to Understand

what's going on with yellow thinking

### GO GREEN

**Go and Create** ideas, options and alternatives with green thinking

### IGNITE YOUR WHITE

**Appreciate the positive.** Take initiative!

The first three dimensions are color-coded like a traffic light to make them easy for you to remember and use every day.



This color-coded system will help you to harness your strengths. You can use it to choose the right type of color-coded thinking to get specific work done or to get on the same page with people who think differently than you do.

## How to Understand These Results

Your 4D-i® Professional Development Portfolio shows your preferences – what you like to do and what motivates you. Your results highlight the specific thinking and feeling strategies you like to use the most, as well as the strategies you don't like to use or tend to avoid. Your results are shown in percentiles. This means you can see how your way of thinking compares to how others like to think and operate.

### HIGH 84-99

This shows a high, strong preference. You like to use it a lot – significantly more than what other people prefer to do.

### HIGH AVERAGE 66-83

This shows a high average preference. You like to use it somewhat more than what other people prefer to do.

### AVERAGE 34-65

This shows a relatively similar preference to what others like to do.

### LOW AVERAGE 17-33

This shows you like to use it somewhat less than what other people prefer to do.

### LOW 0-16

This shows a low preference. You like to use it significantly less than what other people prefer to do.

## Make the Most of the 4D-i®

Think of the 4D-i® Professional Development Portfolio as your personal toolkit for success. This will help you think things through, solve problems and work smarter with other people.

- ✓ Your results show your preferences for what you like, not your competencies in what you're good at.
- ✓ All of the smart skills can be learned with practice. They are not fixed personality traits or types.
- ✓ The more you master each strategy and skill, the better you will perform and the more success you will have.



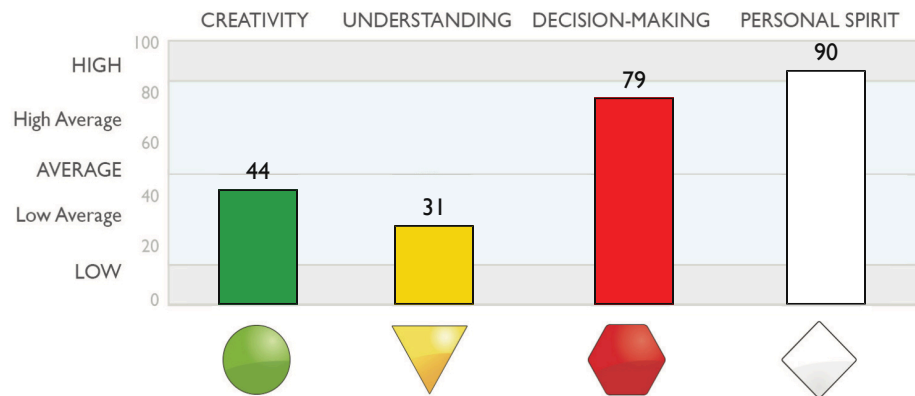
# Know Yourself: Highlights of My 4D-i® Results

Hello Lee Wright

Welcome to a new power toolkit for your mind. Your 4D-i Professional Development Portfolio gives you the color-coded common language, mental strategies and the skills to generate more ideas, understand everything better and make smarter decisions. Harness your strongest preference to do great work. Use this as a 'how-to' guide to build new skills to improve your results in solving problems, communicating and working in teams.

The graph below is a summary of your results.

## Your Personal Operating Style



We've designed this Professional Development Portfolio and online toolkit to help you build new leadership skills and to harness the total intelligence of your people to do great work together.

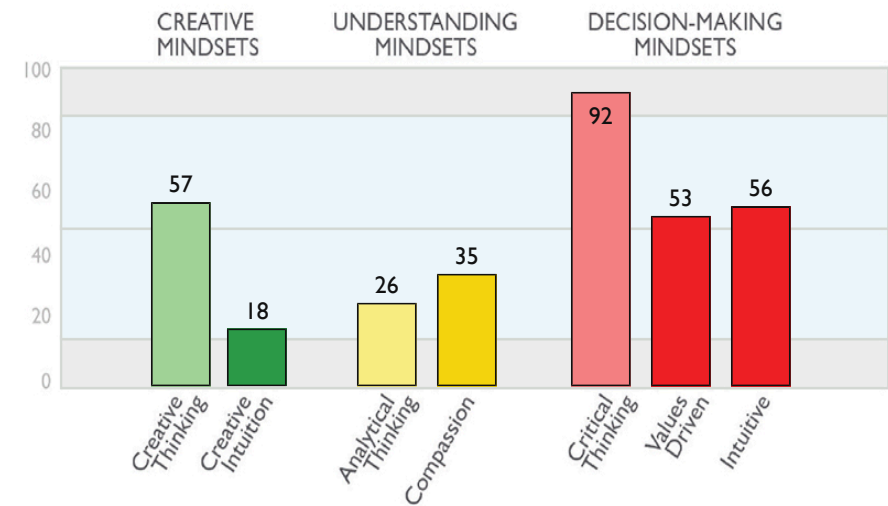
## Results Highlights

### Your Overall Style: Balanced + Red

#### The First 3 Dimensions

The color red, yellow or green is selected from the first 3 dimensions and indicates your highest overall preference. It does not include results from white. Cool shows a preference for using thinking strategies. Warm shows a preference for using emotional strategies. Balanced means an equal comfort for using both.

### How You Like to Use the 7 Different Mindsets



### Your Strongest Personal Spirit Success Factor is:

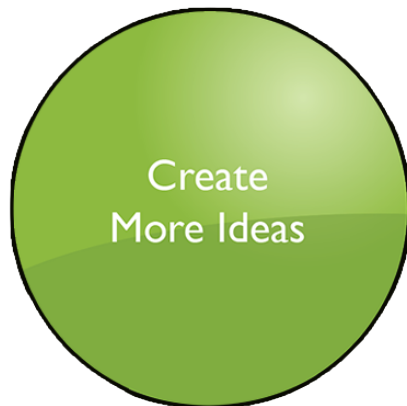
#### SENSE OF CONTROL

Your Sense of Control is a belief that one can exert personal control, through one's own efforts, to impact an outcome.

# Dimension I: Creativity

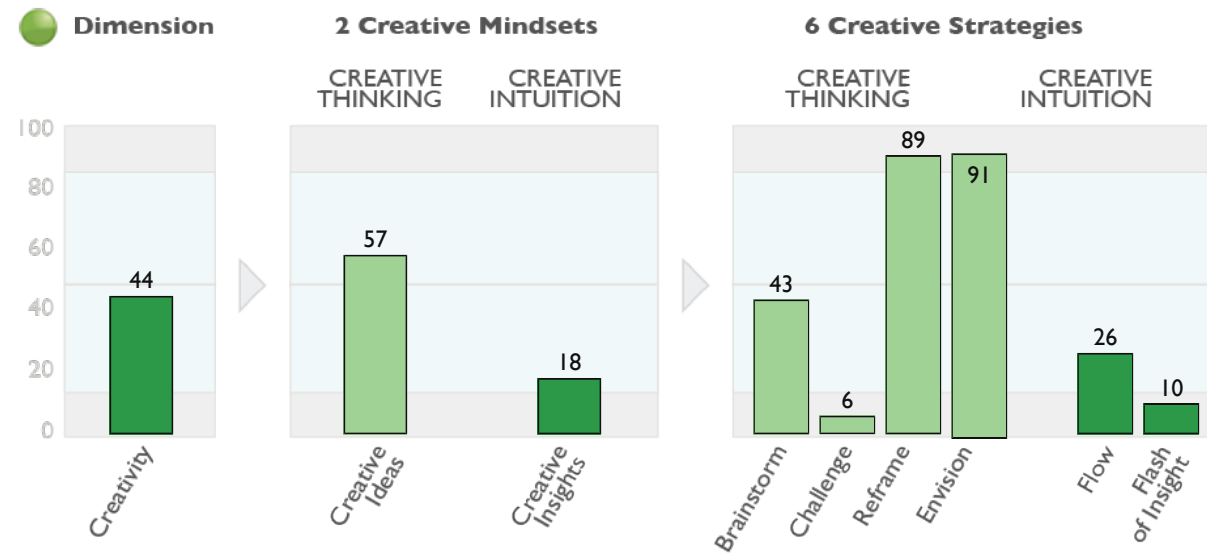
**GO GREEN.** Use these six precision strategies to increase your creativity. Green is the color code for divergent thinking, to focus your mind to go and create more ideas, generate different options and insights to produce new solutions.

- **Cool Green: Creative Thinking** – use it to generate and explore a wide variety of ideas, options, alternatives, approaches and possibilities.
- **Warm Green: Creative Intuition** – use it to wait for any breakthrough Aha! ideas or flashes of insight to emerge.



## The Six Creativity Strategies

### DI: Green - My CREATIVITY Style



### Creative Thinking

1. **Brainstorm Ideas:** Generate many ideas, alternatives and options.
2. **Challenge Assumptions:** Question how things are done and challenge the status quo to find new approaches.
3. **Reframe Problems into Opportunities:** Change the way you look at a problem, to discover hidden opportunities and possible solutions.
4. **Envision Possibilities:** Create mental pictures of the future you want or imagine “what if...” descriptions of success.

### Creative Intuition

1. **Get into the Flow:** Live with uncertainty. Absorb yourself completely in what you are doing.
2. **Flash of Insight:** Wait for a sudden flash of insight, hunch or bright idea.

## ● Developing Creativity: Six Success Strategies

### Creative Thinking

**Brainstorm Ideas:** Generate many ideas and a wide range of options prior to analysis or decision-making.

#### Your Profile: Average Preference

Your result is typical of most people, indicating that you tend to be comfortable using brainstorm ideas as one of your creative thinking strategies. Keep up the good work. Ideas spark innovation and improve high quality decision-making.

**Challenge Assumptions:** Questioning assumptions, the status quo and accepted wisdom in order to create new ideas, options or fresh ways of dealing with the problem at hand.

#### Your Profile: Low Preference

Your result is much lower in challenge assumptions than is typical for most people. This means that you're probably more comfortable following tradition or accepted, proven ways of doing things. You may have an "if it isn't broke, don't fix it," attitude. Low in challenge assumptions means you don't like to rock the boat. Use this strategy when things aren't going well, when things change and the old ways don't work any more.

**Reframe Problems into Opportunities:** Creating new ways of looking at a problem or situation and generating new opportunities and ideas by shifting the approach, angle or way of thinking about it.

#### Your Profile: High Preference

You have a much higher preference for reframing problems into opportunities as a key creative thinking strategy than is typical for most people. The reframe strategy gives you much more flexibility to cope constructively with life's twists and turns. Reframe is an essential tool for dealing with difficult situations. You like to use it to create options where others see obstacles.

**Envision Possibilities:** Creating mental pictures or imagining "what if" scenarios about future possibilities or solutions.

#### Your Profile: High Preference

Your result indicates that you have a high preference for envisioning possibilities for everyday planning and problem solving. You like to use your imagination to speculate on what might or could happen. You often think and talk in images about the future. You may like to use pictures, metaphors or analogies to help you see and describe different future states. Help others understand you better by giving them clear descriptions.

### Creative Intuition

**Get Into the Flow:** Being fully immersed in creative thinking; tolerating ambiguity and conflicting information/feelings; refraining from decision-making, anticipating the arrival of a better idea.

#### Your Profile: Low Average Preference

You have a lower than average preference for getting into the flow. You have some tolerance for ambiguity and uncertainty. Overall, you prefer to act sooner than later or continue gathering information, rather than letting go and immersing yourself into a problem, challenge or project and just wait and see what emerges.

**Flash of Insight:** Knowing without conscious reasoning and producing insights and hunches.

#### Your Profile: Low Preference

You have a much lower preference for using the flash of insight strategy to generate insights or ideas than most people. You likely ignore or dismiss your intuitive spontaneous ideas as irrational or not useful. You likely prefer to make decisions based on the facts and evidence and avoid flashes of insight, which could be useful to you in problem solving or before you choose a course of action.

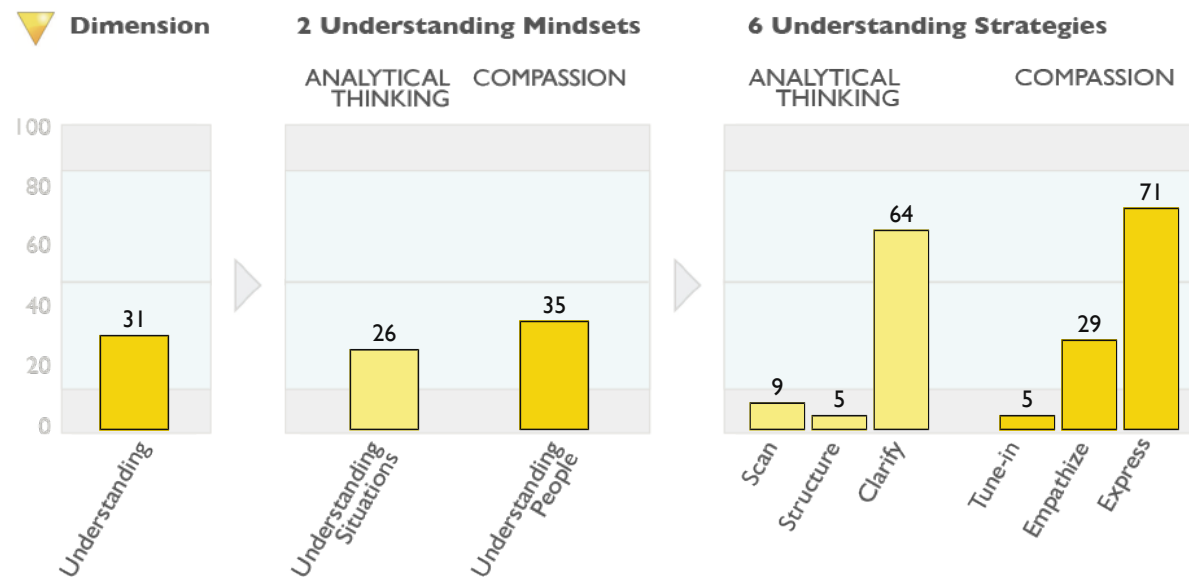


## Dimension 2: Understanding

**BE YELLOW.** Use these six precision strategies to develop a better understanding of facts and feelings. Yellow is the color code for deepening understanding to slow down and understand information and people better.

- **Cool Yellow: Analytical Thinking** – use it to develop an objective understanding of a situation or task, by gathering facts and information, organizing data into categories and clarifying to ensure accuracy.
- **Warm Yellow: Compassion** – use it to deeply appreciate and understand the feelings and needs of others, by tuning- in and putting yourself in their shoes.

### ▼ D2: Yellow - My UNDERSTANDING Style



Understand  
Everything  
Better

The Six  
Understanding  
Strategies

### Analytical Thinking

1. **Scan the Situation:** Survey the environment, situation and the data to gather as much information as possible.
2. **Structure Information:** Organize information, data and resources into structured categories.
3. **Clarify Understanding:** Sharpen your understanding of a situation by pushing for more and more information to make sure it's really clear.

### Compassion

1. **Tune-In to Feelings:** Sense and connect with the feelings and emotions in yourself, in a situation, person or group.
2. **Empathize with Others:** Show genuine kindness, compassion and acceptance for the other person's needs and feelings.
3. **Express Feelings:** Select and use appropriate emotional ways to communicate your feelings constructively.

## ▼ Developing Understanding: Six Success Strategies

### Analytical Thinking

**Scan the Situation:** Surveying the environment, person or situation to gather as much information as you possibly can.

#### Your Profile: Low Preference

Your result indicates that you have a much lower preference for scanning the situation than most people. This means when you face a problem or challenging task, you don't like to put significant effort into gathering information. As a consequence, you may make decisions, without understanding the whole situation. Scanning, a key strategy for knowing your world, is all about gathering as much information as you need.

**Structure Information:** Organizing information, data, people, resources and processes in meaningful and systematic ways.

#### Your Profile: Low Preference

Your result in structuring information is lower than most people. This means that you may feel overwhelmed and disorganized at times. You likely don't enjoy spending time organizing information or creating structured systems and events within your life. Structure information strategy will give you more control over your time and how the information or resources will be used.

**Clarify Understanding:** Sharpening the understanding of a situation by gathering information and asking questions.

#### Your Profile: Average Preference

Your result is typical for most people, indicating that you tend to be comfortable using clarify understanding as one of your repertoire of strategies. Keep up the good work. You spend the time needed to clarify your understanding of situations and getting the right information, before taking action.

### Compassion

**Tune-In to Feelings:** Sensing and connecting with the emotional dimensions in a situation, other person or group.

#### Your Profile: Low Preference

Your result is much lower in tune-in to feelings than most people. You don't like to make an effort to tune-in to all the subtle emotional complexities of a situation or relationship. You may miss key pieces of information about the people and interpersonal interactions around you. Paying attention to the cues beneath the surface will help you improve relationships and understand what is really going on.

**Empathize with Others:** Showing kindness, caring, compassion, acceptance and deep understanding for another's thoughts, emotions and situations.

#### Your Profile: Low Average Preference

Your result indicates that you have a low average preference for using the empathize with others strategy. This means you pay some attention to seeing situations from the other person's perspective. With a low average result in empathize, sometimes, you may have difficulty valuing other people's circumstances and viewpoints. This can cause difficulties when you want to build a deeper relationship with someone or a group.

**Express Feelings:** Selecting and using the appropriate emotional and verbal language or communications method to get the true message across to the receiver.

#### Your Profile: High Average Preference

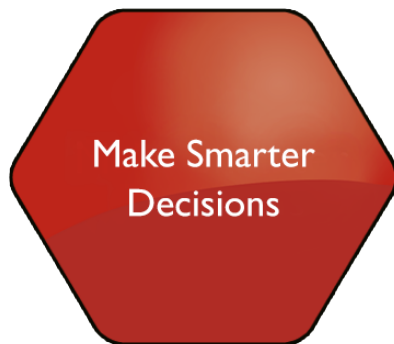
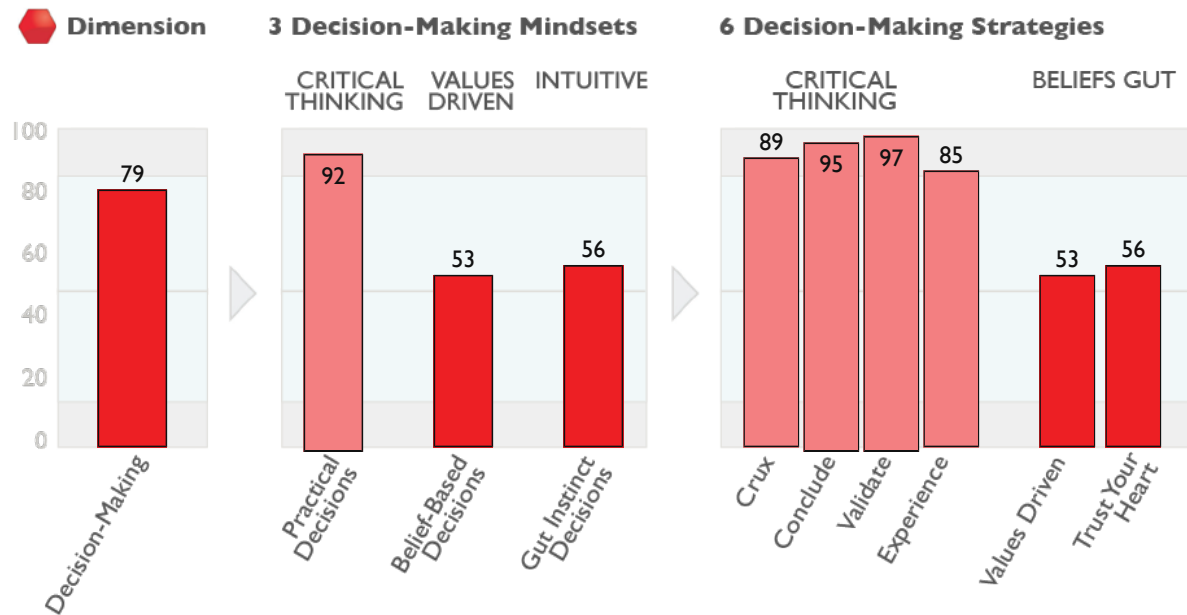
Your result indicates that you have a high average preference for using the express feelings strategy. The constructive sharing of your personal thoughts and feelings improves relationships and gives others opportunity to consider your point of view. You like to express your true feelings, openly and honestly. This helps to build stronger, more authentic relationships

## Dimension 3: Decision-Making

**DO RED.** Use these six precision strategies to make smarter decisions. Red is the color for convergent thinking to focus your mind to stop and decide. Make smarter decisions by using both your head and your heart.

- **Cool Red: Critical Thinking** – use it to make practical decisions, based on a disciplined assessment of the problem, coming to objective conclusions, supported by evidence and experience.
- **Warm Red: Emotion Based** – use it to make subjective decisions based on personal emotions, values and beliefs.

### **D3: Red - My DECISION-MAKING Style**



## The Six Decision-Making Strategies

### Critical Thinking

1. **Get to the Crux:** Determine the real issue or most critical root cause of a problem, issue or situation.
2. **Conclude:** Decide based on the most sensible, practical thing to do.
3. **Validate the Conclusion:** Ask tough questions to make sure there's enough evidence and proof to go ahead with the conclusion.
4. **Rely on Experience:** Use experience to guide your decision-making.

### Emotion-Based

1. **Values Driven:** Make decisions based on your personal beliefs and values for what is good or bad, right or wrong.
2. **Trust Your Heart:** Make decisions based on what your heart and and your gut instincts tell you.



# Developing Decision-Making: Six Success Strategies

## Critical Thinking

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**Get to the Crux:** Determining the essence or most critical aspect of a problem or situation in order to take action.

### Your Profile: High Preference

You have a much higher preference for using the get to the crux strategy than most people. You want to avoid wasting time and enjoy focusing right on priorities and what matters most. You like to get to the heart of the matter and determine what matters most. You like to strip away any non-essentials and zero in on the real essence of the problem or challenge, so you know what to focus on before moving ahead.

**Conclude:** Reaching a logical decision or resolution about what is the best way to proceed.

### Your Profile: High Preference

You have a much higher preference for using the conclude strategy than most of the population. You are a critical thinker who enjoys putting ideas and information into action. You like to make logical, considered decisions. You do not like to waste time. You value reaching closure and getting on with things. Remember to allow time for gathering enough information and creating a set of options to help you make better decisions .

**Validate the Conclusion:** Posing tough questions to eliminate inferior options and poor quality information in order to critically assess and ensure the best decision.

### Your Profile: High Preference

You have a much higher preference for using the validate the conclusion strategy than most of the population. You like to ask tough questions. You want proof or evidence before making decisions. You like to question the rationale, processes, procedures and findings to uncover any flaws, errors, omissions or redundancy. Before deciding. Know when to keep on it and when to hold back in emotionally sensitive situations.

**Rely on Experience:** Relying upon and using past experience to guide decision-making and problem solving.

### Your Profile: High Average Preference

Your result indicates that you have a high average preference for relying on experience as a decision-making strategy. You like to rely on past learning and your experiences to make decisions about what to do. You don't like to make the same mistake twice and are good at spotting reoccurring patterns or trends. You are comfortable trusting your experience when decide to act.

## Beliefs Based

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**Values Driven:** Making decisions based on your personal core beliefs about what is good or bad, right or wrong.

### Your Profile: Average Preference

Your result for values driven is typical of most people. You likely are comfortable using this strategy as one of the ways you make decisions. Keep up the good work. You are prepared to use it when appropriate.

## Gut Intuition

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**Trust Your Heart:** Listening to your heart and your feelings as a guide for making decisions about what to do.

### Your Profile: Average Preference

Your score for trust your heart is typical to how others operate. Keep up the good work. You tend to be comfortable using this strategy and trust your gut intuition when making decisions.

## Thinking and Feeling Styles: My Profile

These results come from your 4D-i responses in 25 of the paired choices that offered a thinking strategy vs a feeling strategy.

### Cool Head: Thinking

In the 4D-i, a 'cool head' simply means you have a preference for relying more on thinking strategies when dealing with people, challenges or tasks. The 'cool head' in the 4D-i is made up of the 11 strategies in creative, analytical and critical thinking.

### Warm Heart: Feeling

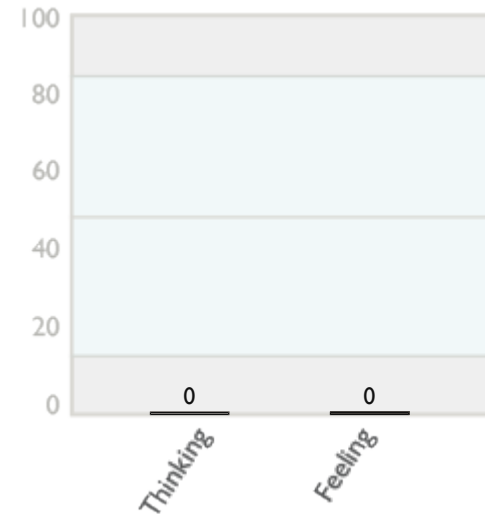
A 'warm heart' simply means you have a preference for relying more on emotional strategies when dealing with people, tasks or challenges. The warm heart in the 4D-i is made up of the 7 strategies in creative intuition, compassion, values driven and gut intuition decision-making.

### Balanced

This means you are comfortable using both thinking and feeling strategies to deal with people, challenges or tasks, without a significant preference of one over the other.

### Your Profile:

## My Thinking and Feeling Style



## Use of Intuition: My Profile

Intuition is an emotional, gut instinct type of intelligence that can give you two very different types of spontaneous results – creative Aha! insights or quick in-the-moment answers.

In our research, intuition emerged as a unique cluster of three emotional strategies. The first two, flow and flash of insight, can help you access sudden, spontaneous, breakthrough creative ideas.

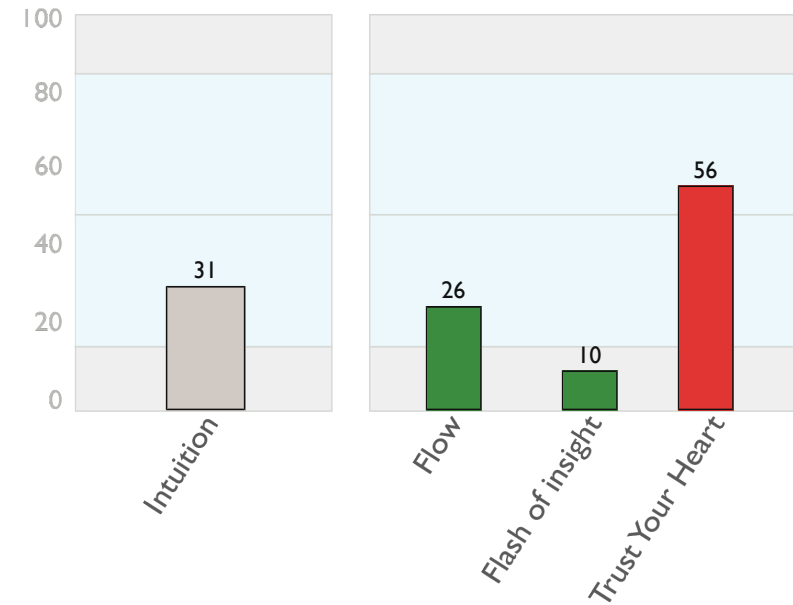
The third strategy, trust your heart, is your gut intelligence at work. It produces a powerful, deep, immediate knowing on what is the right thing to do or not do.

Experts in many fields rely heavily on their intuition as a useful tool to guide their behavior. Like the other strategies, your intuitive skills can be developed.

### Your Profile: Average Preference

You show a similar level of reliance on your intuition as others do. For best results in complex situations, see if you can use both high quality thinking and your intuition to guide you in your idea generation and decision-making.

## My Intuitive Style





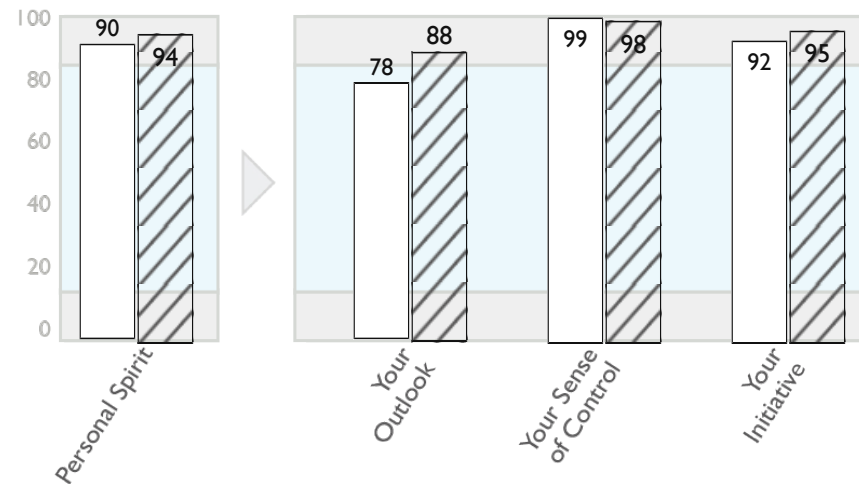
## Dimension 4: Personal Spirit



### D4: White - My PERSONAL SPIRIT Style

**IGNITE WHITE.** Spark your personal spirit to strengthen your resolve, build your grit and increase your resilience. Harness your personal spirit when you're under pressure to achieve your goals.

- **Results Key:** – Results are based on the three key success factors of personal spirit - outlook, sense of control and initiative. The higher you rated yourself, the higher the results. Personal spirit comes from what you do. It is strengthened every day by taking small positive, empowering actions.



The 2 bars in each graph show your results in two different ways.

All personal spirit results are based on how you chose to see yourself based on a set of positive statements about yourself.

The White bar shows your results in percentiles, comparing you to others.

The Striped bar shows your raw scores. A score of 80+ means you selected Mostly True or Always True. A score of 60 means you selected About ½ True. Below 40, you selected Little True or Completely Not True.



### The Three Personal Spirit Strategies

#### My Outlook. See It.

A belief that an optimistic approach helps you succeed and find hidden, positive opportunities in every situation and person. See it.

- Bring a positive outlook everyday
- Make others feel great
- Choose to be optimistic when dealing with difficulties

#### My Sense of Control. Own It.

A belief that you can impact an outcome through your own personal efforts and discipline. Own it.

- Take full responsibility for your situation
- Focus on what you can do and control
- Start with small steps and keep moving forward

#### My Initiative. Do It.

A belief that you can reach beyond what's expected and do whatever it takes to achieve important results. Do it.

- Go above and beyond
- Build support for positive change
- Help others succeed

## ◆ Developing Personal Spirit: Your Three Success Factors

### Outlook

A belief that an optimistic, constructive approach to life enables you to find the positive, hidden potential and meaning in any situation, task or person.

Your outlook, whether positive or negative, predicts how you experience life and what you get back from it. If you choose to have an open, positive and optimistic outlook, then you will likely experience life and other people as engaging and cooperative. If you choose a closed, negative and pessimistic outlook, then you will likely experience situations as problems and people as difficult to deal with. A consistently positive outlook is life enhancing, while a persistently negative outlook will undermine you.

**Your Profile: High Preference**

### Sense of Control

A belief that you can exert personal control through your own efforts, to impact on an outcome.

Having an optimistic and constructive approach to life coupled with a strong sense of control empowers you to take charge of your life. Your own sense of control is a key to high performance and health. When you start to feel helpless and overwhelmed by all of life's complexities, regaining and maintaining a sense of being in control is vital for your personal well-being. Taking small daily steps to deal with difficult issues will strengthen your sense of control

**Your Profile: High Preference**

### Initiative

A belief that you should go above and beyond conventional boundaries, to do what it takes, to complete important tasks and assist others.

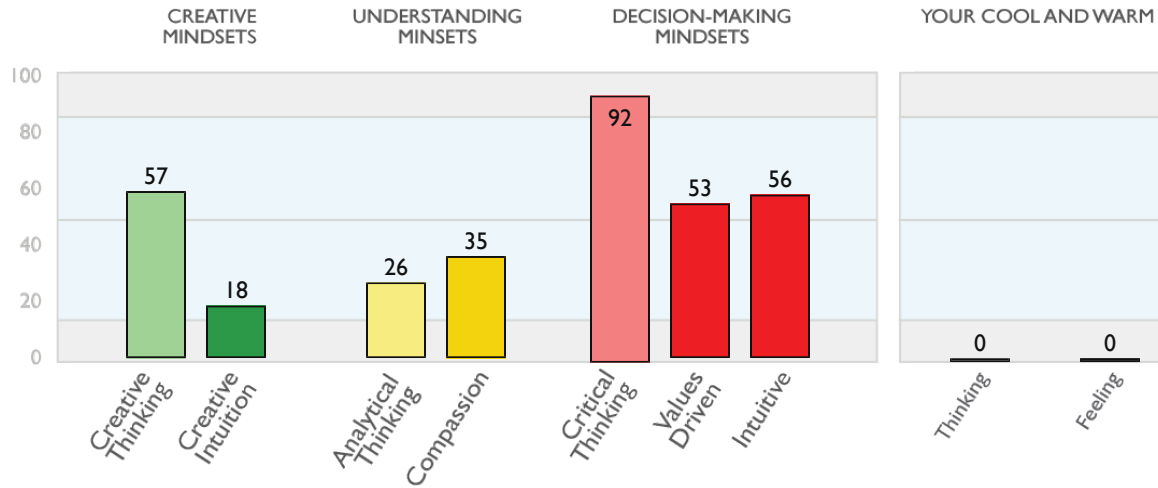
Taking initiative is one of the defining characteristics of high performers in every field. It often requires a fearless courage to act where others would not.

People with high initiative make things that need to happen, happen. They take responsibility to get things done, even when it isn't their job. Initiative is a driving force in life success and in business innovation. People with initiative push the envelope and do what it takes to achieve high quality results for others.

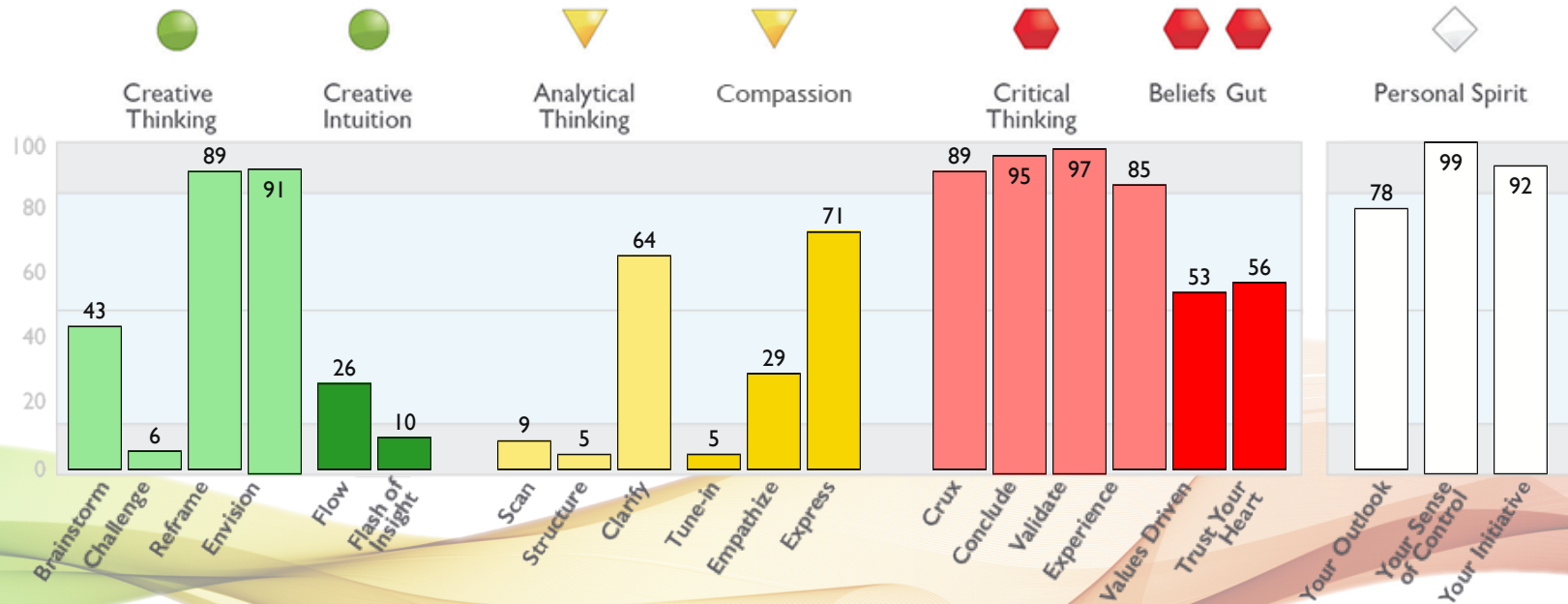
**Your Profile: High Preference**

# Lee Wright: Your Results Summary in Graphs

## Your PERSONAL OPERATING Style



## Your 18 Success Strategies and 3 Success Factors





# My Portfolio of 18 Success Strategies and 3 Success Factors

## THE 11 THINKING STRATEGIES

### ◆ CRITICAL THINKING

**Get to the Crux:** Determine the essence or most critical aspect of a problem, issue or situation in order to take action.

**Conclude:** Reach a logical decision or resolution about what is the best way to proceed.

**Validate the Conclusion:** Pose tough questions to eliminate inferior options and poor quality information in order to critically assess and ensure the best decision.

**Rely on Experience:** Rely upon and use one's past experience to guide decision-making and problem solving.

### ▼ ANALYTICAL THINKING

**Scan the Situation:** Survey the environment, person or situation to gather as much information as possible.

**Structure Information:** Organize information, data, people, resources and processes in meaningful and systematic ways.

**Clarify Understanding:** Sharpen the understanding of a situation by gathering information and by asking questions.

### ● CREATIVE THINKING

**Brainstorm Ideas:** Generate many ideas and a wide range of options prior to analysis or decision-making.

**Challenge Assumptions:** Question assumptions, the status quo and accepted wisdom in order to create new ideas, options or fresh ways of dealing with the task at hand.

**Reframe Problems into Opportunities:** Create new ways of looking at a problem or situation by shifting the approach, angle or way of thinking about it.

**Envision Possibilities:** Create mental pictures or imagine "what if..." scenarios about future possibilities or solutions.

## PERSONAL SPIRIT: THE 3 KEY SUCCESS FACTORS

◆ **YOUR OUTLOOK** Is a personal disposition and an active process of experiencing the world, based on the belief that an optimistic, constructive approach to life and its challenges enables one to find and harness the positive hidden potential and meaning in any situation, task or person.

◆ **YOUR SENSE OF CONTROL** Is a personal disposition and an active process, based on the belief that despite difficult circumstances, one

## THE 7 EMOTIONAL STRATEGIES

### ◆ BELIEFS BASED

**Values Driven:** Make decisions based on your personal core beliefs about what is good or bad, right or wrong.

### ◆ GUT INTUITION

**Trust Your Heart:** Listening to your heart and your feelings as a guide for making decisions about what to do.

### ▼ COMPASSION

**Tune-In to Feelings:** Sense and connect with the emotional dimensions in a situation, other person or group.

**Empathize With Others:** Show kindness, caring, compassion, acceptance and deep understanding for, and a connection with others.

**Express Feelings:** Select and use the appropriate emotional and verbal language or communications method to convey an authentic message.

### ● CREATIVE THINKING

**Get into the Flow:** Tolerate ambiguity, conflicting information and feelings, while refraining from decision-making, waiting for a better idea or option.

**Flash of Insight:** Know intuitively without conscious reasoning and/or produce insights and hunches.

can exert personal control through one's own efforts to impact on an outcome or achieve an objective. It does not mean controlling others.

◆ **YOUR INITIATIVE** Is a personal disposition and an active process based on the belief that one should attempt to go beyond conventional boundaries, if necessary, to do what it takes to complete important tasks, achieve goals and to assist others to solve their problems.

## Lee Wright: Results Summary By Numbers

4 Dimensions		Results	7 Mindsets	Results	21 Success Strategies	Results
 <b>Decision-Making</b>	79	<b>Critical Thinking</b>	92	Get to The Crux	89	
				Conclude	95	
				Validate Conclusions	97	
		<b>Beliefs Based</b>		53	Rely on Experience	85
		<b>Gut Intuition</b>		56	Values Driven	53
 <b>Understanding</b>	31	<b>Analytical Thinking</b>	26	Trust Your Heart	56	
				Scan the Situation	9	
				Structure Information	5	
		<b>Compassion</b>		35	Clarify Understanding	64
					Tune-in to Feelings	5
Empathize with Others	29					
 <b>Creativity</b>	44	<b>Creative Thinking</b>	57		Express Feelings	71
					Brainstorming Ideas	43
				Challenge Assumptions	6	
				Reframe Problems	89	
		<b>Creative Intuition</b>		18	Envision Possibilities	91
Flow	26					
 <b>Personal Spirit</b>	90				Flash of Insight	10
					Your Outlook	78
					Your Sense of Control	99
				Your Initiative	92	

# Make a Personal Development Plan: Lee Wright

## CAPITALIZE ON YOUR STRENGTHS

Tap into your 4 highest preferences

### ◇ Your Sense of Control

You do what empowers you. You own it. You know how to take control over what you can influence and moves you toward your goals. Harness this sense of inner balance to help others achieve success. Don't try and control anyone else. Be mindful of your inner state when there's stress. Relax. Stay centered. Help others stay calm under pressure. Empower others to be their best.

### ◆ Validate Conclusions

You like asking tough questions when making decisions. Use this strategy to demand proof and evidence before deciding what to do. It is a great quality assurance tool when making an important decision. Coach others in how pose hard questions. Pick your spots. Sometimes demanding validation can backfire. Help others learn to weigh the pros and cons and the right way to ask for proof and benefits before deciding.

### ◆ Conclude

You have a strong drive to make things happen, come to conclusions, and get on with it. Use your push for closure to help others move beyond sharing information, coming up with ideas or complaining and make the shift to take action. Timing is everything. Control your impatience. Be sensitive to the fact that not all people are as action-oriented as you are. Help other people and teams focus and come to conclusions.

### ◇ Your Initiative

You know how to use your initiative to move things forward. You have the courage to go above and beyond what's expected and make a positive difference. Use it to step up, help out and do it when the time is right. Show others how to take ownership and responsibility for things that are important. Work with others to do something meaningful for your team, group, your community or your organization.

## EXPAND YOUR CAPABILITIES

Improve your adaptability. Build skills in your lowest preferences

### ▽ Structure Information

Decide to take time to get more organized. Start small. Take one task at a time. Invest your efforts into putting simple systems in place to structure your day, your time and your tasks. Organize all the clutter around you. Get back in control. Develop your own step by step way to organize your physical environment, the work you have to do and the goals you want to achieve.

### ▽ Tune-In to Feelings

Start paying attention to how other people are feeling. Invest in tuning-in to other people's emotions. Listen carefully to their tone of voice. Notice their body language and their facial expressions. Notice how you feel too. Before deciding to act on your own, stop and ask yourself how is she or he feeling right now? Ask them. Tune-in to their emotional realities and connect with them in a more genuine and heartfelt way.

### ● Challenge Assumptions

Improve your results in problem solving by questioning how things are done. Get outside the box. Take a hard look at what others take for granted. Challenge the status quo. Look at the processes currently in place. Ask why do we do it this way? Is there a better way that can save time, money or energy? Use fresh thinking to find new ways to get things done.

### ▽ Scan the Situation

Commit to invest time to gather more information before you make important decisions. Accurate, high quality information is an essential foundation for solid planning. The more data you have, the greater your confidence is, before you decide. Don't rely on one source. Look beyond the obvious. Scan the situation. Get data from many sources to ensure that you have enough information to move forward.



## Smart Tool 1: Be Smarter: Select My Skill Development Targets

Smart people, like high performers in every field, aren't simply satisfied with knowing their preferences and their strengths. High performers continually want to improve. They walk the walk and put in the effort to get better. How? By carefully targeting the skill areas they need to build up and then systematically developing the competence and confidence they need to succeed.

Reflect on your 4D-i results. Set your goals to get smarter in all 4 dimensions and develop your total intelligence. Use your 4D-i results to select targets on the mindset or strategies you want to develop.

**Step 1.** Read over the list on this page and note your results.

**Step 2.** Assess your own current skill level for each item (not your preference) by putting in a dot in:

Column 1 - NEEDS IMPROVEMENT

Column 2 - OK - DEVELOPING SKILLS

Column 3 - ALREADY SKILLED

**Step 3.** Join the dots across the 3 columns to create a jagged line of your current skills and interests in further improvement.

**Step 4.** Select 2 or 3 priorities for personal skill development from the list. In column 4, put a check mark for the ones you selected.

### Your Portfolio of Skills

1. 2. 3. 4.

<b>🔴 Critical Thinking</b>				
1. Get to The Crux	89			
2. Conclude	95			
3. Validate The Conclusion	97			
4. Rely on Experience	85			
<b>🔴 Beliefs Based</b>				
1. Values Driven	53			
<b>🔴 Gut Intuition</b>				
1. Trust Your Heart	56			
<b>▼ Analytical Thinking</b>				
1. Scan The Situation	9			
2. Structure Information	5			
3. Clarify Understanding	64			
<b>▼ Compassion</b>				
1. Tune-In to Feelings	5			
2. Empathize with Others	29			
3. Express Feelings	71			
<b>🟢 Creative Thinking</b>				
1. Brainstorm Ideas	43			
2. Challenge Assumptions	6			
3. Reframe Problems into Opportunities	89			
3. Envision Possibilities	91			
<b>🟢 Creative Intuition</b>				
1. Get into The Flow	26			
2. Flash of Insight	10			
<b>◆ Personal Spirit</b>				
1. Your Outlook	78			
2. Your Sense of Control	99			
3. Your Initiative	92			

## Smart Tool 2: Be Smarter: Build My Personal Development Plan

Write your two most important priorities in My Targets and complete this planner.

Use pages 17 and 19 of this PDP to select your two targets. Use your online My Coach in your 4D-i Dashboard to help build your plan

**My #1 Target** Get Better at \_\_\_\_\_

\_\_\_\_\_

so I will \_\_\_\_\_

1.The specific actions I will take to get better at this are:

2.The specific times and places I will work on improving my skills are:

3.The specific ways I will do this are:

4. If I have a problem or an obstacle, then I will:

**My #2 Target** Get Better at \_\_\_\_\_

\_\_\_\_\_

so I will \_\_\_\_\_

1.The specific actions I will take to get better at this are:

2.The specific times and places I will work on improving my skills are:

3.The specific ways I will do this are:

4. If I have a problem or an obstacle, then I will:

## Smart Tool 3: Nine Ways to Ignite Personal Spirit

Here are nine easy ways to ignite your own personal spirit and the spirit of others around you. See it. Own it. Do it.

### ◆ SEE IT. BRING A GREAT OUTLOOK EVERYDAY. MAKE OTHERS FEEL GREAT.

1. **EASY AS 1, 2, 3.** Eyes + Smiles + Hello – everyday as you walk around, First, look everyone in the eye. Second, smile when you get closer. Third, simply say hello. Remember – everyone, everyday.
2. **BE GRATEFUL.** Take 2 minutes a day to jot down three things you are grateful for. Thank one person each day, for being who they are and for doing what they do.
3. **FAKE IT TIL YOU MAKE IT.** No matter how you feel, choose to shift up and act as if you are positive and feel great. Smile. Acknowledge others. Show real warmth. Be interested. Offer support. Act as if you are the spirit igniter they need you to be.

### ◆ OWN IT. ACT EMPOWERED. EMPOWER OTHERS.

1. **REFRAME AND CHANGE THE GAME.** Every time, when things don't always go well, reframe in the moment to find the hidden potential. Ask – “What's the one hidden opportunity here? What's one positive lesson we can take from this now? What's one constructive takeaway we can gain from this experience to get better?”
2. **LISTEN, STOP TALKING AND ASK.** Pick one person everyday. Give them space and time to share with you what's important to them. Park your smartphone. Don't allow interruptions. Listen. Look right at them. Nod. Smile. Affirm. Clarify. Don't interrupt. Keep listening. Ask if and how you may help.
3. **PICK AND BE YOUR POWER WORD.** Pick a power word for yourself. Have others or your team pick one power word to be, in a conversation, in a meeting, for the day, for the project. Choose from words like – amazing, awesome, caring, committed, compassionate, courageous, curious, empowered, happy, incredible, inspired, invincible, magnificent, phenomenal, powerful, spirited, successful, tenacious, terrific, unstoppable...

### ◆ DO IT. TAKE INITIATIVE. ENCOURAGE INITIATIVE.

1. **LOOK FOR ONE BREAKTHROUGH MOMENT EACH WEEK.** Pick one step you could take next week, one that will demonstrate initiative and ignite the spirit of one other person or the spirit in your team.
2. **SEEK AND SUPPORT THE INITIATORS.** Find one difference maker, the person who really wants to make things better. Invite them to share their big idea on an opportunity to make a positive impact. Make a bet on them. Ask them to own it. Support them.
3. **STRENGTHS AND STRETCHES + WORK ON YOUR GAME.** Pick one skill you want to improve. Commit to do one thing to build it. Tell others. Ask them to do the same and pick one strength to use and one skill to work on.



# Smart Tool 4: How to Detect and Connect with Different People

Here is a guide to detect the different thinking mindsets and what to do to shift your thinking to connect with them better.

<p><b>◆ DETECTING THE RED STYLES: DECISION-MAKING</b></p> <p>When a person is operating in <b>Cool Red</b>, they:</p> <ul style="list-style-type: none"> <li>• Are very task, goal and deadline oriented</li> <li>• Are focused, straightforward and direct</li> <li>• Want to get to the bottom line quickly</li> </ul> <p>When a person is operating in <b>Warm Red</b>, they:</p> <ul style="list-style-type: none"> <li>• Make decisions based on personal values and beliefs</li> <li>• Are passionate, committed, willing to take a stand</li> <li>• Counter logic with gut instincts and hunches</li> </ul>	<b>TACTICS FOR CONNECTING TO RED</b>	
<p><b>▼ DETECTING THE YELLOW STYLES: UNDERSTANDING</b></p> <p>When a person is operating in <b>Cool Yellow</b>, they:</p> <ul style="list-style-type: none"> <li>• Are organized, accurate, precise</li> <li>• Collect details or facts from a variety of sources</li> <li>• Take their time coming to a decision</li> </ul> <p>When a person is operating in <b>Warm Yellow</b>, they:</p> <ul style="list-style-type: none"> <li>• Are sensitive, empathetic and compassionate</li> <li>• Focus on building relationships</li> <li>• Are able to put themselves in another's shoes</li> </ul>	<b>TACTICS FOR CONNECTING TO YELLOW</b>	
<p><b>● DETECTING THE GREEN STYLES: CREATIVITY</b></p> <p>When someone is operating in <b>Cool Green</b>, they:</p> <ul style="list-style-type: none"> <li>• Offer many new ideas and options</li> <li>• Ask “why?” and “why not?” to find new approaches</li> <li>• Look for the positive side of everything</li> </ul> <p>When someone is operating in <b>Warm Green</b>, they:</p> <ul style="list-style-type: none"> <li>• Have ‘AHA!’ intuitive flashes of insight</li> <li>• Enjoy change and ambiguity</li> <li>• Keep an open, flexible mind and suspend judgment</li> </ul>	<b>TACTICS FOR CONNECTING TO GREEN</b>	
	<b>Focus On</b>	Critical issues, values, evidence, benefits, results and action
	<b>Attitude</b>	No-nonsense, business-like, emphatic
	<b>Pacing</b>	Fast, moving to closure
	<b>Duration</b>	Shorter – less time
	<b>Body Language</b>	Authoritative, strong, passionate, committed
	<b>Focus On</b>	Information, sensitivity, clarity and honesty
	<b>Attitude</b>	Serious, analytical, accepting and tolerant
	<b>Pacing</b>	Methodical, systematic
	<b>Duration</b>	Longer – more time
	<b>Body Language</b>	Organized, caring, expressive
	<b>Focus On</b>	Ideas, options, opportunities
	<b>Attitude</b>	Exploratory, see what emerges, freewheeling
	<b>Pacing</b>	Fast, non-linear
	<b>Duration</b>	Open-ended
	<b>Body Language</b>	Energizing and open

## Smart Tool 5: How to Work Smarter with Others

Build deeper relationships with other people, by appreciating how they like to think and see the world. Shift your approach and make a better connection, by matching the mindset color they are in.

### Thinking Skills Work

#### CRITICAL THINKING

- Be sensible, focused and practical
- Be prepared to give proof and action
- Ask “What’s the problem? What makes the most sense?”
- Don’t give too much information or too many details
- Stay on track and don’t waste time



#### ANALYTICAL THINKING

- Give lots of detailed information
- Be organized and systematic
- Ask “Can you clarify? Can you tell me more?”
- Pay attention to the details
- Allow time to get it done right



#### CREATIVE THINKING

- Be open to their ideas
- Explore options and new approaches
- Ask “What if?” And “Could we...?”
- Don’t be rigid or criticize their ideas
- Focus on possibilities and options



### Emotional Skills Work

#### EMOTIONAL DECISION-MAKING

- Use your values and beliefs to guide your actions
- Speak from the heart about what matters most
- Ask “What do you feel most strongly about?”
- Respect their values and beliefs
- Share their enthusiasm for their values

#### COMPASSION

- Take time to build relationships
- Put yourself in their shoes. Listen, listen, listen
- Ask “What emotions are you tuning into?”
- Appreciate their insights and observations
- Show genuine empathy
- Tune into the feelings of the situation

#### CREATIVE INTUITION

- Relax. Be open to new insights and ideas
- Be patient and wait to see what emerges
- Ask “What’s your big idea? What’s your hunch?”
- Don’t “Yes, but...”
- Work with and support their imagination

## Smart Tool 6: Five Smart Tracks for Meetings and Collaborative Work

The Smart Tracks are color-coded, step by step thinking processes to help you achieve better results. Here are five smart tracks to choose from to plan and run your meetings. Make sure you commit to stay on track and do the right type of thinking in each phase to achieve your goals.

### HOW TO USE THE SMART TRACKS

Choose one of the tracks or design your own thinking track to get your work done.

#### Step 1. Decide the Outcome

First decide where you want to end up by selecting a color outcome. Red is for getting a decision. Yellow is for ensuring understanding or to make a plan. Green is for creating options and alternatives. White is for taking initiative.

#### Step 2. Select the Track Process

Choose the smart track to get you to your outcome.

#### Step 3. Allocate Times

Decide how much time to spend in each phase of your smart track process.

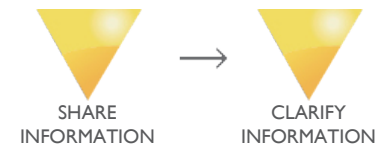
#### Step 4. Assign Roles

If you work in a group or team, assign the three key roles of meeting facilitator, timekeeper and recorder.

#### Step 5. Stay on Track

Make sure everyone stays in the same color zone together to achieve your outcome. Go green to create ideas together. Be yellow to listen and analyze data. Do red to argue and decide. Ignite white to appreciate and take initiative.

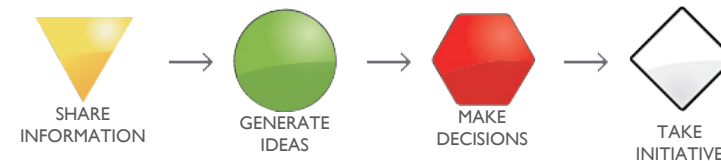
#### SMART TRACK A: FACTS TO UNDERSTANDING



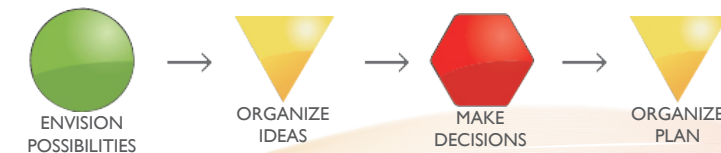
#### SMART TRACK B: FACTS TO ACTION



#### SMART TRACK C: DATA TO DECISIONS



#### SMART TRACK D: POSSIBILITIES TO PLANS



#### SMART TRACK E: CRUX TO INITIATIVES





# Smart Tool 7: How to Lead and Succeed in All 4 Dimensions

## BUILD PERSONAL SPIRIT IN SELF AND OTHERS



- Choose a positive, constructive attitude
- Act empowered, empower others
- Take initiative, support initiative
- Act with courage and commitment

## PRACTICE EFFECTIVE DECISION-MAKING

### THINK CRITICALLY

- Get to the heart of issues
- Come to sensible conclusions
- Ask tough questions to validate
- Rely on past experience to guide action



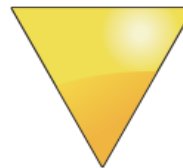
### USE EMOTIONS

- Use personal values, where appropriate
- Listen to gut feelings

## DEVELOP DEEP UNDERSTANDING

### THINK ANALYTICALLY

- Scan broadly to understand the big picture
- Provide structure and organization
- Pursue clarity before acting



### SHOW COMPASSION

- Tune-in and listen carefully to everyone
- Show empathy and caring for others
- Express feelings effectively

## FOSTER CREATIVITY

### THINK CREATIVELY

- Brainstorm and encourage many new ideas
- Reframe problems into opportunities
- Challenge the current way of doing things
- Have a clear vision of future possibilities



### TAP INTO INTUITION

- Go with the flow and see what emerges
- Seek intuitive insights

# Be Smarter. Notes

