

SMART FOR LIFE

Powerful Techniques
for Achieving Personal
Success and High
Performance

Bob Wiele



ONE
SMART
WORLD®

Smart For Life

**Powerful Techniques for Achieving
Personal Success and High Performance**

Bob Wiele

What People Are Saying About the 4D-i and OneSmartWorld

“The business opportunities that can be maximized from applying the 4D-i principles are unlimited. Sales people can approach calls more effectively and efficiently. Meetings are more focused and the participants more engaged. Communications planning and delivery are streamlined for maximum impact.”

Catherine Macdonald, Business Management Consultant

“Becoming a OneSmartWorld community has had a significant impact on leadership development in our school division. The introduction of a simple common language and the understanding and celebration of diverse ways of thinking as we problem solve has led to improved collaboration and synergistic solutions to the challenges that we face.”

Jim Gibbons, Superintendent of Schools, Chinook’s Edge School Division

“The 4D-i is pretty amazing. It is easy to use and the coaching tips are excellent. The 4D-i brings a different dimension to putting teams together and is ideal for multi-national companies.”

Brian Beiles, International Consultant

“The 4D-i provides a springboard into a wide range of business applications, that can be adapted to client needs by using the outstanding array of OneSmartWorld support materials.”

Colin Morrison, President, Business Fit Solutions Inc.

“Smart for Life is relevant to us all. It changes the way you think and work with your colleagues, your manager, your friends and your family. The material crosses all professions at every level. As a facilitator, I am thrilled to be helping make the world smarter, one class at a time.”

Melanie Dillon, President, Skills Quest

“The 4D-i is a quantum leap in reaching organizational potential and human relationship building. It shows you how to work smarter, not harder.”

Pat Boon-Anderson, School Principal

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To Bill Cassidy, Kay and Eric Wiele
for the joy and inspiration
you each gave me
while you were here

To Lisa, Matt and Jay
for the fearless ways you live your lives
and the never-ending joy you give me now

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Preface

I believe that people can achieve remarkable things if they can learn how to tap their full potential.

At OneSmartWorld, we are dedicated to helping people, teams and organizations accomplish their goals – better, faster and smarter. The *Smart for Life* program has a variety of new power tools for your mind, your heart and your spirit. You will be able to use them, everyday, to figure out how to deal with the increasingly complex challenges you face in work and in life.

Everything in the *Smart for Life* program is here to support you. Our universal color coded language is easy to learn and remember. The 4D-i online profile and personal coaching system is available to you, 24 hours a day, 7 days a week. This book, the bookmark and the electronic tools are all designed to support your application of the *Smart for Life* program in whatever you do.

As you begin to use the strategies and tools in the *Smart for Life* program, you will solve problems faster. You will improve the quality of your relationships with others. You will make better, smarter decisions. Tap into the deep wellsprings of your own personal spirit and you will achieve the success you want.

Do this and you are on your way to being smart for life.

Bob Wiele
 Founder and President
OneSmartWorld

Acknowledgements

Smart for Life, OneSmartWorld and the 4D-i System for Success are built upon four foundation blocks:

The first foundation block is the work of many writers and researchers in the field of human performance improvement. They have influenced my thinking and writing in the development of the OneSmartWorld system and this book. I hope that our work makes a positive, constructive contribution to the field. See the Bibliography for a complete set of sources used in developing *Smart for Life*, the 4D-i and the OneSmartWorld system. I owe special thanks to the pioneering writings and work of three people – Jerry Rhodes, Robert Sternberg, and Chogyam Trungpa. Rhodes and Sternberg both delineated three primary types of thinking styles. Rhodes' brilliant work on effective intelligence is the finest system I know for mapping the true landscape of the thinking mind at work. Robert Sternberg's writings on intelligence, specifically *The Triarchic Mind* (1988) and *Successful Intelligence* (1996), refined the three domains of practical, analytical and creative intelligence. His work on thinking styles and IQ were particularly useful. To the late Chogyam Trungpa, I owe deep gratitude for explaining how the opportunity to express one's personal spirit, fearlessness and compassion exist in every moment of our lives. His writings on training the mind and awakening the heart were extremely helpful.

The second foundation block was the extensive scientific research, data collection and analysis that were critical to the development of the 4D-i system. The 4D-i is based on beta testing of the instrument on 1300 people from 11 countries. The research project was conducted by Jackson Leadership Systems, a team of industrial and organizational psychologists. Their role in the development of the 4D-i and in the formation of our overall model of human performance was invaluable. Thanks to Chuck Evans, Ph.D. project leader, Kim Snyder, Ph.D., and Murray Stainton Ph.D. from Jackson Leadership Systems and to Kevin Kelloway Ph.D., professor of business at St. Mary's University. Special thanks to Dave Jackson, Ph.D. for his sage counsel in the development of the role of the personal spirit dimension our model. Glen Clarke and his team at Echo Consultants designed and developed the interactive database and the team at Epiculture created the web interface. Thanks to Tara Pain Rowlands for the powerful design of our OneSmartWorld logo and to Holger Meiche for his professional excellence and commitment in the design of all our print materials.

The third foundation block was the ongoing dialogue and critical analysis from a remarkable group of friends, family, clients and colleagues who provided feedback as well as emotional support through many of the challenges we faced. These people were committed to our vision of building a world class, leading edge performance improvement solution. I am grateful to them for their support – Debra Amidon, Vince Battistelli, Paul Bonwick, Ron Bowen, Anne Cassidy, Jim and Myra Colby, Rudy De Paoli, Daniel Ferrari, Don Gallinger, Jim Gibbons, Dan Gordon, David Gouthro, Ramona Greer, Barry Halman, Lisa Kidd, Jack Kinch, Ray Latta, Ken MacKeracher, Candice Martin, Cam McConnell, Colin Morrison, Robert Neilson, Bob Nihill, Ron Percy, Cathie Potts, Steve Robinson, Penny Skelton, Ralph Turfus, Cathy and Steve Vaccaro, Rainer von Konigslow, Barbara Weider, Eric Wiele, Matt Wiele, Brenda and Bob Woodburn, Anne Marie Wright, and Gary Young.

The final and most important foundation block in developing this system was the contribution and personal spirit of two remarkable people, Dan Clements and Lynn Iles. Dan and Lynn worked as true team mates in the two years it took to develop the OneSmartWorld performance improvement solution. Dan's project leadership from the outset, his objectivity and sparkling green intelligence throughout the development process, contributed to the success of many of the essential aspects of OneSmartWorld. I am grateful to have had the opportunity to work with him. Lynn's systematic analysis, her diligence, insights and consummate writing skills were essential to the development of many aspects of the system and this book. Lynn's ability to take a concept and quickly turn it into sensible, understandable prose is remarkable. Dan and Lynn's friendship and contributions were significant every step of the way. Our collective ability to surmount an endless series of challenges and obstacles, by sitting down and trusting that we could always figure it out, was the best example I have ever experienced in truly putting intelligence to work.

Special thanks to Mandy Sweet Germaine for always being there with me, for her unfailing support and her consistently valuable insights and suggestions.

Bob Wiele

1. Smart For Life

1. Smart For Life



Introduction

Smart is all about making the most of what you have in the situations that you find yourself in.

People who are smart know how to:

- collect their thoughts under pressure
- find and organize the information they need
- pinpoint the real crux of any problem
- turn problems into opportunities
- generate many creative options and alternatives
- resist the impulse to act on their first thought
- ask questions that stimulate openness and inquiry
- maintain a cool head under pressure
- continue to stay open throughout a problem solving process
- build relationships with compassion and a warm heart
- trust their intuition
- take initiative
- make decisions wisely

Does that sound like what you are seeking? If you work on improving your thinking and emotional skills, you will improve your life. *It's really that simple!*

The bottom line is that the better you become at learning to manage your head and your heart, the better you will master life's challenges and the happier you will be. When you learn to think better, you will make fewer mistakes. When you learn to control your emotions better, you will improve your relationships. When you learn to work well under pressure, you will make wiser decisions. When you can consciously change how you think and change how you feel, you will change how you operate and improve the results you get.

Your Operating Style	Results You Get
Think Smarter	Make Fewer Mistakes
Control Emotions Better	Improve Relationships
Work Well Under Pressure	Solve Problems Faster, Make Wiser Decisions
Change Thoughts and Feelings	Change Results

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Your Inside Edge

As the pace of life increases, there are more problems to deal with than ever before. The problems are more complex. To make things worse, problems come at us faster than ever. How are you going to deal with this pace and these complexities, now, and in the future?

Are you as smart as you need to be? What skills will you need to manage the problems of the future? What can you do to boost your capacity for better problem solving and decision-making? What tools will you need to be smart enough for the life ahead of you? How can you expand your repertoire of skills?

When there is so much going on, our brains feel overloaded. Stress takes its toll. You can't control everything that happens around you, but you can learn to control and harness your own internal resources to deal with the outside world.



William James, the pioneering American psychologist said:

“The greatest discovery of our generation is the discovery that human beings, by changing the inner attitudes of their minds, can change the outer aspects of their lives.”

Smart for Life is about training the mind and the heart to respond more successfully to life's challenges. It's about finding your personal inside edge. You will get further, faster, if you develop your inner skills instead of just trying to control all aspects of your outer world.

Get Smart: 1 Profile, 2 Learn, 3 Apply

The *Smart for Life* system provides you with scientifically-based knowledge, practical tools and proven skills you can use every day to improve your results. This system is simple to learn and easy to use. It will help you to master your emotions, improve your thinking powers and boost your spirit.

Smart for Life blends three phases of learning to increase your retention of these powerful concepts and to apply what you learn in your everyday life. It incorporates the 4D-i online profiling instrument, with practical classroom training, as well as print and electronic tools to support your use of the system, at work and in all aspects of your life.

Phase 1: Profile – you complete the online 4D-i Profile, prior to the *Smart for Life* training program, to gain more self awareness and familiarize yourself with the system.

Phase 2: Learn Skills in the *Smart for Life* Training – increase understanding of your 4D-i results, build skills and make plans for applying what you have learned at work and at home.

Phase 3: Apply to Your Life – after the program is over, apply your new skills daily when you:

- Use your online 4D-i Profiler as your personal coach. It is available to you 24 hours a day, 7 days a week.
- Use the web-based electronic Smart Tools to help you manage your time and relationships more effectively.
- Use this book and the *Smart for Life* bookmark as reinforcement tools to help you work smarter and achieve greater success.

This *Smart for Life* book is designed as a companion piece to your 4D-i online profile. It has important information that is useful for gaining a deeper understanding of your 4D-i results. It also provides practical techniques for improving your performance in the areas that you are most committed to developing.

The book covers the following topics:

- One universal language for self awareness and collaboration
- The power of your personal operating style
- Four dimensions of high performance
- The 7 different mindsets and how to use each one to achieve better results
- How to use the 18 success strategies for putting your intelligence to work
- How to tap into the 3 key success factors in your personal spirit
- Typical mind traps and how to avoid them
- How to apply what you have learned – mindfulness and The Believe It To Achieve It Success Cycle

Use the book in conjunction with the bookmark. The *Smart for Life* bookmark is your portable job-aid that contains all the strategies and success factors for everyday reference.

Practice, Practice, Practice

There is an old story about a tourist in New York who wanted to visit Carnegie Hall, the famous concert auditorium. When the tourist asked a New Yorker, “How do I get to Carnegie Hall?” the New Yorker replied, “Practice, practice, practice.”

To be smart for life is all about having a wide range of skills and tools to draw upon when you have to figure things out. *Smart for Life* is a set of practices and strategies. Practices are what you do when you want to achieve a goal that is important to you. Practices are personal disciplines to follow in order to get the results you want. If your goal is to get fit for life, you train your body. If your goal is to be smart for life, then you train your mind, your heart and your spirit. Like other skills, you can improve these with everyday practice.

It's Up To You

Real change requires commitment. Quick fixes never work. Just as you can improve the power, flexibility and strength of your body through commitment to regular exercise, you can improve your success at relationships, decision-making and problem-solving with regular practice. Make this *Smart for Life* program your personal launching pad into self improvement.

Remember that you can consult your 4D-i results, anytime, anywhere with Internet access. **Make sure you record your 4D-i OneSmartWorld log-in and password number** in a safe place so you can revisit your profile at www.onesmartworld.com. You can return there again and again to check out the coaching tips, use the electronic Smart Tools and to e-mail your profile to a friend.

“Look. This is your world! It is your feast. You inherited this; you inherited these eyeballs; you inherited this world of color. Look at the greatness of the whole thing. Look! Don't hesitate – look! Open your eyes. Don't blink, and look, look, – look further.”

Chogyam Trungpa

“... intelligence is what you use when you don't know what to do. This captures the element of novelty, the coping and groping ability needed when there is no ‘right answer’, when business as usual isn't likely to suffice...”

William Calvin

2. Intelligence, Personal Operating Style & the 4D-i

2. Intelligence, Personal Operating Style & the 4D-i



Intelligence: What Is It?

Everyone wants to be smart. Most of us would probably like to be a bit smarter than we are. Research shows that most people do increase their intelligence, learning from their life experience, as they get older. While some skills may diminish, wisdom and knowledge increase with age.

Intelligence, as used in *Smart for Life*, has no relationship to IQ or intelligence quotient.

Many scholars have attempted to define intelligence. The best definitions are those that are grounded in everyday reality:

“Intelligence is what you need to use when you don’t know what to do.”

Jean Piaget

“Intelligence is the process of guessing well.”

William Calvin

“Intelligence is the process of mental self management.”

Robert Sternberg

Intelligence is “... a potential for processing information in certain ways to solve problems or fashion products that are valued in a culture or community.”

Howard Gardner

In a nutshell, a practical working definition of intelligence is:

Intelligence is what you need to use when you don’t know what to do next. It is what you use when you need to figure things out, to solve problems and to produce useful results for others. Intelligence involves being able to:

- learn from experience
- adapt to the environment you are in
- guide and direct your own thinking, in the moment, under pressure

Making the most of the intelligence you already have and acquiring any new skills that you need, is vital for anyone who is serious about being smart for life.

The Brain Power Poll

In informal surveys in meetings, in training sessions and in online polls, our company has asked thousands of people the following question:

“What percentage of your brain power (your experience, intelligence, education, motivation, knowledge, personal spirit) do you have an opportunity to use at work every day?”

We have done this survey time and time again in all types of organizations. We have done it at every level – with executives, managers, professionals, technical experts, customer service representatives, and others. We ask people not to comment on how busy they are. Most people are busy all the time. What we ask is how much of their intelligence they actually have the opportunity to use on a daily basis. In other words, regardless of what you have, how much are you really being called upon to use?

The overall average answer is 25%. While the range is anywhere from 1% to 90%, the average is 25%. The answers reveal a picture of so many people working at a fraction of their capacity. This means that, on average, there is only a 25% ROI (return on the investment in intelligence) in the workplace. Imagine a hotel, a hospital, an airline, a company, an athlete or team working at 25% of their capacity. What a waste!

There is a tragic under-utilization of human capital in the workplace every day. The invisible cost of people working at a fraction of their potential is staggering. For the individual, it is a mind-numbing, spirit-killing cost. For organizations, it is a major root cause of under-performance on every indicator used to measure business results. For managers and leaders it is the next frontier – how best to map, tap and harness all their human capital to develop a sustainable, competitive advantage.

The big questions are: What do people do when they use their intelligence? How do people operate? What are the generic strategies that people use when they have to figure out what to do? How can you increase the percentage of brain power used on a daily basis? What can be done to help people and organizations realize their full potential? These are the questions that drove the development of the 4D-i and the *Smart for Life* program.

Mapping the Territory

Many outstanding writers and researchers have focused on different aspects of human performance. Some have looked exclusively at thinking. Some have focused their efforts primarily on the emotions. Other researchers have addressed the human spirit.

In the thinking field, authors like Edward de Bono, Ned Hermann, Jerry Rhodes and Robert Sternberg have done excellent work describing thinking styles and thinking skills. In the emotional area, Rueven Bar-On, Robert Cooper, Daniel Goleman, Esther Orioli, John Salovey and others have highlighted the role of emotional intelligence. Salvatore Maddi, Ken Pelletier, Martin Seligman and Chogyam Trungpa are among those who have explored the dynamics of the human spirit and how lifelong happiness and health are the result of conscious work on one's own inner world.

In creating the 4D-i and the *Smart for Life* program, the challenge was to put mind, heart and spirit into an all-in-one model of human performance. We wanted to develop a new, practical, easy-to-use system that connected three levels of human performance:

- 1) how people think – core strategies used in thinking processes
- 2) how people feel – core emotional strategies that people use
- 3) how people approach life – deep beliefs about operating in the world

The goal was twofold:

- first, to create a better way of understanding human behavior, based upon a set of strategies and success factors people actually use and;
- second, to develop practical tools people could use anytime, anywhere, with anyone, to achieve success

We envisioned a system that would equip everyone from students in school to people at work, from families to organizations and communities, with simple tools and processes they could use to achieve their goals.

Making the Case: The Science Behind *Smart for Life*

Our research set out to identify and then test the actual mental and emotional strategies people use in problem solving and decision-making. Jackson Leadership Systems, a professional team of industrial and organizational psychologists, was hired to conduct the empirical research and assist in the design of a preference

assessment instrument. The goal was to establish a core set of generic, learnable mental strategies that people could use on any problem, in any situation, with anyone. Like tools in a toolbox, these strategies could be selected at different phases of a task or problem. (For a more detailed description of the overall development process, see the Building the OneSmartWorld High Performance Business Solution at www.onesmartworld.com).

After a thorough review of the current literature and a survey of other training systems in the marketplace, the decision was made to use a four-dimensional model of human performance. The first three dimensions – creativity, understanding and decision-making – reflected some of the current research on types of thinking. Robert Sternberg, IBM Professor of Psychology and Education, Yale University, and Jerry Rhodes, an outstanding researcher and consultant in the UK, both identified three primary types of thinking that people do: creative thinking, analytical thinking and practical thinking. The fourth dimension, personal spirit, is the catalyst or force that energizes people to take initiative and be all they can be.

From there we decided to open up the emotional side of the three types of thinking. Thoughts and emotions are like two sides of the same coin. They operate closely together. You can't have one side without the other. Again, after an extensive review of various models and research in thinking styles and emotional intelligence, we identified over 100 different thinking and emotional skills. A set of 18 strategies was selected as essential for developing cognitive and emotional competency in creativity, understanding and decision-making.

There are obviously many different strategies and skills that other researchers have identified. Our goal was to focus on a set of core strategies and to make them easy-to-use on a daily basis.

The next task was to identify key aspects of personal spirit, the hard-to-define life force that high performers everywhere seem to radiate. Again, after extensive research, we isolated three key factors – outlook on life, sense of control and initiative.

Developing the 4D-i Instrument

There are many personality assessment instruments in the marketplace. Most personality profiles are helpful to the person who completes it. The *Myers-Briggs Type Indicator* or MBTI is the most well known. It has many variations like *True Colors* and *Insights*. These all focus on describing personality traits and characteristics.

Personality tends to be fixed. We wanted to create an all-in-one system that went beyond psychological type into personal and organizational improvement. We wanted to focus on how people actually operate. Our goal was to determine the core skills people can learn and use to achieve the success they want. The key was to answer the “so what?” questions: so what do I do with these scores? So what can I actually do with my profile results to improve my performance and increase my chances of success?

From the outset, the challenge was to develop a simple-to-use platform that could be adapted for use by everyone from secondary school students who are faced with difficult career choices to working people in all walks of life.

In 2000, the psychologists at Jackson Leadership Systems developed prototype versions of the 4D-i preference assessment instrument. They conducted focus group testing to determine the accuracy, simplicity and reliability of the instrument items.

In 2001, a beta test of the 4D-i instrument was conducted on-line with 1300 people from 11 different countries (over 90% of whom were from North America).

Survey Says

Some of the initial findings from the research study showed:

- a clear right brain – left brain orientation in the model. Left brain is the more rational, analytical and logical side. Right brain is more holistic, creative and non-linear
- intuition emerged as a subset of emotional strategies
- intuition has two core functions – generating spontaneous ideas and making decisions
- people make decisions three ways – use their critical thinking to determine the most logical, practical decision; use their values and beliefs to determine the right thing to do; and use their intuitive gut feelings to decide quickly
- compassion – is a very different way of developing understanding than analysis of information
- values driven decision-making is a unique, stand alone strategy than does not usually connect with any other strategy
- there are two clearly different access routes to creative ideas – creative thinking and creative intuition
- the 4D-i is gender free. There are no significant male-female differences in 4D-i scores

Once the results were reviewed, a number of significant changes were made to the original model to reflect accurately what the research showed regarding how people actually operate. The 18 core success strategies were re-organized into the emotional and cognitive aspects of the three primary dimensions of intelligence – creativity, understanding and decision-making. There were also a number of refinements and additions made to improve the 4D-i instrument. Test and re-test measures, conducted according to current research protocols, showed the overall high reliability of the 4D-i.

The 4D-i as Passport

The 4D-i is the passport into the OneSmartWorld system. It provides entry into a system of mindsets, strategies and success factors needed for effective communications, problem-solving and decision-making.

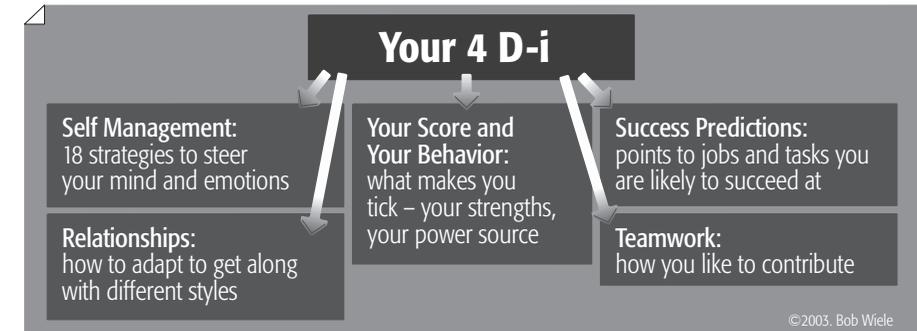
Your 4D-i scores are for you to see and use. You are free to e-mail your profile to anyone you want. Most groups and companies like to have people share their scores in order to build greater appreciation and acceptance of differences. This can accelerate the development of a more collaborative culture. In these organizations, the only data that is available online to others are the individual scores on overall preferences for creativity, understanding and decision-making. The details of your score will never be made available to others without your permission.

The 4D-i Reveals Your Personal Operating Style

When you put mind, heart and spirit together, you define a person's operating style – a multi-dimensional way of describing how the person likes to function.

How you operate is so important to your success. The 4D-i is a comprehensive map of how people with similar scores prefer to operate in the world. It identifies the strategies and success factors that you like to rely on to manage the people and the tasks you encounter. It gives you information on what likely motivates you and what frustrates you. The results can be used to help you pinpoint the type of tasks or jobs that best match your operating style.

Personal operating style affects your every action. When you effectively harness the full power of your mind, heart and spirit, you get your best results. When you don't, you make mistakes or get into unnecessary conflicts and can end up making poor decisions.



Your personal operating style contains the mental and emotional strategies that you use when you deal, moment to moment, with life. It is at the core of who you are, and why you do what you do.

Thinking and emotions are closely tied together. All thoughts have an emotion attached. All feelings have thoughts attached. When emotions run high, it is often difficult to think clearly without practical strategies and skills to fall back on. Learn to control your emotions and you improve your thinking under pressure. On the other hand, if you live in your head too much, it can create a real disconnect between yourself and others around you. Learn to listen to the wisdom of your emotions and you will make better friends and decisions.

In the 4D-i, your personal operating style is made up of the strategies you like to use to deal with life. The 4D-i profile shows how you prefer to make decisions, understand your world and how you prefer to generate ideas. It shows your preference for leading with your head (a cool/cognitive preference style) or your heart (a warm/emotional preference style). It depicts how intuitive you are in making decisions or in creating insights.

The map is not the territory – you are more than your 4D-i profile can ever show. No instrument can tell you everything you need or want to know about yourself. The 4D-i measures your personal operating style in four dimensions. It shows your preferences for the 18 success strategies and how you harness the 3 key success factors of personal spirit. You are much more than what your results show. The 4D-i is a map. It is not you. The map is only a picture of the landscape; it is not the actual landscape. It can not capture the fullness of the complex, dynamic, living person that is you. It is a map to gain greater understanding of yourself and a guide to where you want to go.

The 18 strategies and the 3 factors in personal spirit are your tools to be smart for life. Regardless of your personal profile, the strategies and factors are a lifetime toolkit for you to achieve success. As you learn to use each tool at the right time, you will increase your productivity and performance. Think of them as a set of mental tools for your mind, heart and spirit.

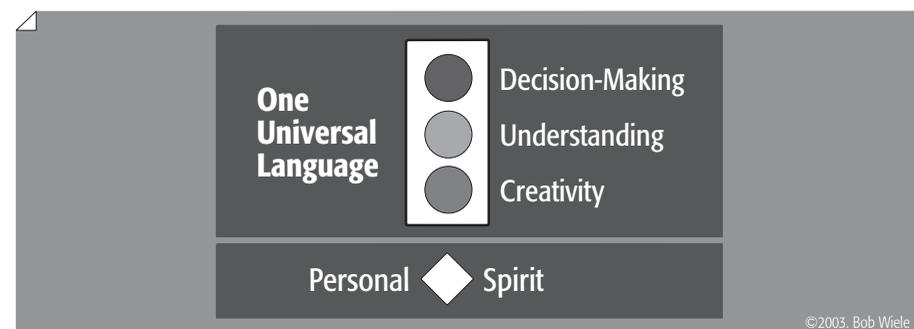
Managing your personal operating style is the key to success. As you gain life experience you learn to rely on habits that come naturally and that work well most of the time. But sometimes you feel that you could have done better, that you were misunderstood, or that things just didn't work out the way you had planned. When you truly know how your personal operating style leads to the results you get, then you can harness the full power of your mind, heart and spirit to improve your performance.

Choosing to leverage your strong preferences, or to expand your skill set, takes commitment, focus and practice. If you are 100% happy with the results you are getting now, then the 4D-i profile results will be interesting for you to understand more about what makes you tick. If you want to find ways of improving your performance, then the 4D-i will give you vital clues on what your strong preferences are, and how to work on your game.

A Universal Language of Colors and Symbols

In keeping with our goal to make a system that is simple to use and easy to remember, we developed a universal language of colors and shapes to depict the four dimensions.

Many other systems use colors to depict personality styles. Profile instruments such as *Insights* and *True Colors* use various colors to depict personality style preferences. Other systems use colors to depict thinking styles. Edward de Bono's *Six Hats*, the *Hermann Brain Dominance Inventory*, and Jerry Rhodes' *Effective Intelligence* all use colors as a helpful way to depict different types of thinking.



Smart for Life uses a universal language of four colors and symbols, one for each dimension, to make the whole system easy to learn, remember and use.

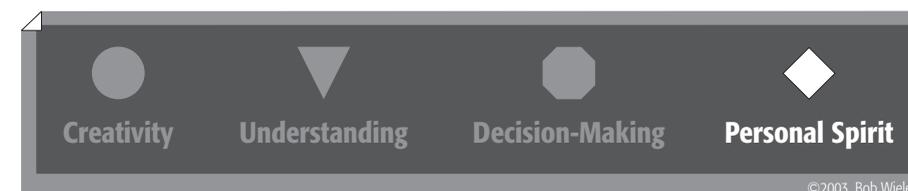
The three colors of a traffic light are the simple metaphor for the first three dimensions in the model. These are the three colors for describing how the mind and heart work.

The color red means to stop and decide. The red octagon stop sign is the symbol for decision-making.

The color yellow means to slow down and develop understanding of our world and compassion for the people we interact with. The inverted yellow triangle is the symbol for understanding.

The color green means go and create ideas, options and insights. The green circle is the symbol for creativity.

White is the color of personal spirit, a set of core beliefs and ways of operating in the world. The white diamond is the symbol for personal spirit. It represents the deep source of one's life view, courage, and commitment.



One Universal Language in Five Performance Settings

The intent behind OneSmartWorld is to help build a better, smarter world by creating an international standard with one universal language. The 4D-i profile is the passport to enter into a wide variety of applications. We did not want to build just another profiling tool. Our goal is to deliver a powerful, all-in-one, easy-to-use, management solution that people, teams and organizations will use to achieve success. A suite of electronic tools was built to support the successful attainment of these results.

The universal language is based upon how people operate. It acts as a simple bridge builder in relationships as well as an accelerator for improving business performance. The OneSmartWorld system can be scaled from one person, to a team, or to an entire organization.

There are five broad areas in which people need to operate competently. The OneSmartWorld system is designed to enable high performance and productivity in all five areas:

- 1) **Self-management** – this is the basic building block of the *Smart for Life* program. The 4D-i, the 18 strategies and the 3 key success factors are designed to help you improve your personal performance and productivity by learning to think better, operate more successfully and work smarter.
- 2) **Interpersonal relationship management** – the universal language and the seven mindsets provide you with ways to work smarter and better with others – connecting more effectively with co-workers, friends and family, in managing conflict, in customer relationship management, selling, making presentations and whenever you relate one to one.
- 3) **Team and meeting management** – you will save time and maximize the use of the brainpower in meetings by using the universal language and the problem-solving processes to get team work done faster and better.
- 4) **Organizational human capital management** – the results for the first three dimensions of creativity, understanding and decision-making from the 4D-i can go into your own organization's database. This allows you to put better teams together and access all the brainpower in the organization. It accelerates collaboration and innovation across divisions, departments and between levels in large organizations.
- 5) **Task Analysis** – analyze any job or task according to the type of work it requires. Select the person or team members who enjoy that type of work.

Self-management and achieving personal success is the focus of this *Smart for Life* book.

Looking At Your 4D-i Scores

All the scores in your 4D-i Profile are shown in percentiles. This allows you to compare yourself with how the rest of the world operates. The database averages are updated every time someone completes the 4D-i. Your own scores contribute to updating the 4D-i database.

In your 4D-i profile there are 5 levels of scoring:

- **high** – this puts your score in the top 16% of the population – in other words, you really like this dimension or strategy. Your high score is statistically significant, representing one standard deviation from the norm.

- **high average** – you prefer to use this somewhat more than most people do, in the 66% to 83% range.
- **average** – this means that your score is pretty much the same as the rest of the population – normal levels of use, around the 50th percentile.
- **low average** – this means that you prefer to use this dimension, strategy or factor somewhat less than most people do, in the 17% to 33% range.
- **low** – this puts your preference in the bottom 16% of the population. This shows that although you may be competent in this, you clearly do not prefer to use it when compared to the other choices in the 4D-i system. This low score is statistically significant. It represents one standard deviation from the norm.

Interpreting Your 4D-i Profile

Look at your scores with a positive outlook. Zero in on your high scores. These are your strongest preferences and give you a real indicator of the keys to your operating style. They show what you enjoy doing. Be aware that:

- Everyone gets 100% – there is no pass or fail
- There is no ideal profile or score
- No one type of profile is better than another
- No one can score high or low in all areas
- High scores are high preferences and strengths to build upon
- Low scores mean low preference, not low performance
- You can reframe low scores into opportunities for skill development
- All the strategies in the 4D-i can be learned and the 3 success factors in personal spirit can be strengthened
- To achieve high performance, find tasks that match your operating style
- To achieve high performance, find people who are high where you are low

You may be competent in all aspects that are measured in the 4D-i. Your scores show what people like you enjoy doing when planning, solving problems and making decisions.

Think about the work you do and how well it matches up with what the 4D-i shows you enjoy doing. The better the match, the more likely you will be happier and your performance will be high.

Since the 4D-i forces you to make choices, it is impossible to score high in everything, due to the way the instrument is constructed. Regardless of your scores, to be smart for life means gaining competence in all four dimensions of the 4D-i and in using all 18 strategies and 3 key factors to achieve success.

Cool, Warm, Balanced + A Color

When you get your overall 4D-i score on the screen, you will be Cool, Warm or Balanced + a color – Green, Yellow or Red. This means two different things.

First, it shows a key aspect of your operating style – your overall preference for using your head or your heart in dealing with life’s everyday challenges:

- **Cool** means you prefer using your head over your heart, thinking your way through issues more than listening to what your heart says.
- **Warm** means you prefer using your emotional side to figure out what to do – working with what your heart tells you, more than with what your head is telling you.
- **Balanced** means you have no distinct preference for one over the other and are equally comfortable with cognitive or emotional approaches.

Second, the + sign means that as well as having a preference for a Cool, Warm or Balanced approach, you also have a preference for another key part of your operating style, described as Green, Yellow or Red. This shows which of the first three dimensions in the 4D-i is your highest overall preference.

Green means you prefer to use creative approaches to deal with life.

Yellow means you prefer to develop understanding about what is going on.

Red means you prefer to make decisions.

Look at the three bars on the 4D-i dashboard. There may be only a few percentile points between your highest score and the second highest. The computer only reports on the highest, although you may prefer both dimensions almost equally.

The Graphs and Measures in the 4D-i Profile

Your 4D-i Profile measures your personal operating style in different ways:

Graph 1: **Your Dominant Style** (D1, D2, D3). Look at the first three color bars in your 4D-i Profiler. These three colors represent three primary ways or dimensions you prefer to use to achieve your goals – to generate ideas and insights (green); to develop understanding of situations and people (yellow) and to make decisions (red).

Graph 2: **Your Personal Spirit Style** (D4). The fourth dimension of high performance maps out your preference for three key success factors in harnessing your personal spirit – your overall Outlook on life, your overall Sense of Control over your life and your degree of Initiative. This fourth dimension of personal spirit is a measure of your personal power.

Graph 3: **Your Cognitive - Emotional Style** – Cool, Warm or Balanced. This graph gives you a rich understanding of your overall preference for using your head or your heart to address life’s challenges and tasks. A score of Cool refers to a having cool head. It means that you prefer to think through problems and use cognitive strategies more often. A score of Warm refers to a warm heart. It means that you prefer to listen to your heart and use emotional strategies more often. A score of Balanced means that you have an equal preference for each approach. Since there are 11 cognitive strategies and only 7 emotional ones, the scores are weighted to produce your overall preference for Cool or Warm.

Graph 4: **Your Intuitive Style** – This graph shows your overall preference for using three emotional strategies in intuition. Intuition has two key functions: one is for generating “Aha!” types of creative insights, and the second is to use your intuition to make quick decisions. A higher score in intuition simply means that you show a stronger preference for using intuition and a lower score shows that you prefer not to use it as much.

Graph 5: **Your 18 Strategy Summary** – This is a color-coded summary of the 18 strategies that make up the first three dimensions. It shows your specific scores in the 11 thinking and 7 emotional strategies. This 18-strategy graph illustrates the full range of the six strategies for being creative, the six strategies for achieving understanding and the six strategies for decision-making. All the 11 cognitive strategies are light colored (Cool) and are divided into 3 zones or types of thinking styles – creative thinking, analytical thinking and critical thinking. All the 7 emotional strategies are darker colored (Warm) and divided into 4 zones or types of emotional approaches – creative intuition, compassion and two emotion-based decision making strategies – values driven and trust your heart.

The next chapter of this book describes in detail the four dimensions of high performance.



3. The Four Dimensions of High Performance

3. The Four Dimensions of High Performance

In the *Smart for Life* system, there are four key dimensions or building blocks of high performance. These are creativity, understanding, decision-making and personal spirit. Together, they make up your personal operating style. This is the integrated profile of how you like to think, feel and tap into your spirit.

The four dimensions capture what you do when you need to use your intelligence to figure things out:

1. generate creative ideas and insights
2. understand the world and the people you encounter
3. make decisions
4. use your courage and personal spirit

The fourth dimension is a vital key to personal success.

As you will discover, we each need all four of these dimensions if we wish to reach our full potential. Each one of us may choose to operate differently. What links us together are the four dimensions that we all share, despite our differences in preferences.

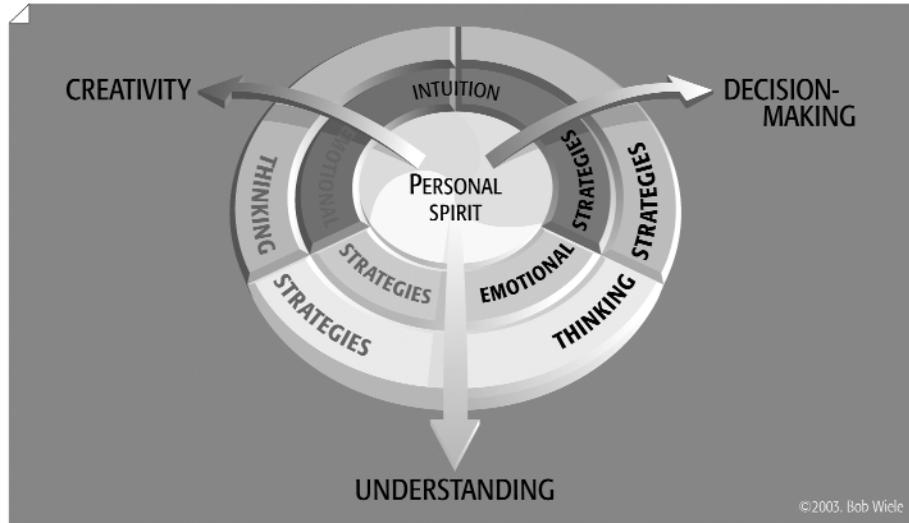
Mind, Heart and Spirit

The 4D-i model is based upon a simple replication of the way the brain works. The three layers represent mind, heart and spirit – your thinking, your feelings and your deep source of action.

The model is depicted by three concentric circles:

- Outer layer – representing the mind – that uses thinking strategies.
- Middle layer – representing the heart – that uses emotional strategies.
- Core – representing the spirit – that uses core beliefs as a power source for action.

The model, in a simple way, parallels how the human brain works. The outer layer, which wraps around the rest of the model, represents the thinking or cognitive aspects of our mind. In the brain, the outer layer is the cerebral cortex and contains the so-called higher order thinking functions of the mind. It is wrapped around the emotional brain, found in the middle layer.



Thoughts and feelings are inter-connected. All your thoughts have a feeling connected to them. All your feelings have thoughts connected to them. The top two layers work as an interactive system. It is hard to think well when your emotions flood your mind. Similarly, it is impossible to connect with people when you stifle and suppress your true feelings.

Thinking Strategies: Cool Head

This outer layer of thinking strategies is nicknamed the cool layer. It represents the importance of keeping a cool head to think well under pressure. In the outer layer, there are 11 thinking strategies for success:

- four for critical thinking
- three for analytical thinking
- four for creative thinking

The 4D-i Matrix	18 Strategies	
	11 Cognitive	7 Emotional
 Decision-Making	4	2
 Understanding	3	3
 Creativity	4	2
 Personal Spirit	Outlook, Sense of Control, Initiative	

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Emotional Strategies: Warm Heart

The middle layer of the model represents the feeling aspects of the emotional brain. This middle layer is made up of a set of emotional strategies, nicknamed the warm layer. It highlights the importance of having a warm heart when we operate in our daily lives. The middle layer represents the emotional domain of intelligence. It contains seven strategies. These seven strategies are the keys to emotional success:

- two for emotion-based decision-making
- three for developing compassionate understanding
- two for accessing creative intuitive insights

Intuition is a sub-set of the emotional layer. Notice how intuition sits in the middle layer, astride the green and red dimensions of the model. Intuition's place emerged as one of the key findings in the 4D-i research. Intuition combines two core functions – the spontaneous generation of creative insights and the gut instinct used for rapid, emotion-based, decision-making.

Personal Spirit: Deep Spirit

At the core of the model is personal spirit. If thinking is the cool outer layer and emotions are in the warm, middle layer, personal spirit is deep in the core of who you are. Your personal spirit is a vital power source for your overall effectiveness. It

contains three, inter-related success factors that define how you see yourself and what your operating style is. These factors guide your behavior:

- *Outlook* is a measure of your overall outlook on life and how optimistically you approach life's challenges
- *Sense of control* illustrates the extent to which you feel like an actor or a spectator in your life
- *Initiative* shows how ready you are to make a difference by doing what needs to be done

Describing the Four Dimensions of High Performance

The 4D-i was developed to profile a person's operating style. The 4D-i is built upon four dimensions of high performance. It shows what your preferences are for each of the four. To achieve success and high performance, it is important to learn how to master all four dimensions and the strategies they contain.

D1: Creativity

Green is the color code for creativity. Creativity is an essential dimension of human performance. It is a vital part of your personal toolkit for life. Creativity in the 4D-i does not mean the production of world class, breakthrough ideas. In the context of the 4D-i and the *Smart for Life* program, creativity means the generation of a wide variety of options, ideas, alternatives and fresh ways of approaching difficult situations. The more you like to use creativity, the more options you will likely generate, and the more choices you have when you go to make a decision. The bottom line is that you will make better quality decisions the more ideas you have to choose from.

Using your creativity gives you options when you are trying to figure out how to juggle work, family, community and personal commitments. It is at the root of innovation. It is the source of fresh approaches to everyday challenges.

In the 4D-i model, there are two distinctly different paths to creative outputs.

Creative Thinking – Cool Green

The first pathway is creative thinking. This is a cognitive approach that uses a set of four creative thinking strategies. They are:

- 1) *brainstorm ideas*
- 2) *challenge assumptions*
- 3) *reframe problems into opportunities*
- 4) *envision possibilities*

These are active, conscious strategies used to develop the new ideas or options that you need to make a good decision. You can use these strategies on your own or in a group setting.

Creative Intuition – Warm Green

The second pathway to creative outputs is more emotionally based and is called creative intuition. It delivers spontaneous “Aha!” type of insights. These emerge, all of a sudden, from somewhere inside you. This pathway is more difficult to access because of all the noise in our lives. However, it is a powerful source for insights that lead to breakthroughs on problems. The insights cannot be predicted or planned. In creative thinking, you can brainstorm a list of 50 ways to lose weight or land new customers. With your creative intuition, new ideas or insights arrive suddenly, often without warning. The point is that you can't force intuitive insights. You can create the conditions for them to appear. The trick for you is to have your antenna up so you can notice these insights when they arrive and capture them before they disappear.

This second pathway uses two emotion-based strategies:

- 1) *go with the flow*
- 2) *flash of insight*

These two strategies often work together to produce ideas. The first one, go with the flow, is when you completely immerse yourself in a challenge or task. Out of nowhere, a spontaneous insight will arise. Sometimes the opposite tactic, leaving the task or challenge behind, is needed to get there. One friend says he likes to ‘soak’ on a problem for a day or two. Another says she goes for a run and during the run, her mind figures things out. A third friend says she’ll ‘sleep on it’ and in the morning the answer will be there. However you get there, your creative intuition is a powerful source of insights and solutions.

D2: Understanding

Yellow is the color code for understanding. In this dimension, you achieve a sense of fulfillment by spending the time and effort needed to gain a complete understanding of the situation, problem or relationship that you are in. Understanding is useful in its own right. At the same time, this dimension is an essential element in the quest for better problem solving and decision-making. Understanding acts as a bridge and connector between the ideas and insights from green creativity and the drive to decision-making in red.

Understanding is deeper than knowledge. It goes beyond describing reality. It encompasses both cognitive and emotional ways of knowing. Understanding is the dimension that will give you a solid grasp of the facts, forces and feelings that are at play in everyday life. In this dimension, you stay open and aware, gathering information by using all your senses and your sensibilities. You refrain completely from judging. The intention is to ensure that you have what you need to map out the dynamics and factors in the situation.

There are two ways to gain understanding and six success strategies to master.

Analytical Thinking – Cool Yellow

The first pathway for gaining understanding is to use your head and harness your analytical thinking. The output of this mindset is a clear analysis and an understanding of the task or situation. The three thinking strategies to build understanding are:

- 1) *scan the situation*
- 2) *structure information*
- 3) *clarify understanding*

These three strategies, used together and often in a sequence, are designed to produce a well-organized grasp of the situation. They also deliver the breadth of understanding and the depth of clarity you need before you proceed to the next phase of problem solving or decision-making.

Compassion – Warm Yellow

The second pathway to understanding is through your heart. Compassion is the emotional side of understanding. It focuses on gaining a deep, empathetic understanding of the emotions and feelings that others are experiencing. To gain understanding through compassion, there are three specific emotional strategies:

- 1) *tune-in to feelings*
- 2) *empathize with others*
- 3) *express your feelings*

These strategies work together to build genuine rapport, understanding and a sense of caring for the other person.

In true compassion, you can use these three strategies at two levels – with others and with yourself. With compassion, you focus on what the other person is feeling. Sometimes you also may need to be more compassionate with yourself. Take time to tune-in to your own feelings as well as those of others.

D3: Decision-Making

Red is the color code for decision-making. This dimension is where all the creative ideas you generated in green and the in-depth understanding you have gained in yellow, can be used to make the best decision.

The research that we carried out in developing the 4D-i showed that there are three distinct ways in which people make decisions. They:

- use their critical thinking – what makes the most sense?
- use their personal values and beliefs – what do my values tell me to do?
- listen to their heart and their intuition – what does my gut tell me to do?

Each of the three ways works well on its own. The best approach is to use all three on important and complex issues. Do this and you will improve the quality of every decision that you make.

Critical Thinking – Cool Red

Critical thinking uses logic, argument and rational thought to come to a practical decision. Critical thinking relies on four cognitive strategies:

- 1) *get to the crux*
- 2) *conclude*
- 3) *validate the conclusion*
- 4) *rely on experience*

These four success strategies give you objectivity and clarity of thought under pressure. They keep you from getting too emotional. The four can be used over and over again to determine what the real problem is and then to arrive at a conclusion. When you have come to a conclusion, you can check out if it is the best one. Do this by looking back over your past experience in similar situations and asking tough questions to ensure the quality of the conclusion.

Emotion Based Decision-Making – Warm Red

Although many decisions are made by using your critical thinking, most of the important decisions also use emotions to guide decision-making.

The two emotion-based decision making strategies are:

- 1) *values driven*
- 2) *trust your heart*

Values Driven – Warm Red

This is a very powerful type of decision-making. It needs to be used with care. It is best employed as a deep, personal compass to guide you through a difficult issue. Your values are your guide when it comes time to decide. This strategy is often used to over-ride what the facts tell you or what makes sense. Instead you choose to rely on what your own deep values tell you to do. Used in isolation from the power of your critical thinking and from the power of your deeper intuition, it can be an ineffective, even dangerous strategy. Used in conjunction with critical thinking, values driven decision-making adds a compelling emotional basis for action.

Trust Your Heart – Warm Red

Trust your heart is the third type of decision-making strategy. It can be used in conjunction with critical thinking, with values driven, or on its own. Many of the worst decisions that are made occur when someone over-rides what their gut instinct tells them to do. Trust your heart gives you a quick, deep, intuitive sense of what the right thing to do is.

D4: Personal Spirit

White is the color for personal spirit. This fourth dimension is the deep source of your spirit, your commitment and courage. It is a central dimension of your own personal operating style. This is the dimension that gives people that certain special energy. It is a fearless drive to make the world a better place. It is a commitment to help others. It is a positive force not to be overwhelmed by life but to transform adversities into constructive life lessons and actions.

This fourth dimension of the 4D-i model acts as the power switch deep inside you. This is your catalyst for action and impact. It contains three success factors:

Outlook: is your overall sense of realistic optimism and a deep belief that life and events will generally turn out for the best.

Sense of Control: is your overall sense of personal empowerment. It is about being able to make a useful impact and have influence on the events, the circumstances and the people around you, by using your will power and intelligence.

Initiative: is your overall commitment to making a difference, going the extra mile and doing what needs to be done. It means demonstrating a willingness to help others regardless of whether or not you are supposed to.

All three of these success factors are recurring themes in the study of healthy high performers everywhere. High performers tend to have a more positive outlook than others. It empowers them to use whatever life throws at them in a

constructive way. This positive outlook has an impact on their sense of control and vice versa. The greater the sense of control over life, the better the outlook about life in general. High performers take initiative. They don't wait for others to take the lead. They see what needs to be done and they do it. They see when others need help and they step up to take action.

The next chapter explores the seven mindsets of creativity, understanding and decision-making in more detail. Personal spirit is addressed in Chapter 6.



4. The 7 Mindsets: Different Ways To Be Smart

4. The 7 Mindsets: Different Ways To Be Smart

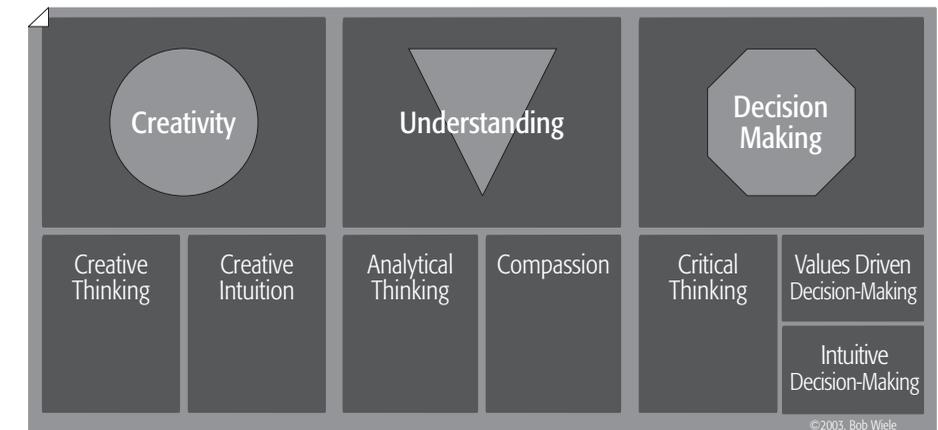
The 7 mindsets are seven different ways to be smart. Like sections for clubs in a golf bag, the more sections you can go to and the more clubs you can use well, the better your score will be. It is the same with using your head and your heart. The greater the range of behaviors you can draw from, the more successful you will be.

The 4D-i shows you which strategies and which mindsets you personally prefer. To be smart for life, it is better to learn how to use each of these 7 mindsets, regardless of whether you like them all or not. What the mindsets give you is a consistent set of approaches and a range of ways to adapt to the demands of different situations or people.

Just like you wouldn't use a knife to drink soup, you wouldn't expect to get creative ideas while you are arguing. *Smart for Life* is knowing how to match the right mindset to the task at hand.

The 7 Mindsets

There are three **thinking** mindsets and four **emotional** mindsets. Each of these mindsets can be learned. Once you have mastered them, you will have a set of essential life skills to solve any problem, anytime, with anyone.



The Three Thinking Mindsets – Cool Head

The three thinking mindsets are creative thinking (green), analytical thinking (yellow) and critical thinking (red). The distinguishing factor among all three is their focus on the use of cognitive or thinking strategies to figure out what to do. All three rely on staying emotionally distant from the problem. In these three mindsets, every issue can be resolved by thinking it through.

To be smart for life, you need to master the three thinking mindsets. You need to learn when to use each one and how to shift into and out of the mindset, depending on the type of task you have to accomplish.

Creative Thinking – Cool Green

The output of creative thinking is a wide variety of ideas, options, possibilities and alternatives. Ideas are brainstormed. Assumptions are challenged. Problems are turned into opportunities. Future possibilities are explored. This creative thinking mindset is characterized by enthusiasm, openness, a can-do attitude, a sense of fun and humor. Creative thinking is particularly useful to shift into when you:

- are at the beginning of a task
- run into a roadblock or obstacle
- are at a loss for what to do next
- are stuck in a rut and need fresh thinking
- need to shift from the past to future possibilities

Analytical Thinking – Cool Yellow

The output of analytical thinking is a clear, objective understanding of the situation or challenge you are dealing with. Information is gathered, analyzed, organized and clarified. The analytical mindset is characterized by a sense of calm, dispassion, objectivity, and systematic thoroughness. This mindset is particularly useful when you:

- need the facts
- need an in-depth understanding
- are disorganized and need some structure
- are putting a plan together
- are confused or feeling overwhelmed
- need to explain something very clearly to others

Critical Thinking – Cool Red

The output of critical thinking is a practical decision. This decision is based on a disciplined inquiry into what the real problem is. A conclusion to act is reached. The conclusion is validated through tough questioning. Finally by relying on one's past experience, you make the decision that makes the most sense. This mindset is characterized by objectivity, practicality, a push for closure, and a desire for a sensible, validated conclusion. This critical thinking mindset is particularly useful when you:

- have to make an objective decision
- have to determine what is the real issue before proceeding
- have to come up with proof for why you recommend a solution
- need to cope with tough questions from another person
- need to argue logically to convince others

The Four Emotional Mindsets – Warm Heart

In these four mindsets, an issue is not a problem to be solved by thinking it through. Rather, it is a set of mysteries that rely on the heart to provide guidance.

The four emotional mindsets are creative intuition, compassion and two emotionally based decision-making strategies – values driven and trust your heart. All four tap into the wisdom of the heart to produce their results. These mindsets require a subtle sensibility. They use a different type of attention than the thinking mindsets. They require a deep focus on one's inner feelings, intuition and emotions.

To be smart for life, you need to master the four emotional mindsets. You need to learn when to use each one and how to shift into and out of the mindset, depending on the type of task you have to accomplish.

Creative Intuition – Warm Green

The output of the creative intuitive mindset is a flash of insight or breakthrough “Aha!” type of solution. It requires engaging and getting into the flow state to produce an insight. While creative thinking is hard work, creative intuition is based upon getting into a receptive state of mind and trusting in one's internal creative workings to produce an insight. This creative intuitive mindset is particularly useful when you:

- are blocked in your thinking
- need fresh insights
- require a real shift in approach to get a better solution
- recognize that conventional approaches won't give you what you need
- really need a breakthrough

Compassion – Warm Yellow

The output of the compassionate mindset is a deep understanding and acceptance of the feelings and basic humanity of another person. The fulfillment one seeks in this mindset is the understanding that comes from an open heart. In compassion, what you strive for is a deep connection with the other person. This connection comes from unconditional acceptance and caring. There is no judging. There are no attempts at trying to solve anything. The compassionate mindset can also be directed to oneself – building a deep understanding, acceptance and caring for the current emotional realities you are experiencing. The compassionate mindset is particularly useful when you:

- need to connect deeply with another person
- are experiencing pain in a relationship
- are with someone who is struggling
- need an in-depth understanding of the other person's emotional state
- are experiencing conflict and want to get to the root of it

Values Driven Decision-Making – Warm Red

The output of values driven decision-making is a decision that feels right to you. This is an emotionally based decision that is in alignment with the values that you hold near and dear to your heart. This mindset is characterized by deep subjectivity. It is based on what feels right and good to you. It will disregard facts, arguments and what others believe in favor of your own strongly held values. This mindset is particularly useful when you:

- face a difficult dilemma and there is more than one workable solution
- want to convince others by using your own passionate commitment
- have an inner sense that a particular course of action is right
- know what you want regardless of other evidence and information
- want to use your values, as well as your critical thinking and trust your heart mindsets, to ensure the right, best decision

Intuition - Gateway to Insights and Gut Instincts

Thomas Stewart's article, *How to Think with Your Gut*, gives some compelling evidence on the value of intuition as both an idea generator (flash of insight) and as a source for rapid decision-making (trust your heart).

“What the science suggests is that intuition – or instinct, or hunch, or learning without awareness, or whatever you want to call it – is a real form of knowledge. It may be non-rational, ineffable, and not always easy to get in touch with, but it can process information on a more sophisticated level than most of us ever dreamed . . . The practical implications of all this are profound. People who make decisions for a living are coming to realize that in complex or chaotic situations – a battlefield, a trading floor, or today's brutally competitive business environment – intuition usually beats rational analysis. And as science looks closer, it is coming to see that intuition is not a gift but a skill. And, like any skill, it's something you can learn.”

He highlights the US Marine Corps official doctrine that reinforces the importance of intuition:

“The intuitive approach is more appropriate for the vast majority of decisions made in the field . . . rapidly changing conditions of war when time and uncertainty are critical factors and creativity is a desirable trait.”

Stewart, a distinguished writer on intellectual capital and business issues states:

“Situations in which rules supply all the answers are becoming an endangered species in business and everywhere else. Command and control management went out with tail fins. Risks are both greater and less predictable. As companies outsource, globalize, and form alliances, they become more inter-dependent. . . More and more, all you can do is admit that you simply don't know and go with your gut.”

Intuitive Decision-Making – Warm Red

Intuition is a powerful source to tap into for rapid decision-making. The output of trust your heart decision-making is a decision that comes from your intuitive sense of what to do. It is more spontaneous and in the moment. It requires an openness and an ability to listen to your own inner wisdom. This mindset is like an internal tuning fork that you can consult when faced with tough choices. This trust your heart decision-making mindset is particularly useful when you:

- face a difficult dilemma and you need to act quickly
- have too many facts and you need to tap into your heart to guide you
- have an inner sense that a particular course of action is not quite right
- have to make a difficult decision and you want to ensure the right decision

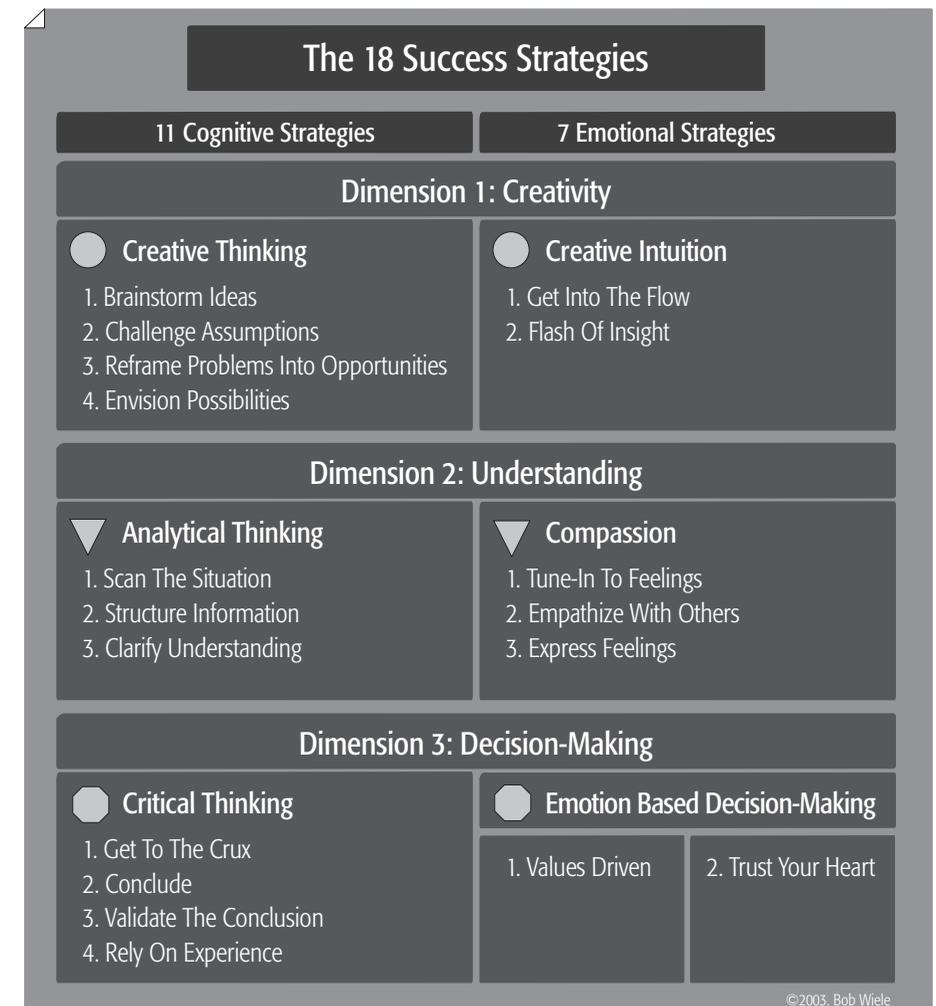
Conclusion: Use All Seven Mindsets to Be Smart For Life

The more comfortable and competent you are in using all seven mindsets, the better you will be able to cope with anything life throws at you.

Smart for Life means that you can switch from one mindset to another, to select the best way to approach a task or a person depending on the situation. You will not generate any great new ideas if you are locked into the critical thinking mindset. You will not develop deep rapport and connection with another person if you are always in the creative thinking mindset. You will not make a decision if you are engrossed in the analytical thinking mindset.

Once you know your own preferences for each of the seven mindsets from your 4D-i profile, the next task is build confidence and skills in using each one. The best way to do that is to learn the specific strategies that make up the mindsets.

The next step in our journey is to drill down into the seven mindsets and unpack the strategies that make up each one.





6. Personal Spirit: Your Power Dimension

6. Personal Spirit: Your Power Dimension

Personal Spirit in your 4D-i profile is, in many ways, the most important dimension of all four. It is the expression of your own positive life force. Something like this is not easy to measure or capture in an instrument. Personal Spirit is the invisible, inner force that can take you and your performance to the next level. Your Personal Spirit is based on your beliefs about the world, about yourself, and how you act on those beliefs to make a positive difference.

A strong personal spirit acts as a positive energy source and a catalyst for making things happen. A weak personal spirit acts like an inner brake that always holds you back.

Personal Spirit is not about your spirituality but about the spirit and dynamism that you bring to your life. It is your catalyst for action. It will help you do something worthwhile with the understanding you gain. It will power up your decision-making with a can-do spirit.

Three Key Success Factors

In the 4D-i, Personal Spirit is made up of three key success factors:

Outlook: There is a growing body of evidence that shows how important a person's overall *outlook* is for their health as well as for the results they achieve. The more positive the *outlook*, the more optimistic one is about dealing with life's challenges, the more a person is likely to be happy, healthy and successful.

Sense of Control: This is a key predictor for how well people function under pressure. The greater the *sense of control*, the more personal power you can tap into. This will allow you to control your own responses when there is a high degree of stress.

Initiative: According to the research of Dr. Robert Kelley, *initiative* is the best predictor of star performance in the workplace. The greater the *initiative* taken, the higher the level of performance and the better the results.

These success factors empower you to act. They were drawn from a large body of research on the roots of high performance and health. They are vital in helping you to overcome anxiety, fear and helplessness. All three work together as a system. They are mutually reinforcing. Once you start to work on one, it can have a direct impact on the other two factors. For example, if you are feeling overwhelmed, begin to get a handle on what is happening and what you need to do. Do that and you increase your sense of control. When you feel more in control, your *outlook* brightens. With a positive *outlook*, you feel confident to take initiative. And so it goes.

If you are serious about working on your game and improving your performance, learning to leverage the three success factors is the best place to start.

The Power of Your Outlook:

What It Is

Your *outlook* is a key defining aspect of your personal operating style. It determines how you see life and what you get out of it. In the 4D-i, a high score in *outlook* refers to a positive, constructive way of experiencing life. Your *outlook* is both a rose-colored lens to see the world through and an active way of processing the world. It is founded on the deep belief that there is a basic goodness in the world and that with the right effort, things will work out. This aspect of personal spirit operates from the enduring belief that, no matter what happens, an optimistic approach to life will always help you deal with any person or task, no matter how difficult the challenge is.

Your *outlook*, positive or negative, is the result of an ongoing series of moment-to-moment choices you make. It is a deep part of who you are. It shows how you experience life and how others experience you. Your *outlook* acts like a self-fulfilling cycle. How you see life is what you get back from life.

Your *outlook* has a powerful effect on your relationships, at home and in the workplace. Some people carry their own weather with them. You can infect others with a positive, constructive *outlook*. You can also bring them down with a negative *outlook*.

Outlook: The Research

Martin Seligman, Ph.D. and Salvatore Maddi, Ph.D. are two outstanding scientists whose work has shown the importance of a positive *outlook* in performance, stress management and life success.

Seligman focuses on the importance of optimism as a factor in both happiness and success:

“It is the belief that good things may happen and are worth pursuing, but that effort, problem solving and planning are necessary to bring them about.”

What a positive *outlook* will give you is the ability to transform problems into opportunities. A positive *outlook* transforms adversity into part of your life journey.

There are about 100 articles on negative emotions for every article on happiness. The research from the new field of positive psychology shows the impact of one's *outlook* on performance, happiness and health. In study after study, people with a

strong positive *outlook* outperform those who have a negative outlook. They expect to succeed. They feel more control over their life, more empowered and less helpless. They tend to be healthier, get sick less often and when they do, recover faster. Studies show that people with a positive, optimistic *outlook* tend to live longer than others who lacked this approach to life. This optimism and way of experiencing the world is good for you. It is a buffer to illness and stress, a gateway to consistent high performance.

How To Develop Your Outlook

When adversity or setbacks happen, notice how you react. At a very deep level, do you believe that things will turn out all right or do you immediately focus on the worst case scenario? Notice your feelings – are you full of optimism and a sense of challenge or are you overcome with instant negativism?

Listen carefully to your own self-talk and the words that come out of your mouth. Do you look for the positive upside? Do you tend to focus on the downside?

Happiness is what most people want in their lives. Choose the positive *outlook* and you are on your way to being smart for life.

Outlook

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

Personal Spirit

This is the first of the three key success factors that make up your personal spirit. Having a positive, optimistic, constructive approach to life is one of the defining characteristics of a person's operating style. *Outlook* is more than just putting on a happy face. It is an active way of engaging in the world with realistic optimism.

Why This Factor Is Important

Your *outlook* on life, whether positive or negative, predicts how you experience life and what you get back from life. If you have an open, positive, optimistic *outlook*, then you will likely experience other people as friendly, cooperative and kind. If you have a closed, negative, pessimistic *outlook* on life, then you will often experience others as angry, upset and difficult to deal with. What you send out, you will get back.

Use It When:

- It is particularly important to turn on a positive, constructive *outlook* when difficulties occur. Learn to monitor your own reactions. Every difficulty offers potential for growth. See it that way. Strive to maintain a positive *outlook* all the time.

What To Do:

Your *outlook* is an active process of how you perceive the world around you:

- Choose to experience life's events optimistically not pessimistically
- Look for what's right, not what's wrong with others
- Focus on finding the positive, hidden potential in any situation
- Transform negative events into useful learning opportunities

How To Build Your Skills:

Choose to take ownership over how you experience the world. Select the optimistic lens. Try these tactics to improve your overall *outlook*:

- Spend time with people who have a positive outlook. Avoid people who are chronically negative
- Write down all the reasons you are fortunate and what you can be thankful for
- Catch yourself in mid-thought when you start to slide into the negative
- Turn each adversity into just another stepping stone along the path of life

Believe It To Achieve It: Outlook

Intention:	To act as if you have a positive, optimistic way of experiencing life
Believe It:	People and life are basically good. Things will work out
Feel It:	I feel great about myself and about my life
Think It:	Where can I find the positive, hidden potential in this situation?
Say It:	I can figure this out and move forward
Do It:	Take a 'can do' approach. Work to find positive, constructive solutions
Achieve It:	Better results and greater feelings of empowerment

Avoid:

- Putting on a happy face and saying everything is fine when it is not
- Pessimistic approaches
- Cynical, hostile responses to what happens to you
- Negative reactions and negative emotions like anger

What To Ask:

- "Where is the silver lining in this problem?"
- "How can I switch to a positive approach?"
- "What positive, constructive lessons can I get from this difficult experience?"

Final Thoughts

You will be happier and more successful in your life when you choose to be positive. Using this key success factor means that you begin to respond consciously to life, not just react. It may not change the challenges or events in the external world but a change in your *outlook* will alter how you react to what happens to you.

The Power of Your Sense of Control

What It Is

The second key success factor in personal spirit is your *sense of control*. It is another key defining element in your personal operating style. Are you seen as someone who has a sense of your own personal power or are you seen as someone who sits back and prefers not to take action when it is needed. Your *sense of control* is closely tied to your *outlook*. It is a critical inner factor to harness when stress piles up and you are struggling to balance work, home and everything else.

Your *sense of control* is a deep belief that you can make a difference in your life through your own actions. It says that, despite difficult circumstances, you can exert personal control and you can have a positive impact on an outcome.

Your *sense of control*, like your *outlook*, is a moment-to-moment set of choices on how you deal with life. As life comes at you, do you choose to meet the issues head on and deal with them now to get them off the plate? Or do you duck, hide, run away or put off dealing with the issue until some other unspecified time?

A high *sense of control* gives you a belief that no matter how difficult and challenging the situation is, you can do something about it. With a low *sense of control* you feel helpless and overwhelmed by the weight of life's demands.

Sense of Control: The Research

Ken Pelletier, Ph.D. has written extensively on this factor. He describes people who have a high *sense of control* as having

“...an abiding certainty, based on past experience, that they can influence the course of their lives to a major degree.”

Many distinguished researchers and scientists, like Pelletier, are now pointing to the importance of this factor for ongoing health and longevity. Pelletier states that recent research shows that *sense of control*, may well be the single most significant determining factor in health. Tap into it and you can steer your way through just about anything that comes at you. Fail to use it and you end up feeling like a victim – destined to feel overwhelmed and helpless.

Your *sense of control* is an essential coping strategy in times of high stress and uncertainty. The problem is that when you feel overwhelmed, your mind and heart are engulfed with negative thoughts and feelings. Too often, it is the thoughts and feelings about what could happen that are more undermining than the reality itself.

How To Develop Your Sense of Control

Your real power levers are within. Your *sense of control* is your personal power switch. It moves you from inaction to action. It shifts you from feelings of helplessness onto the road of empowerment.

To increase your *sense of control*, the practice of mindfulness is a very useful skill. It helps you gauge how life is getting to you or how well you are coping:

- Try meditating
- Practice slowing down your mind by slowing down your breathing
- Take 10 deep breaths
- Be mindful of what you are thinking
- Be mindful of how you are feeling
- Relax

Your sense of being in control of your own life is an inner challenge. Gain control of your negative thoughts and feelings and you can regain positive control of your mind and your heart.

Take action. Do something positive and constructive about the issues and events in your life. This will give you a greater sense of personal power.

Sense Of Control

A belief that one can exert personal control, through one's own efforts, to impact on an outcome.

Personal Spirit 2

This is the second of the key success factors that make up your personal spirit. Having a positive, optimistic, constructive approach to life coupled with a strong *sense of control* empowers you to take charge of your life and the situations you are in.

Why This Factor Is Important

Your own *sense of control* is a key to high performance. 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 health and well-being.

Use It When:

- When pressures build up, when time is running out, when demands seem too much to handle, when you need to go inside and pull yourself together.

What To Do:

This success factor is all about you feeling some control over what is happening in your life. The *sense of control* involves:

- Feeling as if you are in the driver's seat of your own life
- Thinking that you can make a difference
- Acting as if you can affect the outcome of the situations you are in

How To Build Your Skills:

- Scan the situation to gather information. Get to the crux to define what the real problem is. Come to a conclusion and trust your heart. Take action
- Inventory past successes. List all the times when you have been successful in overcoming adversity. Tap into these feelings of accomplishment. Use those feelings to help you in the new situation
- Envision possible solutions and act on one of them
- Reframe problems into opportunities
- Clarify the issue you are facing in simple clear terms and plan to act

Believe It To Achieve It: Sense Of Control

Intention:	To gain a sense of self control in all difficult circumstances
Believe It:	I can always find a way to have an impact
Feel It:	I feel in control, powerful and proactive
Think It:	I can do things that will have a useful impact on the outcome
Say It:	I will figure this out and do it
Do It:	Take action – take steps to deal with the situation
Achieve It:	Feelings of being in control – a plan to deal with whatever comes along

Avoid:

- Trying to control everything
- Trying to control everyone
- Giving up all control and feeling helpless

What To Ask:

- “What can I control and what is beyond my control?”
- “What can I have an impact on?”
- “Where can I get max for min – maximum return for the minimum investment?”

Final Thoughts

For many people life feels overwhelming. Feelings of helplessness can paralyze you just when you need to be your best. Start inside first. Take control over your own thoughts and feelings. Get organized and make a plan. Believe that you can do it and follow through. Gaining a *sense of control* is a key success factor in the quest to be *smart for life*.

The Power of Initiative

What It Is

Initiative is an active way of operating in the world. It is not just doing your job well. *Initiative* involves going above and beyond the confines of your job description or your role. The ‘above’ part means that the person who takes initiative sees the bigger picture of the situation. The view is from the bridge, not the trenches. The ‘beyond’ part means going beyond the boundaries of convention to seize the opportunity to act. The attitude is: “Someone should do this and I am going to take the initiative to get it going.”

Another aspect of *initiative* includes creating a better solution for someone else. True *initiative* is not about self-promotion. It is about making a constructive difference for the greater good – for another person, for the team, for the organization or the community. The *initiative* must be seen to be relevant and valuable by others in the organization, not just by the person taking the initiative.

Initiative: The Research

This third key success factor, *initiative*, is based on Robert E. Kelley’s research of high performers in the workplace. In a nutshell, Kelley found that there are three keys at the center of high performance:

- technical skills – they know their stuff
- cognitive skills – they know how to think things through, e.g. the strategies
- initiative – they take initiative where others don’t

Kelley defines *initiative* as having these essential aspects:

- a willingness to move beyond your job description
- helping others out
- taking ownership and responsibility for a good idea and working hard to see it implemented
- taking risks balanced with responsibility
- building support from others to make things happen

Kelley stresses that the people in organizations who take initiative also carry out their everyday responsibilities.

How To Develop Your Initiative

To develop your *initiative* factor, try out these suggestions:

- pick a task that someone really should do – at home, at work, in your community group
- focus on the benefits for others – find the common higher ground
- think big, start small and get step-by-step wins
- go beyond your own personal comfort zone
- look for ways everyday to make a difference by taking initiative
- be there at the start and be there through to the finish

Not all initiatives succeed. Some fail. The higher you get in these three success factors, the more likely you are able to extract positive lessons from setbacks. This will increase your success in future initiatives.

Initiative

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

Personal Spirit 

Taking *initiative* is one of the defining characteristics of your operating style and of high performers everywhere. It often requires a fearless courage to act where others would not.

Why This Factor Is Important

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

Use It When

- The same old approaches aren't working
- Friends or work mates are struggling and could use help
- Something bold is needed to get things going
- Conventional rules hold others back from doing the right thing

What To Do

The most powerful initiatives are those that are selfless and motivated by a deep intention to make a positive difference.

- Be proactive and seize opportunities to go the extra mile
- Use your *values driven* and *trust your heart* strategies to help you decide what to put your best effort into
- Know your own comfort zone and push beyond those limits
- Build support with alliances and coalitions

How To Build Your Skills

- Start by doing your own job well. Do what is expected, don't let others down
- Seek out responsibilities and tasks that go beyond your current job description
- Look for opportunities to add value or do what needs to be done
- Find a challenge that is worth taking on. Ask yourself what limiting beliefs get in the way of you doing something about it. Push beyond those limits
- Start small, get some wins, then go big!

Believe It To Achieve It: Initiative

Intention:	To make a constructive difference by taking initiative
Believe It:	This needs to be done and I am the person to make it happen
Feel It:	I feel fearless and confident
Think It:	Someone needs to do this and that person is me
Say It:	I am going to make this happen
Do It:	Just do it
Achieve It:	Goals accomplished, actions taken, a difference made

Avoid:

- Being reckless in your choice of what to do
- Taking initiative to make others notice you
- Ignoring the demands of your current responsibilities
- Taking initiative to harm others
- Being held back by fears – yours and other people's

What To Ask

- “What needs to be done to make this happen? How can I help?”
- “What can I do that will really make a difference?”
- “What smart risks need to be taken to get this going in the right direction?”

Final Thoughts

Take *initiative*. Act with courage. Do it.

Mindfulness for Developing Personal Spirit

Mindfulness is an age-old skill of paying attention, in the moment, to your own thoughts, feeling and actions. Mindfulness is engaging fully and openly with life as it happens.

Mindfulness As Openness

Personal Spirit is about being open to the world, engaging fully and fearlessly with whatever is delivered to your doorstep.

Ellen Langer, Professor of Psychology at Harvard University, describes mindfulness as an open, flexible, inquiring mind with three characteristics:

- Openness to new information – not closing down
- An implicit awareness of more than one perspective – not being on automatic pilot but recognizing there are always different perspectives. Each perspective, although different from yours, may have equal value in its own right
- The continuous creation of new categories – not being trapped in old categories or always defending old ways of doing things

Mastering this type of mindfulness is vital for your personal spirit. It impacts on your *outlook* by constantly engaging in finding alternate ways of seeing life. It impacts on your *sense of control* by being able to continually create new categories, giving you different ways to deal proactively with whatever happens. It also impacts on *initiative*, giving you opportunities for action that others may not see.

Mindfulness As Attention In The Moment

The second type of mindfulness is paying close attention to you being you. It is stepping back and away from what you are doing and taking a few moments to simply notice what is going on inside you. The most difficult task in the world is to keep one's own mind under continuous control. The constant chattering in your head and the many random thoughts and feelings that keep coming and going, undermine your ability to pay attention to what needs to be done.

There is no judging involved. You are not trying to criticize yourself or congratulate yourself. You are simply paying attention to what you are thinking and how you are feeling. It is like going into your personal internal oasis to calm down. This type of attentive mindfulness is very useful in developing your own *sense of control* because it focuses on what is happening inside of you. It is particularly helpful for dismantling habitual patterns of thinking and feeling that sabotage you. The more

you can manage your inner world successfully, the more you will gain a *sense of control* over your outer world.

Notice what happens inside you when adversity or setbacks happen:

- Just observe yourself. Do you fly off the handle when someone passes you or cuts in front of you in line?
- Check your thoughts as they occur – are they positive and constructive? Do they show a high *sense of control*? Do they focus on the negative?
- Check your feelings – do you feel in control or do you feel helpless? Listen to your words as they come out of your mouth
- Check what you do – do your actions demonstrate someone who feels they can make a positive difference?

Mindfulness is like having a personal control panel over your thoughts and feelings. In an age where there is so much stress, to be mindful is a life enhancing skill.

How To Be Mindful

Here are three simple ways to begin practicing mindfulness. Start each one with three deep breaths to slow down your mind:

1. Get in the Mindfulness Zone

Ask the mindfulness questions:

- what is happening inside me right now? – listen, feel, simply notice and let go
- what am I feeling right now? – listen, feel, notice and let go
- what thoughts am I fixating on right now? – listen, feel, notice and let go
- what is my body telling me right now? – listen, feel, notice and let go

Remember, just notice, don't judge.

2. Calming Phrases, Calming Breaths

Use a calming phrase with your in-breath and another one with your out-breath. Take one minute and repeat the phrase for 5 to 10 breaths. Here are some phrases to try:

- “Breathing in, I am aware of my feelings; breathing out, I feel relaxed”
- “Breathing in, this moment; breathing out, perfect moment”
- “I am breathing in deeply”; pause, “I am breathing out slowly”

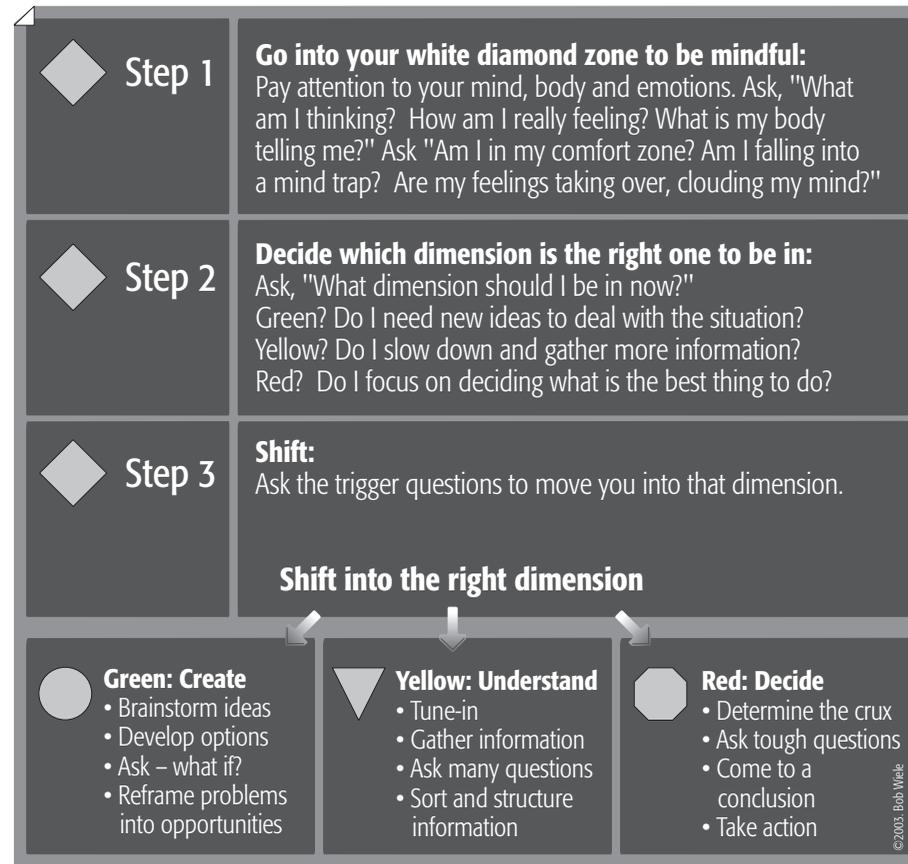
Give your full attention to doing these simple techniques and notice how you feel afterwards.

3. Thought Stopping

Gently tell yourself to stop thinking. Tell your thoughts to stop. Focus your attention inwardly. Take a deep breath and relax. When a thought occurs, say "Stop". Send feelings of warmth across your face, neck and upper body. Stop thinking, simply relax.

Shifting Dimensions

Practice taking more control of your mind and shift from one dimension to another. Use these three steps as your personal practice for doing the right thinking at the right time.



7. Achieving Success

7. Achieving Success



Smart for Life offers you a set of multi-purpose tools designed to help you better manage yourself, your relationships and your work. These tools will improve your performance. But it's up to you. You have to decide whether or not you want to work on your game.

This final chapter focuses on the application of what you have learned. It covers a variety of topics including:

Career Success and Job Satisfaction

How to Be a Smart Leader

Seven Common Mind Traps

Quality Assuring Your Decisions

Getting Started – Guiding Principles

The Believe It to Achieve It Success Cycle

Career Success and Job Satisfaction

Job satisfaction is a predictor for long-term health and well-being. The more you love your job, the more likely there will be a great fit between your 4D-i operating style and the work that you do. The better the fit, the more likely there is an opportunity for high performance. The poorer the fit, the more likely you will experience strain and difficulties. It is important to find the best fit you can.

Performance in a job is affected by many factors. Your personal operating style is key to performance and job satisfaction. If you are a red peg in a yellow hole, a green peg in a red hole or a yellow peg in a green hole, you may struggle to achieve consistently high results.

You can map your work within the four dimensions of the 4D-i. There are types of tasks and work that fit each of the colors and the strategies. Some jobs have a high requirement for creativity or analytical skills. Others need people who can make decisions quickly and efficiently. Some jobs require a high *sense of control*, while other jobs do not. Some organizations empower their people. Some jobs require little or no *initiative*. Think about your job and the extent to which it fits your own operating style.

The better the fit between what you enjoy doing – your own personal operating style – and the work that you do, the more likely you will be happy and the more easily you will be able to do the work required.

Finding a Match

Here are a few general ideas about matching your operating style with the type of work required.

Are You...	It's Best If Your Job Requires...
Cool	Focus on objectivity – data, issues, problems
Warm	Focus on people issues
Balanced	Equal thinking and feeling focus
High Cool Green	Out of the box creative ideas, ingenuity, variety
High Warm Green	Breakthrough "Aha!" ideas and solutions
High Cool Yellow	Structure, organization, working with data & systems
High Warm Yellow	Connecting and working with people
High Cool Red	Empowered, systematic decision-making
Warm Red: Values Driven	Alignment with your beliefs and values
Warm Red: Trust Your Heart	Go with your instincts, fast decision-making

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The poorer the fit between what you enjoy doing – your own personal operating style – and the work that you do, the more likely you will be unhappy and the more effort will be required to do the work you have to do.

It is better to fit the job to the person than the person to the job. The bottom line is that you will get more done and be happier doing it, if the job you have fits your operating style.

Performance management will be more useful to you if it addresses the degree of fit that exists between your personal operating style and the job you have. Improve the degree of fit, then performance and job satisfaction will improve.

Leaders will be able to get a better return on the investment in their people if they can leverage how their people like to operate. They need to ensure that people have an opportunity to do what they like to do best. Leveraging a person's strengths will yield better results than strictly focusing on developing their weaknesses.

How to be a Smarter Leader with the 4D-i

Leadership is everyone's business. Organizations need leadership at every level to keep the enterprise competitive and relevant to customers. Creative ideas need to come from everyone. Clear understanding and care for other people's needs are essential too. Quick, smart decision-making is vital with customers inside and outside the organization.

People working today are smart. Does any manager today go out to hire stupid, incapable people? The critical task of executives is to build, foster and support leadership at every level of the organization. Clerks, administrative assistants, call center operators, technicians, customer service representatives are all bright. Their talent is often unappreciated and under-utilized. Remember the results of the brainpower poll reported in Chapter Two.

Leaders at every level need strong personal spirit, clear thinking and emotional smarts. They need to ask two key management questions and then listen carefully and respectfully to the answers: "What do you think?" and "How are you feeling?"

John Kotter, a world renowned expert on leadership at Harvard University, in his book, *The Heart of Change*, states:

"Our main finding, put simply, is that the central theme is never strategy, structure, culture, or systems. All those elements, and others, are important. But the core of the matter is always about changing the behavior of people and behavior change happens in highly successful situations mostly by speaking to people's feelings. This is true even in organizations that are very focused on analysis and quantitative measurement, even among people who think of themselves as smart..."

What follows is a profile of a leader using the 4D-i as a guide. Read over the list. It focuses on how a leader can use mind, heart and spirit to achieve success. What is your leadership style? Which of these are your strengths? Which ones, if paid more attention to, would make the most difference in getting better results?

Smart Leadership in Action

- ◆ **Builds the personal spirit of everyone around**
 - Maintains a positive, constructive outlook especially in adversity
 - Acts empowered, empowers others around them
 - Takes initiative, rewards initiative
 - Acts with courage and commitment under pressure
- **Fosters creativity in self and others**
 - Offers and encourages new ideas
 - Turns problems into opportunities
 - Challenges the current ways of doing things
 - Has a vision for the future
- **Encourages insights and hunches**
 - Goes with the flow to see what emerges
 - Seeks innovative solutions
 - Generates and/or supports breakthrough thinking
- ▼ **Develops and fosters understanding**
 - Sees the big picture
 - Provides structure and organization
 - Will not tolerate inaccuracies or sloppy work
 - Seeks clarity and understanding before acting
- ▼ **Demonstrates genuine compassion for others**
 - Listens carefully
 - Shows empathy and caring for other's needs
 - Builds consensus between conflicting views
 - Expresses feelings effectively
 - Encourages compassion in times of conflict and stress
- **Uses practical, critical thinking to arrive at sound decisions**
 - Gets to the heart of issues
 - Comes to sensible conclusions and decisions
 - Asks tough questions to validate conclusions
 - Uses past experience, when appropriate, to guide action
- **Makes decisions consulting own values and beliefs**
 - Uses personal values as a guide for action
- **Makes decisions by trusting own heart**
 - Listens to gut feelings when deciding
 - Takes risks, trusts hunches

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Seven Common Mind Traps

It is hard to be smart for life if you have bad mental habits. Why do people make poor decisions? What do people do when they make bad decisions?

Researchers like J. Edward Russo, Paul Schoemaker, John Hammond, Ian Mitroff and others have dug deep into the psychology of both smart and dumb decision-making. Their research has uncovered a common set of mental errors that people consistently make. These mind traps are at the root of failure. They lead to conflict and loss of opportunity. Mind traps are everywhere – at the highest levels of government, in large and small corporations and in everyday life. Most of us fall into at least one of them, if not more, on a regular basis.

Here are seven of the most common mind traps to watch out for:

Mind Trap #1. Closed Mind – When you fall into this mind trap, you refuse to look at new information or consider other alternatives. You are unwilling to consider different points of view. This mind trap means the mental door is already closed. No new information or alternatives will be considered. The result – lost opportunities, blocked innovations, poor quality decisions plus deep frustration and dissatisfaction by all those around you.

Mind Trap #2. Diving In Without Thinking – In this mind trap, you leap in to solve a problem without having a plan or process. Once in, you then get lost in the details or go right off track. This is the result of not taking time at the outset to determine what the real problem is. By diving in, you fail to consider the options for approaching the challenge at hand. The result – wasted energy and a whole set of unanticipated consequences – many of them unwanted and undesirable, because you didn't step back at the outset to get to the crux.

Mind Trap #3. Catastrophizing – This mind trap is negative thinking taken to the extreme. It is like the Chicken Little syndrome – the sky is always falling. Every situation is a catastrophe waiting to happen. You never see the possibilities or opportunities. Common sense is abandoned. This mind trap is increasingly prevalent in our society, fed by media images of disaster and threat. The result – high, self-induced stress levels, wasted energy and a cycle of fear.

Mind Trap #4. Solving the Wrong Problem Perfectly – This mind trap comes from failing to diagnose the real problem by doing only a superficial analysis. By zeroing in on a small fragment of the problem, you spend time painting the deck while the ship is sinking. This mind trap happens when you miss the big picture and fail to see how the pieces of a problem are inter-connected. It stems from poorly defining the problem at the outset or by coming at the problem from the wrong level. The result – spending time, energy and resources in executing the perfect solution to the wrong problem, which inevitably makes the situation worse.

Mind Trap #5. Overconfidence in One's Own Judgment – When you rely too much on your previous experience and on what's worked in the past, you think you know it all. In this mind trap, you neglect to collect enough information to understand the uniqueness of the situation at hand. The more you think you know it all, the more vulnerable you are to making a big mistake. It closes the door on new information or competing ideas in favor of using old strategies. The result – bad decisions where the solutions fail to fit the problem.

Mind Trap # 6. Busy Spinning Wheels – This mind trap is one where you end up confusing high levels of busyness and activity with real progress and productivity. There are people who are perpetually busy, but like the hamster in the circular cage, run forever and get nowhere. This trap can come from an unwillingness to confront deeper issues and levels of complexity that require serious reflection and analysis. The result – poor performance, deadlines missed, high stress levels, wasted time and energy, frustration and failure.

Mind Trap #7. Mindlessness – The center of this trap is thoughtless, mindless behavior. Sometimes we are clueless about the context in which we are operating. By lacking awareness of your own impact on others, you do stupid things. You end up damaging relationships and hurting other people's feelings. There is an avoidance of mindfulness, compassion and careful thought. The result – impulse-driven behaviors without recognition for the consequences, leading to resentment and embarrassment.

As you review the results of your 4D-i, be aware of your reactions to your personal operating style. As you reflect on your profile, do you fall into any of these mind traps when dealing with your results? Are you able to stay open enough to learn new strategies or processes for improving your performance? That is the never ending challenge for everyone who wants to stay *smart for life*.

The Mind Trap Matrix

Use this matrix as a mental checklist to spot the mind traps that you fall into most often. Note the situations in which you usually encounter those traps (e.g. in one-to-one relationships or meetings/team work). They crop up all the time on issues big and small. Catch yourself in the middle of using any one of these traps and you will begin to respond to life's challenges, not just react.

Mind Traps . . .	Move to This Mindset First	Strategies to Use for Success	To Get Out of the Trap, Avoid These Strategies
1. Closed Mind	Cool and Warm Yellow: Strive To Understand	Tune-In Empathize Scan Envision Possibilities	Rely On Experience Values Driven
2. Diving In	Cool Yellow: Analyze The Situation Warm Yellow: Tune-in To Others	Scan, Structure Clarify, Tune-in Empathize Get To The Crux	Rely On Experience Values Driven Flow
3. Catastrophizing	White: Sense Of Control	Outlook Sense Of Control Challenge Validate	
4. Solving the Wrong Problem Perfectly	Cool Red Critical Thinking	Scan, Reframe Get To The Crux Conclude Validate	Structure
5. Overconfidence In One's Own Judgement	Cool Yellow: Step Back and Analyze	Scan Structure Clarify Get To The Crux	Rely On Experience Values Driven
6. Busy Spinning Wheels	Cool Red: Critical Thinking	Scan, Reframe Get To The Crux Conclude Take Initiative	Brainstorm Structure
7. Mindlessness	Cool and Warm Yellow: Strive To Understand	Tune-In To Others Scan	Flow

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How to Make Smarter Decisions

The four dimensions of the 4D-i can be used as a template and checklist to ensure high quality decisions. Use this as a simple check to improve the quality of all your decisions, big and small.

Decision-Making: Quality Assurance Check

1. Creative Options to Choose from

- Did I have at least 5 options to choose from?
- Did I look for opportunities in the problem?
- Did I challenge existing assumptions?
- Did I have a clear picture of the desired future?
- Did I use any flashes of insight?

2. Understanding Situations and People

- Did I collect information from a variety of sources?
- Did I organize the information systematically?
- Did I get sufficient clarity on the situation?
- Did I listen to other people's thoughts and feelings?

3. Decision-Making

- Did I address the crux of the real issue?
- Did I validate the conclusion with solid proof?
- Did I rely on my past experience?
- Did I use my values and beliefs to guide me?
- Did I listen to and trust my gut instincts?

4. Personal Spirit

- Did I focus on positive, constructive approaches?
- Did I take sufficient responsibility and control for the outcome?
- Did I take initiative and act with courage?

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The more you can use all the strategies in your mind, heart and spirit when you make important decisions, the better those decisions will likely be.

Getting Started

There are three distinct levels for using the materials within the *Smart for Life* program.

Level I: Self Awareness through the 4D-i – use the results of the online 4D-i as a method of understanding yourself and your own personal operating style.

Level II: Skill Development – learn to use all the 7 Mindsets and 18 Strategies to increase your personal repertoire of skills for matching to the different tasks and people you encounter. Strengthen your personal spirit.

Level III: Getting Work Done – set up problem-solving sequences to figure out what to do – how to communicate, manage relationships, make decisions.

Let's explore each of these levels so you can understand the multiple uses of the *Smart for Life* system.

Level I. Self Awareness through the 4D-i

The first and most obvious level is to use the 4D-i Profile results to understand yourself better. The 4D-i Profile gives you rich insights into what your overall preferences are. It shows how you like to operate in your everyday life, how intuitive you are, and which of the 18 specific cognitive and emotional strategies you personally like to use to get work done. With the percentile scoring, it shows you how you compare to other people. It shows if you like to lead with your head or your heart. It also reveals powerful information about your personal spirit.

Your 4D-i Profile is available to you online anytime you need it. The detailed coaching tips and interpretations of your scores give you ongoing access to your personal operating style profile.

Level II. Skill Development

The second level shifts your focus away from understanding your own score to working successfully with others. The template of 7 different mindsets enables you to deal more effectively with any situation, task or person. In this second level of application, your focus is on how to master all 7 of the mindsets, the 18 strategies and how to tap into the power of your personal spirit. This will increase the range of skills you have for dealing with people who operate quite differently from you. At this level of application, you ask:

“What is the best frame of mind to choose for approaching this task or person effectively?”

These mindsets are mental frames that you can choose to enter. Think of how your own behavior can change from one situation to another – from doing

work, to being in church, to rooting for your favorite team, to being at a live concert, to being a parent or adult with a small child, to being at a friend's wedding. In one situation, you are silent and respectful. In a different situation, you are on your feet, yelling and cheering. Same person, different situations. Shift happens. You make shifts all the time, whether you are conscious of it or not.

Intelligent behavior, in *Smart for Life*, is all about being able to select and enter the right mindset to match the demands of the task at hand. For example, if someone is upset, go to the compassion zone. If you are doing budgets, stay away from green/creative zones and move directly into the analytical and critical thinking zones. Within each mindset, select the most useful strategy.

Need creative results? Develop skills in these two mindsets:

- Creative thinking – to generate a variety of ideas, options and alternatives
- Creative intuition – when you feel blocked or are in the midst of a situation that requires a breakthrough insight

Need understanding? Develop skills in these two mindsets:

- Analytical thinking – to develop a deeper understanding and analysis of information about what is happening
- Compassion – to develop empathy for others in conflict management or in any intense encounter

Need decision-making? Develop skills in these three mindsets:

- Critical thinking – to determine a practical, common sense solution
- Values driven – to use your values to guide your decision-making
- Trust your heart – to listen to what your gut is telling you to do

Need results? Develop the power of your personal spirit:

- Outlook – take a positive, optimistic approach
- Sense of control – act as if you are in control
- Initiative – take action, make a difference

Level III. Getting Work Done

The third level of application is to use the universal language and color-coded system to get work done faster and better.

The Smart Presentation Planner, found in the Smart Tools toolbar in your 4D-i, contains 8 problem-solving and decision-making processes. Take an issue you are dealing with and follow three simple steps. It is as easy as 1,2,3.

Step 1: Pick the type of outcome that you want to achieve. A red outcome is focused on decision-making. A yellow outcome is focused on understanding and compassion. A green outcome is focused on generating the alternatives and options to draw from, when dealing with a challenging task.

Step 2: Select one of the color-coded processes to get the outcome you want. Put the colors into different sequences – e.g. first yellow to gain understanding, then green to generate ideas and then red to make a decision.

Step 3: Assign time to be spent in each phase of the process you have chosen, then get to work.

A unique application at this level is helping couples, managers and teams agree on a common process to use to get to a solution. These processes are important in situations where people have different styles. The color-coded processes act as a guide to keep people on track and in the same mindset together, regardless of their personal preferences. When it is time to develop options and to generate ideas, all members must join together in the green zone. They all go to yellow to develop understanding and clarity or to red when it is time to debate and decide.

How To Get Started On Performance Improvement

You have two sources for improving your game at your fingertips:

1. This *Smart for Life* book – describes in detail the 18 Strategies and Personal Spirit factors, including tips for skill building to move you into the desired color or strategy.
2. The 4D-i On-line – offers the Coaching Tips and Action Planner that determines your readiness for change, selects the right approach for you and prints out coaching tips to reinforce achieving success.

Here are a few simple guidelines on how to get started on your journey.

1. Start only if you are ready – make sure your own timing will work for you, not against you.
2. Start easy – set modest goals.
3. Set a timeframe – make a commitment to trying something out for an hour, a day, a week, a month, a lifetime.
4. Make no exceptions – keep the promises you make to yourself.
5. Learn and adjust as you go – obstacles are part of any journey.
6. Be forgiving if you experience difficulties – progress seldom happens when you keep beating yourself up.
7. Keep a record – a simple journal of what you do everyday as a reminder and a reinforcement.
8. Have fun – enjoy working on your game.

Guiding Principles for Your Success

If you are interested in working on your inner skills to improve your success, here are a few guiding principles to consider in getting the most from your efforts.

#1: You are responsible for your own life and your success

– it's your life and the more responsibility you assume for your achieving success today, the more likely you will achieve it later. It is your efforts on your own behalf that will make the biggest impact. You got yourself to where you are. You can take charge to get yourself to the next level. These tools will help you.

#2: You can change your life and change the results that you get

– you can change your life, but it takes focus and effort. Anyone who has stopped smoking, lost weight, learned a new skill or made significant life changes knows that it can be done. The journey of 1,000 miles starts with a single step.

#3: Build on your strengths, make allowances for your weaknesses

– the 4D-i gives you quite a lot of information on your operating style. Focus on your high scores. These are your strongest preferences. Capitalize on these strengths. Do what you can to compensate for your weaknesses.

#4: You will get better results the more you can learn to use all 18 strategies

– the 18 strategies are power tools for your mind and heart. The more you learn how to use each one, the more likely you will get the results you want.

#5: Ignite your Personal Spirit and you will make a positive difference everyday

– at the core of your own high performance is your outlook on life, your sense of control and your initiative. Work on raising the level of these three key success factors and watch your results improve.

#6: What you put in, you will get back.

– there are no quick fixes. *Smart for Life* is all about finding the best way to achieve success. Put in the right effort, you will get the right results. Start small. Get a few successes and build from there.

The Believe It To Achieve It Success Cycle

Henry Ford once said:

“Whether you believe that you can do it, or not, you are right.”

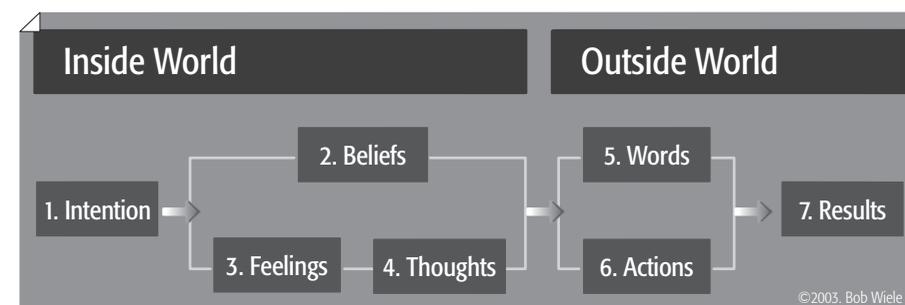
One of the big messages in the *Smart for Life* program is that you will increase your chances of success if you work on your inner game. Work on the strength of your inner world and you can change the results in your outer world.

The **Believe It To Achieve It Success Cycle** is a unique, multi-level method for aligning your mind, heart and spirit into a practical program for serious goal setting and performance improvement. You can use it to develop a personal roadmap for success, using the 18 strategies and the 3 key success factors of personal spirit. It is

designed to help you achieve the goals that are important to you by aligning your inner world with the success you want to achieve in the external world.

Training the Mind

Scientists now report that beliefs, feelings and thoughts have consequences on our health and performance. Sport psychologists know how important the mental dimension is for success in competition. Anyone who has experienced high stress levels knows the impact of anxiety on one's physical and mental functioning. Beliefs, thoughts and feelings generate positive or negative energy. They initiate a chain of biochemical reactions in the body and in the mind that can either enhance or inhibit high performance. Like actions, these thoughts and feelings have consequences.



Mind training is all about getting back to the root causes of high performance. High performance starts with a state of mind. It is based on a set of beliefs about yourself that either hold you back or let you access your full potential. High performance actions come from deep feelings and thoughts (also known as self talk) that underlie high performance behaviors. That is why most personal change programs, that focus only on behaviors, fail. It is not until you get back to the root causes (the deep intentions, beliefs, feelings and thoughts) of your inner world, can you have the desired impact on the outside world. Pay attention to the power of your beliefs, thoughts and emotions. To be smart for life, you need to make better choices about what beliefs, thoughts and emotions you put into your head and heart. The challenge is to notice the habitual patterns that lead to failure and then to break these old patterns by building positive practices to support your efforts.

It starts with stating your intention and then moving towards the results you want to achieve. Your intentions describe the deep fulfillment that you want. Intentions are the wellsprings of your behavior. They are powerful sources of focus and energy.

Another option is to start with the results or achievements you want, then work backwards to align the right actions, words, thoughts, feelings, beliefs and intentions to get you there. Once you develop a clear sense of your overall direction, then you can align your beliefs about your ability to succeed and pinpoint the thoughts, feelings, words and actions needed to get you there.

Step 1. Set Your Intention:

Intentions are like power switches. They link to a deeper source of fulfillment and connect with what you want to achieve. Intentions set your direction. They focus on what you want to accomplish. Once they are developed, clarified and sharpened in the mind, intentions ignite the power of your personal spirit.

Pick an initiative or challenge that is important to you. Start with defining your overall intention. Determine the deeper purpose that you are striving for. Know what really will fulfill you. This is the most important step of the seven because it acts like a compass. The clearer the intention, the clearer the direction.

Step 2. Believe It:

If you believe it, you can achieve it. Believing in yourself and in the value of your intentions is an essential building block for success. This step is an act of faith in yourself and in the dignity of the direction that you set. Beliefs are critical when you run into roadblocks and setbacks. Your positive beliefs create resilience in adversity. They help you overcome the temptation to give up and pack it in. Define and record the key underlying beliefs and values you will need in order to align your beliefs with your intention.

Believe that you:

- Are a good person
- Can accomplish whatever you set your mind and heart to
- Will overcome all obstacles and setbacks no matter how big or small
- Will frame and respond to all problems as valuable learning opportunities

Ask:

- “What beliefs in myself, in this situation, and in the universe will I need to realize my intentions?”
- “What beliefs will I have to release and let go of that may otherwise sabotage my efforts?”

Record your beliefs and make sure they align with your intentions.

Step 3. Feel It:

High performers keep a memory bank of their past successes. They can access the positive feelings that are associated with success. Remember a time when you were really successful, when you felt confident and competent. Demonstrate these positive feelings in your facial expressions, your body language and your voice tone.

Work on projecting these good feelings. Capture and write down the description of the feelings of success. Always use the present tense (e.g. “I feel . . .”). List the feelings you must experience to align with your intentions and beliefs.

One of the ways of getting to where you want to go, is to act as if you have already succeeded and arrived at your destination. Feel as if you have already achieved your goals. At the outset, it may feel a bit like acting or faking it. But, as you start to feel as if you have arrived, it creates an emotional state of readiness that makes it easier for you to progress towards your goals.

Step 4. Think It:

There is an old saying, “*As a man thinketh in his heart, so is he.*” What you think is what you get.

Thoughts are not easy to control. Psychologists say that we have between 10,000 to 50,000 thoughts a day, scurrying through our mind at a blistering pace, most of which lie below our radar screen of awareness. You are not going to learn how to deal with all of these thoughts. But what you can do is create your own selected diet of thoughts that you want. High performance athletes often develop a set of positive affirmations that they will repeat over and over to create the right psychological conditions for success.

Write down the thoughts that describe what you want, in the present tense. Use positive words and self-talk. Plant them in your mind and heart. Repeat them regularly 3-5 times during the day so that they become part of your everyday routine.

Step 5. Say It:

A key part of this high performance cycle is to say the right things that demonstrate that you are on the way to achieving your goals and realizing your intentions. Power your everyday communications with the positive words and phrases you want.

Choose the words that come out of your mouth with the same care as you choose the foods that you put into your mouth when you are on a diet. Use the words and phrases on the *Smart for Life* bookmark that accompanies this book.

Pick words that:

- reframe problems into opportunities
- envision positive future possibilities
- empathize with how others are feeling
- show decisiveness – listen to your head and your heart when you move into action

Record powerful, constructive words and phrases to use in conversations with others. Align your words with your intentions, beliefs, feelings and thoughts. Stop yourself in mid-sentence if you catch yourself blaming others or not taking responsibility.

Step 6. Do It:

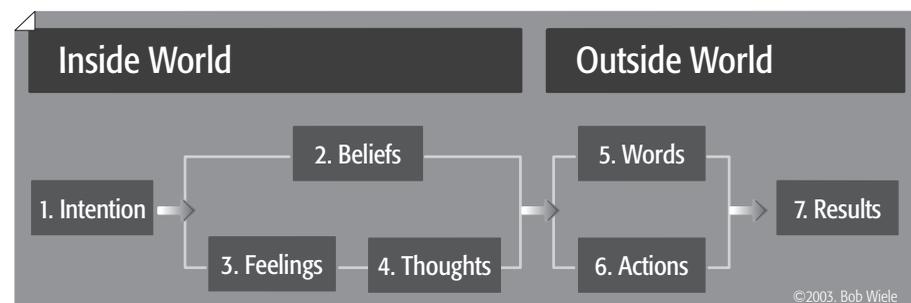
Actions speak louder than words. Now is the time to tap into your personal spirit and to move your beliefs, feelings, thoughts and words into action. One thing to remember is that everything you do happens in a context of relationships with others – friends, family, co-workers, strangers on a bus. . . . When you choose to act, you never act in a vacuum. Your action, or lack of it, will always have consequences. Go back to your intentions. Do your best to make sure that whatever you do comes from a good place inside of you.

Do the right thing. Use the 4D-i three-point check to make good decisions:

- use the power of your critical thinking to think it through
- listen to and trust your heart
- make sure whatever you do fits with your values

Step 7. Achieve It:

The **Believe It to Achieve It Success Cycle** is like a spiral. It starts at the center with your clear intentions and ends with results and achievements. You can begin this cycle with a clear delineation of the intention – or – at the end, by defining clearly the results that you wish to achieve. A very powerful way of achieving success is to, as Stephen Covey says, “*begin with the end in mind.*”



If you choose to start with the end in mind, then begin by describing, in detail, where you want to end up. Describe the accomplishments that you wish to achieve. Describe the desired outcome fully and completely, as if it was already in existence. Then go back to Step 1 and complete the Believe It to Achieve It Success Cycle from there. What you need to do is align all the forces of your beliefs, feelings, thoughts, words and actions with the achievements that you have described and committed to.

This **Believe It to Achieve It Success Cycle** is a powerful tool if you want to be *smart for life*. You will likely need it most when you want to use it least.

When you find yourself in a difficult situation or relationship and you don't know what to do next, take the time to build your own *believe it to achieve it* game plan. Use the seven steps as a personal planner. Fill in each step with your own information – the beliefs, thoughts, feelings, words and actions that you think will work for you.

In Conclusion

To be *smart for life* is a lifetime's work. Today's world is moving faster than ever. The problems are more complex and there are more of them. You can't stand still for long. You will never ever know enough to handle all of what life throws at you. But you can increase your capability for managing your life more successfully.

Make the four dimensions of high performance part of who you are and how you operate. Master the 7 mindsets and you will dramatically increase your interpersonal effectiveness as well as the quality of the decisions you make. Use the 18 strategies as essential tools for life.

Tap the inner power of a positive outlook. Act as if you are in control. Take initiative and act with courage. Remember, it's all about practice, practice, practice.

It's your life. Good luck on your exciting journey.

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How to Get in Touch with Us



If you are interested in joining with us to help the world become a better, smarter place by using our universal language, please contact us.

If you wish to learn more about the *Smart for Life* program, the 4D-i and the other modules in the OneSmartWorld system – Smart Problem Solving, Smart Communications, and Smart Meetings – or –if you would like information on our trainer certification workshops, you can reach us by phone at: 1-866-OSW-MIND – (866-679-6463), or by e-mail – bwiele@onesmartworld.com

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Bob Wiele, M.Ed. is the founder and President of OneSmartWorld Inc. He has 30 years of innovative leadership in the training and organization development field.

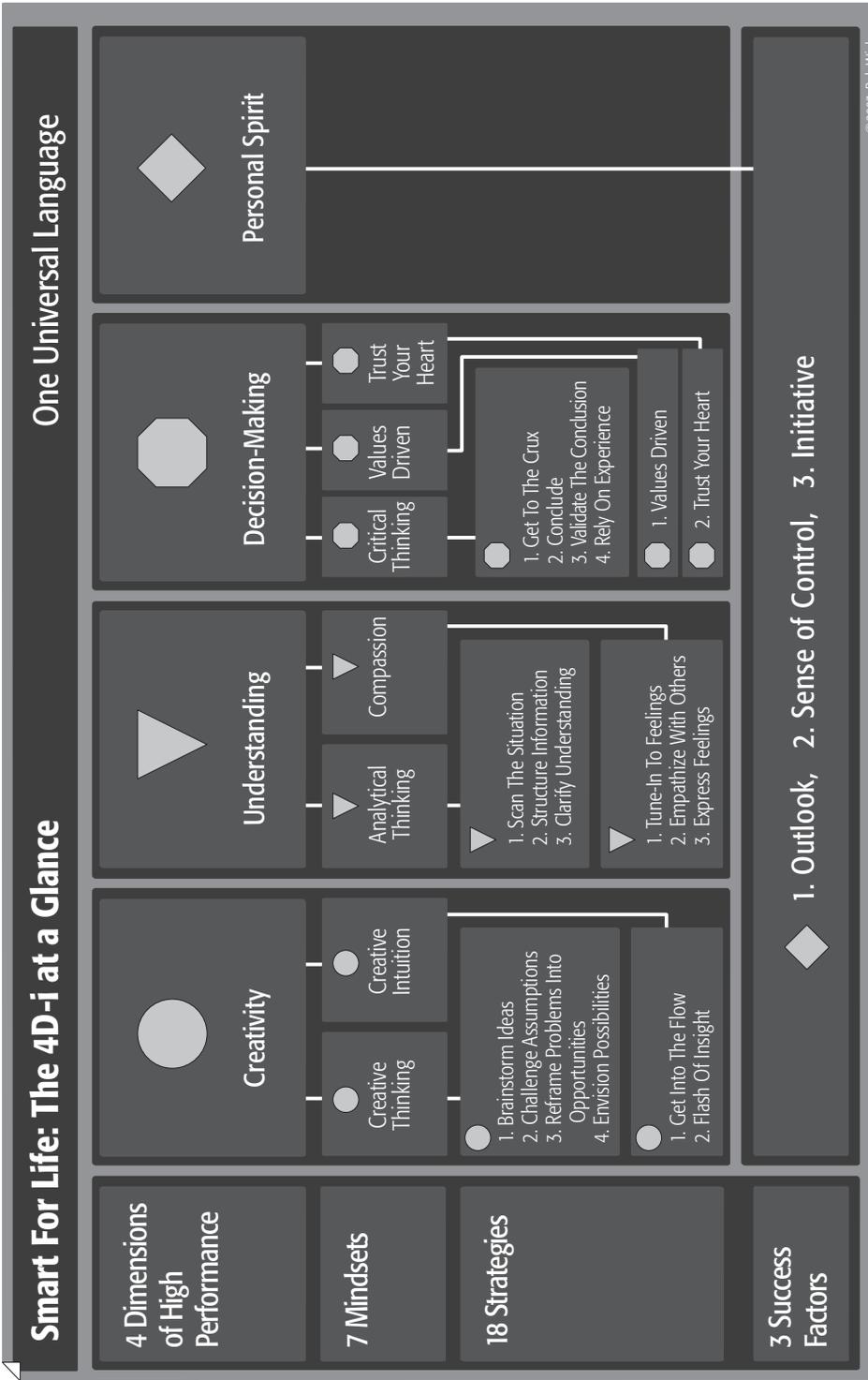
Bob's passion is encouraging people and organizations to be the best they can be by putting all of their intelligence to work. His focus is on developing practical, easy-to-use tools to increase collaboration, accelerate innovation and achieve success.

As President of the Centre for High Performance, Bob has designed and facilitated team building, training and change management programs for over 1000 organizations. He was a primary designer of the National Coaching Certification Program, the Skills Program for management volunteers and SmartSkills. These programs have had an impact on millions of people. Clients include: AstraZeneca, Bell, Chinook's Edge School Division, East Los Angeles Community College, GeneralCologne Re, Georgian College, GlaxoWellcome, Grant Thornton, IBM, Parker Hannifin, Pfizer, Scotiabank, Sears, Shell, St Paul Insurance, Texas National Guard, Zurich as well as many school boards, hospitals, and government organizations at the municipal, provincial/state and federal levels.

Bob is a member of a number of professional associations including the Strategic Leadership Forum, the International Society For Performance Improvement and is a founding member of The Entovation 100, a global knowledge innovation group.

An engaging and entertaining keynote speaker, Bob has addressed conferences around North America, including the World Summit on Knowledge Management, the National Business Conference, and many industry and association gatherings.

Bob lives in Collingwood, Ontario, Canada and has three children, Jay, Matthew and Lisa.



What People Are Saying About OneSmartWorld and the 4D-i®

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– **Jay Lundy, CEO, Spark Innovation**

ABOUT THE AUTHOR

Bob Wiele, M.Ed., is the Founder and President of OneSmartWorld. He is the inventor of the 4D-i® and Smarter Meetings online toolkits. He and his team are dedicated to transforming the performance of people and teams everywhere - with new skills in high performance thinking, problem solving and collaboration - to be more agile, versatile and adaptable. Bob is married to Mandy St Germaine and lives in Collingwood Ontario, Canada.