

Companion Workbook to:
FAST FORWARD: 5 Power Principles to Create the Life You Want in Just One Year

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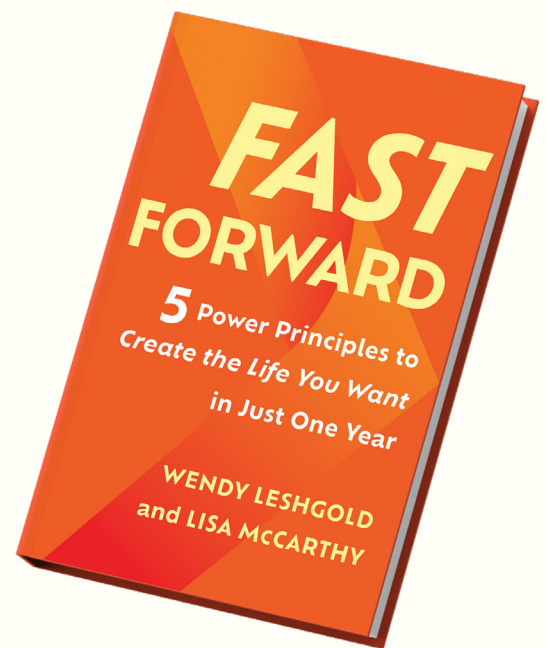


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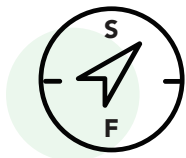
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Make This Your Year



What do you hope to get out of this book?

Power Principle #1

Declare a Bold Vision and Share It

*"Throw your hat over the wall so you have
no choice but to follow it."*





People's actions are directly correlated
to the future they see as possible





Limiting Beliefs

What limiting belief do you have about yourself, other people or the circumstances? Take a look at our examples below:

About Yourself

- › I'm not good with conflict.
- › I'm not comfortable with large groups.
- › I'm not a strong storyteller/presenter.
- › If I don't respond immediately, people will think I'm not on top of things.
- › I'm not smart/funny/creative/strategic enough.
- › I'm a bad parent/child/friend/sibling.
- › I have no discipline.
- › I am bad with details/disorganized.

About Others

- › I can't count on people/it's easier to do it myself.
- › People are selfish.
- › My manager doesn't appreciate me.
- › That team is a bottleneck.
- › My partner does nothing, and I have to do everything.
- › My kids are so spoiled and don't appreciate me.

About the Circumstances

- › It's hard to be healthy with the demands of my job.
- › It's tough to succeed at both a career and personal life.
- › Moving up at my company requires sacrifice.
- › That would never work here.
- › There are not enough hours in the day.
- › It's very political here.
- › It's hard to make new friends at my age.
- › It's too hard to meet someone in this city.

CONSIDER

We are often dragging these beliefs from the past around with us like luggage – filled with all out confidence-busting moments. They keep us playing small and limit what we see as possible.

Acknowledging Your Limiting Beliefs



Spend a few minutes thinking about your strongest limiting beliefs, those that hold you back from taking risks or going for what you want in both big and small ways. Choose the one that has the most heat, the most negative emotion associated with it, or that comes up most often. Now, write down your answers to the following questions.

1 What is the limiting belief?

Ex: I can't count on people, so I have to do everything myself.

2 How does it limit you? What is the cost of this belief in your life?

Ex: My bandwidth is constrained because I'm doing everything myself. I feel overwhelmed, exhausted, and resentful. I get less accomplished, and I'm not empowering other people to accomplish more. I'm not growing, and they're not growing.

3 Fast forward one year from today: you have let this belief go and it has no effect on your life anymore. What's different? What's now possible? How do you feel? Write your answer as if it has already happened.

Ex: I am delegating tasks, which allows me to focus on what's most important at work and home. I am not working on weekends. My team at work is growing and challenged. My spouse is sharing the cooking and errands. I feel calm when I go to sleep at night.



Bold Vision Exercise

As you answer each of the seven vision questions in the following pages, deepen your answers by asking:

- 1** What about this is uncomfortable or unpredictable? Why?
- 2** Have I written my answer as if it's already happened or is happening?
- 3** What about this is important?
- 4** What difference will it make when this happens?
- 5** How will I know that it happened or if I'm making progress?



Bold Vision Exercise

Fast Forward one year from today — what does extraordinary success look like?

VISION TIPS

- › Be bold. Get comfortable being uncomfortable!
- › Write as if it's already happened — past and present vs. future tense.
- › You do NOT need to know HOW to get there.
- › Be specific vs. vague.

1 What are you known for?

Ex: I am known as an inspiring leader who cares about people; I am known for giving the benefit of the doubt; I am known for speaking up and taking a stand on issues that are important to me; I am known for empowering people to learn and grow.

2 What were your professional outcomes (business and career)? Use relevant metrics.

Ex: I hit 110% of my quota; I was promoted to director; I have spoken at three conferences; I managed two complex projects.

3 How would you describe the culture of your team or company?

Ex: People feel it's safe to make mistakes and fail; We give each other straight feedback and assume positive intent; We have fun and connect as people and teammates regularly; We value whole life balance; We value diverse perspectives.

Bold Vision Exercise *cont.*



4 What were your personal outcomes?

Ex: I have recommitted to karate and go to the dojo at least twice every week; I have a thorough and written financial plan/goals; I feel rested and have sustained energy and focus; I love my home and redone backyard.

5 How did you grow and improve?

Ex: I make decisions without second-guessing myself; I am confident and comfortable talking about my team's financials; I say no to things at work and at home that aren't a good use of my time; I am resilient and using effective strategies to let go of things.

6 What is your outlook on life?

Ex: The best is yet to come; I appreciate what's working in my life; Good things will come out of this challenging time; Life is an adventure; I rise to the occasion.

7 How would you describe the quality of your important relationships?

Ex: I feel proud of where I am in my life; I have a productive working relationship with my manager; My parents and I are close; I am in a meaningful romantic relationship.

Sample Vision



I'm proud of the positive changes I made in my life this year – both professionally and personally. I feel confident and fulfilled. I was promoted at the beginning of the year and have expanded my scope by being a key liaison to the product team. Our team held revenue flat to 2023, which was a major win. We deepened relationships with key stakeholders. These clients have each given feedback that we understand their business, and they appreciate our recommendations and data insights. We grew our overall client satisfaction score by 5 points. Given the new org support structure we've also been able to reduce cost of sale by 5%.

In my new cross-functional role, I am known as a leader who helps people grow and is adept at bridging the divide between the sales and product teams. One of my key strengths is developing meaningful relationships with colleagues and clients, and I've really leaned into this. I am known for being patient and positive at work – and at home. I am preparing a minimum of 15 minutes for key internal and external meetings, so I feel more confident and organized. People are giving me feedback that I am easy to work with and enhancing their ability to do their jobs. I was asked to speak at 2 client/industry Zoom functions. Even though I felt uncomfortable – as I had never done a virtual panel before — I now feel confident doing this.

My team feels heard and supported to be successful professionally and personally. People feel safe to debate, give feedback and make mistakes. When they come to me with questions, I can see I've improved my coaching by listening and asking questions vs. telling people what to do. We eliminated weekend email, and people have an opportunity to refuel. Our engagement scores increased by 10 points on top 3 metrics that were pain points the last two years. On a broader scale, 80% of our new hires in the org were people of color, and people of color feel they are treated equally and they belong. I feel proud that I've played a vocal part in making this a reality.

One of the best parts of the year has been forming a stronger relationship with my boss Ann Marie. I get on her calendar for weekly 1:1's and she has a real understanding and appreciation for the value I add to the business. Seeing her more often has made it much easier to talk and get coaching on roadblocks. We have lunch once a quarter and know each other as human beings. I'm also proud of the productive working relationship I've built with Tom. Our teams are now handling conflict real time vs. escalating to us. I really enjoyed the work I did mentoring more junior employees. I sponsored two people in my department who expressed interest in learning more about product marketing, and I had monthly coffee meetings with two junior employees to help them navigate the organization and their careers.

I am delegating work that is not a good use of time and am laser focused on the biggest priorities – saying “no” more often and feeling ok about doing it. This has given me more time with my family, which is critical now that Sam and I are parents of two under two. Caleb is adjusting well to his role as a big brother, and is keeping us curious and laughing. Sam and I have maintained a weekly date night and are tech-free 5 nights a week so that we stay connected. In second half, we took one weekend per quarter to stay in a hotel for a romantic getaway.

I am running or hiking 3 times a week and enjoy being outdoors – it gives me energy and it has also helped me stay connected to friends as I often run or hike with them. I am sleeping 7 hours a night by making sure I go to sleep by 10:30. I feel good and look good – eating healthy (no sugar or alcohol during the week). I prioritized connecting with 3 close friends from college and childhood and make sure we are catching up quarterly. While my parents and siblings are still in California, I speak to them weekly over email, text and FaceTime. I feel closer to my brother after being surface-level and distracted in our relationship over the last two years. I am grateful for my family's health and financial security. I organized my own finances and feel secure about the next 3 years, paying off debt and saving responsibly. I am happy, optimistic, and feel grateful.



Sharing Your Vision

1 Clear Distractions

- › Set a time to talk and make sure it's free of distractions. The person should be able to focus on what you're sharing.

2 Give Context

- › I recently read a book called Fast Forward. It gave me a system to achieve success in both work and life.
- › Share what was most meaningful. What did you find valuable/actionable? What do you intend to start/stop/practice?
- › One of the most important and inspiring parts of Fast Forward is writing a Vision for the year ahead as if it's already happened. This exercise pushed me to think big and focus on what is really important at work and in all areas of my life.
- › I am sharing my Vision with you and would appreciate your feedback and input.

3 Read Your Vision

- › Read it slowly, no disclaimers. Omit anything that you don't feel comfortable sharing.

4 Request What You Need

Professional (Manager/Team)

- › Do you feel I have covered the key priorities?
- › Anything else on the business I should add?
- › Here is how you can support me/hold me accountable...
- › Here is what I need from you to be successful...
- › Make requests/recommendations to help you achieve your Vision.

Personal (Family/Friends)

- › Here is how I'd like you to hold me accountable/support me. Will you do this?
- › Do you have any requests/recommendations for our relationship?

Power Principle #2

Choose a New Perspective

What's the Cost of Being Right?

"The real voyage of discovery consists not in seeking new landscapes but in having new eyes."

- Marcel Proust



Choose a New Perspective



FACTS

0% Control

- Fixed
- Indisputable
- No Drama

STORY

100% Control

- We believe it's "The Truth"
- We collect evidence
- It has a COST if it's negative

RESEARCH

Confirmation bias occurs when we look for and use information that supports our own ideas and beliefs. We collect evidence for our own perspective, making it feel true, while ignoring or rejecting information that casts doubt on it. This leads to our inability to perceive circumstances objectively.

Understanding Your Disempowering Perspectives



There is always some level of suffering (a cost) in believing your disempowering perspectives. Recognizing this cost is the first step to changing your mindset and behavior. Your new perspective may feel false at first because you have so much evidence for the old perspective. This is confirmation bias: we look for evidence to support what we already believe to be true. Practice finding evidence for your new perspective.

EXAMPLES

Personal

- › They don't appreciate me.
- › My mother is so critical — it's never enough.
- › It's hard to meet someone.
- › I'm not a good parent.
- › It's hard to be healthy.
- › There aren't enough hours in the day.
- › My partner does nothing around the house; I have to do everything.

Professional

- › I'm overwhelmed and constantly behind.
- › I should be further along in my career.
- › My manager doesn't care about my growth.
- › My clients don't respect me or value my contributions.
- › It's hard to find work-life balance in this company.
- › That team is incompetent.

1 What is one of your disempowering perspectives?

Choose one with some heat, one that brings up feelings of stress, angst, anger, or that you think will keep you from achieving your vision.

2 What are the facts?

Push yourself to list only absolute, objective, undeniable facts, not interpretations. Be careful not to rely on your memories.

3 What is it costing you?

Consider the obvious and less obvious or far-reaching costs to you and to others.

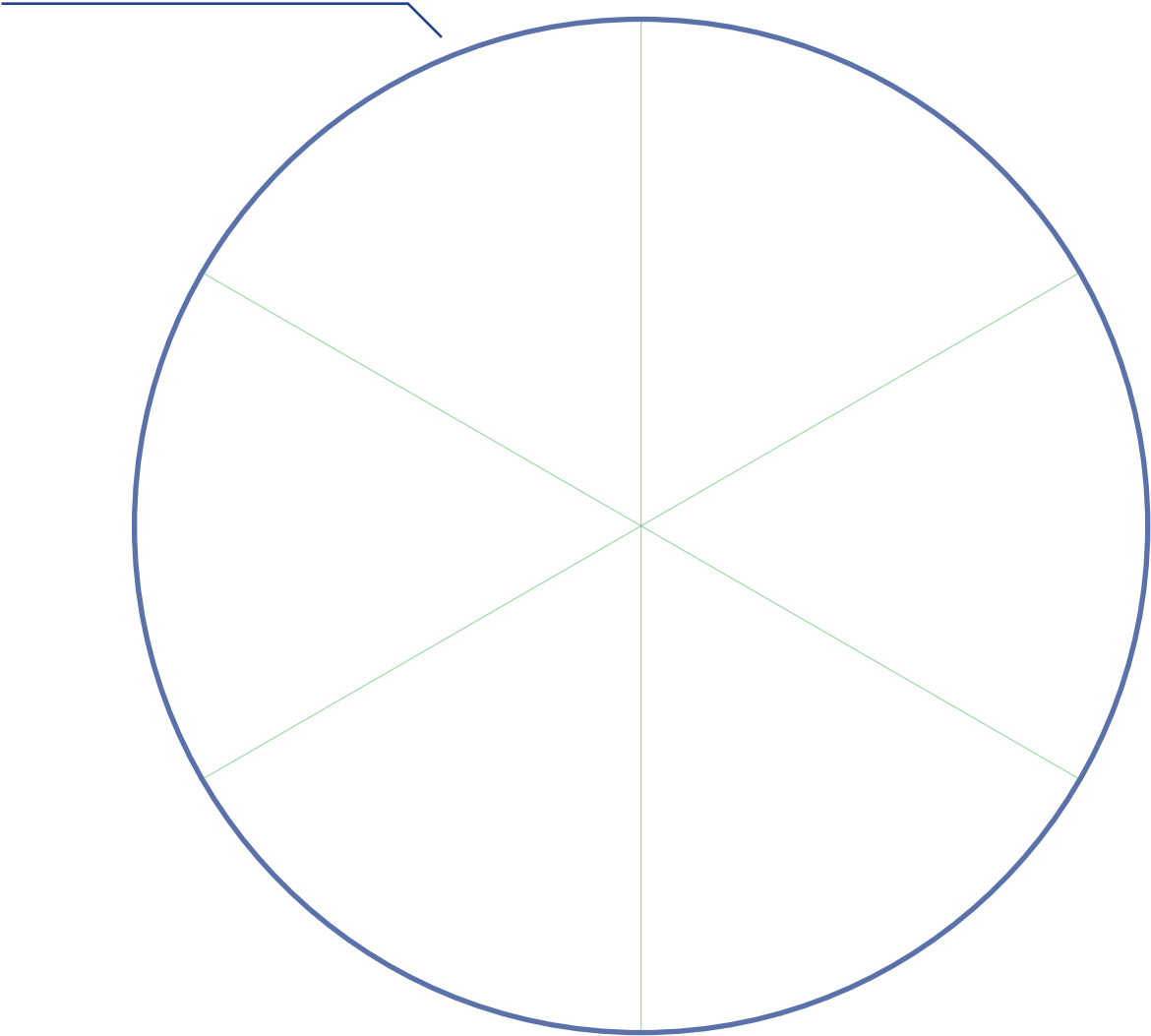
Brainstorming Perspectives



FACTS

COST

CURRENT PERSPECTIVE



Choosing Your New Perspective



- 1** What is your disempowering story?

- 2** What are the facts?

- 3** What are the costs?

- 4** What is another perspective you can choose?
 - › Consider asking somebody who could be objective to help you brainstorm.
 - › Don't be limited by the current perspective.
 - › Don't rationalize, excuse, commiserate, or confirm the current perspective.
 - › When the brainstorming is over, choose the one that resonates most and physically circle it.
 - › Remember that a perspective is a way of thinking or feeling, not an action to take. Don't try to solve the problem.

- 5** What will be different in how you think, speak, or act?



You can choose to be right, or you
can choose to be happy.



Exercise: Get to Know Your Inner Critic



- 1** Take a few minutes to think about circumstances, areas of your life, or relationships in which you feel less confident or as if you're falling short. Write down all the things your inner critic says, without editing yourself or holding back.
- 2** How did it feel to write them down? How does it feel to see them on the page?
- 3** Find somebody you trust and ask them to listen without trying to comfort you or convince you that you're wrong. Read your list out loud to them. How does it feel? Do these things seem irrational, sad, or harsh when you say them aloud?
- 4** **Reflect:** Would you say any of these things to somebody you cared about? If not, isn't it time to stop saying them to yourself?

Fuel Your Own Confidence



Four Practices:

1

Focus on Your
Strengths

2

Run Your
Own Race

3

Journal
AM/PM

4

Clear Power
Outages

Focus On Your Strengths



Use the list of strengths on the next page. Circle your top three to five strengths (as perceived by you!).

1 Where are you currently using your strengths?

2 How else could you leverage your strengths in your life, work, and relationships?

CONSIDER

Be as specific as possible, citing examples from your work and life.

EXAMPLES

- › I am creative in my personal life, but don't feel creative at work. I can use my creativity to develop a process at work that saves time.
- › I express gratitude all the time at home but not in my professional life. I can make this into a habit at work.
- › I am using curiosity at work, but in my personal life I am not present or curious and find myself too tired to be interested. I will practice curiosity with my family and friends.

RESEARCH

People who focus on their strengths every day are six times more likely to be engaged in their jobs, more productive, and more likely to say they have an excellent quality of life.

Source: Gallup Research, First Break All the Rules. 2016.

Practice 1: Focus On Your Strengths



<p>CREATIVITY</p> <p>Original, adaptive, a problem solver, sees and does things in different ways</p>	<p>CURIOSITY</p> <p>Interested, explores new things, open to new ideas</p>	<p>JUDGEMENT</p> <p>A critical thinker, thinks things through, open minded</p>	<p>LEARNING</p> <p>Masters new skills and topics, systematically adds to knowledge</p>
<p>PERSPECTIVE</p> <p>Wise, provides good counsel, takes the big picture view</p>	<p>BRAVERY</p> <p>Shows valor, doesn't shrink from fear, speaks up for what's right</p>	<p>PERSEVERANCE</p> <p>Persistent, industrious, finishes what one starts</p>	<p>HONESTY</p> <p>Authentic, trustworthy, sincere</p>
<p>ZEST</p> <p>Enthusiastic, energetic, doesn't do things half-heartedly</p>	<p>LOVE</p> <p>Warm and genuine, values close relationships</p>	<p>KINDNESS</p> <p>Generous, nurturing, caring, compassionate, altruistic</p>	<p>SOCIAL INTELLIGENCE</p> <p>Aware of the motives and feelings of others, knows what makes others tick</p>
<p>TEAMWORK</p> <p>Team player, socially responsible, loyal</p>	<p>FAIRNESS</p> <p>Just, doesn't let feelings bias decisions about others</p>	<p>LEADERSHIP</p> <p>Organizes group activities to get things done, positively influences others</p>	<p>FORGIVENESS</p> <p>Merciful, accepts others' shortcomings, gives people a second chance</p>
<p>HUMILITY</p> <p>Modest, lets one's accomplishments speak for themselves</p>	<p>PRUDENCE</p> <p>Careful, cautious, takes appropriate risk</p>	<p>SELF-REGULATION</p> <p>Self-controlled, manages impulses and emotions</p>	<p>APPRECIATION OF BEAUTY/EXCELLENCE</p> <p>Feels awe and wonder in beauty, inspired by goodness of others</p>
<p>GRATITUDE</p> <p>Thankful for the good, expresses thanks, feels blessed</p>	<p>HOPE</p> <p>Optimistic, future-minded</p>	<p>HUMOR</p> <p>Playful, brings smiles to others, lighthearted</p>	<p>SPIRITUALITY</p> <p>Searches for meaning, feels a sense of purpose, senses a relationship with something beyond oneself</p>

Practice 2: Run Your Own Race



- 1** Where in your life are you feeling triggered by comparing yourself to others? (Consider your career, your relationships, your home, your health and body image, and more.) What do you say to yourself?

- 2** Where in your life are you overly focused on what other people think of you rather than what you know you have to offer? What does that cost you?

- 3** What can you stop doing or start doing to run your own race and focus on your own contributions? (For example, reduce time on social media, shift from envy to admiration and curiosity, create reminders of your own vision and priorities.)



CONSIDER

- > Practice gratitude for what you have
- > Focus on your strengths
- > Focus on contributing vs. what others think of you
- > Limit social media
- > Shift envy to admiration

Practice 3: 2.5 Minute Journaling



1 Morning: Write down two or three things you are grateful for today.

Ex: My delicious cup of coffee, my partner's support, my cold shower after exercising, this mild weather, my kid's hug before school.

2 Evening: Write down two or three things you are proud of or did well in the last 24 hours.

Ex: I contributed to my retirement account, I spoke up in our monthly meeting, I called a friend I haven't seen in a while, I helped my daughter with her homework, I forgave a friend, I helped a frazzled coworker with an important project.

CONSIDER

Countless studies have found that gratitude journaling helps people sleep better, lowers stress and improves relationships. It takes less than 5 minutes a day!

ONGOING ADDITIONAL EXERCISE

Each morning write down 3 things you are grateful for.
Each evening write down 3 things you are proud of.



POWER OUTAGE

A temporary loss of power/confidence triggered by mistakes, breakdowns, conflicts, other people, setbacks and apathy. These happen on a regular basis to all human beings.

Practice 4: Clear Power Outages



STEP 1 Recognize that you're in a power outage.

Think about a recent power outage or two, then answer these questions:

What does a power outage usually look like for you?

What kinds of situations trigger them?

What does your inner critic say?

What happens for you physically?

What types of things do you typically say or do when you're in a power outage?

Practice 4: Clear Power Outages *cont.*



STEP 2 Taking deep breaths helps calm our stress response, start there.

STEP 3 Don't stay alone.

Identify one or two people in your life who you can turn to, meaning you're comfortable being vulnerable and not "perfect" with them. Their role is to help you purge the negative thoughts and reset. It could be a friend, a sibling, or your spouse. Their task is easy: Listen and ask a couple of questions.

1

2

Before your next power outage, give them these guidelines:

- › They should listen without interrupting. If you stop talking, they should say something like, "What else?" or "Tell me more" or "Is there anything else you want to say?"
- › When you're done, they should not commiserate, try to solve your problem, or tell you what you should do.
- › If your power outage is because of your own mistake or somebody else's, they might ask, "When will you let this go? When will you forgive yourself/them?" You should set a timeline because it takes time to move past anger or disappointment.
- › They can ask questions to help you reset your thinking and focus on moving forward, such as, "What do you think you should do now/next/today?"
- › When it seems like you're refocused, they can ask "How do you feel now?" to make sure that the power outage is over.

When you're in a power outage, saying what you're thinking and feeling out loud tends to neutralize the drama and heat, but sometimes all it takes is slowing down, getting present, and being intentional about resetting your thinking and your perspective. That's a good starting point if you can't find somebody to help you clear it. It's a simple practice, but it makes a massive difference in terms of how much of your life you spend feeling angry, frustrated, guilty, low, or unconfident.

CONSIDER

Some power outages are small, and some are bigger — like the entire town goes dark from a system wide grid failure! The bigger the game you are playing, the bigger the Power Outages can be.

How to Clear Power Outages



ME: I'm having a major power outage.

THEM: *What's going on?*

ME: I sent an internal, sensitive email to a client by accident. I'm mortified. How could I do this? I was moving too fast. I'm beyond embarrassed.

THEM: *Got it. Tell me more about it.*

ME: You would think at this point in my career I wouldn't make these kinds of mistakes. I feel like I let the team down. I'm so mad at myself. How could I do this?!

THEM: *I really get it. Anything else you want to say about it?*

ME: No. That's it.

THEM: *Is there anything you think you should do about this today?*

ME: I plan to apologize both to the team and the client. I'll call my people and send the client a note.

THEM: *Sounds great. When will you forgive yourself, because you seem pretty mad at yourself right now?*

ME: Yeah. I need a little time. But I will forgive myself by the time I go to bed tonight.

THEM: *OK. How do you feel now?*

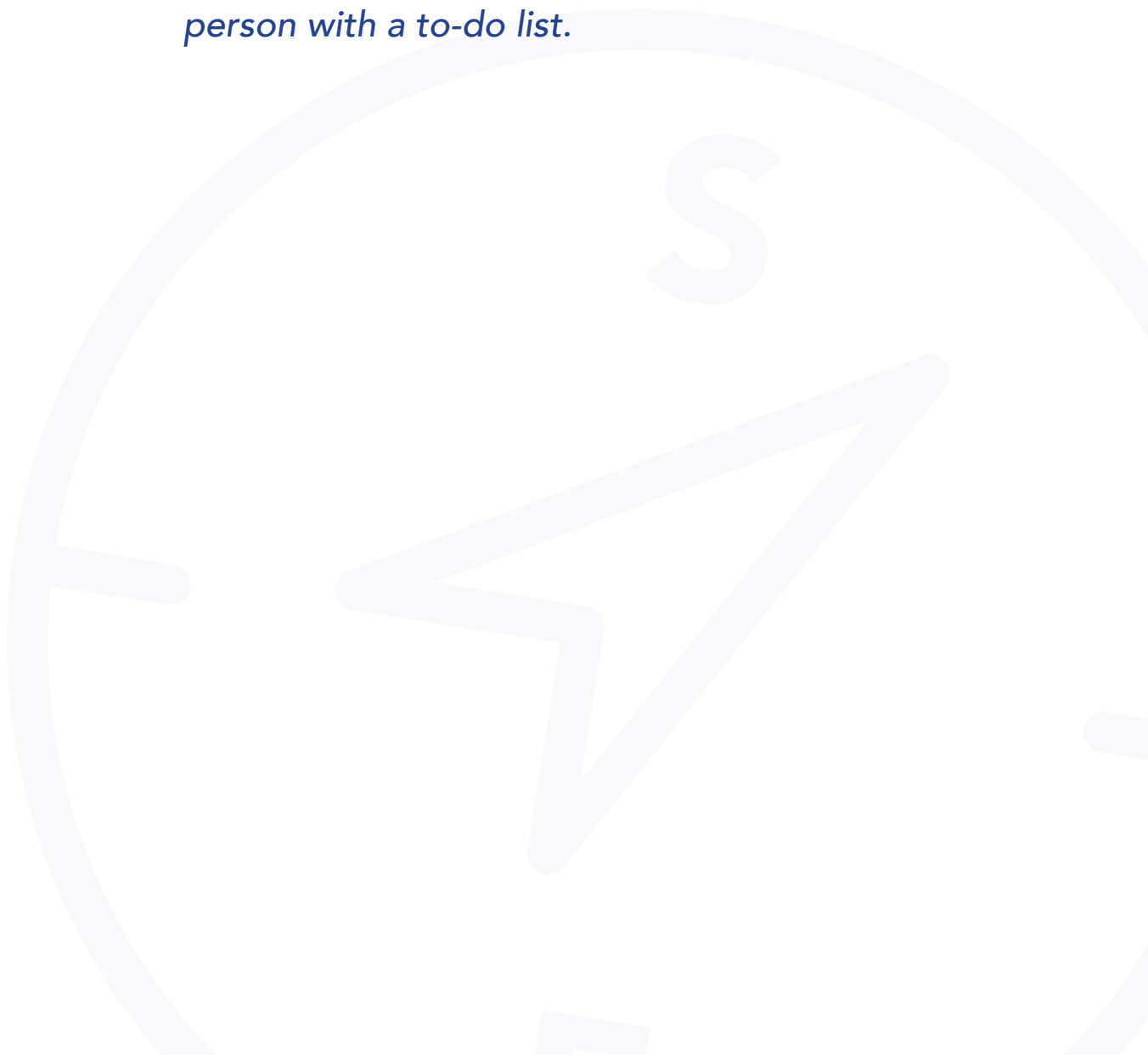
ME: Still a little embarrassed, but better, calmer. Thank you!

Power Principle #3

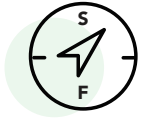
Plan the Work and Work the Plan

Start Taking Ground — Today

*Without a plan you are lost in the woods
with no compass...you are a very busy
person with a to-do list.*



Shifting From Reactive to Intentional



1 Identify one area in your life where you're being reactive. What is the automatic behavior or pattern?

Ex: Email: I check my email constantly and respond to everything right away.

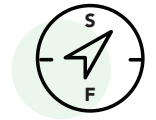
2 What are the costs of this behavior for you and others?

Ex: Being present, relationships, feeling calm, quality of work.

3 What are two or three new behaviors or habits that could help you be intentional?

Ex: Schedule time to check and respond to email at 2-hour intervals, block 3 mornings per week for strategic thinking and writing, stay off email weeknights from 7-9 pm and weekends.

90-Day Action Plan: Avoiding Pitfalls in Your Outcomes



INEFFECTIVE

EFFECTIVE

OUTCOMES

Every week I'm having 1:1s with my team. *[An action, not an outcome]*

My weekly 1:1s leave people feeling empowered and in action.

I have better work/life balance. *[Vague and impossible to know if you're succeeding]*

I am placing importance on family time by having dinner with my family three nights a week and ending the workday by 6:30 pm.

The team uses our time efficiently and we're more productive. *[Vague and impossible to know if you're succeeding]*

We effectively manage our team's digital pipeline, resulting in 15% time savings per week.

ACTIONS

Start exercising *[Overwhelming and vague]*

Identify one yoga class at my gym that fits my schedule.

Develop our annual business plan *[Too many steps, overwhelming]*

Set up a meeting with my team to align on key business metrics.

Stick to my monthly budget *[Not clear how to do it or what to do]*

Every Monday morning, write down how much I've spent so far for the month and how much I have left to spend before the end of the month.

Sample 90-Day Action Plan



OUTCOMES	ACTIONS/HABITS	TIMING
I am in control of my calendar and have six hours weekly to think and strategically plan.	Weekly meeting audit.	Start July 1
	Insert daily "no interruption" time into my day and stick to it.	July 15
	Request agenda for every meeting to determine my role.	Start July 15
We are delivering Fast Forward virtual workshop series to 10 existing clients and four new clients, enabling us to keep annual revenue flat during pandemic.	Deliver virtual workshop series with two clients; gather their feedback and improve.	July 30
	Share new product with 20 existing clients to generate demand and get referrals.	July 30
	Develop prospect list for companies focused on engagement, retention, and team building.	August 30
We have a culture where people feel appreciated and safe to try new things and innovate.	Recommend that in every team meeting, we acknowledge two-three people doing something innovative, interesting, or risky.	July 1
	Share my vision with my team.	July 15
	Ask my team for ideas on other ways to champion a culture where we root for each other's success.	Start July 1, Check-in monthly
I am confidently communicating my point of view, regardless of the audience or group.	Make one recommendation to accelerate business each week.	Start July 1, Ongoing
	Share aspirations with my manager and ask for support.	July 15
	Register for internal public speaking workshop.	By July 15
I feel energetic and look amazing. I live healthily every day and have lost 10 pounds. I am proud.	Download Headspace and try it one time.	July 1
	Exercise at least three times/week for minimum of 30 mins.	Start July 15
	Schedule meeting with nutritionist.	July 30

90-Day Action Plan



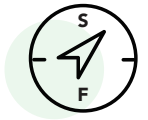
Tackle 3 bold and uncomfortable outcomes from your vision.
Once you have completed an action or created a new habit, update your plan.

OUTCOME	ACTIONS/HABITS	TIMING/BY WHEN
	1	
	2	
	3	
	1	
	2	
	3	
	1	
	2	
	3	

Everything changed the day I realized I have exactly enough time for what's important to me.



Create a "Say No" List



- 1** Look at your calendar for the last few weeks. What are some things you said yes to and regretted, resented, or paid a price for doing? What are you currently saying yes to regularly that doesn't line up with your priorities and vision or that you just don't care about?

- 2** Look at your calendar for the next two to three weeks and the commitments you've made in your 90-Day Action Plan. What kinds of requests might you get that will require you to say no to a person or people if you want to meet those commitments?

CONSIDER

Remember, no is a complete sentence. Sometimes being transparent about why we're saying no gives us an opportunity to share elements of our vision or plan or remind people of shared commitments.

EXAMPLES

- › Oh, I will be so disappointed to miss this! Thank you for asking me.
- › I'm not available, but I know someone who would love to be a part of it. May I connect you?
- › I am so flattered that you asked but unfortunately, I need to decline. I do hope you'll keep me in mind for the future.
- › I can't attend that meeting, but I could help by sending you [an in-depth video tutorial on how this product works; a resource we just developed for marketing; a few recent articles that I found insightful; a transcript of a recent client call].
- › I sit down with my calendar on Sundays. Would you please send me all of the information, and I'll let you know on Monday if it works with my schedule?
- › Thank you for reaching out to me. I'm booked solid for the next [X weeks or months]. If we could begin on [X date], it's worth us having a deeper conversation about the project.
- › I know you asked me because you thought [I'd enjoy it, it would be a good fit for me, I'd appreciate the opportunity]. This isn't the kind of [project / work / volunteering] I usually take on.



Power Principle #4

Use Language of Action

Get out of the Stands and
onto the Field

*“Thought is the blossom; language the
bud; action the fruit behind it.”*

- Ralph Waldo Emerson



Getting on the Field



1 Where in your life would it make a difference to be on the field, but you are in **the stands?** *(Look for clues in areas of your life where you're complaining a lot or where you feel frustrated, stuck, stressed out, unseen or unheard, or you're just not making progress.)*

2 What's getting in the way?

3 What's the cost?

4 What difference would it make to you and others if you got on the field?

Getting on the Field



TWO FORMS OF COMMUNICATION

In the Stands: *Using Language of Observation*

- › Praising
- › Analyzing
- › Describing
- › Prediction or Forecasting
- › Complaining

On the Field: *Using Language of Action*

- › Setting a desired outcome
 - › Making recommendations & requests
 - › Taking a stand
 - › Asking for help
 - › Aligning on who is doing what by when
-

TURNING COMPLAINTS INTO REQUESTS OR RECOMMENDATIONS

What's the commitment behind the complaint? *Example: Alex's commitment was to improve the quality and impact of the meeting, to give everyone back a few hours of time, and to be able to meet his personal commitments on those days.*

How would you like it to look? *Alex wanted the meeting to be less frequent, more efficient, and to start/end earlier.*

Setting Desired Outcomes



- 1 Who is your audience and what do they care about?
- 2 At the end of the conversation, what will they believe, feel, and do?
- 3 How will your audience benefit?

Evolve your responses to the above questions into a concise, compelling desired outcome that is focused on the benefit to them or the company. Desired outcomes are typically 2-3 sentences. Practice saying it out loud. Write the desired outcome here:

EXAMPLES

- › **Who is your audience and what do they care about?** *My manager. He wants engaged employees who produce results. He wants to be known as an effective coach and get good manager effectiveness scores.*
- › **At the end of the conversation, what will they believe, feel, and do?** *My manager will believe that showing up for our biweekly one-on-one is key to unlocking my potential and impact. He'll feel excited by my genuine interest in his coaching. He'll commit to making these meetings a priority and not canceling or rescheduling them.*
- › **How will your audience benefit?** *He will recognize the value of coaching top talent and showing people that he cares about their growth. Improving my productivity and results will benefit the company. This will result in him getting a higher manager effectiveness score.*
- › **Write the desired outcome—as you might say it.** *I value your coaching. Our one-on-one meetings have helped me overcome challenges, prioritize, and brainstorm ideas. My intention today is that you see the benefit of making them a priority. I'll have an even bigger impact on our business if I can get your undivided attention and coaching for 30 minutes a week.*

Conversation Planner



CONVERSATION PLANNER EXAMPLE

- › **What is the desired outcome?** *My intention is that you see the impact of the two new projects signed this month on our team's workload. I know you care about meeting promised deadlines and preventing team burnout. I'd like your support in hiring outside support to make sure both things happen.*
- › **What specific recommendations or requests will I make? Why?** *My request is that you approve hiring one new independent contractor to provide writing support. The most time-consuming work for these projects will be writing, and it is the easiest to outsource. Hiring a contractor will allow us to be flexible, using only the time and budget we need to complete the work. [Show timesheet summary of employees who are at close to max capacity on existing projects.]*
- › **What questions will I ask? When?** *Ask before addressing budget objection: Do you know of any other projects in the pipeline that could affect our workload?*
- › **What objections might come up? How will I handle them?** *You might be thinking that getting approval for this hire means reporting a budget overage to Jeff and Sarah, which I understand puts you and the team in an awkward position. However, the two new projects put us on track to surpass our revenue projections for the year by at least 15 percent. I anticipate that the cost of the contractor will increase our budget by only 5 percent. I've also been able to find an excellent contractor without going through a recruiter or other service, which has saved us money.*
- › **How will I close in a way that forwards action? What are you saying to yourself about this request? (Find out what was heard.)** *To avoid falling behind, we need to bring the contractor on by the end of next week. Do you need to get approval before I can send an agreement to the contractor? If so, can that happen by Friday?*

1 What is the desired outcome?

This is the most important question. Who is your audience and what do they care about? At the end of the conversation, what will they believe, feel, and do? How will your audience benefit?

2 What specific recommendations or requests will I make? Why?

A strong recommendation should be concise, well-supported, and compelling.

Conversation Planner



3 What questions will I ask? When?

A strategic question can sometimes change the outcome of a conversation, especially when there's potential misalignment. Write questions down in advance, and consider when you'll ask them.

4 What objections or concerns might come up? How will I handle them?

Get in front of objections by appreciating and planning to address them. You might even raise it before they do. However you decide to handle them, being prepared will help you leave people feeling clear and confident in your recommendation or request.

5 How will I close in a way that forwards action?

Find out what got heard by allocating time to answer open-ended questions such as, "What are you taking away from this conversation?" Reinforce the benefit of taking the action you suggested. Align on who is doing what by when.

ADDITIONAL CONSIDERATIONS

- › Who must attend and what is the role of each attendee?
- › What successes and/or challenges can I highlight from last quarter/year (when relevant)?
- › It's often valuable to send attendees a pre-read and ask them to come prepared to share/give thoughts.

Post-Meeting Debrief & Follow-up



Internal Debrief Within 48 Hours:

- 1** What worked well? (Start with the positive)
- 2** What didn't work and why?
- 3** What can I learn from this or how can I improve?

Post-Meeting Debrief & Follow-up



LANGUAGE MATTERS

Increase your impact by raising your awareness of when and where you are using this language and eliminate it!

Cut Disclaimers

- › “You might already know this...” **and** “This may not be the right idea..”

Stop Apologizing

- › “Sorry for taking up so much of your time...” **and** “I’m sorry we don’t have the final data...”

Eliminate “Just”

- › “I’m just going to share this data...” **and** “I just want to tell you about an idea I had...”

Be Concise

- › “I know you will agree with my point about our strategy, which I have discussed and debated at length with my team, although it’s really a pretty unarguable plan and very straightforward” **versus** “My team’s new strategic plan is X, Y, Z.”

Tell Rather Than Ask

- › “Let’s set a time to review our proposal next week” **instead of** “Can we schedule a time to review our proposal next week?” **Or** “I recommend we test this idea” **rather than** “What do you think about testing this idea?”

Use “And” Rather Than “But”

- › “I appreciate your insights, but we have another perspective” **versus** “I appreciate your insights, and we have another perspective.”

Reduce Filler Words

- › “to be honest, um, uh, like, actually, sort of, kind of, you know, right, by the way.”

Power Principle #5

Stop Talking and Get Curious

Spark Connection, Trust,
and Creativity



Where Could You Improve Your Listening?



1 What specific hurdles get in the way of listening for you? Think of certain situations where you know you're less intentional.

2 What's the cost of not listening in these situations?

3 What could be possible if you listened intentionally?



The Discovery Challenge



Pick one person in your life who could use your full attention or who you would like to build a stronger connection with. It could be a friend, a family member, a colleague, or your boss. You'll engage them in a five-minute conversation on something they're passionate about and that you don't know much about, like their favorite movie, a vacation they're planning, a book they are reading—anything that will get them talking.

- 1 Right before you begin the conversation, reread the list of practices we described to help you focus on intentional listening: Slow everything down. Be fully present. Show you're engaged and open with your body language. Don't interrupt or take the person on a tangent. Ask open-ended questions. If you check out (and you probably will), notice it and check back in.
- 2 Ask the person a question that gets them talking about the topic.
- 3 As they talk, do not interrupt, relate what they're sharing back to your own experiences, or take them on a tangent away from what they seem to want to share. Only prompt them to go deeper with open-ended questions.
- 4 Use all of the intentional listening practices we shared on the previous page. Make sure to notice when you check out. Also try to notice how often you're tempted to do any of the things you're not supposed to do.
- 5 After the conversation, debrief by considering the questions on the next page.

The Discovery Challenge *cont.*



How hard was it?

What did you learn that you didn't know?

What's your interest level in what they were sharing?

How were they different at the end of the conversation?

What's one thing you need to work on?

Where Could You Be Coaching Rather Than Solving?



- 1** Where in your life are you solving people's problems versus listening and questioning?

- 2** What is the impact of this on your relationship and how you feel?

- 3** What would be different if you stopped solving and started listening, getting curious and questioning more?

Coaching Questions



Help People Clarify Their Thinking, Get Unstuck, and Take Action

These questions will challenge people to think in new ways, try something new and get them into action:

- › Tell me more.
- › What about this is important?
- › How do you want this to turn out? Or how would you like it to look?
- › Is there another perspective you could choose?
- › What else could you do (or try)?
- › What has worked for you in the past in situations like this?
- › What do you already know you need to do?
- › How do you feel now?
- › I'm hearing you say X. Did I get that right? Anything else you want to say about that? Reframing what you have heard gives them a chance to go deeper on that point.
- › What is the cost of this (conflict, situation, problem)? You can help them along in their thinking by adding "to the team" or "to the business" or "to the relationship."
- › What is one possible solution? Or what's one thing you could do that would make a difference?

What Now Checklist

We've given you a proven system for finding clarity, being bold and taking action. By now, we hope you know what's most important to you, and believe you're capable of achieving it. Use this to-do list to inform your next steps.

- Write your bold vision.**
- Ask, "What's one thing I could do today?"**
- Share your vision (or key parts) with the important people in your life**
- Uncover the cost of a disempowering story and choose a new perspective.**
- Take a close look at where you're being reactive vs intentional.**
- Create your 90-Day Action Plan.**
- Set desired outcomes for your important conversations.**
- Practice intentional listening techniques and help people solve their own problems.**

About the Authors



Lisa McCarthy

Photo by Angelique Hanesworth

Lisa McCarthy was at a career crossroads after twenty-five years leading sales organizations at Viacom and Univision that were responsible for billions in revenue. After a significant reorg at Univision, Lisa chose to take a big risk. Rather than pursue another sales leadership position, she “threw her hat over the wall” to create a company that would help people achieve their ambitions and dreams—regardless of the circumstances. She saw the high cost of the always-on pace and pressure as well as the common tendency to deprioritize well-being and happiness and put important things on hold. She knew it could be different, and she set out to create a program to help make that change possible.



Wendy Leshgold

Photo by Art Streiber

Her first call was to her friend **Wendy Leshgold**, who she met at age ten in sleepaway camp. Wendy was at her own crossroads. After a decade in advertising leading teams at Ogilvy & Mather, BBDO, and Deutsch and another decade as a Co-Active Training Institute-certified coach with her own executive coaching practice, she was looking for a way to make a more outsized impact. When Wendy told people she was no longer taking clients, they thought she was nuts to give it up, but Wendy knew this would create the opening she needed to find the next thing. And when that call came from Lisa, she knew this was it.

Together, they launched The Fast Forward Group, with a mission to transform workplaces and lives. They are known for their energizing, research-backed programs and executive coaching that take a whole-life approach to growth, success, and happiness, helping people achieve their full potential in the face of any circumstances. They’ve worked with tens of thousands of executives from successful companies around the world, including Amazon, Google, Facebook, Disney, TikTok, Paramount, Visa, Ford, JPMorgan Chase, Colgate, Aon, and more. Their approach has been featured in Forbes and in high-profile podcasts. They regularly speak in front of large audiences for companies and associations.

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