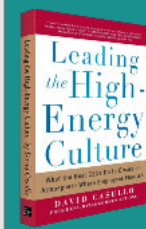


Leading the High-Energy Culture:

What the Best CEOs Do to Create an Atmosphere Where Employees Flourish



Exercise 2.2

Chapter 2: Remember the “WHO that You Are”

Step 2 - Confirmation - The Acid Test

Leaders have to stand for something. Let's subject your tentative personal truths to an acid test to help you separate the true gold from the pyrite.

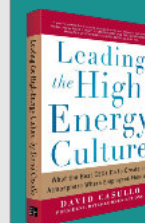
For each of your top personal truths, rank your level of agreement with each statement on the worksheets. Then give yourself points for each answer from +2 for strongly agree to -2 to strongly disagree. Add up your total and see which of your personal truths yield the most points when subjected to the acid test.

*“Warning to the wise,
'Act with knowledge
while doubting what
you know.'”*

*—Pfeffer and Sutton,
Leadership Researchers
and Authors*

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Exercise 2.2

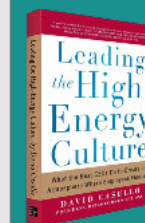
Personal Truth #1

Points Total

Statement	Strongly Disagree -2	Disagree -1	Neutral 0	Agree +1	Strongly Agree +2
<i>I would not accept a job making \$1 million per year if this truth would not be fulfilled or honored.</i>					
<i>This must be a regular part of my professional life to make me excited to go to work each day.</i>					
<i>When I talk to friends or family outside of work, this theme often comes up in the stories and lessons that I am eager to share.</i>					
<i>When I've felt frustrated or unfulfilled in the past, it's because this element has been lacking.</i>					
<i>My spouse, partner, or closest friend would be quick to mention this as one of my defining traits.</i>					
<i>When I have the opportunity to do work that relates to this value, I am absolutely "in the moment" and energized.</i>					

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Exercise 2.2

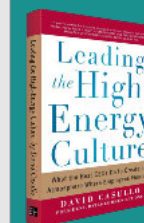
Personal Truth #2

Points Total

Statement	Strongly Disagree -2	Disagree -1	Neutral 0	Agree +1	Strongly Agree +2
<i>I would not accept a job making \$1 million per year if this truth would not be fulfilled or honored.</i>					
<i>This must be a regular part of my professional life to make me excited to go to work each day.</i>					
<i>When I talk to friends or family outside of work, this theme often comes up in the stories and lessons that I am eager to share.</i>					
<i>When I've felt frustrated or unfulfilled in the past, it's because this element has been lacking.</i>					
<i>My spouse, partner, or closest friend would be quick to mention this as one of my defining traits.</i>					
<i>When I have the opportunity to do work that relates to this value, I am absolutely "in the moment" and energized.</i>					

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Exercise 2.2

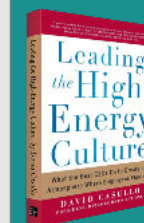
Personal Truth #3

Points Total

Statement	Strongly Disagree -2	Disagree -1	Neutral 0	Agree +1	Strongly Agree +2
<i>I would not accept a job making \$1 million per year if this truth would not be fulfilled or honored.</i>					
<i>This must be a regular part of my professional life to make me excited to go to work each day.</i>					
<i>When I talk to friends or family outside of work, this theme often comes up in the stories and lessons that I am eager to share.</i>					
<i>When I've felt frustrated or unfulfilled in the past, it's because this element has been lacking.</i>					
<i>My spouse, partner, or closest friend would be quick to mention this as one of my defining traits.</i>					
<i>When I have the opportunity to do work that relates to this value, I am absolutely "in the moment" and energized.</i>					

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Exercise 2.2

Personal Truth #4

Points Total

Statement	Strongly Disagree -2	Disagree -1	Neutral 0	Agree +1	Strongly Agree +2
<i>I would not accept a job making \$1 million per year if this truth would not be fulfilled or honored.</i>					
<i>This must be a regular part of my professional life to make me excited to go to work each day.</i>					
<i>When I talk to friends or family outside of work, this theme often comes up in the stories and lessons that I am eager to share.</i>					
<i>When I've felt frustrated or unfulfilled in the past, it's because this element has been lacking.</i>					
<i>My spouse, partner, or closest friend would be quick to mention this as one of my defining traits.</i>					
<i>When I have the opportunity to do work that relates to this value, I am absolutely "in the moment" and energized.</i>					