WARP SPEED HABITS

A Brain-Based Approach to Changing Behaviors in Organizations





WORKBOOK

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Warp Speed Habits: A Brain-Based Roadmap for Leveraging Change in Organizations

Cover design by Marco Neves

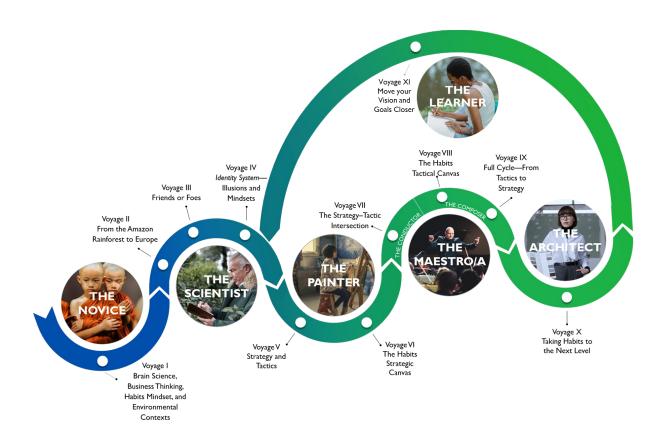
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Your Quest

Just like the captain and crew of *Starship Enterprise* in *Star Trek*, in their voyages and missions to discover new worlds, and a submarine crew in *Fantastic Voyage*, reduced to microscopic size to repair damage to a scientist's brain, in *Warp Speed Habits*, you will travel to and explore different worlds in your quest to create and change habits.

Through your avatars, you will engage in 11 voyages and complete 48 missions in sequential order.



PART 3

The Painter

An artist who will paint self-portraits, both of current and desired states of identities, behaviors, and habits.



VOYAGE V

Strategy and Tactics

OBJECTIVES

- Understand that it is imperative to align your long-term focus with your short-term actions.
- Get an initial grasp of the strategic-tactical voyages you will undertake based on the Warp Speed Habits roadmap

THE MISSION

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14 Think Strategically, Act Tactically

Mission 14: Think Strategically, Act Tactically

In the following intuitive short exercise, for each of the options shown in the table, classify the nature of the items as strategic or tactical.

"Narrow" objectives,	Represents the	Includes short term	
allowing for more	"why", your future	goals, three to 6	Explains the "how".
focus.	"Identity System".	months out.	
(a)	(b)	(c)	(d)
Stable and should not change much in this period.	Broad goals.	Adjustable and can be changed quickly.	Long term, six months to two years out.
(e)	(f)	(g)	(h)

Answers are provided below.

ANSWERS TO MISSION:

(a) tactical (b) strategic (c) tactical (d) tactical (e) strategic (f) strategic (g) tactical (h) strategic

VOYAGE VI

The Habits Strategic Canvas

OBJECTIVES

- Paint your current self-portrait using the Habits Strategic Canvas. This canvas will allow you to enhance your self-awareness and identify areas for improvement in competencies you wish to grow.
- Paint your future Identity System and appreciate its new narrative content.

THE MISSIONS

- 15 Use Your Magnifying Glass
- 16 Recognize Current Canvas Patterns
- 17 Leverage Your Spheres of Action
- 18 Unleash the Power of Purpose
- 19 Define Your Strategic Goals
- 20 Rate Your Strategic Goals
- 21 Define Your Emotional Drivers
- 22 Prioritize Your Goals

Note: Throughout these missions, you will be able to review Michael's output from his missions.

Mission 15: Using a Magnifying Glass

Self-awareness is clearly a capability that is difficult to develop, but it is also a fundamental requirement for those that want to build or change habits.

If you cannot reflect on your current self-portrait and potential improvements, you will have no basis for taking on new challenges and for monitoring the intensity, colour, breadth and depth of your self-portrait.

Ask yourself the following questions that are related to consistent behaviours of individuals that are not self-aware:

Do you find yourself not listening to others?	
Do you have difficulty accepting feedback?	
Do you have difficulty understanding other	
people's perspectives?	
Do you have difficulty in "reading between	
the lines" when you walk into a room and	
tailoring your message to your audience?	
Do you have an inflated opinion of yourself	
and your performance?	

If you've replied positively to any of these questions, you may still think that you are self-aware, but are probably not. You are demonstrating behaviors consistent with individuals that are not self-aware.

Mission 16: Recognize Current Canvas Patterns

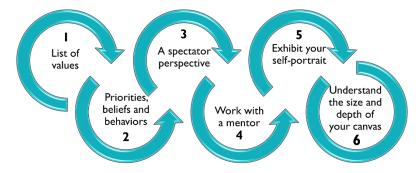
So how can you enhance this much needed capability of developmental self-awareness? How can you see the assumptions, biases and other blemishes that you may be blind to, in the canvas of your current self-portrait? How can you begin to see and understand the patterns, series of opportunities and the shifts and brush strokes you'll need to apply to your painting?

To begin to paint your self-portrait, you will carry out several exercises to help stimulate your self-awareness capability.

To carry out this mission, you will need to set aside a couple of hourly sessions. Before you start, find a quiet and safe place to sit, with no distractions, to leverage your focus. This is an essential part of painting your self-portrait.

You can keep the sketch simple as you start. Over time, you can add more complexity. Allow yourself to adjust as brain traps and your *Identity System Illusion and Mindset* attempt to impede your passage, but above all, dedicate yourself to the process.

As you go through the six exercises shown below, you will develop an awareness of the self, your wants, needs, desires, and your strengths and weaknesses, allowing you to connect with your *Identity System*.



1. Create a List of Values and Description

You can do the following 15-to-20-minute exercise individually or with a colleague.

You will be creating a preliminary self-portrait on your canvas, to help you understand your values. You should try to complete the first version in one session.

In this exercise, you need to think about and list two to three aspects that you value most in relation to the categories shown in the table below, at the same time providing a brief description of what they mean to you.

You	ırself	
Val	ue	Description
1		
2		
3		
Lea	ıders	
Val	ue	Description
1		
2		
3		
Tea	am Members	
Val		Description
1		
2		
3		
Pee	ers	
Val	ue	Description
1		
2		
3		
Org	ganizational Culture	<u></u>
Val		Description
1		
2		
3		

As you consider the categories listed and to facilitate this exercise, ask yourself the following questions:

- Can you identify five to six of your most important values?
- Think of aspects such as trust and integrity, and their meaning to you.

- Think of your strengths that other people have referred to.
- How have these leveraged your accomplishments?
- What other strengths do you consider you have?
- What do you believe are your weaknesses, and how do these affect your performance?
- Have other people commented on your weaknesses?
- Can you identify the drivers in your work environment or culture that make you feel engaged, excited, and an active contributor?
- What skills do you bring to your workplace that you underutilize?
- What are the major characteristics of the leaders and co-workers in your organization?

Once you have completed this exercise, reflect on how it went. Was it easy or more challenging than you anticipated? You'll be surprised to learn that many people cannot articulate their values clearly the first-time round.

Michael's List of Values and Description

Michael found this first exercise quite challenging, but after getting started, he gathered momentum.

		Aspects								
		I	Description	2	Description	3	Description			
	Yourself	Positive Attitude	Positive social interactions; managing emotions; seeing bright side of challenges.	Fairness	Improve inclinations towards colleagues; eliminate / reduce biases.	Self-esteem	Candidly appreciate and like myself regardless of the circumstances.			
es	Leaders	Integrity	Strong moral principles	Trustworthy	Deserving of trust.	Visionary	Long term thinking.			
Categories	Team Members	Integrated	Excel at working together / teamwork	Positive mindset	Openness to learn from others; Curious; Will to grow.	Ambition	Work to achieve stretch targets.			
	Colleagues	Positive Peer Group	Inspire positive choices; support others.	Diversity	Bring in diverse perspectives and assure inclusion.	Respect	Treat others with respect.			
	Organisational Culture	Continuous improvement	Continuously challenge the status quo.	Collaborative environment	Work together to achieve more.	Equity	Diversity and inclusion.			

His output for this first exercise is shown in the following table.

In the following exercises in this mission, you will add intensity, a variety of colours, varying brush strokes and further details to your painting.

2. Reflect upon your Values and Descriptions

In this exercise, you will understand why the values you described are important, how they affect your current actions, and how they will affect your future actions within your work environment.

Your answers to the probing questions mentioned later, categorized into priorities, beliefs, and behaviors (see figure below), will give you an increasing awareness of the values associated with your self-portrait and the way you interact with and are perceived by your world.

As a result of this exercise, you may leave some values untouched on your canvas, but will make others richer, more complex, and denser.

You will probably leave some of the values untouched on your canvas, but make others richer, more complex and denser.

As you review your priorities, beliefs and behaviours, ask yourself:



Priorities

- Which values appear the most in the distinct categories?
- Do you consider these values or others to be the important?
- Why are these values across the various categories important to you?

Beliefs

- Why do you do what you do and believe what you believe?
- Do you know the sources of your values?
- How did you come to hold these values?

- Were these values present in your childhood or adulthood?
- Do these core values and principles originate from an internal or external source of status and authority?

Behaviors

- Which of these values are related to activities that you carried out today or yesterday?
- If you keep carrying out these activities without changing them, where will you be in two, five or 10 years from now?
- · How do you think that the aspects listed for yourself impact your behaviour towards others?
- How do you think that the behavioral aspects you listed in the categories related to leaders, team members, and colleagues impact behavior in yourself and others, and what is the overall impact on the organizational culture?

Shortlist Your Values

• Based on your reflection, select two values that you feel you need to improve and that you can leverage to augment your Identity System.

Michael's Reflection and Shortlist of Opportunities

From his reflection, Michael has selected two values that he feels impact his behaviour in the work environment.

1. Positive Attitude

Michael has seen that certain events at work have an emotional impact on his colleagues and peers, with the consequent emotional states affecting both behaviors and attitudes.

From critical and unconstructive feedback after weeks of challenging work, to when a customer or colleague snaps at him, to when his boss assigns him more work, leading to more overload, these or similar events have contributed to anger, frustration, irritation, disappointment,

or unhappiness.

Michael has seen how these emotions in himself, and others, can lead to an unproductive workplace.

He also recognizes that managing and regulating his emotions in potentially conflictual social encounters is critical to creating positive functional environments.

2. Fairness

Michael feels that unfair dispositions and biases are prevalent in his behaviors, as well as among some of his peers and team members, leading to an uncomfortable compromise for the sake of social cohesion.

Following this reflection, he now knows that he will need to challenge and overcome these behavioral biases.

3. Become a Spectator of Your Self-Portrait

Now that you've added contrast to your self-portrait, you can give it even more depth, color, and intensity by taking a spectator perspective of the painting on your canvas and the areas you want to enhance.

Imagine walking into your private art gallery and seeing your collection, with your self-portrait that you've commissioned and painted yourself.

Ask yourself:

• Do you recall situations where your values were starkly present and made you or other people feel uncomfortable?

• What could be wrong in the painting, in your values and behaviors?

• Can there be other ways of seeing the world apart from your perspective, just as true as the brush strokes on your self-portrait?

• Based on your replies, are you able to identify assumptions, biases, and other blemishes that are present in your self-portrait?

As you go through this process, write down what you are thinking and the emotions you are feeling, as this will make your thoughts and thought processes more tangible.

Michael's Spectator Perspective

It took some time for Michael to adjust to this exercise but working with a mentor (see step 4. Work With a Mentor) who constantly challenged his perceptions, he was able to become a spectator of his self-portrait, gradually distancing himself and analyzing it from a third-person perspective.

From the two areas chosen, he was able to provide more depth to his initial brush strokes.

1. Positive Attitude

Michael recognized that in certain situations, his direct and instinctive responses, which seemed correct at the time, had led to uncomfortable away states from his team leaders and colleagues.

Michael acknowledged that managing and regulating his emotions, in potentially conflictual social encounters, was critical to creating positive functional environments.

2. Fairness

Reflecting upon certain events, he realized that several behavioral biases in the organization had blinded him and others and generated unfair situations, with a detrimental impact on individual performance and team dynamics.

Following this reflection, he now knows that he will need to challenge and overcome these behavioral biases.

Mission 17: Leverage your Spheres of Action

Before you define your SoA, and to further understand the context of SoA, let's look at how Michael developed his.

Michael's SoA

Michael has identified two areas of opportunities, namely the need to create a positive functional work environment and to tackle biases in the workplace.

Based on these areas of opportunities, Michael has defined two SoA:

- 1. Sentiment—Create functional team environments.
- 2. **Bias**—Challenge and overcome social, emotional, and (ir)rational behavioral biases ^ in the workplace.

Michael knows that these SoA are both challenging and actionable and will contribute to improving his leadership skills.

Based on your purpose and the example shown earlier, you can now define your SoA.

Spheres of Action
Ι
II
III
111

Mission 18: Unleash the Power of Purpose

Set aside a couple of hours to work on your vision statement. At this stage, do not attempt to achieve an exact painting of your future self-portrait.

Over time, as you come back to this exercise, you may add to or adjust your vision as, for example, you review the priorities of your values or identify flaws and biases you wish to improve.

The steps required for you to be able to craft your vision include:

Step 1—Review your values

Review the fundamental values you defined and the output of your self-awareness exercises from the prior missions. Once you have concluded this step, you are ready to design a personal vision statement.

Step 2—Craft your Vision

Write in the first person and craft a vision that reflects the values and opportunities you have identified. Write the statements as if you are already making them happen, as this will help you see it in your mind's eye.

The first part of the statement should contain your purpose, while the second part should explain the "general how" you will achieve your purpose.

Your vision statement should communicate your purpose in approximately 50 to 100 words. It needs to be concise, powerful, and uplifting.

Step 3—Review your Vision

When finished, review and read your completed statement out loud. Your purpose must be clear and inspire you to continue your quest.

Look at Michael's vision statement before drafting yours.

Michael's Vision Statement

Purpose

I want to be a source of stability and inspiration for my team leaders and teams.

General How

My actions promote harmony among my teams and increase everyone's chance for success. I persist after setbacks and focus on what I can do to improve my leadership skills and increase my value.

When stress threatens to overtake me, I consciously take time to calm down to prevent acting with annoyance or hostility toward others.

I also seek support from others. By listening to and serving others, I learn innovative ideas and gain different perspectives.

Your Vision Statement
Purpose
General How

Mission 19: Define your Strategic Goals

Before defining your strategic goals, look at Michael's preliminary strategic goals.

Michael's Strategic Goals

Michael has defined various strategic goals for his SoA.

SoA1: Sentiment—Create functional team environments.

SoA 1: Strategic Goals

- 1. I will become emotionally self-aware and be able to read and understand my emotions, as well as their impact on relationships in the workplace.
- 2. I will achieve better self-control to improve my performance at work.

SoA2: Bias—Challenge and overcome social, emotional and (ir)rational behavioral biases in the workplace.

SoA 2: Strategic Goals

- 1. I will be more socially aware of other people's emotions, understand their perspectives, and take an active interest in their concerns.
- 2. I will smooth out disagreements, manage conflicts, and orchestrate resolutions.

You can now define your strategic goals. Once defined, you will be ready to assess and prioritize your goals.

Strategic Goals

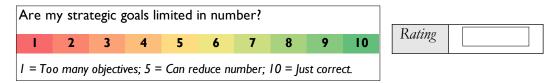
SoA 1: Strategic Goals

SoA 2: Strategic Goals

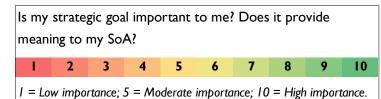
Mission 20: Rate your Strategic Goals

You should now review each criterion for your strategic goals. Where relevant, for each criterion, Michael's output will be provided at the end of this section.

1. Are my strategic goals limited in number?



2. Is my strategic goal aligned to my SoA?



	Goal Rating	
Goal 1	Goal 2	Goal 3

3. Is my strategic goal simple, clear and easy to recall?

Is my strategic goal simple, clear, and easy to recall?										Goal Rating				
1	2	3	4	5	6	7	8	9	10		Goal 1 Goal 2 Goal 3			
I = Difficult to recall; 5 = Moderately easy to recall; $I0 = Easy$ to recall.										ľ				

4. Is my strategic goal emotionally relevant?

Before continuing with mission 20, take a couple of minutes and review and define some of your emotional drivers.

Mission 21: Define your Emotional Drivers

Look at the list of the positive and negative emotional drivers in the table. Select those (x) or define others that are pertinent to your goals, completing the template below.

Positive Driver	'S	Negative Drivers				
Joyous		Angry				
Excited		Frustrated				
Valued		Vulnerable				
Confident		Upset				
Empowered		Manipulated				
Enthusiastic		Intimidated				
Inspired		Anxious				

Continue with Mission 20:

Do er	notion	is drive	e my s	trateg	ic goal	?						Goal
I.	2	3	4	5	6	7	8	9	10		Goal 1	Goal
I = Ins	I = Insignificant emotional drivers; $5 = Moderate$ emotional drivers; IU										Goul I	Goul
= Inter	 I = Insignificant emotional drivers; 5 = Moderate emotional drivers; 10 = Intense emotional drivers. 											

Goal Rating								
Goal 1	Goal 2	Goal 3						

5. How much effort will I put in to achieve my strategic goal?

How	How much effort will I put in to achieve my strategic goal?								
I	2	3	4	5	6	7	8	9	10
	I = Will not expend any effort; 5 = Will put in some effort; 10 = Will								
give it o	all I've g	got.							

Goal Rating						
Goal 1	Goal 2	Goal 3				

Goal 3

6. Is my strategic goal approach-oriented?

ls my	strateg	gic goa	l fram	ed to r	ny Ide	ntity S	ystem	traits?]		Goal Rating	
I	2	3	4	5	6	7	8	9	10		Goal 1	Goal 2	T
1 = Go	oals not	†ramed	to Iden	tity Syst	em trai	ts; 10 =	= Goals	†ramed	to				r
Identity	v System	n traits											

Do I have an avoidance or approach mindset?								Goal Rating					
I	2	3	4	5	6	7	8	9	10	Goal 1 Goal 2 Goal 3			
I = Avoidance mindset; I0 = Approach mindset.													

7. Is my strategic goal challenging and time-bound?

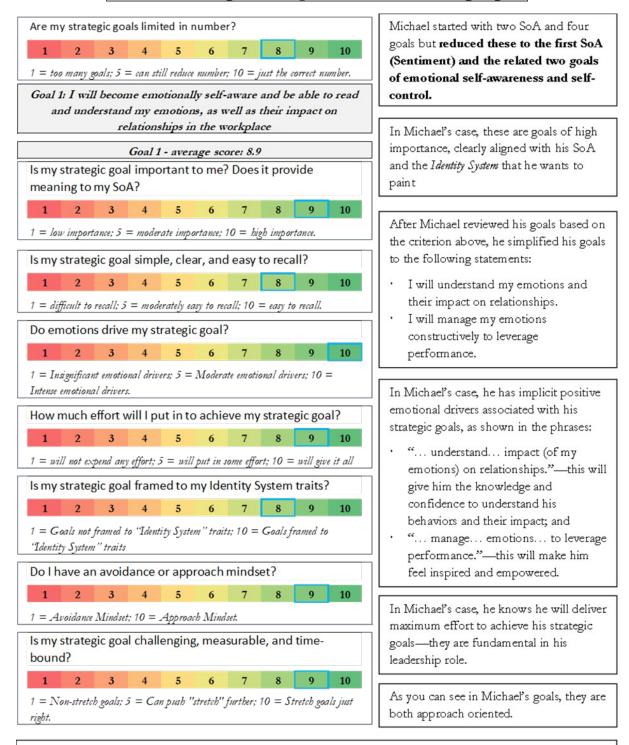
Is my strategic goal challenging, measurable, and time-bound?I2345678910I = Non-stretch objectives; 5 = Can incorporate more stretch; 10 =Stretch just right and measurable.

Goal Rating							
Goal 1	Goal 2	Goal 3					

You can now calculate your average score for each goal:

Average Goal Rating							
Goal 1	Goal 2	Goal 3					

Michael's rating and output for his first strategic goal



After Michael reviewed his goals based on the criterion above, he included stretch in his goals by qualifying the phrase and adding a timeline.

- · Within six months, I will fully understand my emotions and their impact on relationships.
- · Within six months, I will manage my emotions constructively to leverage performance.

Mission 22: Prioritize your Goals

Review your average score across the criteria for each strategic goal and define your priorities at this stage.

If you do have goals with competing total scores, your second level of prioritisation should begin with the goals you ranked highest on the Effort and Emotional scales.

Priority	Strategic Goal
1	
2	
3	

PART 4

The Maestro/a

An eminent composer and a conductor, who will coordinate a powerful Habits Quartet and compose a repertoire of Habits Scores to create the consistency required to build habits.



VOYAGE VII

The Strategy–Tactic Intersection

OBJECTIVES

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- Understand how the Habits Formation Matrix overlays your strategy and tactics.
- Define your rules of tactical engagement that orchestrate your strategic goals into tactical objectives. This will impede you from ignoring your tactical objectives or only focusing on your strategy, your desired end state.
- Define how you will monitor the achievement of your desired outcome through targets and metrics of success. This is important so that you will not spend all your time executing tactics, losing the connection to your strategy.

THE MISSIONS

- 23 Set Your Tactical Objectives
- 24 Rate Your Tactical Objectives
- 25 Prioritize Your Objectives

Mission 23: Set Your Tactical Objectives

Based on the strategy and tactics components and examples described in the book as well as Michael's tactical objectives shown below, you can now go ahead and define your tactical objectives.

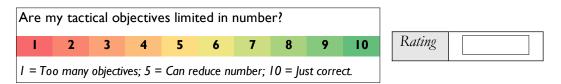
Strategic Goals	Tactical Objectives
Within six months, I will fully understand my	I will practice and cultivate essential skills daily to
emotions and their impact on relationships.	regulate my emotions.
Within six months, I will manage my emotions	I will positively power all disturbing impulses in
constructively to leverage performance.	potential threat situations and keep them in check
	as these arise.

Your tactical objectives:

Strategic Goals	Tactical Objectives

Mission 24: Rate your Tactical Objectives

1. Is the number of my tactical objectives limited?



2. Is my tactical objective important?

Does it provide meaning to your strategic goal?



Objective Rating							
Obj. 1	Obj. 2	Obj. 3					

3. Is my tactical objective simple, clear and easy to recall?

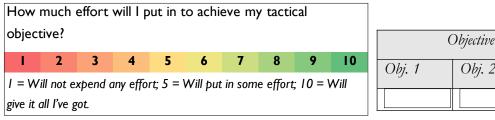
Is my tactical objective simple, clear, and easy to recall?									
I	2	3	4	5	6	7	8	9	10
I = Difficult to recall; $5 = Moderately easy to recall; I0 = Easy to recall.$									

Objective Rating							
Obj. 1	Obj. 2	Obj. 3					

4. Do emotions drive my tactical objective?

Do en	Do emotions drive my tactical objective?										(Objective Ratir	ıg
1 2 3 4 5 6 7 8 9 10										Obj. 1	Obj. 2	Obj. 3	
I = Ins	I = Insignificant emotional drivers; 5 = Moderate emotional drivers; IU												
= Intense emotional drivers.													

5. How much effort will I put in to achieve my tactical objective?



Objective Rating								
Obj. 1	Obj. 2	Obj. 3						

6. Is my tactical objective approach-oriented?

ls my	Is my tactical objective framed to my <i>Identity System</i> traits?										Objective Ra	ting
I				5	10	Obj. 1	Obj. 2	Obj. 3				
<i>I</i> = Objectives not framed to Identity System traits; <i>IU</i> = Objectives framed to Identity System traits												
						·						

Doll	nave ar	n avoid	lance o	or app	roach	mindse	et?			
1	1 2 3 4 5 6 7 8 9 10									
I = Av	I = Avoidance mindset; IO = Approach mindset.									

Objective Rating								
Obj. 1	Obj. 2	Obj. 3						

7. Is my tactical objective challenging and does it

have a short timescale?

ls my	Is my tactical objective challenging?										Objective Rati	ng
I	_			5			8	9	10	Obj. 1	Obj. 2	Obj. 3
I = Nc	onstretcl	h object	ives; 5	= Can ii	ncorpor	ate moi	re stret	ch; 10 =	-			
Stretch	i just rigi	ht.										

Does	my tao	ctical c	objectiv	ve hav	e a sho	ort tim	nescale	?		Γ	(Objective Ratin	ng
1 2 3 4 5 6 7 8 9 10									10		Obj. 1	Obj. 2	Obj. 3
I = Ad	I = Actions cannot be executed in a short timeframe; IU = Actions can												
be executed in a short timeframe.													

8. Is my tactical objective results-oriented and meaningfully measurable?

ls my	tactica	l objec	tive re	esults	orient	ed?			
I	2	3	4	5	6	7	8	9	10
I = Actions oriented; IO = Results oriented.									

(Objective Rating								
Obj. 1	Obj. 2	Obj. 3							

ls my	tactica	l obje	ctive n	neanin	gfully r	neasur	able?		
I	2	3	4	5	6	7	8	9	10
I = Not measurable; 5 = Can improve measurement; 10 = Meaningfully									
measu	rable.								

Objective Rating								
Obj. 1	Obj. 2	Obj. 3						

You can now calculate your average score for each objective:

Avera	Average Objective Rating									
Obj. 1	Obj. 2	Obj. 3								

Michael's rating and output for his first tactical goal

	tical ob	jective	s limit	ed in I	numbe	er?	
1 2	3	4	5	6	7	8	9 10
I = Too many	objectiv	res: 5 =	Can re	duce ni	mber:	10 = 10	ist correct
, roomany	objecti		curre	ouce ne	in ber,	10]0	
Obje	ctive 1:	I will	positi	vely po	wer a	ll distu	rbing
	-	ses in p					
	and ke						
	Ot	ojective	e 1 - av	erage :	score:	8.7	
ls my tactica	al objec	tive in	nporta	ant to	me? [Does it	provide
meaning to 1	my stra	ategic	goal?				
1 2	3	4	5	6	7	8	9 10
I = difficult to	recall; 5	i = moo	derately	easy to	recall;	10 = e	asy to recall.
Is my tactica	al obiec	tive si	imple.	clear.	and e	asy to	recall?
1 2	3	4	5	6	7	8	9 10
					1		
I = low impor						= nigh	importance.
Do emotion	is drive	my ta		object	tive?		
1 2	3	4	5	6	7	8	9 10
I = Insignificat			vers; 5	= Mod	erate e	motion	al drivers; 10
= Intense emo	otional d	rivers.					
How much	effort	will I p	ut in t	o achi	eve m	y tacti	cal
objective?							
1 2	3	4	5	6	7	8	9 10
I = will not ex	bend ar	w offer		Sec. 13			
	1	y ellon	$\zeta S = W$	ill put i	n some	effort;	10 = will give
it all I've got		ly ellon	ç 3 = w	vill put i	n some	effort;	10 = will give
it all l've got Is my tactica							
ls my tactica	al objec 3	tive fr 4	amed	to my 6	Ident 7	ity Syst	em traits? 9 10
	al objec 3 not fra	tive fr 4 med to	amed 5 "Identit	to my 6	Ident 7	ity Syst	em traits? 9 10
ls my tactica 1 2 I = Objectives	al object 3 1 not fran 1 not fran	tive fr 4 med to stem" t	amed 5 "Identit raits	to my 6 y Syster	ldent 7 m" trai	ity Syst 8 ts; 10 =	em traits? 9 10
Is my tactica 1 2 I = Objectives framed to "Ide	al object 3 1 not fran 1 not fran	tive fr 4 med to stem" t	amed 5 "Identit raits	to my 6 y Syster	ldent 7 m" trai	ity Syst 8 ts; 10 =	em traits? 9 10
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In Michael's case, he has opted to have one objective for each strategic goal

There is a clear alignment between his objectives and his strategic goals

In Michael's case, the words "...cultivate essential skills..." and "...positively power all disturbing impulses..." are simple and stick like glue.

The glue-like characteristic of Michael's tactical objective phrases "...cultivate essential skills..." and "...positively power all disturbing impulses..." clearly drive the emotional tone in his goals.

Both of Michael's tactical objectives are challenging and have short timescales ("... on a daily basis..." and "... as these arise...").

Both of Michael's tactical objectives are results-oriented:

"... to regulate my emotions..."

"... positively power all disturbing impulses...keep them in check..."

Michael's appreciation of his tactical objectives is that they are both meaningfully measurable. He is sure that he can set both measures and targets for both of his objectives

Mission 25: Prioritize your Objectives

Now that you have assessed the different criteria in relation to your objectives, the next step is to determine the priorities of your objectives.

By prioritising your objectives, you will reduce your uncertainty, psychological costs and cognitive load.

Review your average score across the criteria for each tactical objective and define your priorities.

If you do have objectives with competing total scores, as with your strategic goals, your second level of prioritisation should begin with the objectives you ranked highest on the Effort and Emotional scales.

Priority	Strategic Goal 1
1	
Priority	Tactical Objective
1	
2	
3	

VOYAGE VIII

The Habits Tactical Sheet

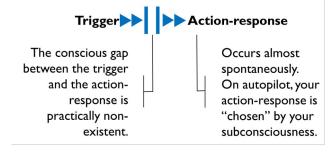
OBJECTIVES

- Understand the components of the *Habits Quartet* that will need to work together for successful habit creation.
- Create *Habits Scores* for your *Habits Quartet*, to ensure the alignment and consistency required to build habits.

THE MISSIONS

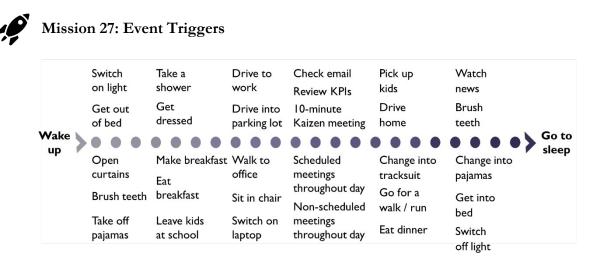
- 26 Understand the Emotional Trigger
- 27 Identify Current Event Triggers
- 28 Identify Current Time-Based Triggers
- 29 Identify Current Location/Object Triggers
- 30 Understand People Triggers
- 31 Create an Arsenal of Triggers
- 32 Understand Your Action-Responses
- 33 Identify Current Rewards
- 34 Understand Your Current Cravings
- 35 Define Your Action-Responses
- 36 Create a Habits Pyramid
- 37 Define Your Triggers
- 38 Create Your Instant Habits
- 39 Define Your Rewards
- 40 Define Your Cravings
- 41 Habits Score Checkpoint

Mission 26: Understand the Emotional Trigger



In the following exercise, recall emotional events (e.g., being addressed by a colleague in a rude tone; your boss requesting a meeting at 5 p.m. on a Friday; being praised or criticized in front of your colleagues) and start to notice.

- What situations activated your response? Was it being disagreed with, dismissed, or diminished in some way, or was it pride in the face of recognition?
- When emotionally triggered, how quickly did you respond, and what was your first response or combination of responses?
- Did you respond with the away states of fighting, fleeing, freezing, flocking, or appeasing, or were your actions related to the toward states of acceptance, feeling energised and engaged?
- Were you able to recognize your sentiments after these events, and how did these affect you?



Based on the figure and on some of your current habits, are you able to identify relevant event triggers and associated action-responses?

Event Trigger	Action-response		

Do these triggers constantly prompt your current habits? Are there moments when these do not work well? Why is this the case?



Mission 28: Time-based Triggers

Are you able to identify relevant time-based triggers for your current habits?

Time-based Trigger	Action-response

Do these triggers constantly prompt your current habits? Are there moments when these do not work well? Why is this the case?

Mission 29: Location / Object Triggers

Are you able to identify relevant locations or objects that trigger your current habits? In which locations do your habits occur? Which objects trigger your habits?

Location/object Trigger	Action-response		

What are the characteristics of the location or object that lead you to carry out the habit? Do these triggers constantly prompt your current habits? Are there moments when these do not work well? Why is this the case?

Mission 30: Understand People Triggers

Are you able to identify relevant groups or people that trigger or encourage your current habits? Are these positive or negative habits?

People Trigger	Action-response			

What people characteristics lead you to carry out the habit? Do these triggers constantly prompt your current habits? Are there moments when these do not work well? Why is this the case?

Mission 31: Create an Arsenal of Triggers

1. Think of a habit you currently have or one you would like to create.

2. Can you identify the trigger that activates the action-response?

Trigger	Action-response				

3. Based on the ACIDS test, can you improve this trigger or use other triggers?

Actionable—can you act upon it?	Consistent— does it happen with reliable frequency? Can you increase the frequency or consistency of the trigger?	Inescapable—is the trigger unavoidable?	Distinct— is it clearly defined or identifiable?	Spontaneous does it occur automatically, on its own, without effort?

4. Do you need to increase or eliminate your exposure to your triggers?

5. Can you create multiple triggers for this action-response?

6. Have you considered all the categories? Which are the most applicable?



Mission 32: Understand your Action-Responses

Reflect upon the following questions:

For the specific action-response of some of your current habits, do you execute the action-response without giving it much thought?

What conscious effort was involved when you practiced new ways of thinking or working, in creating habits?

Was your focused attention density directed or dispersed?

Were you able to capture ruminating thoughts during your action-response?

Mission 33: Identify Current Rewards

This is an important mission. Take your time to identify and classify specific rewards for some of your current action-responses.

1. Describe your reward

For example, from a toward state perspective, "I will get ... progress, incentives, compensation, mastery, reputation, growth, recognition ..." or from an away state perspective, "I will avoid ... punishment, failure ..."

2. Understand the category of your reward:

Social	
Psychological	
Physical	
Other	
Specify others	

3. Describe the dimension:

Temporal proximity	
(immediate/delayed)	
Duration (short	
lived/medium/long)	
Emotional Intensity	
(low/medium/high)	
Novelty	
(novel/familiar)	
Nature	
(intrinsic/extrinsic)	
Tangibility	
(tangible/intangible)	

Mission 34: Understand Your Current Cravings

Take a moment to reflect on some of your current habits. Can you identify the associated cravings? Ask yourself:

How do you feel about yourself when completing the action-response?

What do you feel in your body?

How do you feel from a mental perspective: are you inspired, focused, calm...?

Mission 35: Define Your Action-Responses

Based on your tactical objectives, you can now define your action-responses for the habit you wish to create. Before you move forward with your mission, review Michael's tactical objectives and action responses.

	Tactical Objective 1	Tactical Objective 2
Action-response 1		
Action-response 2		
Action-response 3		



Mission 36: Create a Habits Pyramid

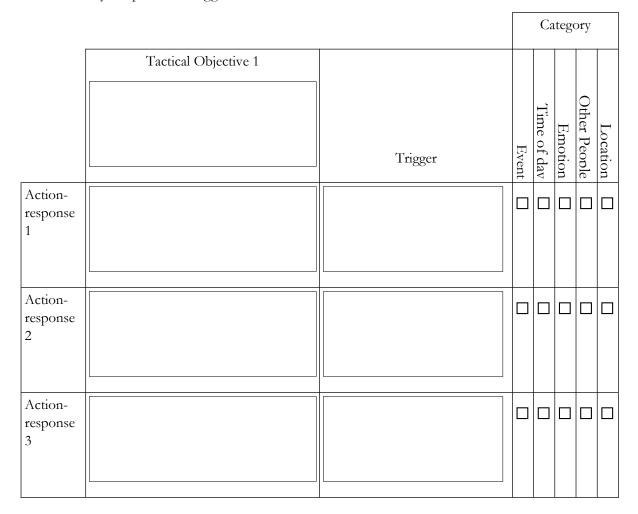
For this mission, first think of an existing habit. Now, to create a Habits Pyramid, think of action-responses that you can couple onto the existing habit.

Current Habit Trigger	
➔ New Habit	
➔ New Habit	
➔ New Habit	

Mission 37: Define Triggers

Think of the habits and action-responses that you want to create or change, and make a list of the potential triggers (the list shouldn't be long), by answering the following questions:

What are your potential triggers for the habit?



Can you select multiple, flexible triggers for the habits you want to create?

What would be the best trigger/s for each habit?

Does the trigger lead to you execute an action-response? When (you feel that) the triggers selected do not lead to your action-response, you may need to choose a different trigger or add further triggers for this action.

				Ca	itego	ory	
	Tactical Objective 2	Trigger	Event	Time of dav	Emotion	Other People	Location
Action- response 1							
Action- response 2							
Action- response 3							

Can you select multiple, flexible triggers for the habits you want to create?

What would be the best trigger/s for each habit?

Does the trigger lead to you execute an action-response? When (you feel that) the triggers selected do not lead to your action-response, you may need to choose a different trigger or add further triggers for this action.

Mission 38: Create your Instant Habits

In this mission, you will carry out two exercises.

In the first, you will list potential obstacles that may impede you from executing your actionresponse, for example:

Potential obstacles					
• Demands of other people					
Technological distractions					
Multi-tasking					
Low energy levels					

You can now define your Instant Habits based on the list you've just drawn up:

Potential obstacles	Instant Habit
Demands of other people	
Technological distractions	
Multi-tasking	
Low energy levels	

Mission 39: Define your Rewards

Based on the earlier example, you can now define your rewards, categories, and dimensions, for your action-responses.

1. Describe your reward

For example, from a toward state perspective, "I will get ... progress, incentives, compensation, mastery, reputation, growth, recognition ..." or from an away state perspective, "I will avoid ... punishment, failure ..."

			Category			
	Tactical Objective 1	Social	Psychological	Physical	Other	Dimension
Action- response 1 Trigger Reward						Temporal Proximity Duration Novelty Nature Tangibility
Action- response 2 Trigger Reward						Temporal Proximity Duration Novelty Nature Tangibility
Action- response 3 Trigger Reward						Temporal Proximity Duration Novelty Nature Tangibility

			Cate	egory		
	Tactical Objective 2	Social	Psychological	Physical	Other	Dimension
Action- response 1 Trigger Reward						Temporal Proximity Duration Novelty Nature Tangibility
Action- response 2 Trigger Reward						Temporal Proximity Duration Novelty Nature Tangibility
Action- response 3 Trigger Reward						Temporal Proximity Duration Novelty Nature Tangibility

Mission 40: Define your Cravings

Define your cravings considering your triggers, action-responses and rewards.

	Tactical Objective 1		
	1	2	3
Action- response			
Trigger			
Reward			
Craving			

	Tactical Objective 2		
	1	2	3
Action- response			
Trigger			
Reward			
Craving			



Mission 41: Habits Score Checkpoint

As you practice, ask yourself frequently:

- Does the trigger cue the craving?
- Do I miss notes? Am I receiving an encore at the beginning and the end of my performance?



- Is my focused attention density directed as I execute my action-response?
- As the habit develops, am I able to identify the craving when triggered?



• Before executing my action-response, am I able to identify and feel the sensations when I am activated by the trigger?



VOYAGE IX

Full Cycle—From Tactics to Strategy



OBJECTIVES

• To monitor your goals, objectives, and results.



THE MISSION

42 Become a Truth Seeker

Mission 42: Become a Truth Seeker

Considering the aspects mentioned earlier, you are now ready to define your measures and targets. Remember, focus on measures that will encompass your strategy and tactics, your progress, and your outcomes, and implement both quantitative and qualitative measures. Become a Truth Seeker!

To support you in this mission, you can review Michael's measures and targets below. Considering his goals, objectives, and Habits Score, Michael has defined both qualitative strategic and quantitative tactical measures, process and outcome related.

Strategic Goals		Tac	tical Objectives	
Within six months, I will fully understand my emotions and their impact on relationships		I will practice and cultivate essential skills daily to regulate my emotions		
Within six months, I will manage my emotions cor tively to leverage perform	struc-		ower all disturbing impulses in tuations and keep them in check	
Action-Response	Trigger		Reward	
Alternating breathing techniques	Every weekday, from 8:50 to 9:00, triggered by a calendar alert		A good start to the day	
Physiological sigh or box breathing, in response to (perceived) threat situations	Preceding event trigger		Reacting calmly in conflict situations	
Consequential thinking	Each Monday, from 9:00 to 9:15, triggered by calendar alert		Certainty in how he will be able to respond to potential threat situations Instant habits coming into play	

Action-Response	Measure	Target
Alternating breathing techniques	Process/tactical Count of number of times the action-response was executed	Quantitative/short and medium term 1 action-response/day
	Outcome/tactical BOLT (body oxygen level test) score	Quantitative/short and medium term Base: 20 seconds/target 30 seconds in three months
	Biodots	Color: Light blue to green— tranquil to attentive, after practice
	Smartwatch app, with track- ing features	Pulse rate: 60 beats per minute, after practice
Physiological sigh or box breathing, in response to threat situations	Outcome/tactical BOLT score	Quantitative/short term Target 30 seconds, after practice
Consequential thinking	Process/tactical Ratio of action-response execution with success versus total events	Quantitative/short term 1 action-response/week
	Outcome/strategic Self-report emotional intelli- gence tools	Qualitative/long term Improve base score by one level on a semester basis

You can now define your measures and targets:

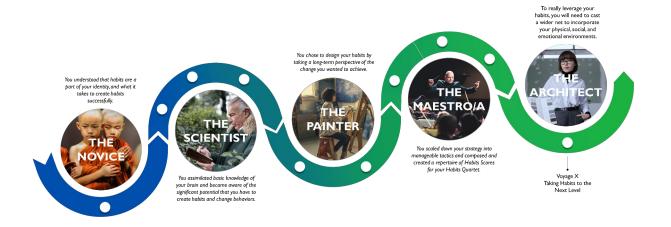
	Tactical Objective 1		
	1	2	3
Action- response			
Measure			
Target			

	Tactical Objective 2		
	1	2	3
Action- response			
Measure			
Target			

PART 5

The Architect

A designer of the broad social, emotional, and physical organizational contexts at the points of choice, who will reduce or amplify decisions to facilitate the creation of habits.



VOYAGE X

Taking Habits to the Next Level

OBJECTIVES

• Design and implement stable environmental contexts that influence you to make better choices and support reoccurring behaviors and actions.

THE MISSIONS

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- 43 Design Your Environment
- 44 Work With a Habit Buddy
- 45 Create a Warp Speed Habits Multiplayer Program
- 46 DOSE Reflection
- 47 Take a Daily DOSE



Mission 43: Design your environment

For this mission, consider locations that fall within the paths of your daily routines and design solutions for the elements of choice overload, default options, and time.

Element	Solution
Choice Overload	
Default Options	
Time	
Others	

Mission 44: Work with a Habit Buddy

Set up a relationship with a Habit Buddy or opt to work with a Mentor.

Checklist	Х
1. Share and explain your Habits Strategic Canvas and Tactical Sheet.	
- Your vision, strategic goals, and SoA. Communicate to your buddy what you intend to do and why this habit matters to you.	
- Your tactical objectives, including the action plan that you have defined for a specific period.	
- The details of your Habits Score.	

2.	Define the roles of the parties and expectations.	
	- The key is to focus on the process and the behavior, not the success or failure.	
	- Work together to monitor progress; provide motivation, encouragement, and support in more challenging moments.	
3.	Set up a plan.	
	- Define how each person will monitor the progress of the process and outcome, to know if you are succeeding.	
	- Define a specific location and frequency to review your progress. Accountability is about meeting each other once a week, a daily text check-in, or a virtual meeting to review progress.	



Mission 45: Create a Warp Speed Habits Multiplayer Program

Recruit members from across your organization and set up a multiplayer program, using the steps provided for the habit buddy as guidelines for the participants.

Mission 46: DOSE Reflection

In the following exercise, you will be asked to recall specific emotional moments in your past. Reflect upon what you felt or are feeling as you remember those moments. These feelings are your neurotransmitters at work.

Dopamine	Recall when you achieved an objective at work or received an unexpected
Dopannie	reward. What do you feel?
Oxytocin	Notice the good feeling when someone stands up for you or you support
Oxytochi	someone, or perhaps the touch or physical closeness of someone you trust
Serotonin	Notice the feeling when you felt respected or when you enjoyed a competitive
Selotoinii	edge or when you woke up feeling refreshed
	Reimagine this neurotransmitter at work when you hurt yourself but didn't
Endocannabinoids	notice for a few minutes, or you felt good after physical exertion, or even after a
	heartfelt cry



Mission 47: Take a Daily DOSE

For your next mission, based on the descriptions earlier, research, define, and plan activities you can carry out to increase your daily DOSE. You can find sample activities to leverage your daily DOSE below.

Dopamine	
Oxytocin	
Serotonin	
Endocannabinoids	

	Dopamine—motivation and pleasure	Oxytocin—trust
•	Define difficult but achievable challenges.	Define the purpose of the team (most of us value
·	Divide large goals into small objectives.	helping others).
•	Create two to three goals with corresponding objectives.	Create team goals.
	Celebrate small victories—great feats come	Celebrate as a team.
	from small steps.	Publicly recognize high performance.
	Really celebrate the achievement of goals and objectives. Create new objectives before achieving the	Promote personal and professional growth—train extensively and delegate generously.
	current goal (ensure a constant pattern of experimenting dopamine).	Treat employees like they make a difference (and they will).
•	Continue to set a higher standard (but take	Share information openly.
	care not to only focus on the future). Practice direct experience regularly.	Build relationships intentionally.
ŀ	Harness your brain's reward system.	Practice team-building games regularly.
S	erotonin—positive mood and happiness	Endocannabinoids—euphoria
•	Rest and sleep well.	• Vary your exercise routine. Work new muscle
•	Increase heart rate through exercise (take a	groups-moderate exertion can stimulate
	brisk walk after lunch; take five-minute breaks	endocannabinoids.
	every hour and carry out stretching exercises at your desk).	• Eat foods like dark chocolate, which release endocannabinoids.
	Ensure a balanced diet every day by opting for	• Laughing releases endocannabinoids (practice
	foods rich in proteins (turkey, salmon, etc.)	team-building games with fun objectives).
	and probiotics (yogurt, etc.). These contain	
	tryptophan, an amino acid that is converted to	
	serotonin in the brain.	
·	When possible, get daily exposure to the sun.	

PART 6

The Learner

You are yourself, as you recap your lessons and visualize what your success will look like, by moving your goals closer.



VOYAGE XI

Move Your Vision and Goals Closer

OBJECTIVE

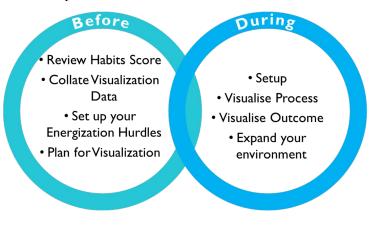
• You will practice envisioning and mentally focus on executing your process and achieving your desired results.

THE MISSION

48 The Power of Visualization

Mission 48: The Power of Visualisation

Draw from the power of visualization by using the following method to produce more powerful results in your habit creation process.



1. Before Visualisation

Review Your Habits Score

Review your tactical objectives and Habits Scores

Collate Visualization Data

Visualization is based on imagining your Habits Scores being executed in full sensory detail. To do this, it will be important to find manners to expose yourself and increase your knowledge and awareness of your Habits Scores experience.

To create a detailed and realistic visual simulation of the four components in your mind, you can:

Action	
Build images based on your experience	
Talk to people who have had the experience	
Read books on the subject matter	
View photographs or visit the location where the action- responses will take place	

Set Up Your Energization Hurdles

Research has shown that positive thinking about your future state on its own can have an adverse effect and can lead to less effort being made. So, to get this exercise right, research suggests that when you envision desirable goals, you should also foresee obstacles you will face.

Energization Hurdles

Plan for Visualization

A key principle to keep in mind is that you need to practice constantly. Practicing visualizing at least once a day is key. Start with five minutes and build up to 10 minutes for each session.

Hour (e.g., 8:00-8:10)

2. During Visualization

Setup

Find a place that is devoid of distractions.

Sit in a comfortable chair with a straight spine when you begin the exercise.

Visualize the Process

Close your eyes, relax your body, and focus on your breathing.

Take four to five slow breaths, using the box breathing method.

If you become distracted or have ruminating thoughts, acknowledge them and let them go.

As you continue to relax, bring up an image of your Habits Quartet and Habits Scores coming together.

Spend a few minutes imagining the details of your Habits Quartet. See your trigger, imagine your craving, and see yourself executing your action-response.

In the beginning, you will focus mainly on sensory images.

Over time, add sounds, tastes, feelings, and even smells of the experience, and your vision will become more palpable.

Try to invoke all the senses.

Where will you execute the action-response? Who else is present? What do you see, hear, smell, and feel?

Emotion will follow thought, so the more real you believe something to be, the greater the emotional impact.

To enhance a simulation, keep adding detail until the process feels as real as if you were experiencing it.

What are you wearing, who is speaking, what are you hearing, how do you feel? As your visualization becomes real, you will cross the threshold that leads to action. Your positive motivational state will become enhanced, and your brain will develop neural connections that result from the visual images you have crafted.

Visualize the Outcome

As you visualize your Habits Quartet in action, imagine that you are achieving your goal and reward. Imagine this mental scene as vividly as possible.

Engage as many of the five senses as you can.

Which emotions are you feeling when you achieve the reward?

Which cravings arise?

Where are you? Who are you with? What are you wearing? What do you smell and what do you hear?

The more you can relate to accomplishing the goal, the more you will believe it is attainable, and the more likely that this will lead to action.

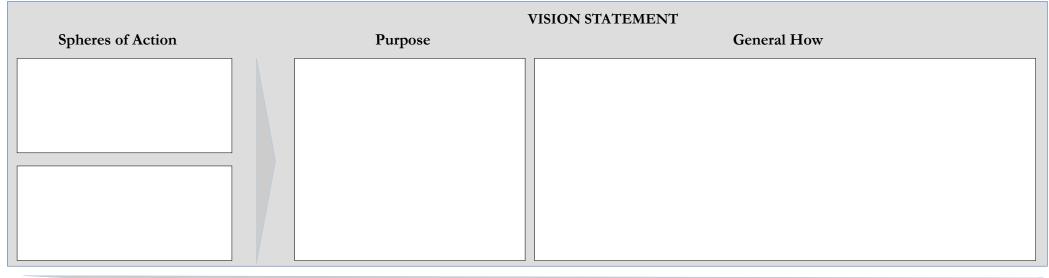
Expand Your Environment

Enhance your vivid and convincing image by expanding your environment.

Imagine your habit buddy collaborating with you; imagine taking a daily DOSE. Bring in other deliverables you have designed as an architect avatar.

Once again, imagine the sights, sounds, tastes, feelings, and even smells of the experience. Note as much detail of the scene as possible.

STRATEGY



STRATEGY TO TACTIC INTERSECTION

	Tactical Objective I
Strategic Goal	
	Tactical Objective II
	Tactical Objective III

TACTICS

