



HOW TO CREATE A *VALUE SHIFT* THAT ENABLES ACHIEVEMENT

<i>Name:</i>	
<i>Date:</i>	

Introduction

Many people, organizations, and leaders struggle to overcome reactive tactics that hold them back. They're too busy keeping up with everything and afraid to disrupt the status quo. Often leaders stuck "in" the business or are starting from scratch. STRE.ME's three-step process creates a Value Shift to enable achievement for those who want to fulfill their potential.

STRE.ME's Value Shift process will:

1. **Assess your situation**
2. **Position multiple solutions**
3. **Activate your Value Shift**

This exercise puts clarity and structure around the challenges that hold you back. In the end, you should be repositioned from battling **upstream against** the current of activity to going **downstream with** the current. This framework activates a change in focus that enables achievement towards fulfilling your potential by turning challenge into opportunity. Resources are available to help rank and visualize everything that goes into developing your Value Shift. Please download this document, as well as the Excel spreadsheet and Value Shift worksheet, and save everything locally with a new name. It may also be helpful to add a version number (e.g., v01) or goal name to the title if you intend to repeat this process.

Providing Feedback

For questions or to provide feedback, please send an email to info@stre.me or visit the Contact Us page.

Before You Continue

Before you begin, please remember that **overcoming challenge is hard**. At the same time, every **challenge is an opportunity to improve** upon something that holds you back. So, **use challenge to be helpful**. Let it push and test you. Let it enable achievement.

Step One

ASSESS YOUR SITUATION



The goal of this section is to consider the world around you. This includes a goal you want to achieve with all the good, positive assets you control and the not so good liabilities that hold you back. Opportunities and threats beyond your control are also important here. When combined, these thoughts will provide a clearer picture of what it takes to enable achievement towards fulfilling your potential.

Please read, consider, and answer the following questions and tips and follow instructions where noted.

Setting The Stage

What goal do you want to achieve?

Why does this goal matter?

Identifying Adversity

TIP #1: Acknowledge that overcoming challenge is hard.

By definition, challenges are tough. They test us and dare us to push the limits. It's easier to avoid them in the short-term but more costly over time.

No matter where you look, it seems like there's some kind of adversity lurking around the corner. That's because there probably is. And that's okay. Research suggests that being aware of challenge is a survival instinct. As Öhman writes in the research paper, *Fear and Anxiety as Emotional Phenomena: Clinical Phenomenology, Evolutionary Perspectives, and Information-*

Processing Mechanisms, "...anxiety and worry are associated with an automatic processing bias, initiated prior to awareness, but serving to attract attention to environmental threat cues, and thus facilitating the acquisition of threatening information," (Öhman 1993). In short, we automatically scan the world around us looking for threatening information because fear is a defense mechanism that keeps us away from scary situations.

What's the upside here? You can use these survival instincts to your advantage. Think of challenges that prevent you from achieving your goal and view this as an opportunity to improve upon them. This is the premise of the next tip.

TIP #2: View every challenge as an opportunity.

Simply start by listing five challenges that prevent you from achieving your goal.

#	<i>What challenges currently hold you back from your achieving your goal?</i>
1	
2	
3	
4	
5	

Once five challenges are identified, the next step is to consider the severity, frequency, and recovery speed of each.

Please copy the list of challenges, go to the Excel spreadsheet, and transfer them to the challenges table before rating them. Then answer the following questions and select the corresponding rating to the list of challenges.

- *Severity: how severe is this challenge?*
- *Frequency: how frequently does this challenge occur?*
- *Recovery speed: how quickly can you recover from the challenge if/when it's encountered?*

Score	3	2	1	0
Severity	Catastrophic	Manageable but frustrating	Nuisance but easy to overcome	Non-existent
Frequency	Constantly	Occasionally	Rarely	Never
Recovery Speed	Never	Slowly	Quickly	Immediately

A score for every challenge is calculated once every rating is assigned. Please review the values and answer the following question to identify your **primary challenge**.

Of the challenges listed above, **which has the highest score?** Please list it here.

Imagining The Future

If you can imagine the future and envision a goal with adversity along the way, then you create clarity and structure. You can see the challenges that hold you back. This clarity and structure are deepened when you rate the severity, frequency, and recovery speed of each challenge. You should now begin to clearly understand the **primary challenge** that compromises your potential. Now, it's time to do something about it.

This next section considers things within and beyond your control, because visualizing your internal and external worlds will organize positive and negative attributes. Assets and liabilities are things that you control, internally, while opportunities and threats are beyond your control, externally. These are all the things that affect your ability to overcome the primary challenge.

The repetition of this section creates necessary focus and discipline to consider ways that help and hinder your ability to overcome the primary challenge. To start, please read and answer the following questions and consider ideas based on personal or organizational needs.

1. What **assets** (e.g., advantages, strengths, etc.), which you control, could help overcome your primary challenge? Please list five and be as specific as possible.

1.

2.

3.

4.

5.

Examples could include:

- Personal: Expert knowledge of [blank] software
- Organizational: 15% market share of [blank] industry in [blank] sector or location

2. What **liabilities** (e.g., disadvantages, weaknesses, etc.), which you also control, could prevent you from overcoming your primary challenge? Please list five and be as specific as possible.

1.

2.

3.

4.

5.

Examples could include:

- Personal: Meeting-heavy schedule that averages 30 hours spent in 25 meetings per week
- Organizational: Competing financial and inventory demands from internal and external stakeholders

3. What **opportunities** (positive chances, prospects, etc.), which are beyond your control, could help overcome your primary challenge? Please list five and be as specific as possible.

1.

2.

3.

4.

5.

Examples could include:

- Personal: Increasing technology adoption and maturation for [blank] application
- Organizational: New governmental policy to do [blank] for [blank] interests

4. What **threats** (negative chances, dangers, etc.), which are beyond your control, could prevent you from overcoming your primary challenge? Please list five and be as specific as possible.

1.

2.

3.

4.

5.

Examples could include:

- Personal: Location closure that prevents [blank] from happening
- Organizational: Raw material supply will be gone by [blank] date

When you are satisfied with the selections, please add your assets, liabilities, opportunities, and threats to the Value Shift worksheet. This resource summarizes Step 1, which you will use in Step 2: Position Your Solutions. Please remember to save it locally with the same goal name as this document.

Step 1: Assess Your Situation Summary

At this point, **Step 1: Assess Your Situation** should be pretty thorough. You have identified:

- A goal and its importance
- Challenges that hold you back
- One primary challenge that prevents you from achieving your goal
- Assets, liabilities, strengths, and weaknesses that affect your ability to overcome your goal

You assessed your situation in this section, which helps to visualize the world around you and, in turn, be better prepared to navigate it. Your ability to overcome any challenge is helped by the ability to identify and process information about it. When you view every challenge as an opportunity and calmly think it through to enable achievement, you prepare yourself to regulate emotions around it. This means you can proactively cope with the challenge when it comes up. In turn, the challenge is easier to handle because you already have an idea or two about what to do.

The focus and clarity provided in **Step 1: Assess Your Situation** provides a solid foundation from which solutions can be considered. You are now in a better position to enable achievement towards your goal.

The next step will position solutions and outcomes that increase the likelihood of success as you go through this process.

Step Two

POSITION YOUR SOLUTIONS



Despite how awful they may seem, challenges can actually be helpful. When we embrace adversity, we become open to the possibility of overcoming it. The process of thinking through solutions creates a certain level of strength. As you become stronger and more capable of living with the uncertainty of challenge, you become more confident to ask relevant questions and to find suitable answers. Repetition makes the process easier. Before long, you develop the ability to calmly accept fear when a challenge arises, instead of trying to avoid it. This is the idea of the next pointer.

TIP #3: Use the possibility of challenge to be helpful.

To do this, **Step 2: Position Your Solutions** will help to maximize the good and minimize the bad. You will use your best assets and opportunities to help minimize adversity, like your own liabilities and other threats beyond your control, to increase the likelihood of success. Then, your risk assessment, as scary as it may be, will show what a worst-case scenario could look like. Just like identifying your challenges, this step is all about calmly thinking through opportunity and adversity before it happens, which minimizes the shock of a surprise if any of it becomes real. Lastly, when everything is combined to position your solutions, your best assets and opportunities to help overcome your primary challenge will be obvious, just like the lurking variables that can hold you back. This step will position you to enable achievement and get you closer to fulfilling your potential.

Thinking Through The Good

To start, please consider the following questions when thinking about how to overcome your primary challenge. Follow the form to complete this section and consider ideas based on personal or organizational needs.

- 5. When thinking about your primary challenge, what **assets** (that you control) can be combined with **opportunities** (beyond your control) to help you enable achievement? Please list five and best as specific as possible.

#	Solutions (Assets + Opportunities)
1.	
2.	
3.	
4.	
5.	

Examples could include:

- Personal: Expert knowledge of [blank] software + Increasing technology adoption and maturation for [blank] application = *Combine expert knowledge of point of sale software applications with increasing technology adoption and maturation for using mobile payment processing in brick-and-mortar retail environments*

- Organizational: 15% market share of [blank] industry in [blank] sector or location + New governmental policy to do [blank] for [blank] interests = *Leverage 15% market share of retail industry in western region and new governmental policy to advocate for equal pay interests*
6. When thinking about your primary challenge, what **assets** (that you control) can be used to overcome **threats** (beyond your control) to help you enable achievement? Please list five and be as specific as possible.

#	<i>Solutions (Assets + Threats)</i>
1.	
2.	
3.	
4.	
5.	

Examples could include:

- Personal: Expert knowledge of [blank] software + Location closure that prevents [blank] from happening = *Combine expert knowledge of point of sale software applications with location closure at Any Mall as motivation to help prevent independent retailers from maintaining antiquated payment processing systems*
 - Organizational: 15% market share of [blank] industry in [blank] sector or location + Raw material supply will be gone by [blank] date = *Leverage 15% market share in domestic textile industry to ensure raw material supply will avoid being gone in 20 years*
7. When thinking about your primary challenge, what **opportunities** (beyond your control) can be used to overcome your **liabilities** (that you control) to help you enable achievement? Please list five and be as specific as possible.

#	<i>Solutions (Opportunities + Liabilities)</i>
1.	
2.	
3.	
4.	
5.	

Examples could include:

- Personal: Increasing technology adoption and maturation for [blank] application + Meeting-heavy schedule that averages 30 hours spent in 25 meetings per week = *Utilize increasing technology adoption and maturation for automated scheduling and task management applications to help off-set meeting-heavy schedule that averages 30 hours spent in 25 meetings per week*
- Organizational: New governmental policy to do [blank] for [blank] interests + Competing financial and inventory demands from internal and external stakeholders = *Champion new governmental policy to adjust capital gains tax rate to help balance competing financial and inventory demands from internal and external stakeholders*

Thinking Through The Bad

The next step is to balance the opportunity these solutions provide with additional challenges. Just like solutions, please consider the following question when thinking about how overcoming your primary challenge could be prevented.

8. When thinking about your primary challenge, what **liabilities** can be combined with **threats** to prevent you from enabling achievement? Please list five and be as specific as possible.

#	<i>Risks (Liabilities + Threats)</i>
1.	
2.	
3.	
4.	
5.	

Examples could include:

- Personal: Meeting-heavy schedule that averages 30 hours spent in 25 meetings per week + Location closure that prevents [blank] from happening = *Meeting-heavy schedule that averages 30 hours spent in 25 meetings per week combined with the gym closure near the office makes it even more difficult to workout*
- Organizational: Competing financial and inventory demands from internal and external stakeholders + Raw material supply will be gone by [blank] date = *Competing financial and inventory demands from internal and external stakeholders plus the raw material supply being gone by next year makes it nearly impossible to keep up with current demand.*

Please take time to think through your solutions and risks and to reflect on your answers. As previously noted with challenge, it is good to give yourself space. Feel free to return when you are refreshed and your mind is clear to review this first pass. It is also common to refine your initial solutions, so please do so, especially to make the information more specific.

Ranking Your Solutions And Risks

When you are ready to proceed, please go to the spreadsheet to transfer your solutions and risks and think about the probability and impact of every solution and the severity and likelihood that each risk could have on your primary challenge. Transfer every solution and risk to the corresponding table. You will see a table for solutions based on assets and opportunities, assets and threats, and opportunities and liabilities, as well as risks based on liabilities and threats.

Please rank every solution in the spreadsheet by answering the following questions and assigning the corresponding value from the list of options.

- What is the **probability** that this solution could overcome your primary challenge?
- What is the **impact** this solution could have on the primary challenge?

<i>Score</i>	<i>3</i>	<i>2</i>	<i>1</i>	<i>0</i>
<i>Probability</i>	<i>High</i>	<i>Medium</i>	<i>Low</i>	<i>None</i>
<i>Impact</i>	<i>High</i>	<i>Medium</i>	<i>Low</i>	<i>None</i>

Thinking through the probability of success and impact will prioritize all of your best stuff based on the likelihood of enabling achievement. Things you control are weighted more heavily, because they provide an advantage over something beyond your control. At the same time, utilizing an opportunity to manage a liability can provide enough motivation, a spark, or the focus necessary to ride positive momentum. All in all, this scoring process prioritizes your best attributes to provide clarity and structure.

Then, please rank each risk in the spreadsheet by answering the following questions and assigning the corresponding value from the drop-down list.

- What is the **severity** of this risk?
- What is the **likelihood** that this risk will transpire?

<i>Score</i>	<i>3</i>	<i>2</i>	<i>1</i>	<i>0</i>
<i>Severity</i>	<i>Catastrophic</i>	<i>Manageable but frustrating</i>	<i>Nuisance but easy to overcome</i>	<i>Non-existent</i>
<i>Likelihood</i>	<i>Highly likely</i>	<i>Likely</i>	<i>Possible</i>	<i>Very unlikely</i>

Please remember: while challenge is hard, it is an opportunity to be helpful and to enable achievement. It is tough to think this through. But, being aware of the things that can hold you back will raise awareness, which can then help be more prepared and less surprised if challenge arises. This can also serve as motivation to use your assets and opportunities to overcome any liabilities and/or threats. Moreover, it helps to keep you accountable. The clarity and structure that comes from evaluating these risks will help you remember and to even anticipate them. And, once you do, the accountability for managing these risks sits squarely with you. You may be surprised by how much you can retain and anticipate.

Step 2: Position Your Solutions Check In

At this point, you have identified solutions and risks based on a combination of assets, liabilities, opportunities, and threats that increase the likelihood of enabling achievement, in addition to ranking all of them. Even this it's tough to predict the future, this work helps to anticipate various outcomes, including positive and negative. After ranking solutions based on the probability and impact of success and risks based on the severity and likelihood of each transpiring, it should be clear which solutions to embrace and risks to avoid. Now it's time to use your most significant solutions.

Using Your Most Significant Solutions

After ranking all solutions and risks, please transfer the three highest scoring solutions back to this document and paste them into the corresponding table below. Find a way to combine multiple solutions if they have the same score.

#	Solutions
1.	
2.	
3.	
4.	<i>Do nothing.</i>

Please confirm that all three solutions feel likely to enable achievement. If they do not, then please review the ratings and rankings to ensure they have probability and impact scores. If they do, then please consider the next tip.

TIP #4: Create a Value Shift to enable achievement.

Creating Your Value Shift

This section identifies your Value Shift and three alternatives to provide additional context for enabling achievement. Anticipating both positive and negative outcomes, called Sparks, is also part of the process. Sparks that are associated with your Value Shift and alternative solutions can be used as signs to measure whether you are making progress.

First, please list your highest-valued solution in the open text field below. This is the recommended Value Shift. If there's a tie, then select the solution with the most control through internal strengths.

Value Shift: _____

Then, please answer the following questions.

What positive outcomes does this Value Shift provide? Please list five and be as specific as possible.

1.

2.

3.

4.

5.

What negative outcomes does this Value Shift provide? Please list five and be as specific as possible.

1.

2.

3.

4.

5.

Next, take the second-highest valued solution and add it to Alternative Solution #1.

Alternative Solution #1:

Then, please answer the following questions.

What positive outcomes does this alternative solution provide? Please list five and be as specific as possible.

1.

2.

3.

4.

5.

What negative outcomes does this alternative solution provide? Please list five and be as specific as possible.

1.

2.

3.

4.

5.

Repeat these steps for the second alternative solution.

Alternative Solution #2:

What positive outcomes does this alternative solution provide? Please list five and be as specific as possible.

1.

2.

3.

4.

5.

What negative outcomes does this alternative solution provide? Please list five and be as specific as possible.

1.

2.

3.

4.

5.

Please proceed to the third alternative solution, Do nothing, and consider positive and negative outcomes if you continue on your path without making any changes. Then answer the following questions.

Alternative Solution #3: Do nothing.

What positive outcomes are possible if you do nothing? Please list five and be as specific as possible.

1.

2.

3.

4.

5.

What negative outcomes are possible if you do nothing? Please list five and be as specific as possible.

1.

2.

3.

4.

5.

Understanding Your Sparks

Just like ranking solutions and risks, considering the Sparks—positive and negative outcomes—will help progress. You will have a better sense of what it looks and feels like. This is an important step, because the more you envision something, the more it mirrors reality. Moreover, Sparks will make your progress more tangible and enable achievement to fulfill your potential. Simply put, outcomes validate progress. Pay attention and watch for outcomes. The same is true for your alternative solutions. Always ask and consider whether any Sparks are noticeable.

Step 2: Position Your Solutions Summary

This section is all about visualizing the future and positioning the solutions that enable achievement. After thinking about your assets, liabilities, opportunities, and threats, ranking your solutions and risks should make overcoming your primary challenge more clear. Your Value Shift and its Sparks should be created, as well as several alternative solutions. Together, this should provide clarity and structure to enabling achievement.

Step Three

ACTIVATE YOUR VALUE SHIFT



This last step represents your opportunity to change. It is the point at which you decide whether to overcome your primary challenge by making the action measurable. The Value Shift is your opportunity to enable achievement. It represents the journey towards fulfilling your potential, however you describe it.

Making Your Value Shift S.M.A.R.T.

Start by making your Value Shift measurable. Follow the **S.M.A.R.T.** acronym to make it **specific, measurable, attainable, results-oriented, and time bound**. Once you've made your Value Shift S.M.A.R.T., add the title to the open text field below and transfer the Positive and Negative Sparks to the corresponding table. Then, start. Immediately.

S.M.A.R.T. Value Shift:

Positive Sparks

1.

2.

3.

4.

5.

Negative Sparks

1.

2.

3.

4.

5.

When you start, ask yourself, ***what is one small step I can take to overcome my challenge today?***

Keep this worksheet handy and document progress everyday over the next four weeks. In the spirit of goal setting, try to make progress on your Value Shift at least 20 times during this time. You'll flourish when you do, and positive Sparks will fly.

To do this, simply answer this one question every day: ***did I (or we) make progress today?***

20 times. That's your goal. There's your answer. Mark the corresponding row for yes or no. After 28 days, proceed to "Step 1 After 28 Days" to assess your results. Again, keep this worksheet handy and document progress everyday.

In the scholarly article, *Bad Is Stronger Than Good* (Baumeister 2001), researchers show how, "...bad events will have longer lasting and more intense consequences than good events," and "Good can only match or overcome bad by strength of numbers." This is why making progress on your Value Shift 20 days out of the next 28 is so important. Moreover, in *A Stitch In Time: Self-Regulation And Proactive Coping* (Aspinwall and Taylor 1997), research also shows "People are likely to invest time, effort, and other resources to solve problems only to the degree that a problem is actually perceived to exist, and they are likely to conserve resources as much and as long as possible."

Do you need any more evidence to show the value in enabling achievement to overcome the challenge that is holding you back? Whatever the case may be, wherever you are, getting through 28 days of consistently focusing to overcome your primary challenge will surely enable you to achieve progress towards fulfilling your potential. Otherwise, by default, you chose the “do nothing” track, which is much less likely to overcome any of your challenges.

Again, keep this worksheet handy, look at it everyday, and chose to make progress on your Value Shift. Visualize your progress and make it happen. It’s possible. It’s inside you. Now is the time to go for it.

Take The 28-Day Challenge

Make measurable progress on 20 days or more over the next 28 and see how much you achieve.

S.M.A.R.T. Value Shift:

Answer this question everyday, **did I/we make progress today?**

Week	1							2							3							4									
Yes																															
No																															

Step 1 After 28 Days: Assess Your Results

How many times did you make progress towards overcoming your challenge?

Yes	
No	

What did you achieve? Please describe in 20 words or fewer.

Are any Positive Sparks tangible? If so, which ones, and how?

Are any Negative Sparks tangible? If so, which ones?

What do you want to do about the Negative Sparks?