

Creating Success Strategies At Work While Navigating Business Challenges Workbook

*Creating Success Strategies to
Unleash Your Potential*



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About The Authors

Deborah Chambers Chima is passionate about helping leaders unleash their leadership potential. In this spirit, she founded her acclaimed organizational consulting and executive coaching firm, Chambers Consulting Group, to drive professionals and organizations toward greater heights through the power of leadership development and team dynamics. Her strength in leading teams to maximum performance results comes from a 24-year career in the retail industry, and over 20 years with McDonald's Corporation where her corporate management positions included P&L accountability in international and domestic markets.

Ms. Chima's dynamic programs focus on the ultimate possibilities within personal productivity that lead to achieving organizational goals beyond expectation. Deborah partners with clients to create and implement business initiatives that profoundly improve bottom line results. She co-authored the book, "*Choose to Lead: Advice, Tools, and Strategies for Women from Women*". Deborah received her coach training at the Career Coach Institute and her Business Administration degree from the University of Illinois in Champaign. Her website is www.chambersconsult.com.

Gail Solish is a registered social worker and communication and relationship coach who has worked with individuals, families, groups and businesses for over 30 years. She has been employed by and/or consulted to hospitals, schools, family service agency and children's mental health center. She has coached clients from a variety of backgrounds including lawyers, social workers, teachers, managers and entrepreneurs.

Her focus is to help people expand their communication skills, develop positive business and personal relationships and create a balanced life. She believes that people have their own unique skills and talents, but at times allow their fears and negative beliefs to interfere with attaining their potential. Gail helps people to work collaboratively and develop resiliency skills in order to achieve the success they desire.

She has her Masters in Social Work and was trained in coaching through the International Life Coach Training Program (ILCT). She utilizes the Peopemap™ assessment tool as one of her resources and is a member of International Association of Coaches. For further information, please visit her website, www.actualizeyourgoals.com.

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Purpose of this Workbook

The purpose of this workbook is to elevate your knowledge in the areas of communication and relationship building to ensure your effectiveness. The opportunity to explore strategies and use collaborative skills are the key elements to overcoming work challenges.

The workbook provides viable techniques that can easily be implemented. These techniques will help you augment your leadership skills for the purpose of achieving your career aspirations.

People possess unlimited potential yet can quickly become bogged down in old patterns. This workbook will help you master being the best that you can be. The first step is being willing to let go of what is not working and incorporate new ideas.

If you always think and approach things in the way you always have, you'll always get the same results. In this workbook we invite you to develop your awareness in order to consider and try alternative ways of managing situations which occur in your professional and personal life.

Good luck and enjoy your journey!



Section I

Introducing the ACS Model[®]

Section Content:

It can be challenging to accelerate your career when the workplace is constantly changing. The concept of change at work is not new or unusual. However, the current rate of change is very rapid and unprecedented. It can be difficult to maintain your focus and accelerate your career when the dynamics are constantly shifting.

The ACS Model[®] provides a structured roadmap to help you proactively identify obstacles and create a customized path which will lead to your career success.

The ACS Model[®] roadmap starts with identifying your career goals and ends with understanding how to build the resilience needed to reach your goals. The strategies in this workbook are viable and effective when implemented.

In this workbook, we will provide the two best strategies to get business results:

1. Practicing leadership behaviors that will gain you visibility
2. Developing productive relationships



WOW – Words of Wisdom

The reality is that every career problem is an opportunity in disguise. Your perspective of your career success is determined by your attitudes and actions.

The first step of achieving career success is to clearly define and write down your goals.

List the areas of professional development (communication skills, leadership skills, collaborative skills) you want to improve in the next six months.

List the areas of professional development you want to improve in the next twelve months.



Insanity Maze Cycle (IMC)

There is so much to get done each day that it is easy to get lost in the details. As you seek to perform at a higher level you can get caught in the insanity maze cycle if you don't develop awareness.

Definition of the Insanity Maze Cycle

The insanity maze cycle is when you lack awareness of how your thoughts and behaviors are holding you back from reaching your desired goals.

If you find yourself repeating the same non-productive behavior over and over despite your best intentions you have entered the Insanity Maze Cycle.

If you don't put a stake in the ground and determine the clarity you need in order to overcome challenges, you will find yourself caught in the maze. The Insanity Maze Cycle can be present even when you are unaware it exists.

Identify any behaviors that have interfered with your productivity within the last three months.

What habits do you need to eliminate or minimize in order to break free of the insanity maze cycle?



Indicators

The more awareness you have of your thoughts and how they impact your behavior, the less likely you will be to enter the insanity maze cycle.

The IMC indicators are:

- **Stress:** The physical, mental, and emotional tension which interferes with your productivity. If you allow stress to overcome you, it can make you physically ill.

Examples: Physical reactions may include heart problems, indigestion, stomach pains, headaches, backaches, etc. Mental stress could include negative or obsessive thoughts. Emotional tension often results in an increase in anger, frustration, or moodiness.

- **Overwhelm:** Occurs when you are loaded down with work and not recognized for your contribution. You may have increased responsibilities with fewer resources. As a result you may experience physical exhaustion.

Examples: Balancing several simultaneous deadlines and having trouble getting started. Finding yourself working longer hours with fewer results.

- **Frustration:** A feeling of dissatisfaction resulting from unfulfilled needs or unresolved problems. Perceiving that a situation is unfair which can then lead to annoyance and/or avoidance.

Examples: Occurs while attending meetings where the outcome is not accomplished due to a lack of process or structure. Becoming annoyed with colleagues who you view as not contributing to the success of the project or assignment.

- **Lack of Patience:** Typically occurs when you are tired, worn down, or exhausted. A lack of patience may begin to spill over into your personal life.

Examples: Interrupting people as they are speaking may demonstrate a tendency to be abrupt.

- **Overreacting:** Is an exaggerated response which does not fit the situation.

Examples: Quickly becoming angry or annoyed when someone makes a request of you. Making assumptions based on not fully listening to what is being said.



- **Feeling Misunderstood:** Occurs when you feel as if no one understands your perspective. You begin to feel sorry for yourself and could begin to complain about everybody and everything.

Examples: Expecting feedback and receiving none after making a presentation. During a brainstorming exercise your ideas are minimized or ignored.

- **Isolation:** When you begin removing yourself from interactions with colleagues and groups.

Examples: Making excuses so you don't have to go to lunch or interact with colleagues. Start avoiding people both at work and in your personal life.

- **Career Anxiety:** You begin believing that you will never reach your career goals.

Examples: Fearful about losing your job despite all of your hard work. You begin to make small mistakes because you are losing your focus and/or begin to second guess yourself about the direction you are going and the decisions you're making.

- **Other:** Please note any additional indicators.

WOW- Words of Wisdom

An increased awareness of the IMC Indicators contributes to improved productivity and enhances your personal and professional relationships.

Which indicators of the IMC are you currently experiencing?



How are your identified indicators impacting your behavior and mood?

What actions are you prepared to take in the next thirty days to address any IMC Indicator(s) which are interfering with your career success?

Three Steps to Stopping the Cycle

- 1. **Be solution focused:** There is always a way out of the maze.
- 2. **Create awareness triggers for yourself:** When you begin to experience any of the indicators, develop awareness strategies so you can slow the process down.
- 3. **Build strategic alliances:** The path to career success is getting narrower and no one can get there alone. Others can help improve awareness of your IMC indicators.

Using the three step "Stop the Cycle" process, create a specific action plan (with time frames) that will minimize the impact of your Indicators.

Situation #1. Describe a situation where you are experiencing the IMC.



Solutions – What strategies can you use to get out of the IMC?

Awareness Triggers – How can you develop an earlier awareness of the IMC indicators?

Strategic Alliances – Whose help can you enlist in getting out of the IMC?

Situation #2. Describe a situation where you are experiencing the IMC.

Solutions – What strategies can you use to get out of the IMC?



Awareness Triggers – How can you develop an earlier awareness of the IMC indicators?

Strategic Alliances – Whose help can you enlist in getting out of the IMC?



ACS Model[®]

Awareness – Communication – Support

Over the years we have discovered that people want concise and action oriented techniques to enhance and develop their skills. The ACS Model[®] was created to address and punctuate the critical need of how to overcome any obstacle to your career success. The ACS Model[®] is comprised of three components: Awareness, Communication, and Support. Each of these components is essential to helping you develop leadership qualities and positive, productive relationships. The sequence of using the three components (A-C-S) can be varied to best address the situation.

Awareness

There are three critical aspects of awareness. The more aware you are:

- The greater the potential for addressing and dealing with issues.
- The greater the ability to recognize when you are going off track and subsequently adjust your behavior.
- The better able you are to connect with people in order to get the help and support you require to move forward.

Awareness consists of two significant elements which are self-awareness and awareness of others.

Three Key Components to Self Awareness

- 1. Your strength and weaknesses:** Knowing yourself and what comes easily for you and what is more challenging. In times of stress, strengths can sometimes diminish as well.
- 2. How others perceive you:** How are you coming across to others? Is your view of how you are presenting yourself congruent with others view of you?
- 3. Your response to feedback:** If you are consistently defensive about constructive feedback and don't take the opportunity to consider the value of what is being said, this will ultimately cause difficulty for you. As a result, people may not be as open to sharing with you. Senior leaders could become concerned about your ability to receive constructive feedback.



Your self-awareness is a critical element of achieving your career goals. The better you know yourself, the more prepared you will be to interact with others and demonstrate the desired leadership.

WOW- Words of Wisdom

Acknowledging and building upon your strengths is critical to obtaining your goals faster. Understanding the perceptions of others and your willingness to implement their feedback contributes to increased collaboration.

Describe and record your awareness in the following areas:

Strengths and Weaknesses

What are your top three strengths and your three most critical weaknesses?

How can you use your strengths to improve or change your weaknesses?

How Others Perceive You

What have other people told you about how you are perceived at work?



Is this feedback similar to how you perceive yourself? If not, what are the differences?

If there is a discrepancy how will you rectify the difference in opinion?

Response to Feedback

Consider the most recent situation where you received feedback that was difficult to accept.

1. What was your challenge in accepting the feedback? Consider if your reaction was due to the individual, how the individual communicated with you, or the actual topic.

2. Reflecting on this experience, what action(s) do you need to take to manage possible damage control?

3. In the future, how can you be more responsive to feedback from this individual?



Three Key Components in Awareness of Others

- 1. **Being sensitive to others feelings and behaviors.** Successful team dynamics require a level of rapport. If a team member is stressed, tense or out of sorts, noticing and acknowledging their behavioral changes is important. The objective is to assist them in getting back on track. The danger in ignoring people’s feelings could create unnecessary problems in the workplace.
- 2. **Time and place.** When a situation occurs that can cause conflict or a misunderstanding, it is important to have the conversation at the right time and in an appropriate place. Having intense discussions that may be overheard and misconstrued by others could create undesired outcomes. Try to choose a mutually agreeable time and location to ensure a supportive environment is present.
- 3. **Knowledge of others personality and communication styles.** You need to develop strategies to deal with various kinds of personalities and communication styles. To be a successful leader, you must hone your flexibility skills in order to achieve a greater level of trust and productivity.

Having an awareness of others sets the stage for successful collaboration. Being able to demonstrate the skills of working well with others contributes to your career success.

WOW- Words of Wisdom

The workplace of the future demands leaders who can demonstrate the ability to interact and motivate others.

Describe and record your awareness in the following areas:

In what ways do you demonstrate an understanding of others feelings and behaviors?



Identify a recent situation in which you did not achieve a satisfactory collaborative outcome. Why not?

Which of the three components of awareness of others did you use effectively?

Which of the three components of awareness of others could you utilize to achieve a better outcome?



Communication is defined as the art and technique of using words effectively to impart information and ideas.

The ability to communicate is the basis for human interaction to be successful. Demonstrating the skill to communicate in a manner that creates respect and rapport is a highly valued key leadership competency.

One of the most common challenges that people experience in the workplace is the dynamics of communicating with others. Improving your ability to identify and work with various communication styles will lead you to become more influential.

WOW- Words of Wisdom

What you say and how you say it leaves lasting impressions. Always be mindful of the power and impact of your words.

There are four major communication styles. They are assertive, aggressive, passive, and passive aggressive.

Strategies for Interacting with the Four Communication Styles

Assertive Communicator

Description of Style

- typically open and direct with their communication
- demonstrates the ability to critically listen and reflect on what is being said
- delivers difficult messages in a respectful manner

Strategies for Interacting with Style

- be direct and succinct when interacting with them
- can be comfortable alerting them when they get off point
- be collaborative



Aggressive Communicator

Description of Style

- pushes for what they want often through intimidation and/or nullifying the opinion of others
- tend to be poor listeners
- struggle to be team players

Strategies for Interacting with Style

- keep temper in check
- refrain from resorting to their communication style
- invite collaboration by requesting their opinion

Passive Communicator

Description of Style

- feels uncomfortable with conflict
- often refrains from expressing their opinions and ideas due to concern about being wrong
- tends to be indirect in getting their point across

Strategies for Interacting with Style

- invite them to participate and encourage them to lead
- acknowledge their ideas
- encourage them to deal with others directly

Passive-Aggressive Communicator

Description of Style

- can contribute to creating a toxic work environment (gossip, sarcasm)
- often a disconnect between their words and their body language
- difficulty clearly stating their viewpoint

Strategies for Interacting with Style

- refrain from engaging in their stories or drama
- stay focused on the task at hand
- privately let them know if their body language communication is incongruent

Many people have more than one communication style.



Which of these four styles is your most predominant communication style?

Which is your second most used communication style?

What actions do you need to take to improve your communication style?

How will you develop your awareness of the preferred communication style of others?

What impact does the use of aggressive communication have in your workplace?

What steps can you take to address the issue of aggressive communication effectively?



Communication as a Leadership Skill

Without effective communication skills you will struggle in your quest to be a great leader. You must demonstrate the ability to work and interact with all types of people. Communication is the core skill needed to ensure your message is sent and received in the manner you desire.

Here are five communication skills to help build your leadership potential.

- 1. Ask questions that invite collaboration and encourage people to think for themselves.** E.g. "What did you learn from doing it that way?" "What was your thinking when you decided to proceed?" "If we were to do one thing differently the next time, what would you suggest?"
- 2. Clarify issues and conversations.** Be sure that everyone has the same understanding of what is being discussed and decided. Sometimes it is assumed that everyone is clear on the outcome which may not be an accurate perspective. Capture and summarize the key elements of the conversation to ensure everyone is in agreement.
- 3. Utilize commonalities to connect with different generations.** There can be as many as four generations of people in today's workplace. Seek to understand each generation's language and nuances. It is important to be open to different perspectives that each generation offers. Be respectful and willing to listen even if you do not agree.
- 4. Articulate your goals clearly.** In order to achieve greater clarity take the time to write down your goals. Describe your vision and invite the input of others. Seek the perspective of others to ensure the best ideas are selected.
- 5. Ask permission as a preamble to a difficult conversation.** An attribute of being a dynamic leader is to demonstrate the ability to engage in challenging discussions. Your objective is to invite participation as opposed to demanding involvement. "I'd like to speak with you, let's figure out a time that works for both of us." "I'd like to speak with you, is today or tomorrow better for you?"

The more awareness you develop about your communication strengths the more you are able to use these skills within challenging situations.



Identify your strongest communication skill and describe how you use it effectively.

Awareness of your communication limitations enables you to implement supportive strategies to help you achieve success.

Identify the communication skill which is most challenging for you. What do you need to improve in this area?

Think of a challenging conversation you need to have with someone at work. Using the five communication skills, create a written plan of what you will say and how you will respond if there is opposition. Set a date to have the conversation.

Conflict Win-Win Strategy

Despite your best efforts to communicate effectively conflict with others may occur. Whenever two or more people are in disagreement, conflict may become a natural part of their communication. It is important to develop ways of mastering conflict in order to create positive relationships and a productive work environment.

In order to resolve conflict it is best for **you** to adopt a belief of "we're in this together" so you can work towards a satisfactory resolution.

Part of the ACS Model[®] is to help you create win-win solutions. Here is a 4-step process to use when conflict exists.



The 4-step format:

- 1. I feel... (use an emotion, e.g. upset, worried, concerned)
- 2. When... (describe the situation)
- 3. Could we... (make a request)
- 4. What do you think? (invites collaboration)

Example:

I feel frustrated and worried (feeling) that work is not being completed on time and there seems to be a lot of tension. (situation) Let's sit down together and brainstorm some solutions. (request) What do you think? (collaboration)

Think of one of your present workplace challenges and write down how you would implement the 4-step win-win solution.

I feel...

When...

Could we...

What do you think?



Support

Support Framework

If you want to get to your next level of performance you must have a mastery mind set. Remember the future is all about collaboration and your ability to build effective relationships. The process begins with recognizing that you need multifaceted support in order to reach your high achievement goals.

The objective of a support base is to assist you in executing your success strategies in a more powerful and influential manner. Knowledge is power and the rapid pace of change makes it impossible for you to know and manage everything. The importance of support is more essential than ever before. You need people to help maintain your balance and ability to move forward in your career.

Your support base can serve as champions of your causes. You need to have clarity of what you want to accomplish before approaching others for help.

WOW- Words of Wisdom

Successful leaders always create opportunities to utilize the knowledge and support of others. In order to be a power player you need others to assist you by providing complementary skills.

Describe your present support base. Who do you ask for advice and help?



The list below identifies the key people who can function as significant contributors to your support base.

Support-Based Strategies

1. Boss

The boss contributes significantly to your success or failure. You need to recognize that the boss typically has the final say. Your objective is to seek alignment with the boss even if you are not always in agreement. Your skills in demonstrating flexibility and leadership will positively influence your boss's endorsement in reaching your career goals. After respectfully acknowledging any difference of opinion, you still must initiate the steps that lead to satisfactory resolution. Ask yourself, what is it that I need to change about my thinking that will create greater alignment? How can I integrate both ideas? Be mindful of communicating your ideas in your boss's language to ensure engagement takes place.

2. Mentor / Sponsor

The role of a mentor is to support and believe in your growth and to provide guidance and knowledge. The role of a sponsor is to know your leadership brand as they help to position you with other senior leaders. A mentor should be positioned at a minimum of one level above you. A sponsor is someone at the senior executive leadership level.

The support of mentors and sponsors is critical to your upward advancement. These are people who can provide you with cover when you make a mistake. They can help you minimize your risks in your efforts to compete for power. Everyone should have several mentors both within and outside your organization.

The strategy to get a mentor is to seek out thought leaders you would like to partner with. You need to ask their permission. Make sure you push past any discomfort you may be feeling in approaching senior level leaders to serve as your mentor.

The difference in gaining a sponsor is that they will seek you out because they have heard of your contributions and want to support you. You can only gain a sponsor through their invitation. You must be viewed as an executor and have a track record of delivering results in order to be considered for sponsorship. Your ability to interact positively on an interpersonal level is paramount to attracting mentors and sponsors.



3. Peers

It is important to develop positive relationships with your peers. They can be your competitors but at the same time they can help you in moving ahead. If there is an atmosphere of hostility and disrespect, they could undermine your forward movement. Seek opportunities to learn viable strategies and skills from your peers. If conflict occurs always maintain an atmosphere of respect. Be mindful of not demonstrating negative behaviors towards your peers regardless of who may have initiated the situation. Strive to create win/win situations in order to ensure you are championing each other.

4. Subordinates

Your subordinates are key to your ability to be viewed as a successful leader. These individuals must reflect you and your goals. If they don't, you need to find a way to help them be successful. People will be loyal to you if they believe you genuinely care about them and their career success. At the same time if someone is not pulling their weight you need to help them get on track or it can create dysfunction within the team. Acknowledge the accomplishments of your subordinates often. Create incentives that are meaningful to them when you reward their performance. Provide opportunities for their development by exposing them to new learning activities.

5. Family & Friends

When work creates stress it is important to have balance which often comes from interactions with family and friends. People outside the work environment are able to listen objectively and without judgment. To ensure you are your best at work it is vital to find relationships and activities which provide you enjoyment and relaxation. Identify people in your social network who you can confide with confidence. Carefully consider what type of information you share online within your social networks to ensure your professionalism is always at the forefront.

6. Coach

Being able to work with a trusted partner and guide is critical in today's work environment. A coach can both support and challenge you. They help you establish clear goals and encourage you to be accountable. Seek a coach who will challenge your thinking to ensure that you reach the level of success you desire. Be willing to share your areas of weakness as well as your strengths so you can develop the strategies needed to overcome your challenges. Work with a coach to create an open and trusting environment where any subject can be discussed.

Great leaders recognize the need to have support in all these areas. Without significant support strategies in place you will miss potential growth and development opportunities.

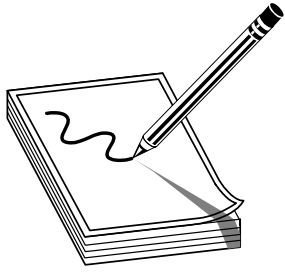


Which support strategy is your strongest attribute? Why?

Which support strategies do you need to further develop? What action steps are you prepared to take?

Identify three mentors that you would like to approach. How will you communicate your interest in a compelling way to invite them to be your mentor?

What can you do to enhance your leadership brand so that sponsors are attracted to you?





Section II

Utilizing the ACS Model[®] to Achieve Career Success

Section Content:

1. Implementation of the ACS Model[®]
2. Identifying Your Workplace Challenges
3. Utilizing the ACS Model[®] Roadmap to Overcome Your Challenges



Implementation of the ACS Model[®]

In order to overcome the workplace challenges of today's reality you must be willing to let go of approaches which are no longer effective. The ACS Model[®] helps you create innovative and unique solutions to address your business challenges. The first step of the model is to identify behaviors and habits which may have become comfortable but are no longer effective.

WOW- Words of Wisdom

Taking steps to stop behaviors that are no longer supporting your purpose is a necessity for achieving growth. Most of us are habit driven even when the habits are no longer useful.

Identifying Your Purpose

Your purpose consists of the unique and specific goals you want to accomplish. Your values need to be in alignment with your purpose.

Please answer the questions below to help you achieve greater clarity about your purpose.

What specifically do you want to see happen with your career in the next twelve months?

For what purpose do you want this?



What will you gain or lose if you achieve your purpose?

What will happen if you don't achieve your purpose?

Identify your current behaviors and habits which are not serving your purpose.

Belief Systems

Beliefs are things that are accepted as true whether or not the evidence supports it. There are times when despite your best efforts to expand your belief system the external world will intrude into your workplace, often with no notice. Workplace dynamics such as downsizing, budget cuts, or lateral moves are not within your control. In these situations you have to adjust your internal thoughts and beliefs in order to embrace the new reality which is – organizations are now using a lean business model. Your beliefs must be in alignment with this new direction in order to successfully reach your career goals.

In order to bring about the desired change you can either adjust your beliefs or your actions.



WOW- Words of Wisdom

What you think, affects what you do! Your belief system impacts the results you achieve.

Identify any beliefs you may need to adjust in order to achieve your purpose.

What actions will you take in order to make the identified changes?

How are your thoughts and beliefs affecting your actions?

How will you change your actions in order to be more effective?



Limiting Beliefs

You must develop an awareness of any limiting beliefs you have about yourself and the future.

Limiting Beliefs are those things you believe about yourself or the world that place limitations on your abilities and behaviors.

Identify an area of your professional life where you need to reframe your thinking in order to change your limiting beliefs:

Identifying Work Challenges

Challenges at work will always exist. The stories you tell yourself about your work challenges will impact the outcome. What you believe is what you will produce.

Identify your current workplace challenges:

What stories are you telling yourself about these challenges that may be holding you back?



Utilizing the ACS Model[®] Roadmap

So now let's think about the ACS Model[®] and how it can help you achieve career success.

What are two areas of development where you must demonstrate your skills at a higher level of performance?

Despite all of the challenges you may be experiencing, you still have your career aspirations so how do you move forward? We believe that when people are not reaching their goals they have a greater chance of losing control of their destiny.

The ACS Model[®] will help you in the following three areas:

- **Define and address your road blocks**

List two to three roadblocks that you are presently experiencing:

Using the ACS Model[®] (Awareness, Communication, Support), identify how you will minimize the roadblocks:



- **Improve your decision-making**

Identify the process you currently use to make decisions.

Using the ACS Model[®], identify which aspects you can incorporate to improve your decision-making.

- **Move forward with greater clarity**

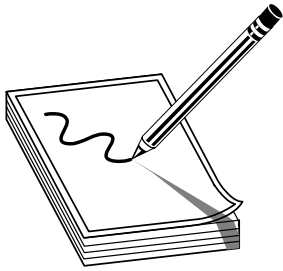
Identify the steps you are taking to move forward with your career aspirations.

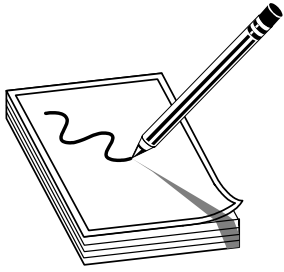
Using the ACS Model[®], identify how you can accelerate your career aspirations.



What are the critical success factors within your organization? Are you demonstrating the behaviors that model these factors?

You must take total responsibility for reaching your career goals like you have never done before. As organizations continue to shed resources, it is vital for you to expand your skill set so that you remain a valued contributor.







Section III

Understanding Other Personality Types Can Improve Your Communication

Section Content:

1. Importance of Understanding Personality Types
2. Description of the Four Predominant Personality Types
3. Strategies to Interact and Communicate Positively and Productively with the Various Personality Types



Personality can be defined as “a dynamic and organized set of characteristics possessed by a person that uniquely influences his or her cognitions, motivations, and behaviors in various situations.”

Identifying and understanding personality styles is key to developing positive relationships, building leadership skills and achieving success. The more knowledge you have of personality types the more you can effectively work with others. The ever changing workplace is becoming more and more diverse. As a result, the more you understand the differences in personality types the more powerful your communication skills will be.

WOW – Words of Wisdom

Having an awareness of your style and the style of others invites the greatest opportunity for others to open up. Collaboration of ideas allows the best ideas to be created.

Four Personality Types

One of the most challenging aspects of being a leader is having the ability to motivate and communicate with others. To be successful in demonstrating your capability in these areas you must be able to establish dynamic relationships. Understanding personality types also enables you to unlock your other human qualities such as leadership, charisma and empathy.

We will use the generic term Type 1, Type 2, Type 3 and Type 4 as a way of describing the 4 personality types. Four key strengths and four key limitations of each type will be identified. Most people are a combination of personality types. Generally your dominant style is based upon your preferences and the way that you like to work.



Type 1

Strengths

- They are big picture thinkers.
- They have great self-confidence.
- They are very comfortable taking charge and making decisions.
- They get things going and are often described as movers and shakers. They are just natural leaders.

Limitations

- They can be impatient.
- They generally are disinterested in the details.
- They can be viewed as insensitive to others because they are trying to get to the solution.
- They can move forward so quickly that they sometimes skip important steps.

Type 2

Strengths

- They bond and connect at an emotional level with others.
- They are excellent communicators.
- They enjoy helping others.
- They are creative.

Limitations

- They tend to avoid conflict.
- They fear rejection and want people to value their opinion.
- They sometimes lack follow through when they get into creative mode and the ideas take over.
- They spend too much time worrying about consensus.

Type 3

Strengths

- They are team players.
- They are easy-going.
- They are dependable.
- They are good listeners.



Limitations

- They have difficulty working with the unknown.
- They put others needs ahead of their own.
- They don't like being in the spotlight so they may not volunteer to lead.
- They want everyone to be in agreement because they don't like conflict.

Type 4

Strengths

- They create systems and structures and are very detail-oriented.
- They are organized and love routine.
- They are concerned about accuracy.
- They are very good at completing projects and assignments.

Limitations

- They generally expect perfection from themselves and others.
- They can over analyze situations.
- They can drive others crazy with questions about the process.
- They tend to be inflexible and don't do well with free flowing style.

WOW – Words of Wisdom

Be aware that your personality type limitations could interfere with the outcome of a project and diminish the impact of your personality type strengths. Developing self awareness and awareness of others positively impacts your communication.

Identify your dominant personality type:



Which of the personality types do you have the most difficulty interacting with? Why?

Think of a situation where you observed two different personality types interacting with difficulty. What did you observe about their interaction?

What could each of them have done differently to bring about a better resolution?

How did the interaction impact other team members?



What could you have done to bring about a better resolution?

Think of a situation where you lacked awareness of your personality type limitations and as a result had an unsuccessful interaction?

What impact did your behavior have on the other person?

In the future how can you achieve greater awareness before your limitations overtake you?



To reach your ultimate career success you must learn how to appreciate and value the differences within the personality types. If not it could lead to:

- 1. An increase in conflict.
- 2. A decline in productivity.
- 3. Difficulty working well with others.

Listening Techniques

A key element of being collaborative is having the ability to critically listen. Too often more energy is spent on trying to be heard, rather than taking the time to pay attention to what others are actually saying.

Listening is one of the most challenging skills to master. Listening is hard work because to be good at it you have to do it with both awareness and intent. This skill requires you to suspend your own needs at that particular moment in time. To listen productively requires you to use a myriad of techniques. Your gestures, your personality traits, and your posture all demonstrate to the other person your willingness to listen.

Through listening you gain insight on how others think. You then use this information to position your viewpoint in a way that they will be more willing to embrace.

WOW – Words of Wisdom

Leaders must have the ability to listen and recognize when others are heading down the path of conflict, in order to redirect the conversation to a more satisfactory solution.

What makes someone a good listener? What do they do, or don't do?



What would you describe as your biggest listening challenge?

How would others describe your listening skills?

When you analyze your listening skills, do you have a tendency to interrupt others, become distracted, or are thinking of how you will respond? If so, how do you plan to improve your listening skills?

Communication and the Four Personality Types

Good Communicators Inform, Inspire and Listen for Feedback

You need to have awareness of the differences in styles and be willing to adjust your personality type in order to work better with others. Through your communication you can either make others feel important and capable of becoming someone better or you can cut them down and make them feel inadequate or useless.

Your personality type and communication style may cause you to focus more on someone's limitations rather than their strengths. Remember that success is best achieved by focusing on your strengths and the strengths of others.

*Creating Success Strategies to
Unleash Your Potential*



WOW – Words of Wisdom

Where you place your emphasis when choosing your words will impact your ability to create a positive team environment. Your words leave a lasting impression so be mindful of what you say.

Describe an example of where you can use your awareness of your personality type and communication style to help someone else grow.

How do you encourage a person to express his or her viewpoint even when you don't agree?

Do you point out when others are wrong even though it serves no useful purpose? If so, what do you gain from this?



How do you communicate when you are concerned about the other person's reactions?

What could you do to help others expand their talents and hidden capacities? Why would helping others develop be important?

In what ways could you improve your communication by focusing on others' styles?

Real Life Examples

Remember the more you understand your personality type and that of others, the better able you are to adjust your approach in order to bring about successful outcomes.

Read the two examples of personality type conflict situations and answer the questions.

Example 1: Sam Personality Type 1 – Joan Personality Type 3

In this example consider how Sam's listening could be affected by Joan's personality type. Sam is a Type 1 personality. He needs to be working with Joan who is a Type 3 personality.



Due to his driven personality if Sam is not careful, he could come across to Joan as judgmental. Being a team player, Joan is sometimes viewed as not being a leader. Therefore, Sam has to be careful with his non-verbal communication with Joan so that walls are not erected which will prevent them from working together powerfully. It is important for Sam to use his critical listening skills. Joan places a high value on being listened to but is not going to be forceful in getting her point across. If Sam is overly intense in his communication style (typical of personality Type 1) Joan will tolerate him (typical of personality Type 3) but she may no longer be engaged.

What could Sam do to make their interactions more successful?

What could Joan do to make their interactions more successful?

Example 2: Lisa Personality Type 2 – Joe Personality Type 4

This example is about the ability to influence others. Lisa is personality Type 2 and Joe, her manager is personality Type 4. Lisa generally works best by consensus and uses her ability to engage people as a means to avoid conflict. Joe is typically not impressed by her enthusiastic presentation style when it does not include the use of facts and data to support her perspective. Both of them have to be aware of the other’s style because they are so different. They will have to work very hard to minimize the potential for conflict as they both have the ability to lead.



What can each of them do to collaborate more effectively?

Given that Joe is the manager and their styles are so different, what can he do to help develop Lisa?

What can Lisa do to better influence Joe as her boss?

What personality differences have you experienced in the workplace and how have you managed it?



Keys to Communicate Positively

WOW – Words of Wisdom

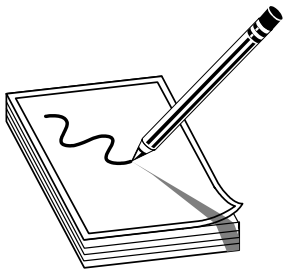
Your future success depends on you being able to adapt your thinking and behaviors as opposed to waiting for someone else to change.

There are three basic ways in which human interaction problems can be solved:

1. Change the situation.
2. Change the person.
3. Change yourself. This is the best solution because you can learn to adapt to the situation or the person.

Consider a past situation where you were trying to change the situation or another person. What changes in your approach could you have made in order to resolve the differences?

When you consider your personality type and preferred communication style what behaviors do you need to adjust to get better results?





Section IV

Utilize Your Leadership Acumen to Achieve Career Success

Section Content:

1. Making the Business Case for Leadership during Challenging Times
2. The Keys to Demonstrating Business Value
3. The Five Strategies to Best Demonstrate Your Leadership Acumen
4. The P.L.A.N. Leadership Action Steps



Why is Leadership so critical?

Leadership is the behaviors you exhibit and the actions you take that help your organization achieve bottom line success.

Most people can solve problems with minimal effort when things are going well at work. When there is no budget and there are fewer people available to help solve problems, demonstrating leadership can become a greater challenge. Now is the time for you to use your assertive communication style and exhibit the business acumen required for today's workplace.

WOW – Words of Wisdom

You can be a leader in any environment if you demonstrate the behaviors that others respect. The ability to navigate within challenging environments is a mandatory skill.

What is your biggest leadership challenge?

What stops you from being the leader you desire to be?



You can learn to be a leader. The road to your career success begins with having the right mindset. You must believe that the challenges you face at work are simply opportunities to strategically position yourself. The ability to learn from your mistakes is a key element to showing your leadership potential.

Leaders understand that creating a reputation for helping others be successful is ultimately what will leap frog you above the competition – every time.

Leadership Behaviors

- A leader coaches others.
- A leader uses “we” instead of “I”.
- A leader shows how a task is done.
- A leader works towards helping others fix the problem and does not waste time blaming others.
- A leader hones their ability to influence others.

Which leadership behaviors do you possess? How do you demonstrate them?

Which of the leadership behaviors do you need to develop? What steps do you need to take to develop these desired behaviors?



A strategic career plan is necessary. What are three goals you must include in your career plan?

Remember your boss is a key component of your support base. How will you seek his/her support to achieve your career goals?

The Power of Influence

Effective leaders are skilled at getting others to work well together. A basic premise of demonstrating leadership is that you must have the ability to influence the actions of others.

Influence is having the capability to get others to act on the ideas you help them take ownership of.

Being influential does not mean dictating. The use of a “command and control” leadership style is no longer effective as different generations learn to work together.

Accepting differences and being willing to collaborate with everyone are key skills to develop as you seek to become more influential.

WOW – Words of Wisdom

Your ability to influence others begins with your belief that what you have to say is of value, and what others have to offer is also of value.



Are You As Influential As You Can Be?

Please read each of the following questions and circle a yes or no.

1.	I am an avid listener?	Yes	No
2.	My professional style is engaging and approachable?	Yes	No
3.	I always keep my word by following through on promises made?	Yes	No
4.	I am a compelling storyteller as colleagues are always eager to hear my stories?	Yes	No
5.	My conversation topics and choice of words are synchronized to my audiences?	Yes	No
6.	I am a trust builder, completing one sincere action at a time?	Yes	No
7.	I am genuine in thought and action?	Yes	No
8.	I am able to identify key people important to our organization's and my success, and able to establish strong collaborative relationships?	Yes	No
9.	I always seek to understand what influences the people that I want to influence?	Yes	No
10.	I am always credible as I stay current on social, political, and business issues?	Yes	No

Select two questions where your response is “no” and create an action plan on how you will improve in the next thirty days.

Influence Focus 1

Influence Focus 2



The Three Keys to Demonstrating Business Value

Once you master the ability to influence others, you must transfer these skills by helping your organization achieve tangible financial results. Regardless of your area of expertise, to be successful in today’s workplace you must have the ability to save or make money by the skills you contribute. If your work does not directly impact the bottom line, you must seek ways to be aligned with the people who deliver the profitability.

Leadership is about you getting results and demonstrating value as quickly and as often as possible — each and every day. If you don’t, you are in danger of becoming redundant.

WOW – Words of Wisdom

In order to demonstrate business value you must always have awareness of what matters most to the organization at any given moment. You must understand how your value proposition helps you stand out.

The three keys to demonstrating your business value are listed below. Determine and record the actions you will take in the next ninety days to enhance your business value.

Key 1: Determine what your organization values and then provide it.

What steps will you take in order to provide more value to your organization?

Key 2: Seek Strategic Alignments and Partnerships.

What external alliances can you cultivate to generate ideas and best practices?



Key 3: Use Innovation to Overcome Challenges.

What creative ideas can you suggest to address your organization’s challenges?

Four Components of Business Language

To ensure your career goals are met you must be able to speak the language of business.

- **Description:** Be succinct in describing the problem. Leaders are able to take a complicated situation and communicate the core of the problem in a manner that all can understand.
- **Cost:** Your recommendations need to be cost effective by optimizing existing processes and systems, rather than always creating something new and different.
- **Risk Assessment:** Must be included in your recommendations. Identify what could go wrong and provide your recommendations of how to avoid or minimize the risks.
- **Rewards/Benefits:** Identify how the organization will win and what you will personally do to ensure the success of your recommendations.

Leaders provide strategic recommendations, which include a minimum of two options. Use your trusted support base to try out your ideas first and incorporate their feedback. Identify any of the business components that are a strength for you. How do you demonstrate value in these areas?



Identify any of the business components which are your weaknesses. What will you do differently to improve in these areas?

Business Drivers in Today’s Challenging Environment

Always strive to link your insights and expertise with business needs. By providing thoughtful, informed and credible leadership, you are creating your future.

In your quest to demonstrate business value you need to have awareness of the following strategies:

- Agility and speed to market
- Competitive advantage or survival
- Increase revenue and market share
- Lower cost of service
- Improve customer satisfaction and customer service
- Ensure compliance or abate business risk
- Improve employee satisfaction

Determine the top three business drivers identified by your senior leadership team. What ideas do you have for organizational improvement within these three areas?



How you will use your support base to further develop your ideas in these areas?

Five Strategies to Best Demonstrate Your Leadership Acumen

There is always a solution to every situation. You are the right person to help your organization overcome any challenge by using your leadership skills.

1. Always Be Aware of Your Presentation Style.

What steps will you take to improve how others view your communication style?

2. Always Be Aware of the Political Environment.

What steps will you take to avoid political landmines while you striving to remain in the loop?



3. Always Have Awareness of How You Spend Your Time.

What time wasters and distracters do you need to eliminate or minimize?

4. Always Be Aware of Industry Trends.

What steps are you taking to remain current within your industry?

5. Always Be Aware of Your Leadership Brand

What steps do you need to take in the next ninety days to improve your visibility?

If you could add one additional strategy to the list what would it be? Why is it important?



Leadership Action Steps

You must **P.L.A.N.** for your future success:

P is for Passionate

How will you maintain your passion to execute your career plan?

L is for Listening

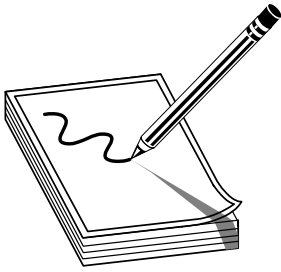
What is the one thing you will do to become a better listener?

A is for Achieving

What will be the outcome of achieving results from your career plan within the next thirty days? Within the next ninety days?

N is for Never Give Up

What will help you maintain your perseverance?





Section V

Discover How Resilience Contributes to Your Career Success

Section Content:

1. The Importance of Resilience in the Workplace
2. Stress in the Workplace and Explanatory Thinking Styles
3. Seven Critical Keys to Building Resilience
4. The ABC's of Resilience
5. Five Steps to Implementing Resilience



Resilience is the “ability to recover from or adjust easily to misfortune or change. The ability to spring back or rebound.”

Given the uncertainty of the economy and the constant changes occurring in the workplace, the necessity for developing resiliency is greater than ever before. Studies have shown that resilient people tend to be healthier, more successful in their jobs, are happier in their personal relationships, more positive and less prone to depression. Everyone does not come by resilience naturally but resilient thinking can be learned.

The resiliency of leaders is exemplified by:

- realistic and flexible thinking
- the ability to see other viewpoints
- a willingness to challenge your own perspective
- innovative problem solving
- an ability to move on with daily life in spite of obstacles

WOW – Words of Wisdom

Your beliefs and ability to effectively solve problems as they arise contributes to others valuing your leadership capabilities.

Stress in the Workplace

Stress is a part of life and has both positive and negative aspects. Mild or moderate stress can motivate you to conquer new territories, take risks and stimulate you to learn new things. Learning to manage stress during various times in your life contributes to your developing resilience. However, often stress can be overwhelming and if you believe that you have absolutely no control over what is happening in your life, you might find yourself caught in the Insanity Maze Cycle.

When you are experiencing stress it is important to understand your thoughts, feelings, physiology and behaviors.



Let's look at an example where the ACS Model[®] helps develop resiliency.

A leader was experiencing many life changes –

- a divorce
- children going off to university – empty nest syndrome
- financial worries
- a job which pressured her to work longer hours and accomplish more using less resources

She realized that she was becoming increasingly forgetful and had developed headaches. This was definitely not her usual way of operating in the world.

At work her stress was the expectation that she should be doing more, with less resources and time.

Her thinking was “I might get fired.”
Her physical reaction was headaches.
Her feelings were anxiety and being upset.
Her behavioral reaction was forgetfulness.

When you analyze the situation you can see how each reaction impacts the other. She used the ACS Model[®] (Awareness – Communication – Support) to address her situation and made the needed changes.

- She assessed her situation and became aware that she was not functioning at her usual capacity as a leader.
- She accessed her trusted support network to brainstorm immediate strategies she could implement to reduce her stress.
- She communicated her concerns and provided recommendations to her boss to address the lack of resources.



Map Out Your Stress

Identify two stressors you are presently experiencing at work:

Stress Example 1

Your thoughts are:

Your physiology is:

Your feelings are:

Your behaviors are:

Stress Example 2

Your thoughts are:

Your physiology is:

Your feelings are:

Your behaviors are:



Identify two stressors you are experiencing in your personal life:

Stress Example 1

Your thoughts are:

Your physiology is:

Your feelings are:

Your behaviors are:

Stress Example 2

Your thoughts are:

Your physiology is:

Your feelings are:

Your behaviors are:



Now that you have Awareness, how will you use the Communication and Support aspects of ACS to make the needed changes?

People develop their own ways of reducing stress. There is no right or wrong approach. The objective is to discover whatever works for you. Some recommended stress strategies are:

- Do something physical; even a fifteen minute walk can relieve tension.
- Meditate or do deep breathing exercises.
- Engage in a hobby or activity you enjoy, e.g. knitting, cooking etc.

List some additional ways that you deal with stress:

Explanatory Thinking Styles

Resilience comes down to your explanatory thinking style; how you describe events to yourself. The foundation of resiliency is that your emotions and behaviors are triggered not by events themselves, but rather by how you interpret them.

WOW – Words of Wisdom

What you tell yourself determines not only what you do but the outcome.

The more you recognize how others are thinking, their personality style and how they communicate, the better you can position your approach to interacting with them. This awareness is key in developing your leadership skills and attaining career success.



Here is a description of **five common explanatory thinking styles**. When you use any of these thinking styles excessively they function as roadblocks, preventing you from achieving your goals:

1. **Jumping to Conclusions** – making assumptions with little or no evidence. It is important to really listen to what people are saying and not make assumptions about how a situation will unfold. Be cautious of getting ahead of yourself. This style could create problems.
2. **Magnifying** the negatives, **minimizing** the positives – dwelling on what hasn't worked. These individuals are often fearful of change. Tend not to see the situation realistically and therefore might have trouble evaluating the benefits and the cost.
3. **Tunnel Vision** – seeing things one way and not being open to other possibilities. These individuals focus on behaviors and indicators that confirm their belief system or the view they have of themselves.
4. **Personalizing** – being overly responsible. Tendency to assume that if something goes wrong it is your fault. When you focus solely on what your part is in a situation you miss the opportunity to work collaboratively.
5. **Externalizing** – blaming others and excluding what you may have contributed to the situation. Without awareness an individual might miss the opportunity to rectify elements of adversity that are within their control. If your belief is that someone else is always the cause of a situation you may feel powerless to deal with it.

When you have a team member who rarely looks at themselves, blames others and always finds excuses to justify what has occurred, then effective results are often diminished. Using your communication skills to develop a collaborative way of working with this individual would be important.



Which of these five styles do you have a tendency to utilize most frequently? What results has occurred from using any of these styles?

Which of these five styles do you tend to be most reactive to and why?

In today's workplace you cannot do everything on your own. Being aware of your thinking style and how it impacts you and others is crucial in order to be successful.

Seven Critical Keys to Building Resilience

Dr. Andrew Shatte who is a resiliency researcher has identified seven critical keys associated with building resiliency. Your awareness in these areas is crucial.

1. **Emotional Regulation** – being in charge of your negative emotions. If you are in denial about being upset or angry then it becomes more challenging to regulate your emotions.
2. **Impulse Control** – pausing and choosing whether to act on your initial reaction. You want to respond as opposed to react.
3. **Causal Analysis** – analyzing a problem and accurately deciding what is causing it. Determine to what extent you will allow the problem to impact you and what actions you will take.
4. **Realistic Optimism** – appreciating the positive aspects of a situation without ignoring the negative. Develop the ability to maintain a positive outlook without denying reality.



- 5. **Empathy** – demonstrating the ability to understand the feelings and needs of others. It is important to be sensitive to others.
- 6. **Self-Efficacy** – believing that what you do matters and that you can make a difference. Your belief in your ability to get things done and that what you accomplish has value is important to becoming a resilient thinker.
- 7. **Reaching Out** – taking on new challenges and being willing to look at possibilities for learning. Often the most meaningful learning comes out of situations which have been difficult or have not gone the way you had planned.

Which of these seven keys are your strengths?

Which do you feel you need to improve?

Think of a situation that was difficult or challenging for you. Which of these seven keys did you utilize in dealing with the situation? What did you learn from the experience?



When you consider these seven skills, which do you find most beneficial? Which do you find most challenging and why? How does this tie into your explanatory thinking style?

The ABC's of Resiliency

In order to increase your resilience you need to learn your **ABC's**. This is a 3-step model which helps you address issues.

- A = Adversity.** Recognizing the situation or event that pushes your buttons. Describing the facts about a situation which can include who, what, where, when and how. You need to analyze the cause of the situation.
- B = Beliefs.** Becoming aware of the explanations you give yourself as to why an event happened. These are your thoughts and beliefs about an event.
- C = Consequences.** The feelings and actions that your belief causes.

Let's look at an example.

- A =** You have been assigned to a new team and the expectation is that you will be up and running as soon as possible. The adversity is a new job assignment with high expectations (who, what, when).
- B =** Your belief that you "have to perform at a high level because you are always competent." You feel you have to learn and know everything immediately. This is an assumption on your part.
- C =** Becoming obsessed with learning the new data and protocols. The consequences are losing sleep, becoming cranky and dismissive with colleagues and family.



WOW – Words of Wisdom

To be successful you may need to alter your thinking in order to bring about change in your behaviors.

By using the example above what could you do to alter your thinking?

What is an example of where you might be experiencing adversity? Describe the ABC's of the situation. What actions do you need to take to change the outcome?

The Five Steps for Implementing Resilience

1. It is important to **accept that change is part of living**. Accepting circumstances that cannot be changed can help you focus on circumstances that you can alter. Example: if you are let go from your job you cannot change that, but you can define what new directions you will go.
2. **Avoid seeing crises as insurmountable problems**. You can't change the fact that highly stressful events happen, but you can change how you interpret and respond to these events. Use the ACS Model[®] to challenge the way you think about a situation, in order to bring about a change in your actions.



- 3. **Nurture a positive self-image.** Acknowledge and build upon your strengths. Evaluate yourself realistically recognizing your weaknesses and the changes you might need to make.
- 4. **Move towards your goals.** Develop realistic goals with timeframes. Instead of focusing on tasks that seem unachievable, ask yourself, "What's one thing I know I can accomplish today that helps me move in the direction I want to go?"
- 5. **Create real time resilience.** Practice the skills at the moment adversity occurs. Take decisive actions. Act on adverse situations to the best of your ability.

What steps do you need to implement in order to increase your resilience?

What is your time line?

Summary of Success Strategies

By taking the time to complete this workbook you are well on your way to creating the roadmap that will lead to your ultimate career success.

WOW – Words of Wisdom

Leaders who commit to developing their skills will be better positioned to work collaboratively and thus achieve greater results.



Are You Seeking Tangible Strategies You Can Easily Implement to Ignite Your Career?

In this workbook you will discover proven strategies to accelerate your career even during challenging times. ***Creating Success Strategies at Work*** provides you with the roadmap to career achievement by helping you to:

- Understand How to Communicate with Other Personality Types
- Define How to Utilize Your Leadership Acumen to Achieve Results
- Discover How to Become More Resilient

The two best ways to create success strategies at work while navigating business challenges is to use the **A-C-S Model[®]** to assist you in:

1. Practicing leadership behaviors that will gain you visibility
2. Developing productive relationships

The A-C-S Model[®] is comprised of three components which are:

Awareness — Understanding yourself and others to effectively resolve issues

Communication — Developing the skills needed to create greater collaboration

Support — Learning to build a support base that is focused on your success

The exercises in this workbook are designed to unleash your potential by assisting you in creating a customized action plan that best demonstrates your abilities within any business challenge.



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