



The Grit Factor

**Courage, Resilience, and Leadership in the
Most Male-Dominated Organization in the
World**

INSTRUCTOR'S GUIDE

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INTRODUCTION

Going for Grit

If you're looking for a one-size-fits-all leadership model, this book will disappoint. The leaders I interviewed to illustrate the lessons you'll teach through this book are each successful because they found a way to lead that's true to them. Becoming an authentic leader is a personal journey, and your task is not to provide a template, but to teach students the tactics that will guide them on that journey.

You may think of grit as a trait some people have that others don't, or the result of a lifetime of struggles—that the leaders I spoke to are simply extraordinary and exceptional. The good news is grit is a skill every one of us can develop. This skill, more than any other, has been critical to my successes and can be critical to your success and the success you instill in your students.

As one of the first women to fly the Apache helicopter in the US Army, I found myself—in the mid-1990s, just out of college and flight school—in a field with no women to look to in senior positions, surrounded by people who did not, for the most part, want me there, and some who would make being there quite difficult.

After years in uniform and years in the corporate world, I know for certain grit is not reserved for members of the military. Most circumstances that require grit aren't in the air. Many situations require you to adapt quickly, effectively, and often with little support—for your own sake and for those you're leading.

To guide the teaching of the skills needed to do that, I've organized the book into three phases:

1. **Commit:** Understand your history and core purpose.
2. **Learn:** Gather and practice the skills needed to develop grit.
3. **Launch:** Own your uniqueness, and be a leader in difficult times.

Within these sections are eight chapters describing eight aspects of grit, with relevant stories, research, strategies, and exercises to support your instruction and guide your students' journey into leadership with strong examples of female leaders they can look up to and relate to.

Why are we focused on grit when we should be changing the system that demands this tenacity of its minority members? This is an apt concern. We must indeed work toward changing that reality, and, yet, the world needs the best all of us have to offer right now.

Like anything that's difficult and worthwhile, developing grit requires dedicated and consistent effort. It's my hope that the stories, advice, and lessons in the book excite you to develop your courage and resilience. Each chapter includes practical exercises, too, so you can spend time with the lessons and apply them to your real-world circumstances.

— Shannon Huffman Polson, The Grit Institute

What People Are Saying about *The Grit Factor*

"The book draws together both Huffman Polson's experience and that of other high ranking women in the US military. Together their insights form an easy to follow structure that allows any current or aspiring female leader to understand what really drives them and build confidence and resilience."

— **Financial Times**

"If you aspire to become an outstanding leader, this book is a must-read."

— **Amy McGrath, Lieutenant Colonel, US Marine Corps, Retired; candidate (2020), US Senate (D – KY)**

"I wish the working world was such that we didn't need *The Grit Factor*, but we do need it. With a jillion books out there on leadership, this one is truly one of a kind, a giant and unique step forward. I can imagine it dramatically changing thousands of lives. And though men are not the primary audience, we can all learn from the amazing stories and practical steps laid out here in plain English. Bravo, Shannon Polson!"

— **Tom Peters, coauthor, *In Search of Excellence***

"Shannon Polson's story and the stories of the remarkable military women she profiles, as well as the essential leadership principles and techniques these stories illustrate, will inspire and instruct new generations of leaders in any context. A must-read."

— **General Charles C. Krulak, US Marine Corps, Retired, 31st Commandant of the Marine Corps**

"With compelling and page-turning stories of resilience and adaptability, *The Grit Factor* is a groundbreaking book about women who took on the stereotypes and blew right past them. Practical, accessible, and inspirational, this is the leadership book we've been waiting for."

— **Sydney Finkelstein, professor, Tuck School of Business at Dartmouth; bestselling author, *Superbosses*; host, *The Sydcast***

"The hard truth is that we have a long way to go before women are treated equally, at work and elsewhere. Until then, we need *The Grit Factor*. Shannon Polson has it, and she showcases it in the inspiring and instructive stories of these amazing women leaders."

— **Tina Morris, Chief Operating Officer, S&P Global Ratings; US Army veteran**

Know Your Story

CHAPTER SUMMARY

Stories help us make sense of ourselves and the people and institutions around us. Story defines who we are and underlies action. It's an essential force for all human beings, past, present, and future.

Our innate knowledge as well as recent scientific advances show how we co-create our lives through the development of both individual and collective narratives.

Your narrative is a place you can return to as needed to find your path through hardship. The best part—as well as the hardest—is that you get to write it yourself.

Before you can truly understand yourself as part of a larger narrative, you have to understand your own narrative. To be an effective leader, you must understand your story and how it exists within the larger whole.

By taking the time to craft a story that makes sense of your history, you provide yourself a tool for creating a future that matches the trajectory of that narrative. If you don't proactively take control of your narrative, you'll be buffeted by the stories of your organization, family, or society, such as the stories women are told in the corporate world: *You shouldn't be so ambitious. You're not vulnerable enough. You're too pushy. You're too emotional.*

While an existing social or cultural narrative can boost a traditional leader's success, these narratives are historically exclusive, powerful beyond measure, and nearly impossible to resist—unless you consciously create a different story.

KEY CONCEPTS

- Story is an essential force for all human beings, past, present, and future.
- Both creating our narratives and integrating them with those of the institutions we're part of are foundational to leadership.
- You likely already have a story about yourself, whether you realize it or not. Become aware of it, so you can recreate stories that aren't supportive of your goals.

REFLECTION QUESTIONS

1. What stories do you have about yourself?
2. What institutional stories surround you?
3. Can you identify strengths that are consistent or that have continued to develop throughout your life?
4. What weaknesses can you identify based on the stories of your life?

ACTIVITIES & ASSIGNMENTS

Craft Your Story

1. Write out a timeline of your life from birth to present. Write down all meaningful events, both positive and negative, with positive events above the line, and negative events below it. A “meaningful event” is any that had an impact on you.
2. Next to the positive events, write down what you did to participate in what made those events successful. Next to the negative events, write down what you learned as a result.
3. Give each event a word indicating a value you hold dear. For example, perhaps your parents divorced, and the value you hold is “family.” Perhaps you were promoted after an intense period of challenging work, and the value is “perseverance.”
4. Take note of themes that emerge on your timeline. Ask yourself:
 - What do the values you’ve listed say about you?
 - What are you particularly proud of?
 - How do these themes tell the story of your life?
 - How might you tell the story of your life with a narrative arc that’s been guided by those values?

Predict Your Future

How will the story of your life prepare you well for your biggest goals?

Building off of the story you’ve crafted, shift your focus to your future. Now that you’ve articulated your narrative identity, you can proactively plan to capitalize on your strengths and reinforce areas of weakness.

1. Identify strengths that are consistent or that have continued to develop throughout your life.
2. Research and make a list of roles you would enjoy filling that play to those strengths.
3. Identify weaknesses that have been apparent throughout your life.
4. Make a list of strengths and skills that complement your weaknesses. Consider:
 - How can you surround yourself with people who have those skills?
 - How can you develop some of your weaknesses into strengths — e.g. through education, experience or practice?

Plotting a Course for Grit

CHAPTER SUMMARY

Not everyone is purpose-driven, but gritty people are.

Your core purpose is a fundamental piece of self-knowledge that'll help you stay committed to a difficult undertaking. Having clarity about your purpose gives you the passion you need to successfully navigate moments of hardship, resistance, or change.

Your core purpose is what drives you. It's more than a simple reason for completing any one task. It's foundational to who you are, what makes you unique, what forms the core of your being. Each of us has to do the work to discern and then commit to our purpose.

Sometimes the most difficult circumstances bring out that connection to and appreciation of core purpose.

As powerful and important as uncovering your core purpose is, it doesn't happen in a vacuum. Once you know your core purpose, you can see how it relates to the themes in your story. Having clarity on both of these pieces gives you focus that can guide you as you decide which opportunities you'll say yes to and which ones you won't.

You may find your core purpose in doing something outside of work. That connection to purpose in any area of your life will buttress your efforts in other areas, because it contributes to your understanding of your place in the world.

Knowing your core purpose will also help you connect with others who either share that core purpose or are committed to helping you fulfill yours, which is another foundational component of grit.

KEY CONCEPTS

- Knowing your core purpose helps you build the grit you need to successfully navigate difficult challenges.
- Purpose is key to success in leadership. Data shows that purpose-driven employees are the highest performing and most valuable members of a workforce.
- Your story informs your core purpose, and your core purpose informs the future of your story.

REFLECTION QUESTIONS

1. How does your purpose differ from your core purpose?
2. What breaks your heart? What does that tell you about your core purpose, and connecting your head to your heart?
3. Where do you see your core purpose in your story?

ACTIVITIES & ASSIGNMENTS

The Long, Hard Look

In leadership (and in all of life), we often have to push ourselves to delve deeper than daily life allows to find the meaning in our work. To get to your core truths, you may have become uncomfortable.

Use this exercise to recognize and learn to push through that discomfort:

1. In class, turn to someone you don't know well, and look directly into their eyes without looking away for a full minute (or two).
2. Note your response: Are you squirming? Trying not to laugh? Concentrating hard?
3. What tools can you take from this exercise to help you push through that discomfort to take a long, hard look inside yourself to find your core purpose?

The Fifth Why

In simple terms, your purpose is your “why.” However, asking why doesn't go far enough. To dig deep enough to discover your core purpose, ask yourself why you do what you do—not once but five times.

1. Pick one aspect of your life you want to interrogate, professional or personal.
2. Ask yourself: “Why am I doing what I'm doing?” That answer will likely be your purpose for a particular task.
3. Now ask again—four more times: “Why?”
4. What core purpose does this questioning start to tease out?

Connecting Core Purpose to Story

Now consider how your core purpose, representing the desires of your heart, connects to your story. Take your lifeline exercise from Chapter 1, and look for where you see connections between the events you've identified and your core purpose.

CHAPTER 3

Draw Your Circle

CHAPTER SUMMARY

No matter how demanding or technical the mission, the key to success in any endeavor always comes down to the people. The circle of community around you is what pulls you through the hardest of times.

Two truths about your circle are critical to a leader's success:

1. **No one goes it alone.** You have to have your team. That team can come from anywhere, but it should include people from both inside and outside of work.
2. **You can't be everyone's friend.** Someone who doesn't support you is someone you don't need in your circle.

Drawing your circle and knowing who's inside it and who's not is about whom you draw strength from. Set boundaries so you don't spend your energy on relationships that aren't supportive.

Your circle is like a solar system, with the people closest to the center being the ones you devote the most time and energy to.

1. **Mentors:** At the center of your solar system is a small team of trusted mentors. They advise, inspire and support you, and champion your work, and you support and champion them in return.
2. **Dream Team:** In the next ring are your dream team—people who support you and teach or embody the traits you need to be successful. These relationships are both formal and informal, professional and social.
3. **Outer Ring:** These are respectful relationships but not particularly close. They support you and offer advice when you face challenges, especially when you don't have access to more substantive relationships.
4. **Role Models:** Role models aren't in your circle, but they're the far stars of your solar system, lights you can observe and emulate from afar. Draw inspiration and motivation from them.

Superior performance and follow-through are the baseline for your work as a leader. Success follows with relationships that support this work. Attention to those relationships should be as big a part of your focus as any other aspect of your work.

KEY CONCEPTS

- Drawing a circle around your community is about knowing whom you will draw strength from, and setting boundaries so you don't spend your energy on relationships that aren't supportive.

- Every leader needs mentors, and mentorship is never a one-way street, but a relationship.
- Role models set an example of what's possible and show how challenges can be overcome.

REFLECTION QUESTIONS

1. Is there someone in your life you can call a mentor, someone whose name you could write in the center spot in your solar system?
2. Who are your role models, whether you've met them in real life or not?
3. Who would you like to have in your circle who's not there already? How can you cultivate those relationships?
4. What are you doing to sustain and build the existing relationships at every level of your solar system?
5. How can you use your experiences to give back to others working their way up at lower levels? Who might you mentor? Who can you support and champion?

ACTIVITIES & ASSIGNMENTS

Draw Your Circle

Draw your solar system, with a center point (your mentors), an orbit beyond that (your dream team), an outer ring, and stars representing your role models. Who is in the center point? The first orbit? The outer ring?

Who's currently inside your circle who should be outside of it?

<<Include a worksheet with solar system template — Fig. 3-1, Your solar system>>

Listen Like a Leader

CHAPTER SUMMARY

Today, leaders are expected to develop and employ the strengths of each team member, so it is more important than ever to truly understand the people who work for you. That requires listening.

Being a strong leader requires listening until it hurts. That includes:

- **Listening up**—to your boss, board, or member of your C-suite—so you understand and can meet requirements.
- **Listening laterally**—to your colleagues—so you understand the environment.
- **Listening down**—to your direct reports and support staff—to understand how best to take care of your people.

Of course, by itself, listening doesn't solve anything. Listening, and the information that comes from it, informs action. Actively listening provides critical clues about how to proceed through challenges.

However, active listening isn't easy. We have a neurological tendency to jump to judgement in an attempt to predict the future (a mechanism to protect ourselves from potential danger). That makes it hard to be in the present, where listening happens.

Use these steps to combat your default and allow your brain to take in information with jumping to judgment and prediction:

1. **Ask:** You can only take care of your people when you know who they are and what drives them. You don't know this until you ask and truly listen to their answers.
2. **Listen:** Listening requires engagement both mental and physical, including an attunement to nonverbal cues. Consider your eye contact, an approachable posture, head nods, and facial expressions.
3. **Pause:** Creating a moment between listening and responding lets you internalize what you've heard and consider its implications and possibilities. It also allows you to reconnect to your own story. The pause feels awkward, but no meaningful listening can happen without it.

KEY CONCEPTS

- Listening, and the information that comes from it, informs action.
- Effective listening can be broken down into three distinct steps: Ask, listen, and pause.
- How a leader responds to feedback is just as important as asking for it in the first place.

REFLECTION QUESTIONS

1. Can you think of a situation where you could have listened with more attention and less judgment?
2. Do you know what motivates each of the people you work with?
3. Think back to a recent difficult conversation. Did you really, deeply listen? What could you have done differently?

ACTIVITIES & ASSIGNMENTS

- **Practice listening:** Practice active listening with a classmate, colleague, or roommate. Discuss the objectives before you begin. Force yourself to listen for at least ninety seconds and take a thirty-second pause before interjecting.
- **Make time for listening:** Look at your calendar. Have you made time for clear and consistent communication with people involved in your work—both direct reports and higher ups? Make certain your schedule allows ample opportunity to ask, listen, and pause.
- **Get feedback:** Make a list of key stakeholders in your work. Do you know what motivates each of them? What's important to each of them personally and professionally? If you don't know, sit down and talk with them. Listen. Find out.

Build Your Resilience

CHAPTER SUMMARY

Mindset is everything. How you think about difficulties has a great deal to do with how successfully you'll navigate them.

The greatest leaders are equipped with the psychological resilience they need to get through sustained challenges.

Leaders know they must consciously cultivate these mental components in order to move forward:

- **Optimism:** Optimistic people believe a problem is specific and not global. That attitude helps you take things one day at a time—a moment at a time—and trust a challenging situation won't last forever.
- **Mental agility:** Your capacity to face fear and adversity with courage. Mental agility lets you redirect your thoughts so you don't succumb to negativity, doubts, worst-case thinking, and false narratives.
- **Self-regulation:** The ability to regulate impulses, emotions, physiology, and behaviors to achieve goals, express emotions appropriately, and stop counterproductive thinking. Imagining a realistic worst-case scenario helps you practice keeping calm and think through your response before you're in the moment.

Choosing to focus on the positive, on what you can control, and on taking action comes naturally for some, and through hard-earned experience for others.

The toughest challenges are those that require grit and mental resilience over the long haul, such as years of microaggressions, discrimination, or harassment. It's easier to be negative than not, and it takes consistent and dedicated commitment to move ahead.

Resilience isn't always about persevering, but sometimes knowing how to move on. Everyone who encounters a hostile work environment inevitably must ask herself whether it's worth it to continue. Only you can answer that question in a given situation.

If you don't have a resilient mindset, adversity causes only misery. Optimism, mental agility, and self-regulation help you transcend, or at least move through, adversity.

KEY CONCEPTS

- There are a million reasons you can't do something. You have to focus on the reasons you can.
- Mental agility empowers you to adapt your thinking to match your circumstances, and that will help you survive adverse circumstances.

- Grit can propel you to seek out challenging opportunities and help you get through even sustained difficult circumstances.

REFLECTION QUESTIONS

1. Think about a problem you're currently facing. What's the evidence for and against your thoughts about it? What's changeable? What can you control?
2. Remember a challenge you experienced in the past. How did others and/or circumstances contribute? How did you contribute?
3. Ask a classmate or colleague about a problem they're currently facing, and provide your insight. What's the specific behavior that explains their situation?

ACTIVITIES & ASSIGNMENTS

Reframing the Challenge

Think about a challenge you're facing. Grab a journal, and use these sentence starters to reframe your thoughts about it:

- *That's not completely true because . . .* This prompt requires you to prove your own assumptions and recognize contradicting evidence.
- *A more optimistic way of seeing this is . . .* This helps you actively seek the positive aspects of whatever issue you're facing.
- *The most likely implication is . . .* This nudges you to take a broader perspective and stay rooted in reality.

Hunting the Good Stuff

This exercise, taken from the Army's Master Resilience Training, mirrors what you may have heard of as gratitude journaling. Do it daily to build the optimistic mindset needed for grit.

1. Record in a notebook three good things that happened today.
2. Next to each, write a reflection answering one or more of these questions:
 - Why did this good thing happen?
 - What does this good thing mean to you?
 - What can you do tomorrow to enable more of this good thing?
 - How do you or others contribute to this good thing?

Turn Your Nose to Face the Wind

CHAPTER SUMMARY

Any time you take any action, you'll face resistance. Resistance might be internal, like fear or negative thoughts; or external, like judgment or negative reactions from people around you.

Facing a new assignment, challenge, or obstacle of any kind requires seizing the initiative, taking every opportunity you're given, and searching for the chance to excel. The only way to rise above a challenge is to face it head-on and meet it with appropriate force. Don't be paralyzed by fear or pulled down by those who don't support you. As a leader, you have to learn to use fear to help you fly.

Recognize fear as your internal resistance to the risk of failure. To take the necessary risks to move forward and grow, you have to recognize and move through your fear. You have to be willing to get uncomfortable.

Building your confidence and risk tolerance requires tolerating failure, or at least learning how not to be sidetracked by it. You can only gain this skill through experience—taking risks and building a track record of successes and failures. The difference between leaders who succeed and leaders who don't is the former see failure as an opportunity to grow.

Getting back up and moving forward after a failure makes you stronger and grittier. Internalizing the lessons you can learn from it makes you better. Applying what you learned to how you do things going forward makes you a stronger leader.

The first few steps aren't always straight, but you take those shaky steps anyway. You reconnect to your core purpose, decide what you'll do differently next time, and focus on your goal.

KEY CONCEPTS

- Leaders commit not only to facing their fears but to performing exceptionally in any challenge.
- Experience is critical to building your risk tolerance, but it doesn't immunize you from fear. The willingness to take new risks and face new fears remains important throughout your life and career.
- Building your confidence and risk tolerance requires becoming comfortable with failure.

REFLECTION QUESTIONS

1. Consider a time when you failed. What lessons did you learn from the experience? How were you able to take that learning to inform how you approached the next challenge?
2. How can you find a way to celebrate risk-taking and even failure among the people you work with?

3. How can you share the story of your own failures and what you learned from them with the people around you?

ACTIVITIES & ASSIGNMENTS

Learning from Failure

Make a list of ways you can celebrate risk-taking and overcoming failure among the people you work with.

For example, you could implement an occasional award for an initiative that fails, or another form of recognition for trying new things, regardless of the outcome. Write down anything else that comes to mind.

Have the Audacity to Be Yourself

CHAPTER SUMMARY

Despite the difficulty, it is critical for a leader to remain true to who she is.

Being yourself in a culture that demands something different isn't easy for most of us, even the leaders. But being yourself is an important component of grit. Our ability to believe in ourselves and stay true to ourselves comes from:

- Knowing your story (Chapter 1).
- Understanding your core purpose (Chapter 2).
- Having a dream team to remind you of your value when you doubt it (Chapter 3).
- Understanding and owning what makes you different from the others.

Owning your uniqueness is how you can ensure your actions and reactions remain consistent with your character even in the face of new and possibly hostile environments and challenges.

Remaining connected to your true self requires reducing the static and blocking out voices that undermine your confidence.

When you turn down the noise, you create more space to hear your own voice—that unique combination of what you know to be true based on your experience, your values, and your core purpose. To turn down the noise and create space for your voice:

- **Check in with your dream team.** Focus your energy on their recommendations.
- **Reconnect to your core purpose.** Revisit exercises from earlier in the book to tap into your values.
- **Take ownership of your decisions.** Understand—and take joy in—the fact that your success or failure depends on you.

Many people don't take the initiative. They don't own their work. They criticize those willing to work, because it reflects on their unwillingness to take on tasks. This is crippling for the performance of any group or organization. Without each member taking ownership, a culture rapidly devolves to one of inaction, blame, and disengagement.

Ownership is part of the excitement of leadership. Leaders are committed to making a difference, and owning an outcome is a chance to do exactly that.

KEY CONCEPTS

- Remaining true to who you are is an important component of grit.
- Staying connected to your true self requires you to turn down the noise and block voices that undermine your confidence, so you can make space to hear your own voice.

- Expecting individual ownership permits a decentralized leadership model and gives more vitality to the work of an organization.

REFLECTION QUESTIONS

1. Consider an action or decision you regret because it wasn't in concert with who you were. What were the factors influencing that action or decision?
2. Think back to when you were a child. What did you want to do? Who did you want to be? What was important to you? What values were important to you then?
3. Think about yourself now. What's important to you now? How has it changed since you were a child, and why? Is there something you'd like to bring back into your life?

ACTIVITIES & ASSIGNMENTS

Connecting Actions to Values

Depth psychology, an interdisciplinary field that approaches therapy taking the unconscious into account, supposes the person we wanted to be when we were children is a guide for who we want to be as adults. Reorient yourself to this early vision with these writing exercises.

1. **Looking back:** Remember yourself as a child. What did you want to be when you grew up? Who did you look up to? What was important in your life?
2. **Looking forward:** Consider a big decision you have pending. Spend ten minutes writing about what matters most to you—outside of that decision. Then come back to the decision, and consider it in light of what you've written.

CHAPTER 8

Above All, Be Adaptable

CHAPTER SUMMARY

Whether change comes unexpectedly in a moment or as a result of a decision, your success comes from your ability to adapt to it. Adaptability comes from the work you've done to define your story, drill down to your core purpose, and stay connected to your values.

Change is challenging in part because it illuminates the tension between the desire for and yet the illusion of control. Adaptability is figuring out how to work within that tension.

Change isn't always traumatic. It can come in unexpected, positive ways, too. The ability to prepare for and adapt to a positive turn is equally important as adapting to difficult changes.

Adaptive leaders choose to view all changes, whether wanted or unwanted, as part of the human experience, rather than tragic anomalies that victimize unlucky people. Instead of feeling personally attacked by ignorant or evil people, or an unfair universe, they remain engaged in their work and spot opportunities to fix problems.

No matter the circumstance or situation, you have the tools, insight, and inspiration you need to continue onward, despite how many unexpected turns your path may take or how many obstacles you may encounter. Adaptability, the ability to work in changing environments, is critical to the grit shown by every leader.

Though you find strength in your core purpose, not every challenge you undertake must serve the greater good. It's worth it to work toward a promotion, ask for a stretch assignment, or tackle a fulfilling creative challenge. Developing personally and professionally in any way will help you have a greater impact. Developing your ability to confront and work through trials becomes part of your story, and helps you build grit and confidence for any endeavor.

Even with experience, new challenges will be no less difficult, only different. And that's where adaptability comes into play. It's what enables you to take the lessons you've learned from your earlier experiences and apply them to your current situation.

KEY CONCEPTS

- In the face of setback, you can choose to be a victim (overwhelmed, paralyzed by fear) or a leader (finding meaning and growth in any challenge).
- In difficult times when your strength alone is not enough, you may have to rely on momentum to keep moving forward and through the challenge.
- Even with experience, new challenges will be no less difficult, only different.

REFLECTION QUESTIONS

1. Consider a time when you've had to weather a difficult change. Did you face it as a victim or a leader? Is there anything you could have done differently?

2. Think about a time you've experienced an unexpected but positive change. In what ways did you have to adapt to meet the change? What did you learn from the experience that you can apply to future times of change?
3. Think about your extracurricular and leisure activities. What strengths have you built? How will you be able to apply those strengths to your professional life?

ALTERNATIVE ASSIGNMENT

If you would like to opt to assign this book as a stand-alone project or extra credit, rather than throughout the semester, assign this reflection.

After reading the book, complete a two- to three-page paper answering the following questions:

- What is the book about?
- How does "purpose" differ from "core purpose"?
- Which key leadership strengths are identified in the book?
- What can you apply from the book to your life, your future job, and/or your future schoolwork?
- How do your stories and those of the institutions around you affect how you approach challenges in your day-to-day life?