## 0. Introduction

### 1. Welcome to success

## 1. Success in Your Life

### 1. What is success

### 2. How to develop a success mindset

### 3. Success and money

### 4. Success and happiness

### 5. Be yourself

### 6. Six life strategies

### 7. Find your life purpose

### 8. Help others first

### 9. Six anti-success habits

### Chapter Quiz

## 2. Self Organization

### 1. How to be organized

### 2. Get enough time for the important things

### 3. Saying no—is it selfish

### 4. Why goal setting works

### 5. Refining your goals using SPVEM

### 6. Do it now - Beat procrastination

### 7. Seven ways to increase self-discipline

### 8. Managing your drivers

### Chapter Quiz

Question 1 of 17

Which baby steps can you take toward overcoming the bad habit of procrastinating?

Use your diary to write down unpleasant tasks, and refer to it every day.

Incorrect

This will help you order the tasks, but there is a more purposeful baby step you can take.

Start your day by completing the toughest task facing you.

Incorrect

This is a good step, but it is more of a deep-dive action than a baby step.

Clear the list of tasks you need to do, so you can eliminate stress.

Incorrect

Stress is part of procrastinating, but clearing an entire list is more than just baby steps.

Break the tasks you need to do into smaller chunks.

This was the correct answer

Question 2 of 17

You are working on increasing your self-discipline. Of everything you will try, what will you find is the greatest source of self-discipline?

determining patterns when you fail in self-discipline

Incorrect

having a reason to perform any tasks that you do

Correct

developing new, good habits by starting out small

finding a method to overcome procrastination

Question 3 of 17

How does stress play a part in beating procrastination?

Stress is relieved by the good feelings of getting a job done.

Correct

Stress often keeps you from being able to beat procrastination.

Stress helps you choose the most important job to finish first.

Stress provides additional pressure that motivates you to not procrastinate.

Question 4 of 17

In the "SPVEM" goals type, how do you work with your goals at the Excite step?

You set goals that make you nervous so you can work at overcoming your fear.

Incorrect

You set goals for things that truly interest you.

Correct

You rephrase your goals into positive terms and not negative terms.

You visualize your goals so you are motivated to work toward those goals.

Question 5 of 17

In order to gain the full benefit of setting goals, how far out should you set them?

1−10 years

Correct

today, tomorrow, and the next day

1−5 years

Incorrect

for the coming year

Incorrect

Question 6 of 17

Which personality driver can you push back against by focusing on your personal goals?

the personality driver of being perfect

Incorrect

The treatment for this is to set time limits for tasks and complete what you can, even if the work is not to your definition of perfection.

the personality driver of taking time to ponder

Incorrect

This is actually a treatment to push back against a particular driver, and is a good thing.

the personality driver of hurrying

Incorrect

This driver can make you spend too much time on small tasks and too little time on important tasks, which you can treat by slowing down.

the personality driver of pleasing others

This was the correct answer

Question 7 of 17

How can you push back against the personality driver of wanting to be perfect?

Consider the importance of every part of a task.

This was the correct answer

Tell yourself that you deserve to achieve your goals.

Incorrect

Avoid taking an action that will be unpopular with anyone.

Incorrect

Slow down and take time to consider what a task requires.

Incorrect

Question 8 of 17

It is an especially busy time of year, and you are inundated with important tasks you need to complete. Which organizational tool helps you identify tasks that you can delegate?

your master list

Correct

Your master list contains all tasks that must be done, without any specific order. From here, you can determine the tasks to delegate.

your calendar

your diary

your jobs-to-do list

Question 9 of 17

Is it ever appropriate to say no when you are asked to do something, considering that helping others is important to becoming successful?

It is appropriate to say no, when the benefit of doing something is greater than the price you have to pay to do it.

It is appropriate to say no, because you are not being selfish by focusing on your personal goals.

Correct

It is never appropriate to say no, because other people are more interested in you than you think they are.

Incorrect

It is never appropriate to say no, because the time others want from you is more important than any time you might need for yourself.

Incorrect

Question 10 of 17

Why is procrastination considered a serious barrier to success?

If you have a habit of procrastinating, it likely stems from only having a vague idea of what work needs to be done.

If you have a habit of procrastinating, the tasks you put off tend to be the most important.

Correct

By figuring out your patterns, you can set up the conditions that will let you work your best.

If you have a habit of procrastinating, you do not know which tasks have the highest priority.

If you have a habit of procrastinating, you are viewed as someone who is not reliable.

Question 11 of 17

Which technique of increasing self-discipline enables you to seek answers to the questions of when are you disciplined and when are you not disciplined?

Find a method for overcoming procrastination.

Incorrect

This helps you avoid delaying important tasks, but it is a different technique than the question asks.

Uncover your habits and patterns.

This was the correct answer

Remove temptations.

Incorrect

You need to remove temptations, but that involves how you set up your work environment rather than pondering the two questions.

Establish good habits by starting small.

Incorrect

This will enable you to accomplish more as time goes on, but it is not how you assess when you are disciplined.

Question 12 of 17

You understand that being disorganized is holding you back from success. After you create a master list of things you have to do, what should you do next to start becoming organized?

Reduce the master list as much as possible.

Create a daily jobs-to-do list.

Correct

Use a calendar to schedule future tasks.

Delegate as many items as you can.

Incorrect

Question 13 of 17

Where in the SPVEM framework will you experience the most motivation to reach the goals you are setting?

Personal

Scary

Visual

Correct

If you visualize where you will be when you reach the goal, rather than just having a vague idea, you are more motivated to achieve them.

Measurable

Question 14 of 17

In the SPVEM framework, why must your goals be stated in positive language?

Your goals need to be consistent.

Your mind cannot visualize the absence of something.

Correct

To move toward a goal, there has to be something stated positively that you can reach.

Your goals have to be in positive language to be measurable.

Incorrect

You can actually measure a negative goal, such as to stop smoking within three months.

If you state your goals in positive language, they will excite you.

Question 15 of 17

Why is it vital that you have clear goals?

so you can react to changing circumstances

so you can set a timeline for achieving them

Incorrect

You could still set a timeline for goals that are not clear, but that would make it difficult to determine whether you achieved them.

so you will have options for various directions to take

Incorrect

To the contrary, you want to take one single direction, and clear goals will provide you with this.

so you will be more likely to achieve them

Correct

When your goals are clear, you will more easily achieve them and be able to tell that you have achieved them.

Question 16 of 17

When you are working on gaining more time for important tasks, what does it mean to "be less fussy"?

not doing unimportant tasks as perfectly as you might want to

This was the correct answer

only spending a partial amount of time on unimportant tasks

Incorrect

This actually concerns the negotiating strategy, not being less fussy.

only doing the tasks that will help you improve your systems

Incorrect

Systems such as computers give you more time, but you may waste too much time if all you do is work on improving them.

not being concerned about the things you say no to

Incorrect

This is not a good strategy, because there are things that you should not say no to.

Question 17 of 17

When should you not have any concerns about saying no?

when the price of doing something is greater than the benefit someone else derives

Correct

If the price you have to pay for doing something is greater than any benefit derived, it is absolutely fine to say no.

when the benefit of saying yes is provided to only someone else

Incorrect

With only this, you risk turning what would be a reasonable no into simply being selfish, which you want to avoid at all costs.

when understanding that most people are not as interested in you as you believe

when you understand that you have to be selfish in order to be successful

Incorrect

This could apply to every situation, especially to situations in which you should not say no.

## 3. Self Development

### 1. Look after your mind

### 2. Look after your body

### 3. My top ten success books

### 4. Reading, taking action, and luck

### 5. The people you associate with

### 6. Set up a mastermind group

### 7. Getting rid of blind spots

### 8. Come out of your comfort zone

### 9. Worry, laziness, and impatience

### 10. How to be more decisive

### Chapter Quiz

Question 1 of 14

What do most people regret later in life?

the things they did not do

Correct

Most people regret not doing things they could have done, even more so than regretting things they failed at or did not do well.

the things they did not do well

the wrong choices they made

the options they never knew about

Question 2 of 14

Why are blind spots serious problems that need to be addressed?

You cannot deal with others if you are not aware of your blind spots.

You are not putting all of your true strengths out there.

Correct

If you do not put your real strengths out there, other people will not see them and your success is hindered.

Your blind spots are obvious to other people and will hurt you.

Incorrect

Actually, they are not. Even if you seek feedback from other people, their view may often be wrong because they do not see your blind spots.

Your blind spots keep you from seeing the faults and inabilities in others.

Incorrect

Blind spots do not involve incorrectly perceiving others; rather, they deal with the way others perceive you.

Question 3 of 14

According to Scott Peck in his book titled 'The Road Less Traveled', which character failure is at the root of every problem?

anger

laziness

Correct

According to Peck, laziness leads to the other three emotions and to additional problems.

impatience

Incorrect

Impatience can lead to either doing a job poorly or giving up altogether, but does not usually lead to most other problems.

fear

Incorrect

Fear leads to failure to take action, but does not necessarily lead to other problems.

Question 4 of 14

In order to identify your blind spots so you can get rid of them, where should you start?

Perform a deep self-assessment.

Understand your weaknesses.

Know what you are good at.

Ask other people and get feedback.

Correct

Other people can provide an objective view of qualities you do not see in yourself, or qualities you think you have but do not.

Question 5 of 14

What is the most valuable part of having a mastermind group?

They provide a forum for sharing ideas.

They can hold you accountable.

Correct

Holding you accountable is something a mastermind group can do that other groups and forums do not.

They provide a place for collaboration.

Incorrect

This is a value of a mastermind group, but it is not the most important value.

They can share their knowledge with you.

Incorrect

This is the greatest benefit of setting up a mastermind group, other than a more important benefit.

Question 6 of 14

Why is it important to prune down the list of people you associate with?

You want to limit yourself to people who are positive.

You have a limited amount of time available in your life.

Correct

You have a limited amount of time in your day, week, and month, so you need to limit your time to people who will lift you up.

If you see certain people only irregularly, you do not need to spend time with those people.

If you do not prune down the list of people, you will not know who to associate with.

Question 7 of 14

You have a good balance between a healthy body and a healthy mind. Is there any reason to give yourself gaps in your day?

No, because gaps will lead to your mind being more relaxed than your body.

Yes, because regardless of how you use them, your mind needs gaps in the day.

Incorrect

This can also be defined as gaps, which by themselves do not provide any real benefit toward being successful.

No, because if you have a healthy mind, you will only be wasting valuable time.

Incorrect

You will not waste time if you do something that makes the gap time valuable.

Yes, because you can use the gaps to ponder issues such as how to perform better at your job.

Correct

This gives you an opportunity to use your mind to its fullest capacity.

Question 8 of 14

How do healthy eating and sleeping habits relate to success?

It enables you to avoid thinking about unfinished tasks.

You cannot be productive if you do not have energy.

Correct

While healthy eating and sleeping habits might seem minimal, they are vital to being successful.

Healthy habits demonstrate self-discipline.

Incorrect

These habits do demonstrate self-discipline, but there is a more important reason for you to develop them.

When you are healthy, people will be more impressed.

Question 9 of 14

It is said that the more "pull" activities than "push" activities, the better. What is an example of "push" activity?

driving

This was the correct answer

walking

Incorrect

reading

Incorrect

thinking

Incorrect

Question 10 of 14

If you want to move out of your comfort zone, why should you find people to work with who are good at pushing themselves out of their comfort zones?

They are people who can provide opportunities for you to move out of your comfort zone.

You can commit to do something for them, and then follow up and do it.

You can do things those people do as a first step.

Correct

By doing the things other people do, you can take the first step toward doing uncomfortable things on your own.

They can provide the best advice for moving out of your comfort zone.

Incorrect

Moving out of your comfort zone requires action, not just words.

Question 11 of 14

Which success book, written in a more academic way than others, is an excellent source for understanding how people interact?

Getting Things Done

Born to Win

Correct

This book discusses interactions between people, behaviors, and bad habits.

Feel the Fear and Do It Anyway

Mutant Message Down Under

Question 12 of 14

While it is important to read a book or two pertaining to your job, what is even more important?

adding a component of luck

linking the books to your success

acting on what you read

Correct

It is only when you put the lessons from the books into action that you become more successful.

reading more books

Incorrect

People like this read more books to seek a magic answer, but they will never find it.

Question 13 of 14

How should you deal with friends and other people you associate with when focusing on your personal success?

Prune your list of friends to only those you have seen in the last year.

Spend your time with your oldest friends because they have your best interests at heart.

Prune your list of friends to only those who inspire you.

Correct

Spend your time with both positive and negative friends to keep the diversity.

Question 14 of 14

You are working on getting out of your comfort zone. How can you use accountability to help you?

Never turn down an opportunity.

Align yourself with multiple people.

Tell yourself that doing something scary will be good for you.

Incorrect

Promise someone you will do something.

Correct

## 4. In Your Job

### 1. The four factors in an ideal job

### 2. Working with different types of people

### 3. Mastery and competition

### 4. Four qualities for promotion

### 5. Spread your risks

### Chapter Quiz

Question 1 of 9

In the "PEAR" acronym, how are "Appear in Control" and "Reliable" explained?

Being in control means being calm and organized, while being reliable means doing what you say you will do.

This was the correct answer

Being in control means being able to manage others, while being reliable means doing what you say you will do.

Incorrect

Being in control means being forceful and aggressive, while being reliable means you are calm and organized.

Incorrect

Being in control means keeping commitments you make, while being reliable means taking on a leadership role.

Incorrect

Question 2 of 9

You want to give your team more autonomy to make decisions. Which team member type can you best trust to take over decision-making from a logical perspective?

Enthusiast

Incorrect

Enthusiasts like to make decisions, but they do so more from an emotional than a logical perspective.

Amiable

Incorrect

These people prefer working in teams and with other people, but struggle with making decisions.

Analytical

Incorrect

These are your most reliable team members because they perform detailed work well; however, they are more ponderers than decision-makers.

Driver

This was the correct answer

Question 3 of 9

Of the four factors of the ideal job, you should start with \_\_\_\_\_.

what you can be paid for

what the world needs

what you are good at

what you enjoy doing

Correct

Question 4 of 9

How does competition interact with success?

Competition allows you to focus on the actual measurements of true success.

Incorrect

Competition hinders success, because you lose focus on doing what you find most valuable.

This was the correct answer

Competition is the definition of success, because you have outdone others.

Incorrect

Competition hinders success, because it leads to mediocrity.

Incorrect

Question 5 of 9

What does it mean to be T-shaped in the context of spreading risks?

The people you must be nice to are across the top of the T, and everyone else is down the stem of the T.

Your boss is across the top of the T, and the possibilities of what happens if your boss is gone is down the stem of the T.

The breadth of the skill you are an expert at is across the top of the T, and the depth of your other skills is down the stem of the T.

The breadth of the skills you have is across the top of the T, and the depth of the skill you are an expert at is down the stem of the T.

Correct

This lets your employer know how much you can do, as well as shows the special niche in which you are an expert.

Question 6 of 9

If you are working with someone who has an enthusiast personality, what should you plan as you begin a project?

giving the coworker all the details and options

providing the benefits to the coworker

Incorrect

doing the organizing for the coworker

Correct

approaching the coworker as a friend

Question 7 of 9

Between contemplation and getting feedback from accountability partners, you discover that you are only fairly good, but not great, at something. What does this mean, in terms of your ikigai?

You will not genuinely love what you are doing.

You will not find anybody to pay you for what you do.

You have opportunities that can still make you successful.

Correct

You may call on others who can help you, and you can still provide value, such as excellent customer service, to be successful.

You have everything needed to make the world a better place.

Incorrect

If you are only fairly good at what you do (e.g., making cars that are not completely safe and can cause harm), you will not achieve this.

Question 8 of 9

To avoid a feeling of failure, you set your sales goal for the coming year to outsell the bottom 25 percent of salespeople in your company. Which false form of success have you fallen into?

competition

This was the correct answer

mediocrity

Incorrect

Mediocrity is not one of the false successes, but more of a mindset that keeps you from performing well. This isn't a bad answer, but there is a better one!

complacency

Incorrect

This is not actually complacency, because the way you stated your goal is at a different false success.

mastery

Incorrect

Mastery involves trying to achieve a level of perfection that you will never actually achieve, which is not the goal you stated.

Question 9 of 9

What does it mean to be a "high maintenance" person?

being someone who maintains composure in the face of difficulties

being someone with endless questions or demands

Correct

These people demand constant attention, are not easy to work with, and seemingly cannot perform even the simplest task on their own.

being someone with a firm grasp on the issues they deal with

Incorrect

They might have a grasp on the issues they are faced with, but they are unable to perform in a way that will handle them well.

being someone who aggressively tackles the hardest assignments

## 5. Building a Business

### 1. Do you need a unique idea

### 2. Can you succeed on your own

### 3. How many people do you know

### 4. Don't work with unreliable people

### 5. Making great plans

### 6. Delayed gratification

### 7. Set the right level of quality

### 8. How to find the best price to charge

### Chapter Quiz

Question 1 of 13

Why do some people avoid planning?

They worry that planning will give them too many possibilities to choose from.

They do not have the skills to use computer-based planners.

Incorrect

Plans can be made with simple sticky notes on a board.

They believe that planning is more of a bother than it is worth.

Correct

This is often the case, but developing the habit of making great plans will prove that this thought is wrong.

They believe getting to their destination is not connected to planning.

Question 2 of 13

In order to be truly successful, where should you price your product in the marketplace?

at the point where you will have maximum quality of life

This was the correct answer

at the point where you will achieve maximum profit

Incorrect

This is the point at which you will achieve the greatest monetary return, but there is more to being truly successful than profits.

at the point where you will derive maximum income

Incorrect

This is not the point at which a product should be sold in almost every circumstance, as well as not leading to any real success.

at the point between maximum profit and maximum income

Incorrect

This is just an arbitrary figure, and will not lead you to be truly successful.

Question 3 of 13

On a U-shaped scale of 1−10 balancing cost and quality, with minimum cost at 5, your level of quality should be set \_\_\_\_\_.

at 5

at 7

Correct

below 5

Incorrect

at 10

Question 4 of 13

It is true that the more people you know, the more successful you will be. How can you gain the most benefit from this truth?

Focus on important people.

Collect contacts.

Help the people you know.

Correct

The more you help people, the more likely they are to help you in return.

Stay in touch with the people you meet.

Incorrect

You should always do this to maintain the relationship, but there is something else you can do that will derive more benefit.

Question 5 of 13

Where to you find the point of maximum profit when you are determining the price for your product?

at the point of maximum units sold

at a point slightly lower than maximum sales value

at the point of maximum income

at a point slightly higher than maximum sales value

Correct

Question 6 of 13

At what point should you consider investing in new warehouse equipment if your existing equipment becomes unreliable?

when the cost of new equipment is less than the cost of maintaining the equipment you have

when the useful life of the equipment, for depreciation purposes, is reached

when the existing equipment is not state-of-the-art

Incorrect

This is a different matter than reliability, because equipment can be old but still reliable while state-of-the-art equipment can be unreliable.

when too much of your time and energy is spent fixing the equipment

Correct

Even if new equipment is costly, you should focus your valuable time and energy on the more important aspects of your business.

Question 7 of 13

Which best describes how "delayed gratification" works in the context of being successful?

Delayed gratification is when you delay gaining skills until your job needs you to use those skills.

Delayed gratification means you put off something enjoyable now to have even more enjoyment in the future.

Correct

Delayed gratification is really just another term for procrastinating.

Incorrect

Delayed gratification means you have all the fun you can now so you can focus on work in the future.

Incorrect

Question 8 of 13

Your product's quality is good but not perfect. What should you do to take a sales leader position in the marketplace for your product while maximizing profit?

Provide excellent customer service.

This was the correct answer

Keep the price the same and sell more.

Incorrect

This is too simplistic, and you will have to do something else to sell more. Also, if it was that easy, your competitors could do the same.

Reduce the total cost of making the product.

Incorrect

You only want to do this if it will not affect quality.

Aim to improve your quality to perfection.

Incorrect

This will be costly and reduce profit; in addition, many customers are not willing to pay the higher price of a fancier product.

Question 9 of 13

How does success relate to the number of people you know?

Success is proportional to the number of people you know.

This was the correct answer

Success is proportional to the number of important people you know.

Incorrect

Success is delayed if you spend too much time networking.

Incorrect

Success is hindered if you know too many people.

Incorrect

Question 10 of 13

Your new company sells environmentally friendly laundry detergent. There is a large demand for a product like this. How do you ideally want to make your entry into the market?

by being the company that has a unique product

by being the first company to place your product into the market

by being the second company to place your product into the market

Correct

Let the first market entrant take the risks and build demand, and then you can enter and take an easy piece of the pie already paid for.

by being the company that understands what consumers want

Incorrect

Any market participant must do this.

Question 11 of 13

Which dilemma is associated with delayed gratification?

Delayed gratification can adversely affect your happiness, because you cannot be happy both now and in the future.

Delayed gratification must be balanced with your future needs, in order for you to be happy now.

Delayed gratification must be balanced with the future happiness you will have by doing something now.

Delayed gratification can adversely impact your happiness, unless there is a balance between present and future.

Correct

Provided you properly balance it, you can have happiness both now and in the future.

Question 12 of 13

You have an idea for a product you know will sell well online, and you need a marketing expert. At which step in creating a partnership must you FIRST consider how you feel about splitting income?

Reflect on your reasoning.

Have a clear understanding of your exit plan.

Choose a partner carefully.

Correct

In the first step of a partnership, you not only have to choose a partner, but you also must decide how you feel about splitting the income.

Be clear about responsibilities.

Incorrect

Part of the reason you will do this is to determine how the income will be split, but not how you feel about splitting the income.

Question 13 of 13

Why is using a Gantt chart an excellent way to make great plans?

It shows what tasks need to be done and when they need to be done.

This was the correct answer

It shows what tasks have been completed so far in your overall plan.

Incorrect

It shows what individuals are responsible for the tasks in your plan.

Incorrect

It shows what tasks need to be done in order of importance.

Incorrect

## 6. Commercial Skills

### 1. Product led or market led

### 2. Customer service - How you are judged

### 3. How to add a delight factor

### 4. Negotiation tips

### 5. How to be more creative

### 6. How to assess possible risks

### Chapter Quiz

Question 1 of 11

Why is being creative one of the most important success qualities?

You are able to begin any task with a clear and open mind.

If you are not creative, there is nothing you can do to think creatively.

Creativity can't be automated, is what sets you apart, particularly if you are a manager.

Correct

It is vital that managers are creative and find a way to do something no one else is doing, or at least do it differently than competitors.

It allows you to take divergent thinking steps, and generate many ideas.

Incorrect

This is something creative people can do, but it is not the reason why being creative is important.

Question 2 of 11

You have an idea for a variation from the standard computer mouse. Which challenge exists for this product if you are market-led?

The product might be too different than what people are used to.

You will need to test the demand for your product.

There might not be a viable market for the product.

Incorrect

This is a challenge of being product-led. If it was market-led, there would be a market for the product.

You have to determine not only what people want, but what they will want in the future.

Correct

Being market-led requires significant research, and even then you might predict demand incorrectly.

Question 3 of 11

A coworker asks you to help on a project when your schedule is already full. How would you approach negotiation with the coworker?

Approach the negotiation from a position of superior power.

Approach the negotiation by knowing there is never a win-win.

Understand that negotiation is getting something in exchange for giving something.

Correct

Understand that negotiation is never an option, but is always required.

Incorrect

Question 4 of 11

The first step in learning to become more creative is to \_\_\_\_\_.

develop an open mindset

come up with as many ideas as you can

select the best option based on facts

question the status quo

Correct

Question 5 of 11

You are opening a shop where you will build custom racing bicycles. Why is having a delight factor important for growing your business?

You need to have a quality product that will delight customers, in order to entice them to visit your shop.

You need to have something unique, in order to enhance word-of-mouth recommendations.

You need to have something amazing, in order to enhance word-of-mouth recommendations.

Correct

Word-of-mouth is more effective and less costly than advertising in building your business.

You need to have the same delight factor your competitors have, in order to make sales.

Question 6 of 11

How has recent advances in technology changed the landscape of how sales are made?

Sales are becoming more knowledge-led.

Sales are becoming more personality-led.

Sales are becoming more product-led.

Correct

Sales are becoming more market-led.

Incorrect

Question 7 of 11

Does the way in which excellent customer service is provided differ between a self-employed business owner and a low-level employee in a company?

They do not, because both self-employed business owners and low-level employees have customers.

This was the correct answer

They do, because business owners are judged on their customer service while low-level employees are not.

Incorrect

Both are judged on how they provide customer service.

They do not, because anything that business owners do to provide customer service, a low-level employee can also do.

Incorrect

There are some ways business owners provide customer service (e.g., having a user-friendly website), that low-level employees do not.

They do, because customer service has a different meaning for business owners than for low-level employees.

Incorrect

The meaning of customer service (most importantly, keeping promises), is the same whether you are a business owner or a low-level employee.

Question 8 of 11

How can you assess risk using a financial calculation?

financial value of taking the risk divided by financial value of not taking the risk

financial value of taking the risk minus financial value of not taking the risk

financial value of taking the risk plus financial value of not taking the risk

financial value of taking the risk versus financial value of not taking the risk

Correct

Question 9 of 11

What is the starting point in negotiations?

Determine the most ideal outcome for you.

Identify your best alternative to an agreement.

Look for a win-win for both parties in the negotiation.

Realize that negotiating is almost always an option.

Correct

In almost any situation, the option of negotiating can keep you from having to settle for an outcome you are not happy with.

Question 10 of 11

You are negotiating with a coworker over the time you have been asked to spend helping them. Where should you start your negotiation?

at the win-win available in the negotiation

at the outcome that is most ideal for you

Correct

You want to start at what is most ideal for you, and then negotiate for things acceptable to you. If you do not ask, you cannot receive.

at the benefits you must receive

Incorrect

This is similar to another incorrect answer, and thus not where you should start.

at the worst outcome acceptable to you

Incorrect

This is the point at which you would walk away from the negotiation, so it is not where you want to start.

Question 11 of 11

When you are considering the cost of a risk, in which calculation will you use a weighted cost?

when the risk involves actions that can lead to other risks, and will require other solutions

when the risk involves doing something to avoid a problem, including the cost of finding a replacement if the problem does happen

Correct

In this case, you include a weighted cost of the possibility that the problem will occur.

when the risk involves doing something or doing nothing, with known probabilities for each

Incorrect

This is simply the cost of doing something versus the cost of not doing something, in raw dollar figures.

when the risk involves doing something or doing nothing, based on the chance of having a higher return

Incorrect

This is a matter of subtracting the cost of the investment in doing something from the benefit you will derive, in raw dollar figures.

Question 1 of 13

A customer is hesitant about upgrading a process to the one you sell. You explain to the customer that yes it does look like a bit of an upheaval but they will be better off in the future by using your system. Which influencing tip are you using?

Offer a choice of evils.

Incorrect

This involves providing your customer two not-so-good options, which the customer believes are their only two choices.

Dig deeper to find the real objection.

Incorrect

This can help you ask probing questions to uncover the real objection, but providing a solution is beyond uncovering the objection.

Use the feel-felt-found method.

Correct

You can reach your customer with emotions by empathizing with them, yet showing them how you "found" a better process.

Make it easy for them.

Question 2 of 13

You are going to meet a potential customer for the first time. What is almost guaranteed to leave a poor first impression in most cultures?

taking the initiative in giving a handshake

smiling the moment you walk through the door

giving the customer a dead-fish handshake

Correct

A weak handshake like this can tell customers you do not respect them.

wearing a tie when the company dresses casually

Incorrect

There is never anything wrong with dressing professionally. Remember, you are not part of their company.

Question 3 of 13

What are you doing when you use the influencing tip of offering a choice of evils with a customer?

You are influencing your customer by means of perceptual contrast.

You are influencing the customer to choose between only two options.

Correct

You are influencing customers by letting them feel they are in control when making a choice, even though neither choice is ideal.

You are leveraging the scarcity of what you are selling.

Incorrect

This influences people to act now so they do not miss out, but it is not the same as choosing between two evils.

You are using social proof to help your customer make a choice.

Incorrect

Social proof is a matter of showing that other people are doing the same thing, usually in the context of getting buy-in for an idea.

Question 4 of 13

Why is aggressiveness a negative trait when you are striving for success?

When you are aggressive, you fail to express your opinions.

When you are aggressive, you lose the ability to stand up for yourself.

When you are aggressive, you are not in control of what you do.

When you are aggressive, others will not want to work with you.

Correct

Question 5 of 13

You are in your first meeting with a prospective customer with whom you want a long-term relationship. Which benefit can be derived by listening, and thus will enhance this fledgling relationship?

You will be able to think about answers while the customer is talking.

You will establish yourself as an expert by not asking questions.

Your customer will be in control of the conversation.

Incorrect

When you listen, you are actually more in control by using ways (e.g., follow-up questions) to direct the conversation.

You will find yourself being liked by the customer.

Correct

Being liked is a significant benefit when you are building a new relationship.

Question 6 of 13

Why is it important to "peel the onion" when you are trying to influence people?

People will generally not give their real objections first.

This was the correct answer

If you show that something is scarce, people will believe it is valuable.

Incorrect

If you show that others are doing something, people will think it is worthwhile.

Incorrect

People will generally appreciate that you have dealt with the same problem.

Incorrect

Question 7 of 13

Which component of emotional intelligence enables you to work with other people by speaking their language and communicating in a way that works for them?

empathy

collaboration

Correct

Collaboration will help you work with other people to the best effect.

self-control

Incorrect

Self-control involves self-discipline, self-management, and controlling your emotions.

self-awareness

Incorrect

Self-awareness involves understanding what is going on in your own mind.

Question 8 of 13

What type of people face a significant barrier to success because they do not share their opinions?

non-assertive

This was the correct answer

non-aggressive

Incorrect

This is an approach for dealing with others in a way that is not rude or controlling, and without a fear of sharing opinions.

aggressive

Incorrect

The barrier to success for aggressive people is that others will not want to work with them because they force their opinions on everyone.

assertive

Incorrect

Assertive people have no problem expressing opinions, while doing so in a way that is not rude or controlling.

Question 9 of 13

You are trying to expand your emotional intelligence. The first thing you want to do is start controlling your emotions. How can you begin practicing this?

Remember that you are in control of your emotions.

Incorrect

Try to articulate how you feel, more than you normally would.

Incorrect

Pause before replying and also before judging someone.

Correct

Think about why someone is doing what they are doing.

Question 10 of 13

There are four questions to ask yourself in order to assess your emotional intelligence. Which question will lead you to the incorrect assumptions about your emotional intelligence?

How good are you at reading others?

How self-aware and empathetic are you?

How strong are your emotions?

Correct

It's OK to have strong emotions, as long as you are aware of them and can control them when necessary.

How well do you influence the feelings of others?

Question 11 of 13

You are going to meet with a client for the first time. In order to make a good first impression, how should you dress?

Find out how people at the company dress, then dress the same way they do.

Find out how people at the company dress, then dress slightly smarter than the person you are meeting with.

Correct

Regardless of how people at the company dress, always dress casually.

Incorrect

Regardless of how people at the company dress, always wear a business suit.

Incorrect

Question 12 of 13

Which habit in building relationships can you change simply and quickly by considering how you communicate with others?

Always provide great service.

Incorrect

Providing great service is a process that will take time, rather than a simple approach to quickly change a habit.

Never make an enemy.

Correct

You can avoid making enemies by not calling people or sending emails when you are angry about an issue.

Be genuinely interested in other people.

Be a great person to work with.

Question 13 of 13

Yana, a salesperson for ABC Corp, is meeting a customer for the first time. Why is it especially vital that Yana listens rather than talks?

When Yana listens, the customer has an opportunity to like Yana.

When Yana listens, she is telling the customer that he or she is important.

When Yana listens, she can learn about the customer's needs.

Correct

When Yana listens, the customer can take a break and talk about outside interests.

Incorrect

## 7. People Skills

### 1. Three interpersonal habits for success

### 2. First impressions - Body language

### 3. Emotional intelligence

### 4. Assertiveness and aggression

### 5. Three benefits of great listening

### 6. Eight influencing tips

### Chapter Quiz