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Leading Your Life To Great

Welcome!

First, thank you for purchasing this American Council on Exercise® (ACE) sponsored series, Leading Your Life to Great.

This is The Great Game Workbook. It is an introduction to the series, and a workbook for The Great Game. It contains all of the worksheets you will need to complete this introductory module.

The Leading Your Life to Great Series is a collaboration between the American Council on Exercise and the Wilson Collaborative. It is based on over 30 years of work by the folks at The Wilson Collaborative and valuable input from the American Council on Exercise.

Simply put, the purpose of the series is to help you on the road to becoming a great trainer and to improve the quality of your life!

Okay. That's enough of an introduction. Read on!

The Super Quick Overview!

The Leading Your Life to Great Series is a Continuing Education course focused on helping you improve your professional and personal life. The entire series is composed of 6 topic areas.

The topic areas are:
- Topic 1: The Great Game (Introductory Module)
- Topic 2: Understanding People
- Topic 3: Coaching Your Emotions
- Topic 4: Coaching to Optimal Performance
- Topic 5: Creating Unique Value
- Topic 6: Changing the Game

Each topic area includes the following:
- 1 DVD or streaming video session
- 1 workbook with worksheets
- Access to the Leading Your Life to Great testing site at the acefitness.org website

The entire series is worth 1.6 ACE Continuing Education Credits (CECs).
Leading Your Life to Great is a developmental curriculum for personal trainers not only want to build a career as a personal trainer, but who want to be at the top of their profession.

The Great Life
Why, you might ask, is this program called Leading Your Life to Great?

Here is our answer. We all want to have great lives. We each have a different definition of what “great” means, but it is something that we all imagine and strive for. Although we all have different definitions, there are no doubt common elements in our vision of a great life.

For example, “great” might include meaningful work, great relationships, good health, financial security, fun and fulfillment. All these elements can come together to create a great life. You can’t separate them into little boxes or focus on one and neglect the others if you really want to lead a great life.

This series, while focused on helping you professionally, is also designed to help you in the larger picture of leading a great life. From better understanding people, to managing emotions, to helping others achieve high performance—all of these are crucial not only for professional success but also for personal fulfillment.
The Curriculum

The Wilson Collaborative, a consulting and training company that specializes in individual and organizational growth, developed this curriculum. The curriculum was chosen for ACE-certified professionals after extensive interviews with many of the top trainers in the country.

The curriculum is divided into 6 topic areas. Each topic area is further divided into discrete modules. It takes approximately 1 hour to watch the video (DVD or streaming video) and complete the worksheet assignments for each module.

Note that some assignments ask you to do interviews, with clients or other trainers, for example. If you choose to do those assignments (and we recommend that you do!) completing the module will take longer than 1 hour.

The topic areas are as follows:

**The Great Game**
The Great Game is an introduction to the philosophy of Leading Your Life to Great. Upon completion and testing, it is worth .1 ACE CEC.

**Understanding People**
This topic area focuses on creating great relationships by being able to meet the different expectations of different clients. Upon completion and testing, it is worth .3 ACE CECs.

**Coaching Your Emotions**
This topic area focuses on developing the emotional resilience and critical thinking skills needed to motivate yourself to your full potential. Upon completion and testing, it is worth .3 ACE CECs.

**Coaching To Optimal Performance**
This topic area concentrates on coaching others how to reach their full potential and perform at an optimal level. Upon completion and testing, it is worth .3 ACE CECs.

**Creating Unique Value**
This topic area focuses on how to become indispensable to your clients so that they will not only come back for more, but they will also go out of their way to passionately recommend you to others. Upon completion and testing, it is worth .3 ACE CECs.

**Changing the Game**
This topic area focuses on how to integrate and use all the topics to keep you on your journey to great. Upon completion and testing, it is worth .3 ACE CECs.
The Media

The Leading Your Life to Great Series incorporates video and workbooks.

The Video
The video can be accessed either by purchasing the “Ship to Learn” DVD package from ACE or by purchasing the “Click to Learn” streaming video version online.

The “Ship to Learn” DVD video can be played on either your computer or your television if it is equipped with a DVD player.

The “Click to Learn” streaming video version requires a computer and a broadband connection.

The Workbooks
There are 6 workbooks, one for each topic area, in the Leading Your Life to Great Series. The workbooks come with the “Ship to Learn” package or they can be downloaded as PDF files for the “Click to Learn” version.

The workbooks are an integral part of the Leading Your Life to Great Series.

The first part of each workbook covers the same material as the video, but in a deeper and extended version. The material in the workbooks is required reading and will be referenced in the CEC tests.

The second part of each workbook includes the worksheets that you will need for the assignments. Each worksheet is titled and you will be referred to the worksheets from the video.

Testing
After the completion of each topic area, you will be directed to the ACE website to take the test. Once you’ve taken the test (and passed it!) you will receive your Continuing Education Credits. The entire series is worth 1.6 CECs.

Questions?
If you have questions please contact ACE Customer Service at 800.825.3636 Ext. 653 or support@acefitness.org.
Getting the Most out of this Series

This is probably not a news-flash, but as a personal trainer you know that adults learn best by experience, by trying something, learning from it and then trying again. The least effective learning method is passive learning, like just reading, listening to a lecture, or just watching this series.

The series is designed to be “experiential.” That is to say that although there are new concepts and ideas presented, there are also assignments that ask you to go try something new, learn from it and try again.

Can you learn something by just watching the videos, reading the material and taking the tests? Sure. But will that help you get to great? Probably not, because Getting to Great requires action, experimenting, making mistakes and learning from them.

Getting to Great requires us to try things and experiment in the real world. So, if you just want the credits you can watch the video, read the written material, complete the worksheets and take the tests.

But if the idea of a great life intrigues you, even a little, then try the exercises, go out and make some mistakes, have some successes and learn. That’s how people really grow.

That’s it for our introductory remarks. Good luck on your Journey to Great!
The Great Game Introduction

This module is an introduction to the philosophy of Leading Your Life to Great. This module is also your starting point to help you design your journey to “great.”

The Great Game will take you approximately 1 hour to complete (not including interviews) and is worth .1 ACE Continuing Education Credit.

This is a video based series. Watch the video first. The workbook covers the same material but in a deeper and more extended manner. The material in the workbook is required reading and will be referenced in the CEC tests.

The second part of this workbook includes the worksheets that you will need for the assignments. Each worksheet is titled and you will be referred to the worksheets from the video.

Checklist – What you need...
- The Great Game DVD or connection to the acefitness.org website for the streaming video and PDF files.
- The Great Game Workbook
- DVD Player and TV or computer
- Pen and paper
- Time (About 1 hour per module)
- Your enthusiasm and focus

Introduction

By thinking about life as a game we don’t mean to trivialize it. Rather, a game is an interesting metaphor for life and work. Like any game, in life there are boundaries (birth and death), payoffs, rewards, and rules.

Rules

What is interesting is that there are 2 kinds of rules. There are the real hard-core rules; you’re born, you have one life, and you will die. Those are non-negotiable.

Then there are other rules, rules that are rules only to the extent that we as individuals accept them.

No, we are not talking about driving over the speed limit or running a yellow light in your car because there is no one around. We are talking about the unwritten rules that we accept as rules even when they are not. These rules are “made up.” Yet even though they are made up, we still use them to navigate through the game of our life. We make up that they are real and they must be obeyed.

Just for fun, here are a couple of examples of those kinds of rules:

“Women can’t run long distances”
“Women can’t play full court basketball.”

No, wait, sorry! These used to be the “made up” rules.
In the 1970's there was this sport called “girls basketball,” that was essentially a half court affair. Girls were not allowed to play full court, because they “couldn’t.” That was the rule. And everyone “knew” that long distance running was bad for women. Women were not allowed to run in the Boston Marathon until 1972. That was the rule.

What happened? Did women all of a sudden physiologically change? Of course not. What happened was a lot of people realized that these rules were based on myth, bad science, and prejudice.

The rules were “changed” and women have exploded on to the athletic scene and into a variety of academic and professional areas where once the “rule” was “women can’t.”

What does this have to do with you?
The story of women and athletics is just one example of millions where rules that are “made up” suffocate and smother human performance. But it is not just “big bad society” that does this. The most well practiced villain is…you guessed it, us! Each one of us is a villain in one way or another.

If you’re like most people, you have this little metaphorical rule-making committee in your brain that makes up rules about what you can and cannot do. It is a hard working, 24/7 committee dedicated to keeping you from taking risks, being embarrassed, or pushing your boundaries. Its sole goal is to keep you physically and emotionally safe. It doesn’t care about growth. The committee is not interested in your personal development. Its focus is on keeping you from harm.

**Impossible? Nothing is impossible until I decide it is impossible AFTER I have exhausted myself, stood there pouring sweat, stood there having given 120% of what I have. Only then – maybe – will I say that this is impossible.**

**But then I will get up the next morning and try again.**

**Check this out:**
Most rules, the ones that we make up, begin with phrases like: “I can’t, it’s impossible, it’s too hard, I’d be too embarrassed, I’m too afraid.”

Just like society often does, our personal “rule making” committees make their decisions based on a lot of myth, bad science (really bad science) and prejudice. And yet, we often follow these rules slavishly because we believe they are the “rules”; we believe they are real boundaries.

**Now, a reality check:**
Are there boundaries for our—and your—ability? Probably, but that is not the problem.

The problem is that few of us test out our boundaries. Most of us give up too quickly, as soon as it gets hard, discouraging or when we see a boundary way out there in the distance. As a result, many of us never learn this simple fact: we can each do, be, and become much more than we believe we can. It is a simple fact of human existence.
Want proof?

Ask cancer survivors; ask anyone who has gone through true crisis. They will most often tell you that in the beginning they were terrified. They thought, “I can’t get through this.” But they found the courage, they found the creativity, they got through.

And they discovered 2 things. First, all the little boundaries and rules they used to worry about are gone, insignificant. Second, they find a reservoir of strength and resilience that was always there, but now they’ve discovered it and can use it.

This is the gift of being Human. If you are alive on this planet, you come from thousands of generations of survivors, of generations of individuals who fought against great odds, who used their courage and creativity to survive and pass on their genes and (occasionally) their wisdom to you!

Granted, we live in predominately comfortable times, where we don’t often need our deep courage and creativity. But it is there, and it is always accessible if we choose to use it.

But here is another reality check:

Without a crisis driving us, it’s often hard to grasp this profound strength or to go on this journey of discovering our true limits. That rule-making committee in our brains chimes in. We ask ourselves, maybe subconsciously, “Why leave comfort? Why risk failing, being embarrassed or being in pain?”

This is where lots of us get stuck. Think: the pull of a warm bed on a cold morning, that drowsy feeling, the brain saying, just go back to sleep. Who needs all this work anyway? Stay comfortable … and a lot of us go back to sleep.
What can help get you up and keep you up is a vivid and compelling vision that pulls us forward, something we see or want that makes the work worth it.

You have to see yourself as no one else sees you, you have to create this picture of yourself at your full potential, doing things that you can only barely imagine. You have to see that picture, want that picture in order to shut down the chatter of the “rule making” committee (“You can’t do that! You’re not smart enough, you’re not brave enough!”), and do the work of Getting to Great.

We will help you create that vision later on in this module, but be forewarned: Getting to Great, making this journey, is not for the faint-hearted. So many things in our culture ask us to simply accept mediocrity. Our culture constantly attempts to drill the message into our head to accept someone else’s view and vision instead of our own, to choose comfort and ease. But remember, mediocrity is a disease. Always being comfortable rots your brain.

A final thought.
Everything that we’ve written about so far not only applies to you, but it is a philosophy that you can share with your clients.

Nothing seems more helpful on the journey to great than when someone believes in you. Now, you might think your job is simply to help someone get in shape or lose weight, but your real job is helping people believe in themselves, helping people understand that they too can get to great, they too can become what they want to be.

But you can’t give away what you don’t own. To help your clients on their road to great, you have to be on your own road.

Enough said. Clearly a journey to great is not for everyone, although everyone has the potential.

But the truth is most people think:

Q. Do I want to play or do I want to watch?
A. I choose watching!

Q. Comfort or growth?
A. Give me comfort!

You have to choose. Mediocre or great? Comfort or growth? Play the game or be a spectator? It is up to you.

Here is our mantra: (It’s simple, but not easy) It reads:

Mediocrity is a disease.
Few things are impossible.
Most limits are negotiable.
It’s your life.
Choose the game you want to play.
Choose to be great.

It takes so much to be a full human being that there are very few who have the enlightenment or the courage to pay the price. One has to abandon altogether the search for security and reach out to the risk of living with both arms. One has to embrace the world like a lover. One has to accept pain as a condition of existence. One has to court doubt and darkness as the cost of knowing. One needs a will stubborn in conflict, but always total acceptance of every consequence of living and dying.

Morris L. West
Play to Win!

Let’s dig a little deeper into the soil of that choice.

If you think about all the choices, the important choices that you’ve made in your life, it’s often like standing at a fork in the road and choosing a path.

The problem is that while standing there, most of us, most of the time, are not conscious and aware of the dynamics of choosing a path. Most of us don’t take the time to examine why we make this choice or that choice, why we take this path or the other. We just choose.

Yet at the end of our lives we look back and realize that our life is the sum of all those choices. We often find ourselves wishing that we had taken more time to reflect on why we made the important choices.

When we think of Socrates’ admonition to lead an examined life, we’re being asked to deeply examine the choices we make in life, both the big ones and the little ones.

In our view, the choices we make often come down to a choice between growth and comfort.

Of course, in the rush of life we rarely stand there and think, “Hah! This is a choice between comfort or growth!” In most situations it usually feels more like simply making a choice to avoid being hurt or embarrassed.

Here’s an illustration: This is a simple simulation we use in our classes to examine the thinking behind choices. It’s called “Name in the Pocket” and it goes like this:

- **First Instruction:** on a note card, write down the name of one person in the room who you would like to get to know better. Once that is done, put the note in your pocket.
- **Second Instruction:** there can only be pairs, no threesomes or groups. You have to pick one person, no compromises.
- **Third Instruction:** go to that person.

The game begins. You start out towards your “name in the pocket” partner. Immediately, you’re hit with the thought, "What if she doesn’t want to be with me?" That slows you down for a second. Then, someone else goes up to your potential partner and begins talking. Without missing a beat you make a U-turn and retreat (you don’t want everyone to know that you “failed and have been rejected”). About that time, someone grabs your arm and tells you that you were his name in his pocket. Feeling a little let down—but relieved that at least you were picked! —you choose to stay with this person. This all happens in a matter of minutes.

- **Concluding Instruction:** “Take the card out of your pocket—are you with the person whose name you wrote down?”
Famous "Name in the Pocket" Strategies

1. Analysis Paralysis:
   This is the strategy of thinking it through instead of doing something: "Hey, this won't work. Obviously everyone can't get the partner they want." You never leave your chair and the game passes you by.

2. The 8th-grade Dance:
   "Somebody please pick me!" — and you wait for someone to come and get you.

3. U-turn:
   You are walking toward Mary. As you approach her, Susan comes up to her and she turns to talk with Susan. Without even breaking stride, you do a U-turn and turn to Frank. "Frank, will you be my partner?" and you think, "Yeah, Frank, will be a great partner, I can learn from him, " and "Mary—I didn't need her anyway." (right!)

4. "Thank God" Strategy:
   You think, "This is going to be a tough exercise and I want her as my partner, I hope she says yes. What if she doesn't want me, what will I do?" Then another person grabs you, you hug them and say, "Thank God!"

5. "I Don't Want to Hurt You" Strategy:
   Again, you're going toward Mary wanting to be with her, and then someone else picks you! "Oh shucks!"—you really wanted to be with Mary. But if you say no, this other persons' feelings will be hurt, he won't like you, may reject you, and you have to work with him (all made up stuff) — "Okay," you say. "I'll be your partner."

6. "Awful-Worst Fear" Strategy:
   You make it all the way to Mary and in your most open, vulnerable way you tell her "Your name is on my card." Mary says, "Gee, that is so nice ... but I really wanted to be with Ellen. I need at least to check with Ellen—if she doesn't want to be with me, I'd be delighted to be your partner. You can be my second choice..." You walk away saying, "I'm embarrassed to death."

The answer—90% of the time—is no."

End of exercise. Now imagine the “name in your pocket” is you living a great life.

Guess what? Do you want to bet that 90% of us turn away from Getting to Great for the same and ultimately stupid reasons?

We are headed in the right direction, but then we sense the possibility of failure or embarrassment and we make that immediate "U-turn" towards something more comfortable. We don't often think, "I will take the risk to continue to the person, even though I might be rejected, because it's what I want."

We don't often examine or think about it, we often instinctively simply avoid those situations.
In a book we wrote, Play to Win: Choosing Growth over Fear, we examined these choices and their consequences in detail.

One choice is an attitude we call Playing to Win. The other path we called Playing Not to Lose.

We define Playing to Win as “going as far as I can using all that I’ve got.”

Playing Not to Lose we define as choosing comfort over growth, choosing to avoid risk, to avoid failure at all costs.

When we Play to Win, we are willing to risk failure, embarrassment, even losing on the journey to our full potential. It is the choice we continually have to make in order to grow, in order to get to great. When we choose the Playing Not to Lose path, we make the “U-turn”; we avoid. What are we trying to avoid? Mostly we try to avoid any and all pain, the pain we imagine comes with failure, with losing, with being rejected. To our way of thinking, when we play not to lose, we’re choosing that “comfort path”; it becomes our highest priority rather than growth.

Think about yourself. Think about those important choice points in your life. If you’re like most of us, sometimes you’ve chosen to Play to Win, to dive in no matter the risk. Other times, like most of us, you’ve stopped and you’ve chosen to Play not to Lose.

Clearly, if you buy into the idea that Getting to Great will require you to take more risks and try new things, then you have to Play to Win more often when it comes to important choices.

But before you jump willy-nilly into taking more risks, our recommendation is to go back to Socrates and take some time to examine why you make the choices you currently make. What drives you when you Play not to Lose? What motivates when you are Playing to Win?

Self-awareness and self-knowledge are powerful tools. Learn to use them and you’ll be at the first step on the road to great.

**Conclusion**

This is has been a quick spin through our philosophy, the motivation part of Getting to Great.

Do you need more than motivation and a great attitude? Of course … you also need knowledge, skills, a little wisdom, patience, and friends.

And, we think, finally, that you need to know how precious and special your life is. This can be treacherous ground to walk on, because it gets close to the intersection of philosophy and religion. But the fact is that you have one life. You have one shot at creating a great life.

If you distill many of the religious traditions (and a few of the agnostic and atheist ones) down to a core message it would be “fear not.” Don’t let fear stop you from becoming who you are supposed to be.

**Go for great!**
The Hero’s Journey

Playing to Win, going as far as you can using all that you’ve got, is a familiar idea. This theme has resonated through time, throughout cultures, throughout stories and myths.

Joseph Campbell, the great collector and interpreter of myths and human stories about why we are here and what we are meant to become, captured the essence of this quest in stories he called the Hero’s Journey. And with apologies to Mr. Campbell, here is our interpretation of that journey, a journey to great.

The Story
There was this village. In this village people were content, at peace and slept a lot. Life was generally good and had been so for many years.

Then one day everything changed. A story spread rapidly throughout the village that there was a dragon out there! First, it was just a rumor. No one had actually seen a dragon, but everyone knew someone who had seen one. Then their fears were confirmed – it was on CNN – there was a dragon and it was headed for the village.

People panicked! They ran around with children in tow yelling, “We are all going to die!” Finally, someone spoke up and said, “What we need is a hero, someone from our village to go out and slay the dragon.” So everyone in the village began to look for a hero. After much looking, weighing options, and listening to excuses, they chose Mary.
At first, Mary rebelled, “Why me? I don’t want to go. I’m scared, I’ll die! I’m comfortable here. I am no match for a dragon!” But finally Mary reluctantly agreed, got out of her chair, walked up to the village gate, opened the gate and took that first step out into the forest.

Three things are true about the quest for a Great Life. First, we are almost always initially reluctant. We don’t want to go. Why change? Who needs Great? Life is good and we are comfortable, we can settle for that. It’s like getting out of a warm bed on a cold morning to go climb a mountain. Why would we do that? Comfort and warmth pulls at us.

Not to mention, it is scary out there—we might fail or be devoured (we’re not sure which is worse). But the second lesson is this: The way we grow as a human being is to be on the path towards the dragon. In myth, growth requires us to reject comfort and embrace and endure risk, danger and pain. There is a third lesson of the myth: Anyone who is not on the journey is deemed to be asleep—intoxicated by comfort and convenience. When you are asleep, growth is impossible.

**The Adventure**

Mary begins her adventure. Of course, her journey doesn’t take her directly to the dragon. She has many challenges she must face first. Each challenge is a little bit more than she thinks she can handle. She meets and overcomes the three Billy-goats Gruff; she outsmarts the Sicilian who told her never to play against a Sicilian when death is on the line. She rescues the handsome prince, lives with him for a few months and then dumps him because he is so self-involved (and not on his journey).

Each challenge is different and calls for different strengths. Each time she is certain that she will fail, but for each challenge she manages to reach deep inside to find what is needed to overcome the challenge. She is defeated occasionally but she persists. As she overcomes a challenge her reward is another challenge, another problem. But these too she overcomes. Her confidence grows, her courage grows and a faith develops inside of her that she can now handle anything.

Mary is now to the point where she believes that when challenge confronts her she will figure out a way—bridges will show up, doors will open and help will arrive. She now has deep faith in her abilities to handle the adventure.

Of course, when she comes upon the Dragon, the great mythical beast that she has dreaded since she started, it is nothing but a small and kinda mediocre dragon. It is nothing to fear. But of course it isn’t the dragon’s fault, it’s that Mary has grown in wisdom, courage, creativity and strength.

The dragon is simply no match for this Mary.
The Lesson

Mary has grown to great; she has fulfilled her potential. Through challenges she has found herself.

We hope that you recognize that this is the story of each of us on our journey to a great life. And by the way, we never get there, not really. A great life isn’t a place, there is no end, it’s a constant journey. Life is always giving us new challenges, throwing out new curiosities that intrigue us and compel us in new directions—if we are awake, listening and willing to take the first step outside the gate. So good luck on your journey to Great. We hope this series will help. But it’s always up to you. Take that first step.

To strive, to seek, to find, and not to yield.

Ulysses, Alfred Lord Tennyson
The Great Game Worksheets

This section contains the worksheets you will need to complete the Topic Area assignments.

The Video will direct you to the individual assignments and worksheets.

Creating the Vision

Using the space provided, describe how you want to be seen, experienced and talked about as a great personal trainer.

First, just capture words, phrases and images of what it will be like as a “Great Trainer.”

Next, set a concrete date! Give yourself a time frame. A good vision statement starts with a phrase like, “It's 2010 and I am...”

Using the images and phrase and the date, write your vision statement. Then rewrite it and rewrite it again until it is simple, compelling and inspiring. Copy your vision statement and put it somewhere you can see it often.

Act as if it were true!

Example:

The year is 2004. I have completed my MS in Exercise Physiology. I have built relationships with the University fitness center and two gyms in the area. I have started working as a personal trainer. I am learning every day and the work is very cool! The clients are always asking for me when they need help building a fitness program or training advice.
Your Vision

Playing to Win Inventory

Using the space provided, describe a vivid example of when you Played to Win in your professional life:

Describe how you felt:

Describe what you learned:
Playing Not to Lose experience:

Describe how you felt:

Describe what you learned:

Playing to Win Strategies

Based on your inventory, list 3-4 strategies that can help you to focus on Playing to Win.

For example here are Ellen’s strategies (and they are good tips for Playing to Win more often):

I will be aware of my important choices.
In situations where I am usually nervous, like calling coaches for work, I will not automatically procrastinate.
I will take the chance to try.
No matter what happens, I won’t get down on myself, but I will learn from the experience.

Using the space provided on the following page, list your Playing to Win Strategies:

Make sure that you post this list somewhere where you can see it often!
The Bike

Using the space provided, assess your technical skills and your coaching skills. Make sure that you get feedback. Ask at least 2 people, colleagues or clients, to help with the assessment.

**Technical skills as a trainer (your back wheel):**

In the technical area of personal training, what are your areas of strength? What are your opportunities to improve?

---

My “Playing to Win” Strategies

---
Coaching skills as a trainer (your front wheel):
Again, what are your interpersonal strengths? How good of a motivator are you? What are opportunities to improve?

The SWOT Analysis

Use the following worksheets for your SWOT analysis. Remember, focus on yourself as a business.

Again, get feedback from at least 2 individuals who know you professionally.

Several copies of this worksheet are included. Use them to gather data. Use the final worksheet to summarize all the feedback.
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<th>Strengths</th>
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### SWOT Worksheet

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### SWOT Cumulative Worksheet

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### Insights, Strategies and Tactics

#### Insights
Review all your Gap Analysis work. Ask yourself, what stands out? What are the one or two issues that get your immediate attention? What are the themes that you notice?

Use the space provided on the following page to capture your insights.

#### Strategies
Based on the Gap Analysis and your insights, develop 2-3 Strategies that will help you move towards your Vision. Remember, strategies are broad strokes that define a general direction of action without a lot of detail.

**Writing tips:**
1. Strategies begin with the Phrase, “I Will ...”
2. 20 words maximum per strategy.
3. Simple language! Another individual (think: a 6th grader) should be able to read and understand the strategy.

Use the space provided on the following pages to capture your insights.

#### Tactics
Tactics define the details, the “who, what, when and where.” A strategy can be broken down into 2-3 key tactics.

Use the space provided on the following pages to capture your strategies and tactics.
Strategy #2

Tactic:

Who?

What?

When?

Where?

How does this connect to the strategy?

Strategy #2 Continued

Tactic:

Who?

What?

When?

Where?

How does this connect to the strategy?
Strategy #3

Tactic:
________________________________________________________________________

Who?
________________________________________________________________________

What?
________________________________________________________________________

When?
________________________________________________________________________

Where?
________________________________________________________________________

How does this connect to the strategy?
________________________________________________________________________

Strategy #3 Continued

Tactic:
________________________________________________________________________

Who?
________________________________________________________________________

What?
________________________________________________________________________

When?
________________________________________________________________________

Where?
________________________________________________________________________

How does this connect to the strategy?
________________________________________________________________________