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# **In Defense of Adversity - Turning Your Toughest Challenges into Your Greatest Success**

**Written Comment**

Steve Gavatorta's Book Survey - In Defense of Adversity  
8-25-2017



## Written Comment

This report provides a comprehensive description of all the written comments provided by survey respondents. The comments are listed in sequence and separated with bullet points identifying the individual responses.

The written Comments Report is extremely useful to understand qualitative feedback. These comments should be analyzed and used to help interpret the numerical data presented in the graph reports.

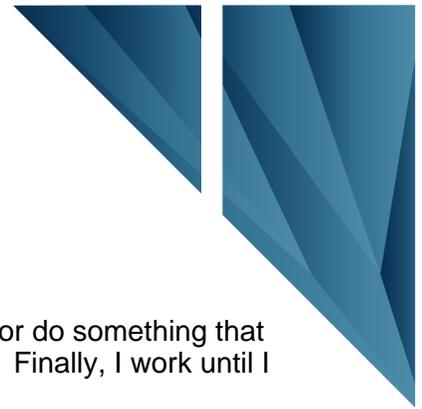


## How do you view adversity, difficulties, and roadblocks when they occur? What is your immediate reaction, and how do you ultimately face these obstacles, moving them out of your way?

- I view them as an opportunity to learn. Realizing there is usually a solution to every challenge in life. I face them one at a time and work through them to create a positive outcome.
- I love a challenge and with all challenges, there are unexpected setbacks. This is also part of the process. As challenges, I love new problems. Each problem is met with a can do attitude. My initial thoughts are how to deal with the problem, not why something can not be done. In fact dwelling on all the potential issues instead of solutions actually upsets me when I see others pointing out all the reasons something can not be done.
- After initial frustration I look at them as challenges. They are ways for me to discover the best in myself in order to overcome them, to win.
- Adversity is an opportunity to get myself & my player's focus on our ultimate goal to win the next Thing that is in our way!
- Initial reaction is frustration and disappointment. However, over time I let the problem "roll off my back" and work on moving forward with a solution.
- Adversity and roadblocks are part of life - they teach us invaluable lessons that make us better, stronger as we persevere to overcome and carry on, hopefully as a better, ever more humble person and leader. Immediate reaction is to step back, reassess, listen, reflect and double down to strive and overcome.
- When adversity happens the number one thing I try to do is face the brutal truth of the Problem. I try to take out the emotion and start the process of solving the problem.
- I view adversity as a way to develop and grow so the next occasion will be easier or an opportunity to overcome faster. My immediate reaction is to step back and assess the situation; plan on how to handle including marshaling resources and then handle the situation as swiftly as possible.
- I view adversity, difficulties, and roadblocks as temporary setbacks that are keeping me from where I want to go. Any worthy cause is going to come with a series of difficulties. If you understand that before you begin it allows you to more easily handle setbacks. My immediate reaction usually varies between anger and disappointment but quickly transitions to "what needs to be done to overcome the problem?" Once the true problem is diagnosed I put a plan together in order to overcome it. After the plan is in place I usually find that any concern or anxiety disappears and is replaced with a faith and excitement to overcome.
- I normally view adversity as an opportunity. It is an opportunity to improve something in my life whether it be a business process, relationship, ideology, goals, etc. My immediate reaction is to assess the situation that is causing the adversity, determine if the adversity that is causing this situation is a real roadblock or not, then develop a strategy to overcome the roadblock. Once the strategy is implemented I'll adjust the tactics I've used so that this issue is either gone forever or I can see it quicker in the future.



- My first reaction is to stay positive, try to remember without adversity there is no room for growth. I face these obstacles head on, preparing a plan and sticking to it.
- My reaction has depended on my level of self confidence at the time of the occurrence. In the times of my highest self confidence, I immediately formulate a plan to overcome the obstacle and set ideal, realistic, and acceptable timelines and outcomes for overcoming the roadblock. In moments of weakness, I have known myself to lost clarity of my ultimate goal and become depressed about the onset of unexpected adversity. Once I have regained perspective on the long term goal or stepped back away temporarily from the situation, a detailed plan is usually executed with determination.
- Adversity is inevitable. When I face adversity, I deal with it immediately. I think to delay addressing a roadblock will only escalate the issues. I have learned to demonstrate resilience to adversity by developing mental flexibility. Being open minded on creating solutions. Not dwelling on difficulties to long and falling into the trap of paralysis by analysis. A key is putting adversity into perspective for what it is, dealing with it immediately is the recipe for success.
- Adversity is a gift as it challenges me to put all that I have learned to work, finding solutions, executing those solutions and eventually celebrating the success when I overcome the adverse situation. My immediate reaction to adversity is to stop, breathe, think and then formulate a plan of attack. The best way to move adverse situation out of my way is to take them on, head on, enlisting the assistance of others when appropriate.
- I think the biggest thing with adversity, roadblocks etc is that people most times are surprised and upset when they happen. I have adopted the mentality that adversity IS going to happen and happen often...There is never a "surprise" when things are expected. Now some may say this is a negative way of thinking, but I would say it's a proactive and realistic way of thinking. Even in the bible Jesus said "In this life, there WILL be trouble" So when trouble comes I am in a good mind frame to handle it, learn, and move forward smarter.
- I never view an adversity as permanent. I have a confidence that things will always work out. If it is something that I can control, I believe that I will work my way through it. My son once asked me what I would do if I was homeless and I answered that I would never be homeless. He was after what I would do if I had no place to go and I just could not see myself in that situation.
- I view adversity as an opportunity. Adversity is never welcomed but when it arises, it present an opportunity to grow as a person or professional, despite the outcome. Depending on the situation, my reaction may vary. Ultimately, in order to overcome any adversity, I asses the situation and breakdown the steps I think are necessary to overcome it.
- Most of us learn early in life that adversity is simply part of life, it is inevitable. I take heart in Joshua 1:9 that tells us, "Have not I commanded thee? Be strong and of a good courage; be not afraid, neither be thou dismayed: for the Lord thy God is with thee whithersoever thou goest." For me, I view adversity in life as an opportunity, not a burden or a block. I first resolve to face the particular circumstance of adversity and deal with it head on. I have come to realize that every challenge has at least one solution. I inventory my resources, be they experience, financial, friends, family or spiritual. Knowing the challenge, knowing my resources, I can develop a plan to attack and overcome the adverse situation. For me, having a plan allows my focus to be on what I can control and not on what is beyond my control. In so doing, I don't always win, but instead of being flattened by the adversity, I have never been dropped more than to one knee.



- The first thing I try and do is take a deep breath to make sure I don't overreact or do something that I am going to regret later. Then I try and critically think how I ended up here. Finally, I work until I find a solution that I think will permanently fix the problem.
- I don't like them but everything happens for a purpose and you can learn a lot if you choose to.
- Adversity is like a challenge to me! Adversity is about finding solutions to a problem. Ultimately when you find a solution and fight through adversity you tend to have a stronger relationship with your customer. Roadblocks to me means you need more data and information to find a solution. Keep asking questions to find a solution and knock down any roadblocks. Immediate reaction is let's get to work to find a solution using relationships and using data. Bringing people together ultimately drives success and solutions.
- We have a train that runs passed our practice facility, you cannot see it but you can hear it and at times blows it's horn. I draw a correlation between that train and adversity with our team. Just like that train, you will not always see adversity coming, but it is coming, and how we react to it will determine how efficiently we can move forward. I am a firm believer in enthusiasm and I believe it can get you through anything and most importantly, with enthusiasm you will be at your best. Adversity is that demon that will pull you down if your lack of enthusiasm allows it.
- Adversity is simply a fact of life. No one manages to slide through life without adversity, difficulties or roadblocks, and if they do, they aren't living life to its' fullest potential! When initially faced with adversity, I might heave a deep sigh because really, who wants more difficulties in life?! Go ahead and acknowledge the adversity for what it is and have that moment. For some people, maybe it may need to be more than a moment, but you can't get carried away it. Acknowledge and move on. Figure out what Plan B is, and if you need to really have control, figure out Plan C as well. But bottom line, everyone at some point in their life will face adversity. Know this and know that you can survive and be stronger than ever.
- I think it depends on the situation. When it comes to money or work related issues, i think I have a better handle then something having to do with family or health. My immediate reaction most times is to strongly feel some kind of emotions - anger, sadness, worry and I generally allow myself to feel what I need to, without lingering in it too long. Once I have a chance to sit with the difficulty, I am better able to assess it for what it is - not from a state of anxiety or fear, but from a place of acceptance. I also think this is why finding an amazing psychotherapist is a life saver! Sometimes we are not able to see past the emotional part of a difficulty and having an outlet to talk, think, cry, write, read, cook, etc. makes a world of a difference. Each day is different and being devoted to moving past adversity is something we have to practice over and over and over again - just like yoga!
- I used to clam up and shy away from it all. At times I may still for a bit but I have learned to take a breath, look at the situation, and ask better questions or do more 'homework' and preparation to find a way to work around or better yet, through it. Preparation is key as much as possible so you don't inadvertently walk into something and are blindsided. It happens sometimes no matter how much prep you do but I find it a bit less most times. Listening and talking with people, not at them, really makes a difference. Also, be ready to not give up the farm and come back with solutions. Most people think you have to have it all and give it all right then. Not true. Again, take a breath, understand what the needs are, and come back with the proper package to discuss within an agreed upon timeframe.

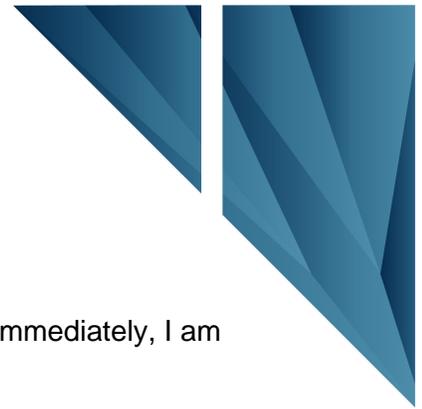


- First reaction is I freeze knowing many times the initial response or feeling isn't the best. Early in my life I would let situations like this throw me into a panic, now I see them merely as something to work around. The older I get I see often than not an initial roadblock ends up opening a better door to go through.
- I've learned that the way I respond to adversity can have a great effect on whether they become roadblocks in my life or a pathway to learning and growth. In my younger years, I always found adversity to be a roadblock and was often challenged with change. But when I would stress over difficulties, the experiences only served to weigh me down and affected my health. But remembering that these trials are part of the great plan of happiness helps me now to see them as opportunities to grow and learn.
- Adversity scares me, a lot initially. It feels as if I am in a very small room or worse closet without any doors or light. However, once the adrenaline from the present adversity levels out, there's always a visible exit and its not always in the shape of a door or window. Positive self-talk has been my biggest tool in overcoming adversity (remember it can always be worse, and you/I am ultimately in control of my next steps, so self sabotage is not an option). Self-doubt is the strongest destroyer of dreams and goals.
- I view adversity, difficulties, and roadblocks as inevitable and a fact of life. the more you encounter and overcome, the more are presented. its job security, if there were never any problems, i would not be needed.

Initially i get a rush of adrenaline and in my earlier years, I would go on the offensive and react immediately.

i have since made a conscious effort to pause and think it through before reacting. More often than not, a better solution comes to mind

- Handle them head on. Instantly begin looking for solutions. Search for resources that can assist me rather than getting bogged down.
- I view adversities, difficulties, and roadblocks as a means to learn and grow into being a stronger more diverse individual.. My immediate reaction to adversity an intense feeling like wind is being taken out of my sails. I know in this exact moment I must STOP take a deep breath and do and say nothing. I know its important to be observant and curious of my feelings and recognize something is being triggered but not react. To move forward and overcome roadblocks I find I have to pause, step back and determine what is really going on. I need to take time to look at the big picture and determine fear from the lessons I am supposed to learn. I also like to give myself time to look at whats good about this situation, what could I learn, what would be ideal to overcome the situation and then I move toward a new approach. The key for me is taking TIME and fully evaluating the situation without judgment or reacting.
- at the place I am in my life now I usually view them as a challenge, something I need to give extra attention to remove it, go around it or accept it enough to be able to exist with it if that makes sense. Its a great feeling when you can accomplish something that started off as a roadblock or tough challenge. I realize I have the power now to let something bother me or influence me, not the other way around. Took several years to figure that one out!
- In the very first moment the thought the runs across my mind pretty much is, "Oh shit" lol but then you dig deep, suck it up and figure out how to solve it. Life is a series of puzzles and how you solve them defines your character.



- I view adversity as an unforeseeable obstacle crossing paths with my plan. Immediately, I am frustrated and concerned by the unfortunate situation or event.
- Immediate reaction is to breathe. I want to take a second so I can collect myself. If possible, I even "sleep on it." I decide on the route I want to take and set up a game plan for that. There has to be enjoyment in the setup, the action, and then ultimately the outcome. If there is not you will constantly feel beat down or feel the obstacles always win. If there is fun and enjoyment during the process of overcoming the obstacles the enjoyment of the outcome is that much greater.
- Roadblocks make me first dig deeper and decide how important it is that I move forward so it give me a chance to reassess. If I decide it's worth moving forward the roadblocks become hurdles that may require some extra time and effort to get over but I get over them and my determination becomes even stronger. I view adversity and roadblocks as more of a nuisance than anything so I might get annoyed but I take a deep breath and plan for how to deal with them. I face my obstacles pragmatically. I remove emotions, set a plan and methodically do what needs to be done.
- Like everyone, I want to avoid adversity or roadblocks as much as possible. But, I have also learned that as a business owner and working mom, they seem to find me anyway! In my book, *Choosing Resilience*, I share my own experiences with adversity and came to the conclusion that I can handle obstacles better when two things are in place: 1) I proactively seek some difficulties so I can address them on my time schedule and when I feel I am at my most creative in order to avoid a bigger problem later.  
2) I build up my motivation, optimism and stress tolerance so I have the endurance and resiliency to overcome them faster.
- It depends if these are internal or external. If they are external, one needs to identify the weakness. Look for potential solutions which requires one to be flexible, creative and at times, innovative. If they are internal, you must identify the weaknesses within yourself, which can be quite difficult. Sometimes you must break everything back down to build it back up to move past the roadblock. It takes being self aware to understand your weaknesses and how you can grow from improving them. Ultimately, whether internal or external, you have to enjoy the process of adversity. You must understand it's a part of any transformation in our life that will help us improve in the end.
- I view adversity/difficulties as a constant occurrence as you strive to reach goals. These occurrences are simply short set backs that need to be addressed/analyzed to determine the most effective way to overcome. They are normally set by good competition in the marketplace that will make you stronger.
- If the roadblocks concern minor matters they are viewed as part of life and should be dealt with accordingly. People should not expect life to be easy. There will be minor and major challenges that we will confront on a daily basis. People that expect life to be easy or problem-free will continually be disappointed. Face everything head on. Decide is this challenge an opportunity or an obstacle? Measure the worse case senario ratio and than gather facts and begin to make decisions. If you have set goals it can really help you focus. Knowing what my purpose in life certainly helps me stay on course.  
You don't want to over react or waste energy when faced with adversity. Stay cool, calm, and collected as you begin to build a plan to solve the specific problems you need to solve.



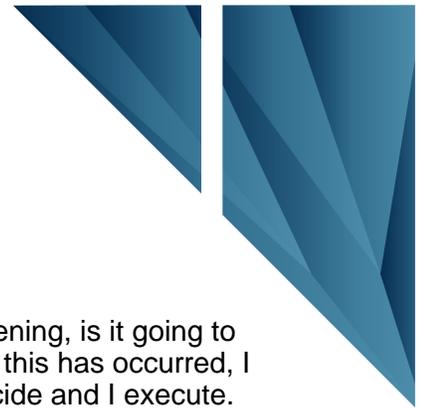
- My limbic response is fight. Very adrenalized state of being. A long term practice of following the breath learned and used in both meditation and yoga kicks in soon after. I use an affirmation also, given to me by a lifetime mentor, "Don't attach danger to a situation." That gives me the space and literal breathing room to look at the obstacle neutrally. When the obstacle is another person, this enables me to negotiate the conflict. When the obstacle is an unforeseen occurrence, the practice allows me time to accommodate and adapt.
- If I don't view obstacles as opportunities, then I would suffer from life long despair and self pity. Blaming others is my initial nano thought or natural impulse. I feel like someone else needs to feel my pain but I have to put those negative thoughts away immediately and focus on the solution.  
Leaders will look for choices or options that will solve the adversity that is thrust upon them. If you cant find choices or options, keep looking and don't stop until you find several options. Sometimes I can come up with several choices on my own and when I can't, I reach out to others to help spur on my creativity to find those options. For me, choices are the enemy of fear. Fear takes away my confidence and I will do anything to protect my attitude and my confidence.
- Adversity is not handed out equally. Some get a little, others get a lot. But rest assured, at some point everyone gets theirs. It is a certainty of life. Like anyone else, my immediate reaction is usually some combination of anger and disappointment. But once that passes, my approach is generally to face the issue head on. Now, that was not always the case. For the longest time as a youth I had a paralyzing fear of failure. And when we face adversity head on, failure is always a possibility. So before I could take this approach, I had to learn that it is OK to fail. Failure happens to us all. For some of us, it happens a lot. But the only irreversible failure is to not try. And so in order to move adversity out of the way, I think accepting the risk of failure is Step 1. Once I've digested that, I can freely move ahead and face the adversity without worry or concern that, if things don't work out, it will be the end of the world. And more often than not, when we go at the adversity head on without restraint or fear we are able to achieve a desirable end result.
- My immediate reaction is why? No not now. There is never a good time for adversity to occur. What I always try to do when adversity hits is to be proactive. Figure out how I am going to deal with it and hit it head on. Attack it be aggressive! Don't let it sit like a cloud over your head.
- I view them as a challenge, a test. A challenge I need to over come. I feel you always see what your made of coming back from setbacks, it defines your character.
- Typically when I'm faced with a difficult situation, I need time to process. I like to be able to discuss it with people I trust and gain feedback on my thoughts, emotions and possible resolutions. It's important for me to feel confident in how I will go about solving the situation or moving through the roadblock. I try to see the positive and find a way to move forward versus holding myself back because of a challenge.



- I will be honest, I am not the Dali Llama when adversity occurs. But I believe I've gained a reputation for overcoming adversity because I always put one foot in front of the other. I feel strongly that as human beings we are not meant to spin every challenging situation into a positive tag line. If something is hard then it's okay to feel that struggle, to cry, and to need time to process it. Experiencing your feelings is one of the bravest acts a human being can engage in. My reaction to adversity is varied, sometime I'm motivated to conquer it instantly and other times I need to cry. Both are real, both are acceptable, and both are part of a long term healthy relationship with adversity. I move these obstacles out of the way one question at a time. I ask myself questions like "What do I know for sure is true?" and "What story am I telling myself about this situation?" and finally "What quality would I have to summon within myself to get through this gracefully?" When we ask the right questions we can cut through the crap. When all else fails just take one step, just one. You don't need to know the answers yet. Just move in the direction of what feels peaceful, one decision at a time.
- Remembering, there are varying degrees of challenging situations each one with a different level of physical, mental, and emotional impact. The immediate response can be anger, sadness, grief, etc. Adversity is a reaction based on our perception of a situation and that negative reaction is based on a story we tell ourselves about the event or the messenger and whether the story is true or Truth. The inner critic is a master at hammering us on "have tos" "musts" "should and should haves" After the initial issue, stepping back and stopping to breathe and think so you can then choose to respond helps move things along in order to see the bigger picture whether it a sport performance or a business deal.
- Well, I don't think that anybody ever really looks forward to adversity in their life. In other words, nobody would ever invite it into their life, but the reality is that it's going to happen to all of us. No one is immune to it, in other words. I view a roadblock as something less severe. A roadblock would necessitate some form of problem solving and creativity on our part in order for us to figure out what alternate route we're going to have to take in order to get to where we want to go.

My immediate reaction to adversity is typically one of dread. Almost immediately thereafter, I turn to God because I think that's such a natural and instinctive thing that we do even if we aren't necessarily spiritual people. It's kind of like calling the police if we think a burglar is in the house. We're looking for immediate help and protection. I personally have found that nearly every stressful life event that I've encountered isn't so bad as I initially perceived if I just give it a day or two. Perhaps, some mental bargaining and acceptance is the reason for this. I believe that Winston Churchill was the one who said, if you're going through hell, keep going. I like that expression because it reassures us that things will ultimately get better.

- First take a deep breath. I always do my best to relax with any situation so that I can flow freely in thought and action. And, I don't necessarily move them out of the way. Sometimes I go right through them. Take them on in a sense. Love a challenge. I get a kick out of someone saying I can't do something. In my business though... a lot of times you don't have control. One plus one never equals two. It may equal one billion or negative one billion. So you hang in there and relax as best you can as my father always says... and persevere. Heck I have been hanging on living as a Type 1 Diabetic my whole life. I should have been gone a long time ago and weak, sick, and in and out of hospitals. There are no greater challenges or obstacles than the ones God places before you. Your job is to do your best... God will do the rest. Every other obstacle is, well, every other obstacle. Breathe... take it in... go for it and enjoy each painful, joyful, and glorious step along the way! As my father always said, "Hang in there... and relax"



- Initially I apply a triage to the situation: Is it life threatening, is it career threatening, is it going to change my life for the good or bad. Prioritization of the conflict is key. Once this has occurred, I scan/search the situation, I identify the problem (ideally the root cause), I decide and I execute. This can happen in seconds and often does, but the ability to look deep (enough) and decide on an action plan allows me to move forward. Adjustments will need to be made, assistance may be required but taking a step towards resolution limits the

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## How do you learn from the adversity you face in your life? How has adversity been helpful to you?

- Most things in life has always been a learning opportunity. Realizing tomorrow is another day and I make the choice to move through them. Adversity has helped me to grow personally.
- Someone once told me that we only learn from our adversities, not our successes. I must admit that I have tremendous internal self-doubt when facing a failure. But outwardly I refocus.
- Adversity has been helpful as it creates challenges and challenges are what drive me. I enjoy the thrill of victory, especially when it is against the odds or when people have said it cannot be done. I have learned from it through the idea of analyzing why it has occurred and not make the same mistakes in the future, if it were the result of a mistake.
- Adversity is a great teacher if you learn from the prior situation & stay calm so that you will be able to know what to do when things are going against you.
- The more adversity I have faced, the more I have learned to persevere and that when disappointment happens, something great, often better, is right around the corner. @
- My deep faith in God serves as my torch in life. I trust that torch with all of my being. When adversity is encountered I view it as a life lesson to make me a better human being and a better leader. Inevitably, with perseverance, a new door has always opened that has enriched my life and my soul. Without obstacles and adversity one does not truly appreciate and cherish love and success.
- To become tougher you have to be put in tough situations and successfully overcome them. Though hard work you able to overcome these situations. Once you overcome one obstacle it makes it easier to continue to overcome other obstacles
- Adversity is an opportunity for growth. Without adversity, you would be stagnate and stale. Taking challenges head-on is critical for success and both personal and professional development. I cannot think of any role I have had that wasn't rife with adversity and challenges in various forms.
- I believe that you can learn from adversity in two ways. The first way is to determine what happened, why it happened, and how to correct it moving forward. You are growing and learning from your mistakes. The second way is to understand that adversity creates an opportunity to improve mental toughness. I believe that every time you face difficulty and find a way to overcome, you improve your mental toughness. As you improve your mental toughness your ability to deal with adversity also improves.



- I believe my adversities in life have shaped me into the person I am today. Without them I wouldn't have been able to accomplish my goals thus far. I view my adversities as a means to improve myself in all areas of my life. They have taught me how to think through issues, make tough decisions, fight for what I want and understand that focused, hard work is the only way to attain your hopes and dreams.
- With each challenging situation I face it makes me stronger as a person and I learn from the experience and it helps me be better prepared the next time.
- I have learned to be as prepared as possible. In this sense, adversity continually helps me improve the process of being prepared for circumstances that pop up in business and in life.
- Initially adversity created anxiety. Until I accepted the fact that adversity made me stronger. It forced me to develop a process of implementing short term goals focused on overcoming the adversity. It taught me to remain focused on the task at hand and adapting to variable methods to succeed. Learning to overcome adversity played a large role in my success.
- I believe that without adversity, your opportunities to get better decrease. Not that I wish for adversity but I accept it when it happens as it is inevitable. I heard a very smart man once say, "never let a good crisis go to waste", from the end of his breath, I had bought into this belief and have strived to find silver linings in all adverse situations, learn from the experience and apply it forward.
- You can only grow through adversity. If you are not growing then you are dying. Adversity is a good thing. It keeps you alive. What I see with most people is that adversity happens and they play the "Victim" role. They don't ever zoom out and look in a what they can learn from it...Or they let the adversity defeat them and they turn to alcohol or drugs to help them forget about what's going on. Then, since they don't take the lesson that the universe was trying to give them, they usually go and make the same mistake over and over again.
- It reminds me that whatever happens to effect my life, I am responsible for. If it is a positive or negative occurrence, it is the result of my own efforts.
- By understanding what lead to this particular challenge (adversity) and putting checks and balance to ensure this particular challenge (adversity) does not happen again. At the very least, be able to see it coming and prepare myself to handle it.

Adversity has shown me that life will always throw you curve ball no matter who you are or what you do. However, if you confront it and deal with it head on, you will become a stronger person.

- I always remember what led me to that adversity and I try to be very detailed in my work to make sure I avoid it again. Adversity has taught me perseverance and how to critically think during difficult situations. Thw first solution I come up with hasn't always the best, it's typically the most thought out solution.
- I ask what good can come from it. I purposefully look for the silver lining.
- Learning from adversity is critical to long term success. Everyday is filled with roadblocks and difficulties. Using your experiences from adversity will drive successful results. Human nature is filled with adversity and giving up isn't an option. I look at adversity as an opportunities to change the game and comeback with solutions to problems for our customers and team.



- I believe adversity is a gift...it will bring out the true character of the individual. Adversity is like being lost in life's forest and your moral compass will set "your" direction.
- When I was laid off from a job that I loved, with a company I loved, during a really challenging job market, I basically sat down and came up with the worst case scenario and then asked myself if I could live with the worst possible thing that I could foresee happening to me (which in this case, was not being able to find a job, spending all of my savings and then losing my house). I figured out Plan B (which included asking friends for help) and then I simply went about finding a new job in peace, knowing that I could survive my worst case scenario. This same strategy has helped me with my recent cancer diagnosis as well.
- I think the greatest lesson I've learned from the adversity i've faced, would be that things are generally better off than whatever you think is going to happen and that having FAITH in some kind of greater wisdom is worth it. And sometimes that lesson is not easy to swallow. Recently, my father had his right leg amputated after a 5 year battle from complications from a knee replacement. The last 5 years has greatly affected my life however, now when I see him working hard in PT and determined to walk and drive again, it is different than I thought it would be. I thought he would fall into depression and slowly die from the trauma of losing a limb in his mid-sixties. However, this could actually extend his life because the source of excruciating chronic pain is gone.
- Adversity is a great learning tool. It teaches you character, strength, endurance, and motivation. I have learned so much from others over the years and about myself. I know I am a stronger person today than I was 20, 15, 10, and even 5 years ago. Most of that is attributed to working through tough situations and learning from other people including customers, co-workers, and family.
- Adversity has helped make me more calm and low-key. The more adversity we face the more we realize it doesn't have the dire consequences we may have initially felt.
- Without adversity I would not be the person I am today so I am grateful for those difficult times in my life. Throughout my life I was faced with adversity such as; single parenthood, financial struggles, divorce, work stress, health issues and loss of a job. Now I often have to remind myself that adversity is part of life. Accepting adversity, helps you overcome it. The difficult times in life help us appreciate when things are going smoothly.
- HONEST self reflection and input from trusted family, friends, and mentors help me learn from adversity. Adversity has taught me to be mentally resilient. Your mind is a great tool, it can destroy you or it can make you great. Learning to control my mind and my thought patterns, by reflecting on past adversity and altering the actions and thoughts that were more detrimental to me in a past adversity has been a most valuable lesson from some roadblocks I have encountered.
- The feeling once the adversity is overcome can be intoxicating. In my opinion the more strenuous and stressful while going through it, the more rewarding the experience once resolved. It has molded me into what I am today and what I will be in the future. I believe there are 2 different types of stress. Eustress and distress. Eustress is productive and growth oriented while distress can be destructive in nature. I try to view everything as eustress and not let it become distressful.



- I find that adversity gives every human a little bit desire to fight back. I can honestly say that it has delivered me every bit of success I have today. It has been helpful by leading me to answers I would not otherwise look for.
- Adversity, however painful allows one to drastically evaluate their current state and requires one to move in a different direction many times in uncharted territory. Its an immense force that requires one to mindfully act in new bold productive ways. Its the universes way to test and change you into a greater human being to become the person you were meant to be
- I believe I answered some of this above, but especially as a woman in business you need to work extra hard to show you have just as much to offer if not more in many cases. To get someone to look beyond their own preconceived ideas or notions is tough, but if you can back it up, then most times I find that the original perception fades and they see you as a person not just a gender. I also found that purposely inserting myself into situations that I may not have been involved in from the beginning is also helpful. I analyze the situation and come to the table with solutions and ideas that maybe haven't been discussed yet and my value may be seen before me.
- It's made me who I am today. If I didn't have those obstacles within life to overcome, I wouldn't have the strength to deal with everyday issues. Life is never peaches and lollipops. And if you think it is even the smallest upsets will make you give-up. I think life throws at you what you can handle at any given moment. So life first gives you small hurdles. As you master those, the hurdles get bigger. But the rewards also get bigger. As you learn how to master them you grow and become a better person for it. Then life just keeps getting more and more amazing.
- Adversity has challenged me to think on my feet and to problem solve while under pressure or difficult situations. Challenges arise in both my personal and professional life and while at the time I do not welcome the challenge, in reflection I see how they teach us what we are capable of and how they push us to uncover what we value most.
- I learn from the process. How could I have acted differently? Did I make the right choices? Did my actions match my goals? Was I viewed how I wanted to be viewed as a person and as a leader? Facing adversity has matured me as a person and as a leader. It is easy to make the wrong decisions, It is not always easy to make the right decisions and facing adversity has helped me for each upcoming sign of adversity I may face and how to deal with that.
- I often don't realize the learning until after the adversity has been handled and some time has passed. Adversity has shaped who I am and the road I've taken. I would be a completely different person and on a completely different path if I hadn't taken adversity head on.
- One upside of adversity is perspective. We are all far more capable than we give ourselves credit for.
- Must view adversity as learning opportunities. Difficulties exist for a reason, otherwise we would be omnipotent beings. I also view them as revealing. It forces us to view things from a different perspective, which leads to growth and understanding.
- All adversity is accompanied with a learning experience.



- The value of hardwork, sacrifice, and commitment is only realized through a certain degree on personal pain. This pain is like the heat that forges steel or creates diamonds. It changes people. They become special because of what they have endured and learned. The first thing you learn is that you have separated yourself from most of society and that builds pride and confidence that nothing can stop you. The fact that I had to work from the time I was 10 and worked summer jobs that no one else wanted (steel mill/painting oil refinery tanks/paperboy/played football). Because I expected life to be hard I always viewed adversity as part of everyday life so it never over-whelmed me. Just surviving some of these situations at home: in school: or at work hardens you. You have to survive first before you can move forward. From there you can learn and build a process for dealing with adversity. Later you will be able to improve this process which creates rock solid self-confidence. Any adversity I have faced has made me better at what I do in all facets of life. It forces you to build a "find a way mentality" that no one can ever take from you. It becomes part of your fabric as a person. It allows you to dream big and build a life that has purpose. The first thing you need to learn is you can not listen to other people. I was told that I had to go to a public college, but I decided I could do better. I packed up 2 suit cases and jumped on a plane with \$100 dollars from my parents and left for college. (my parents had to rent a car to drive me to the airport because our car wouldn't make the 55 miles to the airport. \$ years later I had a degree that I had paid for and I was the first one in my family to graduate from college.
- I have the habit (and I coach my client to cultivate this as a practice if relevant) of doing a written(!) post mortem. What happened? How did I handle it? What worked, what didn't? What resources did I have that could I have availed myself of? What resources do I lack and need to build up to have sufficient reserves to deal with adversity in future? This helps me build the new map for thinking through tough times.
- Adversity causes pain and we learn from pain. Without pain, we would never grow or change or prosper. Life is boring without adversity and pain. Facing adversity and pain head on is a blessing. We might not overcome the adversity right away but its a God given adversity and the longer it takes to resolve, the greater the value to the individual. When I have faced tough times or overwhelmingly difficult situations, these circumstances have taught me more about myself and others. They forced me to face my leadership abilities of honesty, integrity, perseverance, courage and mental fortitude. One of the greatest outcomes of adversity is unity. And there is nothing more valuable to a team than UNITY. The tougher the fight, the stronger the unity becomes. I will take unity over individual talent any day of the week.
- I learn by doing, so for me the learning is occurring simultaneously with the handling of adversity. Of course it has helped me. And although we may not prefer it, the more of it we get, the more equipped we are to deal with all the crazy things that life throws at us.
- Everyone goes through adversity what matters most is how you learn from it. Learning from adversity is how you grow. I always tell our teams after a loss is "we didn't lose if we learn." I wouldn't have gotten to where I am today without adversity. Every step of my career I have encountered some sort of adversity. Some adversity was more severe than others but I still had to overcome some sort of hurdle. By overcoming these adversities and learning how to deal with them enabled me to move on with a successful career.
- You never lose, you learn. No matter what happens the sun will rise tomorrow and you can either be better or worse than the day prior, the choice is yours.



- I believe you learn from every experience, good or bad. That's what life is about, learning and growing. When faced with a challenge I may not be focused on what I will take away from it but I like to reflect on my experiences and understand how they've helped me to grow. Reflecting on the adversity I've seen in my life helps me to address situations differently and with new focus.
- Adversity has been constant companion, in inspiring ways and in dark ones. I believe deeply that we can learn from a happy place as much as a challenging one. But there is no denying that when we are under pressure we are forced to grow. I learned from my depression that I am not defined by the thoughts in my head. I learned that my brain and my soul are two separate things and that my brain has the ability to mislead me. I have learned from the adversity I've experienced in business that I you have to trust your gut, it rarely lies. I've learned from adversity in relationships that there is a delicate balance between loving yourself and loving others, and that selfish isn't always a bad word.
- questions 2 and 3 seem similar to me
- You will only learn from it if you are an optimist and a realist. If you are a pessimist, it will only make you bitter in my opinion.

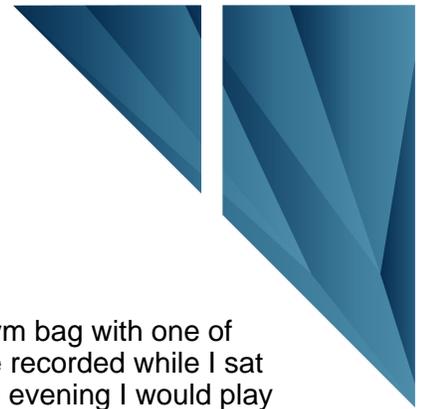
Adversity has been helpful because getting through something very difficult gives us more real life experience and makes us wiser, tougher and stronger on the other side.

- Well, I believe I have grown so much since our time together in grade school. I still feel I am the same but so different because of all the different obstacles I have faced along the way. The lessons learned from them. The humility it has brought to me. The understanding of the human spirit we all possess. For me, if I am not given a challenge of some sort, I really have difficulty. I am geared for it. This goes for every part of life... acting, sports (ping pong especially now), and life.
- I learn by success and by failure - both are valuable. You can't have either if you don't face these adversities head-on. Humility and empathy are key ingredients to life, by facing adversity you hone these two valuable assets. Throughout my life approaching setbacks with humility has provided greater learning lessons. Through this, I feel that I can help a team more because I am aware of possible roadblocks, how to attack them, and how to be sympathetic to the unique needs of a group.

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## How have you leveraged adversity to your advantage? What have you gained or learned that you wouldn't have if you'd given up?

- I have leveraged every adversity as a learning experience. Showing myself that I can work through everything life throws my way if I chose to do so.



- I have a learning disability. I am extremely dyslexia. In college I carried a gym bag with one of the first reel to reel battery operated recorders. Difficult course lectures were recorded while I sat and listened. (I could not take notes and listen at the same time.) Then each evening I would play one concept at a time and stop the recording and write my notes. OH, the gym bag was used because most professors would not allow anyone to use such tools. So I learn to do what every it took to accomplish a task. Just tell me I can not do something and It is as good as done. The down side is that am far more driven by adversity than the joy of embracing a new experience.
- I leveraged it in the sense that adversity is failure in some sense and I have taken failures and tired to rectify issues so they become successes. I was fired and used it as motivation to prove to myself the institution that fired me was wrong, i had to prove i was a capable coach in a different arena and that was accomplished.
- Keep selling the plan! Don't let panic set in. Communication with the players will lead to settling the situation down and let the fundamentals & plan take effect!
- I always came out stronger after adversity happens. Learning from mistakes, and difficult situations created wisdom I did not previously have.
- Every adversity I have faced so far in life, after reflection and learning from that adversity, has eventually turned to a positive. It has deepened my faith in God and to pushed me to be a better person at every turn. It therefore has proven to me the importance of never giving up...but course correct and open my eyes to look in new directions - am always amazed what I have newly discovered.
- I just bought my first house, had my first child on the way, and got fired without my ability to overcome adversity it would've been very easily to give up some people do. But through my believe in myself and hard work I was able to over come that situation.
- In many ways, had I not been faced with tough challenges and situations, I would not be where I am professionally. I used those experiences to highlight growth and to be a more valuable employee. I was faced with either leaving my company with a comfortable severance and starting somewhere else fresh or taking on a new challenge in a different division. Having stayed in my current company, two roles later and I am in the executive ranks thanks in large part to taking on the challenge of a different division and gaining valuable experience.
- I find that I am the most motivated when I have something to prove, someone to beat, a challenge to overcome. As a result, adversity often fuels me to get things done and to be at my best. I am a true believer that the better the destination the more difficult the journey will be. That being the case, I would have lost the ability to learn and grow if I had given up.
- I have learned how to fail and that failing from time to time is how you grow even stronger. It is not the failure that you should be afraid of but the lack of trying.
- I allow adversity to motivate me to push myself harder. Without the adversity I wouldn't have learned that I can push myself mentally and physically as far as I can.
- If the particular moment of adversity has caught me in a weak moment, prior roadblocks and my journey back to great success have given me the confidence to bounce back quicker and stronger each time. I less susceptible to the voices of doubt within my own mind if I know I can apply the same formula of planning and realistic goal setting to obstacle with confidence provided from previous experience.



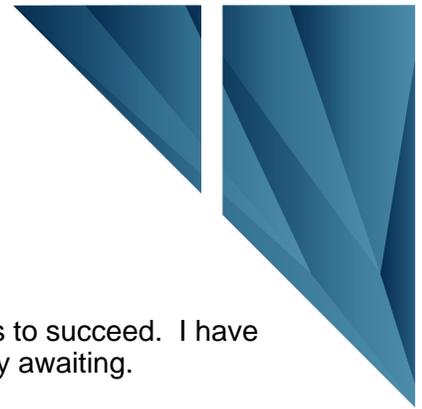
- Adversity taught me to develop resilience and resilience was my part of my arsenal of success. The advantage was being persistent and never given up when times were difficult. I've learned that roadblocks are endless and at times challenging. By developing resilience the roadblocks are easier to deal with, especially at times when everything is falling apart. I have learned if I avoided adversity and not addressing it for what it was, failure was inevitable.
- Sometimes doing things the "hard way", as in less-than-ideal resources such as space limitations, labor limitations, etc. can prove to be the best way to learn how not to do something in the future. I see these opportunities as character-building and I believe that without having challenging situations in my life, my character and moral fortitude would not get the practice that they need.
- I have leveraged adversity to my advantage many times. One example is in my second professional fight I fought a guy named Matt Brown (now top 10 welterweight in the world.) He had over 10 fights experience and I had one 55 second fight prior. He was a last minute replacement and I accepted the challenge. He whooped me and finished me in the second round. He was just too much for me. After the fight, I was sitting in the locker rooms broken and defeated mentally. I said to myself that I will never fight again. I wanted to run from the adversity, that feeling of pain and suffering. A couple days later I said to myself "screw that...that was just one fight...I am going to come back stronger than ever and I am going to achieve my goal of getting to the UFC!!" 4 months later I took another fight with another tough opponent. I went in and submitted him in round 1. A couple months later I tried out for the Ultimate Fighter Season 6 and got on, did well, and got my UFC contract! The rest is history! I have recognized in my own life and others that I am around that almost every time...the magic happens a few moments after you almost quit...When you mid says thats it, Im giving up on this...just stick it out one more round, 5 more minutes....one more try...one more month...one more day...then you will usually be rewarded with the success that you were seeking.
- It has made me more aware of my situation daily. I realize that you can't go through life and let life just happen to you. You are always accountable for your actions.
- By taking the lesson I have learned from my personal experiences and others and making sure I don't repeat them or attacking them head on when they are presented. I also use these experiences learned through adversity to motivate/push me and as a reminder of where I've come from and what I have accomplished by not letting adversity stop me.

I've gained a college degree and a better life for myself by not giving in to adversity. I believe that is difference between people who strive and those that do not.

- Adversity is a stressor.I know I cannot grow, physically, emotionally, intellectually, spiritually or in business without some stress to create a positive change. No stress, no change. Too much stress and you decline or shrink. The right amount of stress and you adapt and grow stronger. Hans Selye created the stress model "General Adaptation Syndrome" explains this process.
- I've notice when I am going through adversity with someone else they tend to make irrational decisions. If you can stay focused and still make rational decisions if gives you a huge advantage during competitions. Your peers will respect you more for not giving up and you will be able to compete at a higher level.
- I went to 11 schools growing up because we were struggling and always moving. I learned to meet new people and make new friends.



- I believe leveraging adversity to your advantage is an attitude that you will always find a way to WIN. Asking the right questions, using data to come up with the right solutions is a productive process. I have leveraged adversity to my advantage because I know the day is going to be filled with issues and roadblocks. It's the way you approach will be the difference in having success and failure.
- Again, I have gained so much through my pitfalls and they have helped me become my best. Without the pitfalls, I do not feel you can ever get better at a task or skill. Obviously if you quit when you hit a hurdle, greatness is never achieved. Greatness is only achieved through character not skill or talent. With adversity, the character of an individual is strengthened and greatness is obtainable if one attacks the challenge with enthusiasm.
- For those of us who are resilient, it is true that what doesn't kill you, does make you stronger!
- The serenity prayer is seriously the best answer for this question. "G-d (or universe or Allah or whatever!) grant me the serenity to accept that which I can not change, courage to change the things I can, and wisdom to know the difference." I come back to this prayer often because honestly life can be hard, and it isn't worth it to be bogged down by things that are out of our hands. And as far as what we can control, each day needs to be an honest effort towards the life that we envision.
- I believe each time you go through a tough situation, whether the outcome is positive or negative, you learn from it. You can take pieces of each one and build an arsenal to draw from for the next. Each situation is different, especially if people are involved. People are emotional and individual so you can't pigeon hole anyone or anything. But the history of what you have experienced can be used and you can take snippets to make a success.
- Early on in my life I was far more willing to give up and move on. If something couldn't be done quickly I would simply forgo doing it at all. Now I've realized many of those things I walked away from early would have been paying out very positively in my life if I had stuck to it. The lesson I've learned is to not walk away but to be patient and to view everything not in the moment but as a long-game.
- I focus on consistently taking good care of myself. Regular exercise, a healthy diet and positive thinking are all necessary components for my well being. In addition, I give back to those who are challenged daily with adversity...the homeless. Now when I emotionally get to the 'why me?' part of adversity, I do my best to recognize the opportunities for wisdom and growth that accompany adversity. When I allow myself to think more clearly, I let go of unproductive thoughts and get down to the business of dealing with what's before me.
- I look at adversity like its experience. Experience is valued in the world and adversity brings experience. I learned I'm tougher than I thought and to not sweat the small stuff.
- In my opinion, the outlook is very important. Adversity in many cases can be a good thing. Many great ideas and solutions came as a result of the challenge. It may force us to compensate or strengthen another area. everyone has challenges, so its an opportunity to excel and compete, and win... and a way to differentiate myself or my team



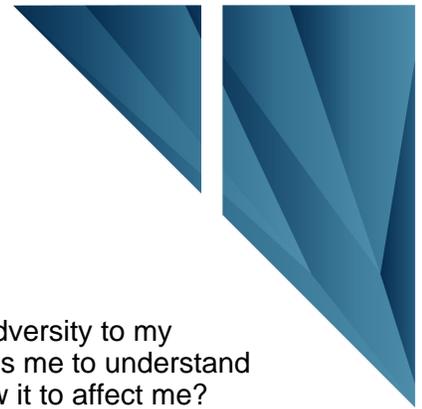
- It has shown many of my followers that we are willing to do what ever it takes to succeed. I have learned the common saying with every closed door there is a new opportunity awaiting.
- I've used adversity to grow and appreciate the people in my life. I pay attention to life and my surroundings more after difficult situation occur. It has allowed me to be less self focused and care more about others especially given it is usually those close to you that help you through tough times. I believe everything happens for a reason even if it is painful but in the end things are set in motion for you to be the best person you were meant to be.
- Of course as many disadvantages as you may have being trying to be a successful woman, there are certainly many things about being a woman that I consider advantages. I feel most woman ( of course many men do too) have a visceral gut check and sensitivity that bring a different awareness to certain situations, its almost like being able to see a little bit of the other teams playbook before the game. The compassion and nurturing that is instilled within us helps open people up easier sometimes and also at the same time can help to extinguish and negativity early on. Use it if you got it! I have gained more confidence and a greater awareness of what is worthy of my time and what isn't.
- As a woman I feel this is an advantage as a business owner. Some females see it as a negative, however it's easier for me to speak to powerful, successful men because I'm not a threat to them. Until they find out how powerful I am. But I feel then the men have a new found respect for me.
- Adversity brings out creativity and meaning in the work that I do. During challenging situations where solutions do not seem feasible is when I am best able to craft new ideas and find a solution. Adversity also makes me questions what I value, and in turn I discover what motivates me and what my true values are.
- Confidence. Belief in myself to be able to overcome any obstacle in front of me.
- Adversity has built my strength and confidence but also helped me be humble which are traits I use every day all day long. If I'd given up I would never has realized my potential and all I am capable of.
- When things are going wrong, it's easy to focus on what we don't have. I have learned that I need to focus on what I do have, and remember that most adversity is temporary. Instead of focusing all my energy on preventing challenges and difficulties in my life, I need to focus on being happy despite the struggles.
- I believe adversity has provided me with motivation. Even in times when I was not successful, and have to deal with a transition in career or in my life. It's forced me to not forget, but to carry it with me as motivation to provide that drive in moments of difficulty that lie ahead. Potentially providing guidance, depending on what that difficulty is.
- Sure. There are times where you create a bigger challenge just to test yourself to build a mental edge over the problem or opponent. I have gained the opportunity to help all kinds of people learn the same lessons I learned. I'm the son of an ironworker and waitress the oldest of 6 children. We were taught we had to work hard for everything. There was no other way. When my kids were growing up I created adversity for them to face so they had a chance to forge their own steel. I have coached for over 40 years at every level including the NFL. None of it would have happened if I had given up. At one point I took a \$12,000 pay cut to become a college. 4 years later we won the DIII National Championship. We never ate out or drove fancy cars.



- As a woman executive in the corporate world, I have often encountered outright and covert prejudice from the male establishment. I chose to regard this as 'feedback,' poorly constructed, poorly considered, but still feedback. That permitted me to be curious to understand the comment rather than react to it. I didn't fight but I didn't flee or freeze either. I ended up making allies out of adversaries. That's stood me in good stead my entire work life.
- I leveraged a difficult situation, a failure, to my advantage. I told myself that this was the first sign that something great was about to happen. But if I gave in or gave up (and had my pity party), then I would never recognize the huge blessing that was about to come my way. I can tell you that this approach took a lot of failure before I truly gained the confidence and vision to recognize failures and adversity as the cornerstone to my future successes. It's almost like I eagerly wait to get knocked down because as soon as I do, I know it's game on. The win is about to occur. I can vividly recall the first week in Marine Officer Boot Camp. I wanted to walk out and quit. It was all that I could do to convince myself to hang in there. That was a Fri evening and very on Sat morning, they roused us out of the rack at 330 and we were about to endure the toughest physical fitness test of my life. And instinctually my anxiousness turned to confidence and then to exhilarate. I couldn't wait to face this challenge. And when my attitude changed, my confidence started to grow. And when I took on each challenge of that morning and there were tons of them, I was getting more excited about the next obstacle. When the exercise was completed many hours later, I looked around, wanting more. And you know, there were only about half of us left standing. And if I had let my negative perspective of the night before take hold, I never would have had the opportunity to learn the most valuable leadership skills of my life. Nor would I have had the honor of graduating from the US Marine Officer Candidate School.



- My younger brother and only sibling committed suicide in the family home during the middle of my third year at the US Air Force Academy. It happened the weekend after Thanksgiving and I was at home for the holiday. He was two years younger than me, a former teammate, my buddy, and my responsibility as an older brother. I was actually an exchange student at the US Coast Guard Academy at the time it happened, so I was in school back on the East Coast and removed from my usual friends and classmates in Colorado. Finals were about to begin the following week. I could not eat for several days. I was sleeping very little, intermittently, only when I became so tired and bleary eyed that my nerves weren't enough to keep me conscious. I lost a lot of weight. It was total devastation for my family as I knew it. I can flatly admit that the adversity it created I still haven't fully overcome. I remember at that time having many people at my side, providing support, and asking what my plan was. Taking my finals simply wasn't a priority for me, and I was uncertain of whether I even wanted to return to USAFA for spring semester. I had people telling me I should step away and be with my family for a while. I had others telling me if you stop now you'll never start back again. I was about to make a major life decision while my body and mind were still in shock. I tried to weigh the pros and cons as best I could, and in the end, with the support of my family, I decided that I wanted to return to USAFA to finish what I started. The next month was a blur that I barely remember, but the Coast Guard Academy graciously allowed me to complete my exams remotely, and after Christmas I went back to Colorado. Only this time I didn't fly there -- my Dad, Mom and I got in my Dad's truck and we drove for 24 hours straight. We weren't talking much but we were together, and that was enough. When we got to Denver my Dad gave me the truck to keep and I dropped them off at Union Station to catch a train back to West Virginia. I drove down to Colorado Springs and faced everyone for the first time in months (except for two cadets who were allowed to fly in for my brother's funeral). A big snowstorm hit right as I was pulling into the cadet parking lot, but I'll never forget the warmth everyone showed me when I got back. Cadets, supervisors, faculty. They knew I was hurting. I looked gaunt and was still struggling to sleep and keep food down. But I had people around me who cared about me. I started to settle back into cadet life. Up to that point, my time at USAFA was checkered. I had made the Superintendent's List my first semester, was subsequently placed on conduct probation for drinking underage and leaving campus when I wasn't supposed to, was selected by my peers for a leadership position, and broke my arm so bad it required surgery and kept me from playing sports. But all of that was behind me and it didn't seem to matter anymore. When I was awake and not in class, I studied and went to the gym. When I couldn't sleep, I studied and went to the gym. I became obsessive about academics and exercise. That was how I kept my mind from going into places I didn't want it to go. It was a defense mechanism that became a routine that became a lifestyle. I had the best semester in terms of performance that I would ever have that spring, culminating in me being named our squadron commander in my final year and winning a leadership award. I strengthened the friendships I already had and forged new ones with people I'd barely known before. In sum, that stretch of time between my return to USAFA and graduation now ranks amongst the things I am most proud of in life. And it never would've happened if I had given up. No one would've blamed me if I had, and I knew that. The things I gained and learned during that time? Too many to count. But I think the thing that stands out above all is that if you want to achieve your goals, help others achieve their goals. Nobody owed me anything, but I was blessed to have people of tremendous character in my corner during a dark time. Even the smallest words or gestures of support were fuel that kept me going when my I felt like I couldn't answer the bell one more time. And so the takeaway point for me is that we have no idea the impact we may have on someone's life just by doing whatever we can to help and support them. I will never be able to thank those people who were in the foxhole with me enough, so the only way I can honor them and return the favor is to help others myself, which in turn has provided me with some of the most rewarding experiences of my life.



- When I look back over my life and career, I wouldn't say I've leveraged my adversity to my advantage. But I use my reflection to set the course for the future and it helps me to understand how to approach a new challenge. What attitude will I have? How will I allow it to affect me? How will I get through it and come out better? I like to think through those questions to keep a positive outlook.
- I opened a business selling an expensive form of working out, that was not well known, in the height of the recession. I've grown that business into the largest yoga studio in the city with over 100 classes a week and thousands of students. The honest truth is that I leveraged my faith and my ignorance to get there. One of the quickest ways to let adversity win is to think too hard about something. You can talk yourself out of success surprisingly quickly. I wouldn't have this thriving business had I not been willing to take big fat hairy risks with the innocent belief that failure was an impossibility. You have to be bold, unable to be detoured and believe in your bones that what you are doing matters. Adversity feeds off insecurity, timidity, and a lack of faith...that is its food. I've gained the love of my life through adversity. I waited till I was 37 years old for the right person, when settling would have been extremely easy. You have to leverage time to your advantage and allow the universe space to respond to your desire.
- No one wants to experience adversity whether it is in sport, business or life but it exists and when it does and you get through it you remember how strong you really are spiritually, mentally, physically, and emotionally. Often you might see that whatever you experienced no matter how awful, horrible, and unbearable it was and seemed at the time it is still far less than what someone else has had to endure. There is always a learning, and when making goals the minimum acceptable result is a learning goal no matter the outcome.
- I'm not exactly sure how I leveraged it, but when you look back and see what storm you just weathered, it's kind of like a boost to your pride and ego. It builds you up and gives you confidence so the next time something bad occurs, you have accumulated some victories small and large that will better enable you to take on the next challenge.

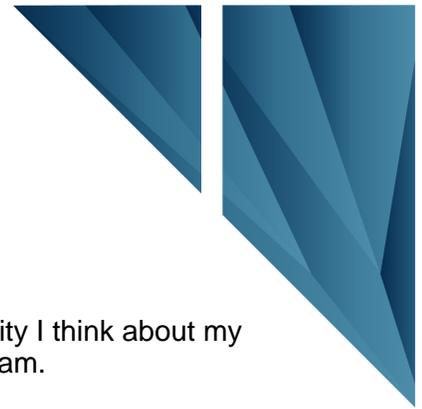
The most important thing I gained was that feeling of accomplishment. I'm proud of myself, but at the same time, I try to remain humble. I don't want to boast about it and potentially jinx myself. What I usually learn is that we humans have no idea on our limitations. In other words, we think there are finite limits, but a lot of times there are not.

- Overcoming something, anything is the greatest feeling ever and makes you grow in confidence, in spirit, in life. You learn that if you simply hang on and keep climbing... that eventually you will get somewhere. You will find the way, the pinnacle of what it is you are going after. The simple lesson is that if you simply don't give up... something will happen positively. A few sayings come to mind: God helps those who help themselves. Fatigue makes cowards of us all. The latter is from Vince Lombardi.
- Physically speaking:  
I severely injured my back in college and was told I would be limited in all physical activities moving forward. I sought help, researched anatomy and created a game plan to rehabilitate myself so I could return to a normal life. Through this I became more aware of my mind body relationship, I became healthier & stronger (even more than I was prior to injury) and I learned more about my own perseverance.  
Had I not done anything, progress and regress would have occurred. Again, search, identify and begin action.

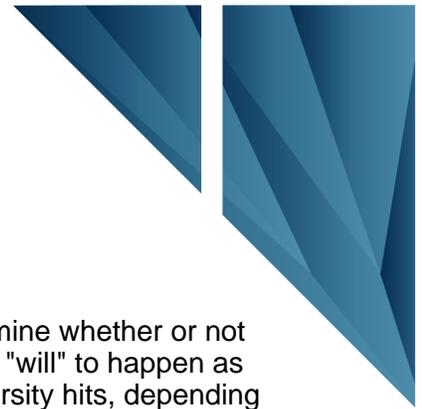


## How do you remain positive during times of adversity? What self-talk, affirmations, or sources of inspiration do you call on to keep you motivated and moving during tough times?

- No self talk or affirmations. Being strong willed and realizing that there will always be adversity. Looking back on really tough times in my life and knowing that I have broken through to create positive outcomes is my drive.
- I think my high D behavior kicks in and I become stubborn. I know it is a negative but I seem to have spent my life trying to prove things, to myself and others. I remain positive because that is the only way to stay on task.
- Positive is part of me. I re-call past successes and know I can be successful again if I stick to the fundamentals and to what I believe. I make my mind see positive and not dwell on the negative.
- I like to teach through bible verses & people that have been successful in life and or sports that my players can relate to. Also previous things that have gone in our favor in similar cases.
- History has given me confidence that "this too, shall pass." There is always an immediate disappointment, but the trust that things will be better, and working toward creating a solution occurs sooner over time.
- Prayer. Faith in God. Self reflection, learning. Being around those I love and trust. Unwavering belief in myself. Staying humble. No sense of entitlement. Adversity has resulted in me truly finding my true, authentic self and stay consistently authentic. And always determined to make God and my family proud.
- The first thing when I am depressed i have to believe in yourself. Your self talk has to be positive otherwise it's very easy to get negative about the situation you're in. If you're in the top 10% of your profession your believes will help you find what your way. A want to be great will eventually lead you to where you want to go
- Staying positive is tough. Having a plan is critical. Leaning on my network of peers, friends, mentors, and managers is key. Remembering why I work is extremely important. Thinking about my family and friends helps push me to succeed and overcome adversity.
- I am able to remain positive during times of adversity by having hope that things will get better. When I don't have hope I cannot remain positive. There are three main ways that I am able to maintain hope. First, is by putting a plan together. When I have a quality plan in place I am able to relax and focus on the task. Second, is to work. Anytime that I am working I usually lose myself in the work and am able to gain confidence in the plan. The last is to celebrate the small victories along the way. Celebrating small wins allows me to enjoy the process of overcoming the challenge.
- I do a lot of self-talk to stay positive in tough times. I have been a long time proponent of NeuroLinguistic Programming, which is how a person talks to themselves translates into their actions. I stay motivated by looking around the world and thinking that no matter how tough a position I may be in, or whatever adversity I'm facing, that there are people out there who don't have the opportunities I do so don't squander them or cry during the tough times. What I'm facing pales in comparison to what many other people are living through.



- I remain positive by staying focused on the end goal. During times of adversity I think about my family and everyone that has supported me and helped me to get to where I am.
- By trusting the process that got me to that point. I know that my systems have allowed me to achieve the level of success that I am currently at and if I take the time to evaluate how this particular roadblock occurred and what are the fastest and best possible ways to overcome it, I can set ideal, realistic, and acceptable expectations for myself and continue to fuel positive self growth.
- I actually don't remain positive. There's nothing positive about adversity. It's more about trusting my process to overcome adversity. I don't utilize self-talk or affirmations. I have found visualization is more beneficial. I will visualize a process and rehearse it over and over and develop solutions. I'm more of a visual learner which makes visualization more beneficial.
- I would go back to "never let a good crisis go to waste", I say this to myself often and it is comforting as I know that the solution is right around the corner, I just have to find it, apply it and make sure that it is remembered so that the wisdom gained can help me in the future.
- During the tough times I literally look up to GOD. My strategy that I use that has ALWAYS worked for me is this. When I am feeling overwhelmed with adversity, or big decisions that I have to make, or problems that I am having that need to be figured out, I write everything down on a piece of paper that I am struggling with. I brain dump it right from my head to that sheet of paper. It feels great to do that by the way. Then I hold the paper, close my eyes, and pray. I say "God, I can't fix this without you...please guide me, provide opportunities, and help me with solutions, and I trust and thank you that this too shall pass." I know this may sound weird to some people...but shortly after I do this, all the problems seem to just work themselves out with little effort from me. It is truly amazing.
- By reminding myself that if it was my actions that put me into a tough situation then my future actions can get me out.
- I do not always stay positive but I have surrounded myself around individuals that are sources of inspiration and grounded. These individuals know me and my story and are always there to remind me of what I've overcome and that I can overcome this new challenge(adversity)
- The first thing I do is take a couple deep breaths. Then I remind myself that I'm not the first person going through this and I definitely won't be the last. Finally, I just trust my training in these adverse situations. I try to learn all the details and work tirelessly understanding exactly why each detail is important. So in adverse situations I trust that all the training I've been doing is going to pay off.
- I think of the big picture and what good can come from the problem.
- I remain positive because if it was easy anyone could do it. In a leadership position it's about finding ways to win which ultimately gives great satisfaction. You find out who the best leaders are when tough times come your way and they will come your way in business and in life. The team and peers are looking for leadership during times of adversity. Rallying to the team to believe we can achieve success even when the road blocks are difficult.



- I always feel I am the ultimate competitor. It is never a lack of will that determine whether or not for me, as I get older it is a lack of skill or strength. There is nothing I cannot "will" to happen as far as character or behavior. It is the strength of the mind. Again when adversity hits, depending on the severity there may be a moment sorrow or regret, but the longer you wade in that pool, the harder to pull yourself out and head back in your direction. I have two inspirations that go hand and hand in my life...My Faith and My Family. Fear of failing either of them would be my strength to move through any adversity.
- I simply tell myself that I am strong, that I am confident in my abilities and that this too shall pass.
- BREATHE, take a walk, think through it, talk through it. Draw on those past experiences and never give up. Persistence many times is the key. Take a different look, approach from a different perspective. Perspective is also key. By talking it through internally and with someone else, perspective can be gained and I find sometimes I will change my entire attitude and approach to a situation and the motivation that comes from that is refreshing at times. Especially when the outcome is successful!
- Without a doubt it's my faith. Above all that's been number one but along with that has been my wife who is always there as a champion. After both of those comes my high achieving peers I connect with on a regular basis. The expression you become most like those you associate with the most is so true.
- God, my Faith and prayer.  
If you don't have that, find it. Enrich yourself by embracing something that you think matters to you.  
As for myself...One of the purposes of trials is to help us come to know Christ, understand His teachings in our minds, feel them in our hearts, and live them in our lives. One of the most valuable results of adversity is that through it we receive God's comfort, which we are then able to share with others who face similar troubles.
- Be your best today and every day.  
You are strong, smart, exceptional.  
Don't sweat the small stuff.
- It's not what happens, it's how you react to it that makes all the difference. I do use a lot of self-talk, and recite motivational quotes that I have documented over the years  
I remind myself of other inspirational leaders and what im dealing with is nothing compare to what they overcame.  
Its is a head game...
- I don't stop moving , and I often say look for the signs over and over again. Signs appear in these moments.
- I find the things that allow me to stay centered during adversity include things that slow my thinking down. Some of these activities include reading something that inspires me whether it be the bible or a good author I admire, meditating and working out.



- I have learned to take a beat, stop what I am doing and pull back and just wait. I have also been know to start an email to no one and write an emotional or reactive response that I pretend I am sending to that person or persons, then I read it ( sometimes several times) and do a gut check to see if the way I am reacting and sounding is who I want to be, I also decide is this my hill today? is this worth using my energy? most of the time I delete it and feel a peace that allows me to let it go. Being in your forties has also allowed me the time to understand what Robin Roberts of GMA says, "everyone's got something" and I may not be aware of their something and that may be playing a big part in the way they are acting, treating me or behaving. so if I choose to give them power, then I need to find the strength to fight back, otherwise I think about what I have, who I love and that always trumps any asshole any day of the week!
- I listen to a lot of hypnotherapy videos, read many self-help books and try to surround myself with positive people.
- To remain positive during time of adversity I try to remove my emotions from the situation. Sometimes I go through all the possible steps that lead to the adversity and think through different scenarios, while this sounds like a good idea at the time it really only helps me realize that I cannot go back in time. Next, I think of as many solutions and sure my resources as best I can to determine the best possible scenario, all while thinking "control what you can control and the rest will work out."
- I am a big "get away from it" proponent. Give yourself sometime away to enjoy a hobby or time with family and friends. That down time or time away from the adversity helps you refuel emotionally giving you the energy and the desire needed to get back to attacking the adversity head on. I enjoy the mantra of "control what you can control" and when you are able to do that the motivation plays a big role to keep attacking things within your control and see little victories along the way to the big outcome.
- I rely on facts to help me stay positive. If the facts point me a different direction then it's time to change courses. My dad, who was a successful executive, gave me a framed quote about the importance of persistence when I graduated from college. That has become a part of who I am.
- I set realistic expectations for myself and others. Some days, I need to call getting out of bed and going to work a success. I am a typical Type A person so I put a lot of self-imposed pressure on myself. During times of adversity, I have to move the finish line. I also find a connection between my stress level and my ability to stay positive so I work harder to get enough sleep, not skip the workout, and eat lunch every day. I also avoid negative people.
- For those that haven't experienced adversity before, this could be difficult. But for those that have, I think that they have a sense of the process of working through adversity makes them whole or complete once you break though. Even without successfully moving past adversity, there are lessons taught that you can carry with you to avoid that road block in the future.
- I always believed that a positive attitude is 95% of the battle, and this is so true with adversity. To have the understanding that adversity will always be there, will help you better handle it as an opportunity.



- Faith in God; the love and support of my family especially my wife; the confidence of life long friends. I have invested heavily in life long learning. I use it all. Visualization, goal setting, affirmation, self talk, etc. I have visualized since I was 7 while listening to Yankee games on my transistor radio under my pillow. Seeing myself in all the situations covered on the broadcast. My brothers and friends would go out at half-time of the NFL games and re-enact the 1st half-performance. Other sources of inspiration include my parents, friends, coaches, teachers. There have been plenty of books, tapes, and seminars as well; and now the internet. Most of all you need to review your goals daily and continue to spend time dreaming big. If you dream big adversity becomes just part of life that you learn how to deal with on a daily basis.
- As mentioned earlier, mind clearing practices involved in meditation (seated, walking, dancing) and yoga have been indispensable. Having a core group of confidants to whom I can tell anything without fear of judgment or reprisal has saved me from shutting down or shutting a door that could profitably remain open. I am reminded of many aphorisms my long time mentor shared with me in tough times, "What we resist persists." "Our pre-disposition determines our disposition." These short reminders come back to me, encouraging me to keep on, keepin' on.
- See above.
- The trick for me to remain positive during times of adversity is to remember that adversity is interchangeable with advantage. Every instance of adversity that we face provides us with experience and knowledge. The more adversity we have, the more experience and knowledge we gain. And as we accrue more experience and knowledge, we create advantages for ourselves -- advantage against our competition, advantage against new forms of adversity, and so on.
- Staying positive is tough when fighting adversity. You know in time you will get through this you will find a way to move past what has occurred. Keeping motivated is tough at times but I like the saying by Albert Einstein "adversity introduces a man to himself"
- It is tuff no dout. Surrounding your self with positive, loveing people helps. Self belief, looking back at all you have accomplished and know that setbacks get you ready for big comebacks. Knowing that at the end of the day you will be ok and loved by your friends and family helps.
- I spend a lot of time thinking. If I'm up against a tough situation, I need time to process it over and over. I like to look at things from all angles so I can feel comfortable. I also rely on my network of trusted colleagues, friends and family. They help me to vet out my thoughts and keep me motivated or positive if I'm struggling.



- When I really lose sight of true north I like to bust out the book "A New Earth" by Eckhart Tolle. It's a tough read because it's a punch in the gut about everything we are calling reality. It shakes my shoulders and demands me to wake up. In that book something he said has stuck with me and I use it often. He said to "call the crazy crazy". Just be willing to admit when you are thinking crazy, dramatic, destructive thoughts. Call it out. That act alone has the ability to manifest sanity. The practice of yoga allows me the opportunity to reset my mind and nervous system. It's a call to prayer moment where my body, mind, and breath are reminded to act in unison. That practice then follows me off the mat and how I breathe through a challenging pose is mirrored in how I handle a challenging moment in life. Yoga itself is a science. Yoga is the science of well being and uses the functions of the body to tell the body how to feel. You increase oxygenation, lower your blood pressure, activate digestion, detoxify, release lactic acid and strengthen the muscles while elongating them leaving you a more flexible person emotionally and physically. Yoga releases happy hormones like dopamine into your system and leaves you a better version of yourself. It's that clarity of mind that is required for any meaningful overcoming of adversity. The goal is not to win, to beat adversity. The goal is to react to it in a way that makes it's existence laughable.
- Studies show we have up to 70,000 thoughts per day and most people have an inner critic in overdrive on a day to day basis. In times of adversity it is even more critical to have a few rituals to keep yourself up and control negative self-talk. When things go sideways everything goes sideways and it is easy to get out the zone and very difficult to get back into the flow. Listening to a favorite song, jumping up and down for 10 seconds, exercise running or swimming, praying, meditation or centering anything that shifts your energy and vibration to a higher frequency allowing for your core energy to stay up and to direct our thoughts, feelings and emotions to positive actions.
- Remaining positive requires a thing that I like to refer to as self-brain washing. I put God at the top of the list. I think about what Jesus Christ endured. I repeat the biblical passage from Philippians 4:13--I can do all things through him who strengthens me. Then I rely on my 3 children and my immediate family as inspiration and motivation to endure. I also think of those who endured extremes of adversity like Louie Zamperini surviving for 2 months on a life raft and then for nearly 2 years in a prison camp during World War II. I also think of Nando Parrado and those South American rugby players who survived in the Andes mountains in the 70's.
- I do my best to enjoy every moment of life. I recall having West Nile Virus Meningitis and when I finally made it home although still in excruciating pain... doing my best to laugh at it all and enjoy the journey of life. I don't recall succeeding that much but I was laughing and that is great for anyone at any time. Actually, while sick in the hospital two of my greatest heroes arrived (my brother Chris and my father) and to this day it is one of the greatest moments in time of my life. They spent 4 days in the hospital with me. As I always say, three keys to success for me at least, Love, Laughter, and Fitness (Health). At that moment in time I was surround and filled with Love.
- Throughout history it is not difficult to see others that have had it much worse and yet they move forward. Negativity is a natural reaction to adversity, however if you want to resolution focus on the goal which is a move towards the positive. Sources of inspiration include:
  1. Desire what I already have. Be gracious for the possessions and support that I have today.
  2. Give Thanks everyday before I go to sleep.
  3. Triple down on what I am already good at, but strengthen one weakness each day.
  4. Push yourself physically to your limit every week , perhaps not every day but often.
  5. Tell fear to shut the fuck up. literally get in the habit of sayin to yourself, in the moment, in the car, anywhere and anytime fear arises. Tell it to "Shut the Fuck Up"



## What habits, hobbies, or rituals do you practice that help you face adversity in a good frame of mind?

- I reflect on my past times of adversity. Try to compartmentalize them as to not overwhelm myself.
- I actually do use these tools. Most of my adversities are professional in nature. Therefore my outside interests help ground me and create a "can do self talk". I have learned to play native American flute in the past five years, having never played - musical instrument or read music. Three months after starting, I performed in front of 2,500. And I perform at least twice a month at art openings and host a monthly streamed one-hour online concert. To improve my timing, I joined the church bell choir as the only male and have played four bells on occasion. Since High school, I have conquered numerous hobbies in a similar manner, such as SCUBA diving, where I became a certified instructor in three national organizations, ran a search and rescue team, did underwater welding, cave diving, ice diving and taught summer courses in aquatic ecology in St. John, Virgin Islands. I have rebuilt three old British cars from frame off to completion, was the first lowan to be a certified cross country ski instructor and last week I started piano lessons. Because reading is still difficult, I listen to several weekly podcast that inform my work and help me make new connections. Learning is a way of life. I also listen music at least an hour a day as a form of meditation.
- I think of past successes. I rely on my family and know i am the one who has to succeed for them. I am responsible for their future. I really do not do anything special other than jog to let my mind think and focus on the positive. I get creative jogging.
- Working at thing fundamentals & situations that will come up & crunch time are the keys to handling adversity as is rises!
- Staying calm - deep breaths. During games, having a plan B, C, and D ready when adversity hits. Reminding myself to "control what I can control" and moving past those things I can't control.
- Prayer. Yoga. Boxing. Cooking. Resting. Family time. Reflection. A romantic dinner with my better half. A little retail therapy at times. Watching favorite movies.
- I think taking a step back and leaving the situation for a moment can help clear my mind and help refocus the energy needed to succeed. Spending time with my family centers me and allows me to be a better employee on Monday morning.
- I love to read. Reading allows me to learn and grow. It helps me understand my strengths and weaknesses. It helps me to come up with ways to deal with adversity.

I love to run. Running is a great stress reliever and gives me time to think. I find that I am often able to come up with ways to attack problems while I run.

I love to prepare. As a football coach, I watch film and talk to others in the profession. The harder I prepare the more confidence I gain.

- I workout 4 days a week. I try to visualize what the end result will look like once I have conquered whatever adversity I'm facing. By visualizing the end result it keeps my mind focused on what we'll accomplish and how it will improve our lives.



- I watch film on my self to make me more aware of my habits, good and bad. I also meditate and vizualize success and positive outcomes.
- I write (5) personal and business related goals for my day ahead before bed each night. The goals range from very attainable to a stretch so even small victories can be savored at the end of a particularity difficult day. Exercise is imperative, I play box and play tennis. When all else fails, bourbon.
- Exercise is my outlet for adversity. The endorphin rush relieves stress and enhances my mood. Regular exercise has a positive impact on serotonin levels and boosts my mood and overall sense of well-being.
- Music is big for me, there are times that I have to mentally "check out" so that I can process information and eventually arrive at my plan of attack, I use music to do this. Often, I combine music with exercise and this is when I do some of my best game-planning as I am free of distraction and living in the moment. I also use "grown-up coloring" books for the same purpose, another "in the moment" activity that allows me to think freely while focusing on one task.
- See question 4 for more specific ritual/practice.

My hobbies that I do to help with adversity to clear up my mind is Brazilian Jiu Jitsu. Sometimes the best thing you can do when you have adversity is to detach from it for a day or two and get your mind onto something else. It is impossible to spar in BJJ and think about your problems at the same time. Then once you get that great sweat and the endorphins are flowing, you always tend to feel better. Einstein once said "We can not solve our problems with the same thinking we used when we created them." BJJ gets you in a different mindframe.

Also what I like to do is think about all the things I am grateful for. If you can't think of anything I'll give you a few. 95% of you reading this probably : have healthy bodies, all your limbs, 2 working eyes and ears, live in America (a free country), have food on your table, a roof over your head, and clothes on your back (can't say the same for some other countries,) a vehicle to get places, live in a world with the INTERNET which provides the most opportunity to get things done and also make a living more than any other time in the history of the world...If you have a wife and kids who are still with you and love you this is a great thing too! Be grateful for what you have! An attitude of gratitude will allow you to solve your problems more effectively and put your life in perspective.

- I simply try to stay on an even keel. I look to enjoy the positive things that I have like my wife, three kids and two grandchildren. They remind me what is really important in my life.
- Working out helps me keep my mind clear and focused. Also educating myself and speaking to my mentors regularly
- I try to stay close with my wife and do little things like go for walks with her to burn off stress with that physical activity of a brisk 1 hour walk.... and talk about other things in life to take a mental break from the focus on the adversity. I also will try to do other physical activity, like play tennis with my son - again to allow my concentration to go elsewhere and lastly, I like to read books both fiction and non fiction to allow my mind to wander elsewhere, which helps to freshen and cleanse my mind.



- For me, I start each day with reflection and prayer. I go to my sources of strength. For me the reflections are geared towards what I have in my life. My blessings and also my reason to keep moving forwards. I rely on daily prayer for strength, inspiration and provision. Whatever your faith or beliefs, go to that source for daily renewal. I also find that daily physical exercise provides greater sense of confidence and greater reserves of energy and focus.
- Yoga, Pilates, church/prayer, I try and put myself in adverse situations in my brain beforehand so when those adverse situations happen it's like I've already been there, I try and train so hard so that anything that happens to me is not as hard as my training
- Reading positive stuff and listening to positive audios. Surrounding myself with successful positive people.
- Keep a positive attitude, find out the facts, work as a team and build the details toward a solution.
- When that train passes the practice facility, we practice enthusiasm. Even if it is fake, it sets our teams mental state to push forward and get through practice and that task at hand.
- I have been practicing yoga and meditation for 6 years now, and it has made a tremendous difference in my life. If you want to change what your mind is telling you, just simply change your breath from shallow, rapid breathing to deep, mindful slow breathing. To change your mind, change your breath. I also search for joy every day and I give gratitude every evening for what I have.
- I practice yoga regularly, as well meditation. Meditation is for every ONE. You can be walking the dogs and meditating, cleaning the car and meditating, laying in bed quietly and meditating. My meditation practice is all about coming back to the present moment with my breath - for 1 minute, 10 minutes or an hour. I make sure I have lots of down time built into my schedule so I can switch off and reset. I also make it a point to cook for myself and my husband for the week so that we can stay nourished.
- I have learned to try and not over react initially to situations. I'm a pretty emotional person but I am also a people person. That mix is interesting but I find as I mature and work with more people I am able to take a different look at things and take a moment or five to think about the situation and offer some creative solutions. I am also not opposed to asking for help. I like challenges and I like crafts. Some I am not very good at but I try anyway and find the ones I am good at. I move forward with them and I ask for help with the ones that I'm so-so at. Success is teamwork! Never be afraid to ask for help or other's opinions.
- I run which to me is a huge stress reliever and of course my faith and relying on it to see me through.
- My faith, courage and resilience. The more of these qualities with which I am armed with, the lesser the impact of the adversity.
- Exercise  
Get outside in nature, it helps me re-frame my mind and realize the bigger picture. I constantly have a book that is not work related that I am reading. This allows for me to have my alone time without the mind-racing with what-if's
- work out often



listen to books or tapes to get ideas and inspiration from other great leaders  
wake up before 5AM every day (even weekends) to get a jump start on the day and get prepared.  
breathing techniques

- waking up everyday at 430 am helps me stay feeling ready for battle. Preparation is key. Deep breathing.
- Working out, meditating, praying,, and giving back to others
- Remembering to be thankful and grateful for where I am and what I have at that exact moment and even if its a pretty crappy situation it could be worse and someone else does have it worse, so suck it up and move on. Think of them. I go outside a lot to take calls whenever possible, even in the winter. I find the fresh air, nature it always grounds me, that is where I usually have my toughest conversations by phone. If I am lucky enough to live at the beach someday I would build an office right on the sand!
- I always give gratitude everyday for everything I have in life, what I have accomplished thus far and for my health, friends and family. I personally like to do this at the end of everyday. I meditate at night to give thanks and then to focus on what my new goals in the future are. It also helps me to calm my mind down so I can actually go to sleep and stop the constant spinning of ideas.
- I do like to pray and to ask others to pray for me. I also enjoy planning and creating a plan of what I can do to improve the situation. I always share my plan with someone else to ensure I am held accountable.
- Consulting friends of mine, mentors, other leaders, people in the same role. If I get ideas or even just reassurance it adds to my own confidence to be able to overcome the adversity.
- I exercise to work off stress and keep a positive frame of mind.
- When possible, I go find a beach to walk on. I grew up in Southern California on the coast, so it is the place I feel the most centered. I also love jigsaw puzzles. They keep my mind busy and I find some of my best insights hit me when I am distracted by a challenging puzzle. I even have an app so I can do them on an airplane.
- I go through a protocol of identifying whether its external or internal. Sometimes it can be both. If it's both, I have to determine how I can improve or what I can change to have a better outcome or change the situation. If it's external, I have to figure out a way of helping those around me, or even those working against me to generate a positive overall outcome.
- Physical exercise has always been a stress reducer for me. It is also very important not to react to quickly when faced with an adverse situation. Analyzing and looking at all options/risk that will give you the outcome you want.
- Reference points from the past...as early as my college years, I remember sitting for an important exam (that would grant me distinction in my major or not) fretting that I would never finish in the allotted time. I suddenly recalled that I was as fearful about my second attempt to pass my drivers test and I did so with flying colors. Looking back for evidence of having gotten through tough times helps me have faith in myself and faith overall in a higher intelligence that this too shall pass!



- I read a devotional every morning that helps me to start my day on a positive note. I memorize 30 leadership quotes every morning as well.
- Pretty simple for me: make time to do things with your friends and family, always be willing to lend a helping hand to someone else, exercise regularly, and take every opportunity to learn and develop your mind.
- Tracking my training is what helps me and gives me the confidence to know I put the work in and am ready to complete.
- I see life as half full. I like to find the good in others, I trust and believe in having a positive outlook and energy will bring you good energy. What you put out in the world is what you receive back. I also don't believe I have control over everything. I have faith in God and lean on him.
- I practice yoga, meditation and watching funny movies. Be sure to laugh regularly, hug a lot and drink tons of water. As cheesy as those answers may seem they meet Maslow's Hierarchy of needs. We are amazing creatures and we need to feel movement, calm, touch and nourishment to have the best possible experience of life.
- As a former athlete, swimming and running are ways that I clear my head and then are able to access intuition and higher guidance. Meditating and centering it can be 30 seconds or 10 minutes. Listening to books in the car also are ways I keep my energy positive during challenging times.
- The most common ritual for me is praying to God.
- I workout daily... whether it's my unique sort of workouts that you can see on Youtube. And, of course, ping pong which is also all over Youtube. I also meditate a bit and do my best to fill my heart with light and surround myself in a calming loving light.
- 1. Cycling (all disciplines)
  2. Boxing and Various Martial Arts
  3. Prayer and Meditation
  4. Cooking

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**If you would like to be identified with your responses, please enter your name, job title, and e-mail address below.**

- Todd Fox Director of Distribution of TTI SI
- Ron Bonnsetter  
Senior Vice President of Research and Development  
Target Training International
- Peter Vaas  
Former Football Coach, Currently owns and runs the company Everything Football LLC



- Jay Hayes  
Defensive Line coach Tampa Bay Buccaneers
- David Sedmak  
Head Football Coach  
Desert Mountain High School  
Scottsdale, AZ
- Robert Fraser assistant football coach.
- Robert Newman  
Director of Business Development
- Joe Rossi  
Defensive Quality Control Coach  
University of Minnesota
- Kevin B. Palermo  
Financial Consultant
- Billy Quarantillo Pro Fighter
- Brian Hill Jr. // National Sales Executive // Modern Enterprise Solutions // Tampa, FL
- Mark Marshall  
Sales executive, college wrestling coach, adjunct professor.
- Adam Gross - Senior Director of Sales, Dippin' Dots, LLC
- Matt Arroyo Coach, Entrepreneur
- Ed Pinkham  
Defensive Coordinator  
University of Massachusetts
- Michael Barrette - Chief Marketing and Sales Officer Dippin Dots and Doc Popcorn
- Mark R. Liebel  
Chief Operating Office, Dippin Dots, LLC
- Dave Pruitt Vice President of Sales and Training
- Jeff Filkovski - Head Football Coach - NC Wesleyan College
- Candace Andersson, Pharmaceutical Medical Affairs.
- Abby Goodwin  
RYT Yoga Instructor  
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- Holly Blake  
Dippin' Dots - West Division Sales Manager  
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Being identified is optional but ok if you choose.

- Mark Hunter CSP, "The Sales Hunter" mark@TheSalesHunter.com
- Margie ~ Sales Manager
- Sarah Sponaugle, D.C.  
Chiropractic Physician  
sarah.sponaugle@gmail.com
- Robert Tudi
- Luis Echeverry , certified personal trainer, wellness studio owner, and corporate wellness provider
- Kimberly Milite, East Division Manager, kimmil@dippindots.com Only if you think I don't sound like an idiot lol, then I am fine being anonymous!
- Sales Training Specialist
- Brian Tucker  
Seton Hill University  
Head Wrestling Coach  
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- Karen Lindsey, Executive Coach and Leadership Development Consultant,  
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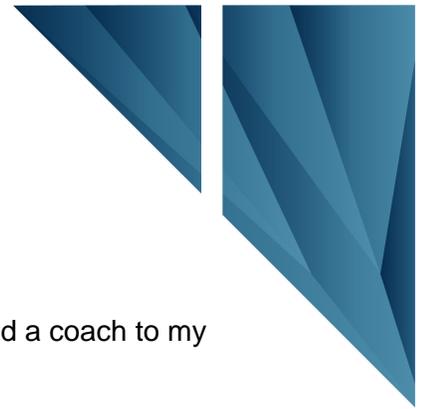


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### If you answered 'Other' to the occupation question, please explain:

- Sales executive, college wrestling coach, adjunct professor.
- I am an entrepreneur.
- Yoga Instructor



- I am a chiropractic physician. So I am a health professional, an educator, and a coach to my patients, but I am also business owner.
- I'm a physician or a medical doctor. The word doctor comes from the Latin word doktor which means teacher. So truthfully, I identify most with educator from your list above, but since I can expound here, I figured I would. I have also been a youth sports coach for the past 16 years. That has been very gratifying because I love to instruct and encourage kids.
- Actually I must say that I consider myself an athlete first because throughout my life I have felt as though I am an Olympian for how I have overcome living as a Type 1 Diabetic. But I do say Actor/Athlete/Type 1 Diabetic because they are all a lifestyle for me.

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## Who are the people that you look up to? Why do they stand out in your mind?

- My Grandmother. I was raised by her and adopted her values of treating people like I wish to be treated.
- My PhD advisor comes to mind immediately. My first encounter with him as his graduate assistant, was finding a two foot tall pile of manuscripts on my desk with a note telling me to edit them. I carried them to his office and explained that I was not a very good writer, let alone editor. Without looking up from his work, he simply said, If you can not do something, should you do more of it or less? 40 years later I still talk with him at least twice a month. He taught me that accomplishments come with dedication, focus and a great deal of effort. No one said it was easy.
- I admire people without egos, self effacing, successful and always positive. I admire people that have accomplished a lot and enjoy reading or watching or hearing as to how they have done it.
- Anyone that is having success & doing things the right way!
- Other successful head football coaches - Bill Belichick is a great example - he seems to mostly be in self control during games and always seems to find a way to overcome issues and succeed. Jim Tressel was another like that.
- Jack Welch - my tenured at GE mirrored Jack's time as CEO. I got to know Jack, personally. He was my height, not the best looking man I ever met, and stuttered - yet overcame all those obstacles to become one of the most revered business leaders of my time. And he gave me more opportunities that I sometimes believed I was not ready for - to only surprise myself that I was able to succeed. He had more charisma than anyone I ever knew. And he was far from perfect. I learned a great deal about leadership and morality from Jack - both good and bad.



My Dad - he was the most honest, giving, humble person I have ever known and battled horrifying diseases to care for his family without ever complaining. My Dad was a man of few words and had a surprisingly dry / hilarious sense of humor. He also worked for GE as an engineer for 37 years. I surpassed his level within 4 years. He never had the privilege of meeting Jack Welch. Yet, he thought I was the right hand of Jack (I wasn't) and beamed with pride at my success. He trusted me almost more than my Mom. He died too young - yet had a long, painful death that no one should have suffered. I will never be the amazing human being he was. But, I strive everyday, still, to make him proud. And I pray I one day get to see him again in heaven - for I know he is sitting at the right knee of God.

My husband. He is the nicest, most selfless human being I have ever known (we have been together 34 years) and truly lives his life's purpose every day as a high school football coach and teacher. He has positively touched the lives of thousands of young men and women who stay in his life to this day - and helped them become responsible, giving and successful adults. He has forever stayed humble and loyal, never seeking anything in return. He would be just as happy living with me and our pets in a tiny apartment with a used car - not materialistic in any way. He has singlehandedly taught me more lessons in leadership than any of the infamous business leaders I have had the opportunity to work with. Why he chose me still amazes me - I am just so grateful he did.

- I look up to the people who are successful in life. I believe everyone has a certain genius the people who I admire most are the ones who develop that genius to its maximum capacity. I have a friend who could remember the snap count from the huddle to the line of scrimmage and he was the center. He wasn't book smart but he now is a mechanic for American Airlines his genius is he could fix anything that I admire
- I look up to successful people in my company including senior leadership and my more immediate leadership. They have a vision and strategy and more importantly, communicate that downstream allowing everyone to be a part.
- I look up to people that are successful at what they do. I love to find out why they do what they do, and how they do it. I look up to people that face difficulties and are able to overcome. I look up to people that work really hard.
- I don't look up to anyone in particular. I look up to people who came from humble beginnings, usually overcame a lot of adversity and drove themselves to succeed. They stand out because they had to fight for everything they have received in life. Nothing was handed to them.
- My dad is someone I look up to because of his work ethic and his life experience. He stands out because of his determination to never quit, always finish what he started, and be a man of his word. Another person I look up to is Matt Arroyo, my head coach and mentor, because he has already been at the highest level of MMA and that's where I want to be.
- I look up to people who strive for personal growth in all aspects of their life. Family, Business, Health, Mental Health, and Social all are incredibly important and I often find myself asking friends how they balance the different pillars of their life and try to make small improvements to my own life based on things I discuss with my peers.
- College coaches and athletes. I admire the discipline of working with teams/individuals towards one goal. Leadership development, communication skills, handling criticism...etc. All important aspects to becoming successful in life.



- Staying calm in stressful situations has become part of who I am, we all have idols and for me, one man that I look up to for inspiration in this area is Joe Flacco, quarterback for the Baltimore Ravens. No matter the situation, he remains cool under pressure and whether he succeeds or fails, he stays even-keeled. I have always had a tremendous amount of respect for people like this and they give me a target for the type of person and leader that I want to be.
- I look up to Jesus Christ first....Other people who I follow and who have helped me tremendously through the years are Tony Robbins, Brian Tracy, Tai Lopez, Robert Kiyosaki, Dave Ramsey, Arnold Schwarzenegger, Sylvester Stallone. All of these people are leaders, masters of their craft, and share their knowledge of how to live and be better!
- The man who for years was my mentor was Sam Timer. I would call him a man's man. He was the opposite of a narcissist. I could always trust how he would react in a situation and in my mind, he always took the high road. The world did not revolve around him. He always gave you the impression that he really did care to hear about your world. I miss him. There are few men like him in today's world.
- Steering away from the big name athletes and businessmen. I have great mentors in my life that I can count on to give me advise and support. These individuals have played a tremendous part in my success and have helped me become a better person as well as professional.
- I like reading books on other leaders to see how they handled their careers, but not books on business leaders - more political leaders. One book I read fairly recently was the biography of Harry Truman ( written by the historian David McCullough ). It demonstrated Truman's tenacity, toughness, yet humbleness of handling some very difficult decisions, so I look up to him. I also look up to anyone who has persevered, no matter how tough the odds are - another good example of this is the Wright Brothers... they had many reasons and opportunities to quit learning how to accomplish powered flight, but they simply would not give up.
- I have been blessed with many mentors and examples of excellence in my life. Theses outstanding individuals were in both business and sports. However, the greatest example of tenacity, perseverance, faith and strength was my father. He was a living example of never losing faith and never giving up. His priorities were crystal clear; God, country, family and work. I never saw him falter, never saw him give up. He fought on, always with integrity, optimism a cheerful demeanor.
- My mom was a single parent that raised 4 kids and I never heard her complain once. If she was ever frustrated or upset she just worked harder. I was always a fan of Ronde Barber growing up. He was always told that he was "too smal" and "too slow" so he found other ways to be successful. He used his brain and just his competitive edge to win. He spent more time studying and he studied with a purpose.
- positive successful people who overcome obstacles
- My high school lacrosse coach has always been a good mentor and I look up to him because of his can do attitude and ability to motivate people and teams over the years. I look up to a few bosses who have the ability to communicate, motivate others and ultimately get maximum performance from everyone.



- Again, I refer to my Faith and My Family. I really look up to my Mother. She faced the ultimate adversity losing her life partner at a young age of 54. She could have turned and let the demons bring her from her Faith and her life's path could have led to the gutter, but she stood strong and persevered. When I look at her, each day as a new struggle that she must attack alone. It's almost been 20 years since my Father passed, but I know I miss him each and every day as his son, I cannot imagine how she misses him. She is and always has been the pillar of our Family! Without her, it would be hard to imagine where I would be today.
- Jim Valvano - never, ever give up.
- I think the three people I look up to the most would be my mom, twin sister and dad - and wow, they couldn't be any more different. Each of them have struggled with loss, addiction and difficult bouts of mental health issues but they lived through it. And they both have taught me how to love unconditionally - trying each day to surrender my ego's expectations of what/who they should be and grateful for whatever fate our relationship has - because it is rooted in love.
- There are many. I have always admired people who can sit back, evaluate, propose, and be successful in any situation without being overbearing or over confident. Confidence is a great attribute if handled well.
- Wow, tough but here goes. Verne Harnish - truly a person who looks at the big picture and plays the long-game in business. Two bosses I had years ago. Phil Graef and John Canavan. Even though I have not seen either of them in more than 25 years I still use their behavior, their leadership, their integrity as benchmarks as to how I handle things.
- N/A
- My mom, Debbie Kinder, the founder of the BLUE Ocean film festival. She is resilient and never takes no for an answer.  
My Dad, Jim Sponaugle, and my Stepdad, Charlie Kinder, they both have the ability to always do what comes next no matter the situation.  
Kristina Petroco Napuli, she was a professor of mine in school. She had an amazing ability to speak her mind, prove her point, and still have empathy for those who were against her. She held her own in a very male dominant profession and made it look easy.
- I look up to those that have a good work/life balance. It is too easy to just bury yourself in work. I admire those that are able to be successful professionally and personally.
- My Grandfather, my father, my uncle Roger, my cousin Victor - they have always chased opportunity no matter what their situation was. From early childhood I have never heard them make an excuse or complain about their position in life. As role models they have always offered solutions and always promoted searching for more than what stands right in front of you.
- The people I most look up to and who I try to emulate are those that listen without judgment, those that will stand by you in the good times and bad and those that allow you to see the positive in a situation and what you can learn. Acceptance is key



- My parents, I know it sounds cliché, but these are the people that are responsible for shaping the beginning of your life as you know it. My mother is my conscious, I will often run things by her and she will give me unvarnished feedback, love and support. whether its something I want to hear or not :) She is the strongest woman I have ever known and has been through so much and is still able to give so much. The same with my dad, they both give such unconditional love you always feel safe to be you as well as learn how to give that same unconditional love back. My work ethic is from my parents for sure, they will work to make anything happen at any time no matter what is in their way. I think that is why I learned to enjoy my work so much, I choose to be here right now at this moment, with all of the good, the bad and the ugly mixed in. It's my choice and that's what gets me by.
- Kevin Harrington is definitely a mentor of mine. He is a phenomenal man. He is uber successful but yet kind and generous to everyone. He gave me an opportunity when I was no one and I just started my company. I try now to do the same for others who are just starting out to help them. Either by giving advice, attending their events or just being an ear to listen.
- There are many here! Wendy Copp Michelle Obama stand out to me because they are passionate about what they do, share it with others, and are selfless while doing it.
- My parents with the people they are. Just good people and doing the best they can at anything they do. From role models in my line of business, Urban Meyer, Cael Sanderson, Nick Saban, John Calipari, they are in the top 1% of coaches. How have they gotten there and what do they do differently that makes them that top 1%?
- My dad is my biggest inspiration. He was a self-made man through persistence and determination. He believed he could do whatever he put his mind to and proved that time and again.
- Stephen Covey, I feel I learned the most from him about life and leadership. I also really admire successful female business authors: Susan Cain (Quiet), Brene Brown (Daring Greatly), Nilofer Merchant (Onlyness). I look up to my fiancee, David Bailey. He is someone who has risked everything, had nothing, made millions and lost them again, and still maintains a child-like optimism about life's possibilities. He finds a way to be happy despite everything. He is very grounded in what is important and what to not worry about. He has had a huge influence on me.
- Dad, Uncle and Coaches through out my life. Ive witness the examples that they have set first hand with facing adversity while still providing for our family or still helping me when they were going through a difficult time. As far as a coach, their desire to help me improve and get past any difficulties even when they don't have to.
- folks that faced many challenges before becoming successful.
- People who demonstrate grace under fire, gravitas. People in many walks of life, past and present, especially women of grace and dignity, Rosa Parks (the first lady of civil rights" and "the mother of the freedom movement"), Michele Obama, Angela Merkel (former Chancellor of Germany), Aung San Suu Kyi (State Counselor of Myanmar), and my lifetime mentor Selma Rogoff (Alexander therapist, opera singer, actress)



- My Dad is the first person I would look up to. He taught me to overcome obstacles by his example. He almost died twice by the time he was 12 years old. He had strep throat and penicillin hadn't been discovered yet so he lay in a bed for over a year with an open wound on the side of his neck. The doctors said it was highly likely that he would die but try and just keep him comfortable. He survived and then was stricken with polio and the doctors said he would most likely die within the year. When he survived the year, he was told that he would never walk. He went on to run track in high school. From high school, the counselors advised him to get a job or go to a 1 yr trade school. He applied and was accepted to St Louis University, one of the most prestigious and academically challenging colleges in the US. he was the first in his family to attend and graduate from college. He went on to medical school at the University of Kansas and graduated with honors and practiced medicine for 40+ years. If he had accepted the doctors fate and opinion, he would never have had the opportunity to experience the best that life had to offer through adversity.

My Dad was born and raised in rural Kansas, mostly on a farm. The motto of the state of Kansas epitomizes everything that my Dad taught me through his life about leadership, success and overcoming obstacles and adversities. That motto is:

Ad Astra Per Aspera ..... And its translation is To The Stars Through Difficulty !!

- I look up to my parents, always have. I was fortunate to have good ones. My Dad's parents had a tumultuous and unhealthy marriage and he was raised in Southwestern Pennsylvania for the most part by a single mother, my Grandma, who didn't have much other than a lot of love for her family. I can say without embellishment that my Dad is one of the hardest working and most ethical people I have ever known. He has an inflexible sense of right and wrong that guides him even if it works to his detriment. He is one of those people that I can look to for guidance and know, at the very least, that if I follow his advice I'll be doing "the right thing." He loves sports and the outdoors, but didn't get to take advantage of his talents in those areas quite like some of his peers growing up. Shortly after he graduated high school he bought a coal truck and was working during the day and driving the coal truck at night to keep his family solvent. One of his neighbors got so pissed off about the truck noise late at night that he confronted him about all the after hours activity, only to learn that he was just working that late. That same neighbor worked at a nearby coal mine, and to fix the truck noise problem, he got my Dad a job at the coal mine. My Dad parlayed that opportunity into a nearly 40 year career in the coal industry, with promotion after promotion until eventually he was traveling to other countries to teach others about safe and efficient mining techniques and best practices. Everyone knows that coal mining is a tough job, but he did it dutifully and without complaint, always, and he was compensated well for both his efforts and expertise. He was able to provide me with a platform to get an education, play sports, and make a path for myself that didn't require going 1500 feet underground. He retired with my Mom in Florida and now spends most all of his time fishing. My Mom grew up in a coal mining family in North-Central West Virginia. She went to college and got her Master's degree (from WVU) and had a long and distinguished career as an educator in the public school system. She is fearless and competitive, an obsessive planner, and always pushed us to do and achieve as much as possible. That fire-in-the-belly and will-to-win mentality ... yeah, she has that in spades. She is always at the center of the action no matter what is going on, and usually it is some form of competition. She spends most of her time now acting at the local theater, being involved with her church, and trying to beat me at whatever we're playing.
- Where I work we often come in contact with Paralympians. It always amazes me that these athletes do more with less and you never see them complain. These type of people inspire me more than anyone else.  
One thing I've learned....Adversity teaches us to have greater compassion for others in their hours of adversity. Everyone is fighting a battle we know nothing about.



- My father, he works his ass off for a life that he can enjoy. He is by my side and my number one supporter, he believes in me more than I believe in myself sometimes.
- My parents, because they're truly the most selfless people I know. They show unconditional love and support always. I look up to several of my colleagues because of their guidance and friendship over the years.
- Eckhart Tolle to me is a living prophet. His peaceful nature, direct approach and unshakable belief in humanity inspires me grandly.
- I look up to my parents and my two older brothers the most. I never had to venture beyond our dinner table to find my heroes because they were all assembled there. The one who I always looked up to the most was my older brother Adoni who was diagnosed with Type I diabetes when he was 18 months old. He always had to endure so much more than the rest of us. Having diabetes is such a burden, but thanks to his winner's mindset, he has done very well. I look up to all of them because they are exemplary and exceptional people. They are amazing role models. I've been very blessed.
- My father is my ultimate hero. My mother and brothers as well because they have always been there for me and continually astound me with all the Love they have for me. Also, Roberto Clemente is the one person who I think about a lot. He is someone who gave the greatest sacrifice of all, dying in service to other human beings in need. He is the Great One for on field play but mostly off field deeds.
- 1. My Grandfather (Mothers side) - Worked hard his entire life to raise a family and did so. Around his 60th birthday he was severely injured in an explosion and carried his son, daughter in law and their kids from the scene to safety. He later died from the wounds. His ability to search, decide and execute a plan ensured their survival. One casualty (his own) ensured the lives of the group.  
2. My Great Grandfather (Father side) - Fled his country with little more than a suitcase a bride, a baby and started a business based on his passions. It is still in place today, I believe because of the passions that it supports and the community that surrounds it.