



soundview

Executive Book Summaries®

Stretch for Change

How to Improve Your Change Fitness and Thrive in Life

THE SUMMARY IN BRIEF

We all admire daring innovators. In our own lives, however, it often seems safer to stick with the status quo. Change can be frightening, but embracing it can lead to phenomenal growth. Choose change, and free yourself to improve your adaptability and problem-solving skills.

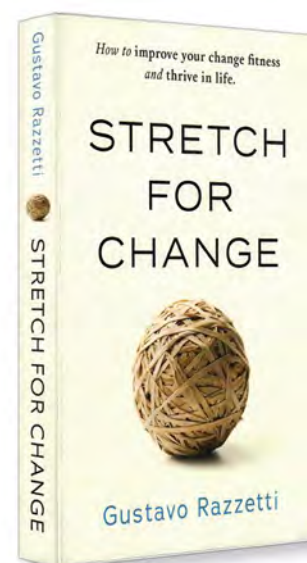
A sought-after expert on innovation and change leadership, author Gustavo Razzetti challenges traditional change management theories with a down-to-earth and human-centered approach, providing a pathway to help you achieve your dreams and join the world of innovators.

Stretch for Change offers you a new framework to guide you in creating a flexible mindset that is more open to new ideas. Discover how to thrive in our unpredictable world, re-engage with your passions and improve leadership skills by stretching your mindset.

Mentally preparing for change is like stretching your muscles before exercise. It leaves you ready and limber for whatever comes next. Change is a natural force, and welcoming it will put you and your team ahead of the game!

IN THIS SUMMARY, YOU WILL LEARN:

- How to stop fighting change and embrace it as a natural force.
- To create change and solve the problems that really matter.
- To build a culture of experimentation within your organization.
- How to become “change-fit” to boost your ability to lead change.



by Gustavo Razzetti

CONTENTS

Introduction

Page 2

UNSTUCK — Shake Up Your Current Mindset!

Page 2

OPEN-UP — From a “Stuck” to a “Change” Mindset

Page 3

RE-ENGAGE — From Detachment to Human-Centered

Page 4

TRY — Building a Change-Fit Culture

Page 6

BE — Leading a Meaningful Life

Page 8

THE COMPLETE SUMMARY: STRETCH FOR CHANGE

by Gustavo Razzetti

The author: Gustavo Razzetti is the founder of Liberationist, Change Leadership School. His purpose is to help people and organizations thrive in change. He has authored hundreds of articles on innovation, change leadership and self-improvement. Advising CEOs of everything from start-ups to Fortune 500 companies, Razzetti has helped transform organizations for more than twenty years in the United States, Latin America and Europe.

Purchase *Stretch for Change: How to Improve Your Change Fitness and Thrive in Life* by Gustavo Razzetti through Amazon.com to benefit from the full Quick Stretches, Stretch Exercises and examples in the book that show how the framework introduced in this summary can be applied to the real world.

Visit www.stretchforchange.com to meet other changemakers, learn from their experiences, discover new exercises and tools, and share your own journey.

Stretch for Change: How to Improve Your Change Fitness and Thrive in Life by Gustavo Razzetti, copyright © 2017 by the author, has been summarized by permission of the author, Gustavo Razzetti. 294 pages, \$17.99, ISBN 978-0-9990973-0-4.

Summary copyright © 2017 by Soundview Executive Book Summaries® www.summary.com, 1-800-SUMMARY.

Introduction

Stretching Beyond Your Comfort Zone

Don't wait for the right moment to show up. Create the right moment instead. What you must be willing to do is challenge yourself. Let go of excuses and become comfortable with being uncomfortable: prepare for and embrace change.

We are *all* presented with opportunities to live our dreams. But only a few of us choose to follow them.

Change hurts. But, it hurts less if you are prepared to deal with it. That's the purpose here: *To help you become "change-fit."*

Unfortunately for many of us, change can be threatening. But with the right mindset, it can also be a tremendous source of inspiration. There's one clear lesson: Adaptability can become a competitive advantage, professionally and personally. And that requires preparation and courage to stretch beyond your comfort zone. ●

PART I: MINDSET STRETCH, HOW TO DEVELOP A "CHANGE" MINDSET

UNSTUCK — Shake Up Your Current Mindset!

Our mindset is the lens through which we perceive reality. To embrace a new mindset, we first need to let go

of older ones. That includes, fundamentally, letting go of two of the most harmful emotions: apathy and fear.

Most people live in the "Stuck" mindset without realizing it. While regular folks normally complain about what's not working, changemakers jump into action. When you fully embrace a "Change" mindset, you cease being apathetic.

Fear is a chain reaction in the brain that starts with a stressful stimulus — the fear of what we don't know. The critical question is, how do we deal with that reality? If you get stuck, overwhelmed by your emotions, you lose your ability to act with agency. And if you wish to overcome a setback, your pain cannot become an excuse or an impediment to your long-term goals.

When we try to avoid getting hurt, we become paralyzed. We all need to learn to live with and become masters of fear: Tame the beast. Avoid anticipation — worrying about what might happen. Avoid generalizations — thinking that because one thing went wrong, everything will go wrong. Avoid labels — putting ourselves in a box that we can't get out of. Avoid obsession about others' acceptance — limiting our potential to be unique, to be who we want to become. In short, stop being paralyzed. Taming the beast of fear will help you to build a "Change" Mindset.

The Importance of Building a Strong Foundation

It's not just your mindset that needs to stretch for change. You need to build a strong foundation: to thrive



1-800-SUMMARY
service@summary.com

1-800-SUMMARY or order online at www.summary.com.

Published by Soundview Executive Book Summaries® (ISSN 0747-2196), 511 School House Road., Suite 300, Kennett Square, PA 19348 USA. Published monthly. Subscriptions starting at \$99 per year. Copyright © 2017 by Soundview, Inc. **Available formats:** Summaries are available in several digital formats. To subscribe, call us at 1-800-SUMMARY or order online at www.summary.com. Multiple-subscription discounts and corporate site licenses are also available.

Rebecca S. Clement, Publisher; Sarah T. Dayton, Editor in Chief; Masiel Tejada, Graphic Designer; Molly Moser, Contributing Editor

SUMMARY: STRETCH FOR CHANGE

in changing environs, you need to build endurance and the capacity for resilience. When your resilience is put to the test, your body and mind will thank you.

Those who tend to overwork also tend to overdisconnect during breaks and holidays. Instead of jumping from one extreme to the other, remember that life is not a sprint but a marathon. Stamina is good for reaching intermediary benchmarks, but endurance is what counts the most in the long run.

Like regular exercise, good sleep and continuous learning are critical to refuel our bodies and minds. But most importantly, they are indispensable for building a strong performance foundation. Being conscious of your cadence is critical if you want to be a successful changemaker.

Sleep is one of the most important activities you can do. Powerful research shows how we might be at our most creative when we are emerging from the realm of sleep. If you want to be energized, sleep well. And the rule that counts most is sticking to your wake-up time.

Be mindful and aim for balance. Giving our mind a complete break can have a devastating effect. Taking a well-chosen pause is indispensable to refresh your mind and body. However, completely disconnecting from everything and becoming stagnant can corrode your overall performance. ●

OPEN-UP — From a “Stuck” to a “Change” Mindset

Are we obsessed with change? As a society, we idolize changemakers. People love change but don't want *to change*. Most people think of change as something external, something that happens to them, a potential threat. *That's when we see change as a noun.*

Think of change as something that you can make happen by playing an active role. This simple trick will help put you in a “Change” mindset. When you see change as a verb, your relationship with “change” changes. You feel in control: you start playing an active role in your life rather than being a passive victim.

Reframe Your Mindset: From “Stuck” to “Change”

When we stop complaining and take ownership of our destiny, it's easier to move into action. Instead of playing the martyr, we stop reacting and start adapting. When you learn to not only accept your internal and external

constraints but also use them to your advantage, that's when constraints can become a superpower.

Embracing a “Change” mindset requires you to realize that you cannot control every event. Be more experimental; put your perfectionist mind aside. Do new things, do things in a new way or launch something even before it's perfect. Be more improvisational: have a plan but be open to hit any ball, especially those that come from unexpected places.

We all need to rethink our relationship with being busy. Busyness is a state of mind. Either we control it or it takes over our lives. Start by challenging your attitude. Next time you feel busy, ask yourself: Am I really busy, or am I using busyness as an excuse?

The Overrated Fear of Making Decisions

The choices we make determine our chances of success. But success requires full commitment. The willingness behind a decision matters more than the decision itself. Also, equally important is our ability to adapt to the outcome; nothing is definite. Think of making decisions/outcomes/decisions as a constant work in progress.

Every time we're about to make a decision, the outcome feels uncertain, and that's simply because we don't control the future. So why stress out about something that doesn't depend on us? What you can control are your emotions. Being a changemaker is a game of courage. To move things forward, you need support. Getting (some) support is critical for a successful implementation. There will be resistance most of the time, so don't panic.

It's impossible to have everyone on board at the same time. Consensus is a trap you should avoid. Look for alignment. Listen to the objections. But, you need to move on and make the call at some point. That's when everyone needs to align behind the decision even if there are still objections. If you let go of the obsession of making the right decision, you'll be more flexible and more open to experiment. Those who embrace a “Change” Mindset know that nothing is definite. Changemakers learn to change their minds, to adapt from time to time, but not too often. It's all about finding the right balance.

Getting lost, on purpose or not, wandering around without a clear objective is a perfect way to give room to your experimental mind. Getting lost helps you let go of anticipation. Check out these seven ways to get lost with a purpose: wander aimlessly, change the physical setting, try new routes, become ignorant, let others take the steering wheel, create a routine of disrupting your routines, and stop anticipating. ●

SUMMARY: STRETCH FOR CHANGE

THRIVE — Turn Constraints into a Superpower

When you stop fighting obstacles and start thinking of them as inspiration, you can actually turn those constraints into a superpower.

Life is not fair. Get used to it. If you truly embrace a “Change” mindset, improvising and experimenting will help you move forward. Don’t allow people to put you in a box. Boxes are external; not only should they not limit your confidence and potential, but you should outsmart those who attempt to put you in any box.

Over time, and especially in the workplace, we’ve been wired to believe that having more (resources, money, time, etc.) is what matters. It’s natural, and completely human, that every time we lack something we — supposedly — need to do our jobs, we get stuck.

Don’t Confuse Constraints with Being Constrained

The path of becoming a changemaker is not an easy one. The journey will be full of challenges or constraints. You can choose to see them as obstacles that get in your way or simply embrace them. Purposefully eliminating something that you need to do ordinary tasks is a nice way for constraints to become your best friend. Not only will you feel less afraid of facing future limitations, but you might actually enjoy it. The main realization is that constraints are simply external: It’s on us to let them become obstacles or not.

Our mindset is critical to turning a limitation in our favor rather than surrendering to it. Moving from being a victim to behaving like a superhero is not easy. But, the more you become aware and the more you avoid letting your emotions take over, the easier it will be.

Reframing the challenge is half of the solution. If we want to turn the problem into something exciting, let’s start by asking more interesting questions.

Once you’ve reframed your constraint, the next step is to find solutions. When everyone else is asking the same old question, use constraints as an inspiration.

Our emotions are one of the most powerful constraints. Like with any constraint, if you learn how to deal with emotions, like frustration, you can turn them into a powerful tool. Frustration is the gap between our expectations and our reality. To minimize it, we can choose to either reframe our expectations or change our reality.

Prioritization doesn’t mean that there is only one thing that matters. Prioritization requires making choices. Once

you are clear on your priorities, commit time to working on what matters to you. Don’t wait; start right now.

Committing to what you want is critical. But, it means nothing if you don’t have a method to turn it into action.

Refuse to Be Defined by Failure

If you are not failing, it’s because you are not stretching out of your comfort zone. Most successful people — like Hemingway — have experienced a similar path. Though we tend to remember the nice success stories, they had to overcome failure many times.

Take matters into your own hands. Put into practice what you believe in with conviction. Find like-minded revolutionaries who want to join your cause. ●

PART II: CHANGE-MAKING, SOLVE PROBLEMS THAT MATTER BY AMPLIFYING YOUR PERSPECTIVE

RE-ENGAGE — From Detachment to Human-Centered

Embracing a problem-solving mentality comes with the “Change” Mindset. The only caution is to make sure that you are solving the right problem. It’s not a matter of big versus small problems but of making sure we spend our time on something that will create a positive impact.

Let’s re-engage people at work; let’s create a place where they want to reconnect and bring their passions. Bringing our souls to work is about connecting our personal and professional sides.

The notion of designing for people is not something new. The most effective problem-solving method emphasizes that the best way to find solutions is with a better understanding of who you are solving for. The importance of applying a Human-Centered Design approach is to bring people to the core of what an organization does.

The Bridge to Solve Meaningful Problems

One approach to problem-solving (and innovation) is a bridge that starts with an “Undefined Problem” and helps you find a “Meaningful Solution” on the other end. The human aspect, though present during the whole process, is critical for the initial and end phases, when we have to talk to people.

Empathy Research is about finding human stories. That’s the raw material we’ll need to reframe the problem. We want to catch personal and meaningful stories to better understand problems. By reframing an Undefined Problem

SUMMARY: STRETCH FOR CHANGE

via Empathy Research, we want to identify what's a Meaningful Problem for the people we are designing for.

Empathy is about letting people define what they want to talk about. We want to connect to people's desires and motives, what really drives their behavior. And we want to go as deep as possible.

Some people are more empathetic than others, but anyone can master empathy. It's not an intellectual journey but an emotional one. The most critical part is to become aware of when your own biased perspective is filtering what people are saying.

From Extreme Users to Multiple Perspectives

When it comes to having empathy sessions, the Design Thinking approach is to find "Extreme Users" — those whose feelings and behaviors are amplified. The idea is that their insights will provide an interesting perspective on the larger population. If you talk to the usual suspects, don't expect to find *anything* unexpected.

Innovation is much more than coming up with an innovative solution. It's about creating real impact from going against established norms, to driving adoption or scaling up. And moving the organization behind a new solution is where most innovation teams struggle.

To move innovation forward, developing internal capabilities is critical. But, driving solo can limit an organization's ability to drive real innovation. If you want to win the innovation championship, your approach needs to be balanced. Focus your energy on how to get the best of both worlds. Or, better said, the best innovation team.

The stronger your innovation team, the better. Change is messy and not easy. It requires you to develop an experimental mindset, build internal capabilities and complement those with external help when needed. ●

AMPLIFY — From Detachment to Human-Centered

Outsiders, misfits and outliers see things differently. Not just because they are different but because their relationship with the problem is different too. They don't just see, they observe.

Our experience has taught us that the biggest challenge in solving a problem might be you or rather your perspective — the biased way in which you see the world — which might hinder the discovery of fresh solutions.

Challenging your perspective is the first step in amplifying how you see the world. Allow people to contribute beyond their disciplines to challenge the team to develop more

Meaningful Solutions. If you want to be a changemaker, you might just want to try and borrow a fresh pair of eyes.

A Social Media Approach to Amplify Your Perspectives

Some people are Action/Control-driven while others are People/Emotion-driven. Some people like to Command/Tell and others are more into Connecting/Asking. The intersection of these two axes determines four types of "Social Media" personalities:

- Twitter — Wants to achieve a huge success/build a reputation
- Facebook — Wants to be part of a successful team
- Yelp — Wants to get a lot done with minimal risk
- Instagram — Wants to be respected and admired

This social media approach doesn't just tell you who you are but helps you be more open to other people who are different and behave differently than you do.

The Importance of Multiple Perspectives

The same way an extreme user sheds light on an extreme behavior, Multiple Perspectives will provide a collective view on extreme behaviors. People see the problem with different eyes depending on their backgrounds, education, knowledge and proximity to the problem, to name a few characteristics.

Knowing too much in a specific field can become a barrier; it can cloud your eyes, but if you combine that expertise with an outsider, that's when the magic of Multiple Perspectives happens. It's about balancing one with another versus establishing a hierarchy. The first thing to do is challenge the problems by talking to people who will help amplify your perspective.

The first thing to consider is to avoid using a right-or-wrong approach. None of the perspectives is better than any of the others. We are simply trying to see the problem from different angles. The nature of the problem dictates the type of perspective you might want to tap into. ●

REFRAME — The Importance of Multiple Perspectives

The symptom is *not* the problem. But, there's a problem behind the symptom. We get caught in the trap of solving short-term symptoms instead of fixing the real problem. Solving Meaningful Problems, not just symptoms, will not only excite your team but also those who will benefit from the solution.

SUMMARY: STRETCH FOR CHANGE

Reframing the challenge into a more interesting one will get you halfway to the solution. If you want to turn the problem into something exciting, start by asking more interesting questions.

So, how do we reframe problems into meaningful ones? Well, it all starts with finding the right inspiration: stories.

Once you've been able to capture interesting stories, the next step is to use them to reframe the initial problem.

Using Insights to Reframe Problems

A lot of inferring and interpretation is needed at this stage. Understanding what drives people's behavior is not pure logic. Conducting a deep analysis of tensions, contradictions and surprises is very helpful. The problem is that most people expect a direct conclusion out of these, and it is not that straightforward. Both learning how to facilitate great Empathy Research and distilling insights to reframe a problem are practices that are perfected over time. ●

SOLVE — Solutions That Matter

Good solutions should be good for everyone. The notion of bringing Multiple Perspectives is to see the problem through various lenses and find solutions that will be meaningful to the whole.

Being more conscious of the larger impact of our solutions is a big challenge. As changemakers, by considering other sectors' needs we can minimize the impact or aim for holistic solutions. Instead of seeing players as opponents, spur collaboration. A Meaningful Solution is one that takes into consideration the interest of the people, the society or community, not just the organization.

Analogous Inspiration

Another way to amplify perspectives and lessons is to use analogous inspiration. This builds on the notion that the farther you look, the more interesting the perspective and inspiration will be.

The idea is to learn from how other people or industries solve problems and then apply the approach or thinking behind it — not their solutions — to your specific needs.

Why You Should Create Your Own Enemy

Stretching for change means preparing our mindsets and behaviors and providing a toolkit so we can deal with change in a more effective way. Change is no longer optional. You can wait for things to happen, or you can get ready for them. Creating your own enemy is a strong tool to do exactly that.

Organizations and teams need to spend time and resources on creating their own enemy. Exploring different scenarios, potential threats and how to anticipate

those must be a priority. Do you want to be the missile or the target? ●

PART III: CHANGE-FITNESS, THE COURAGEOUS PATH TO BECOME A CHANGE LEADER

TRY — Building a Change-Fit Culture

The path toward building a change-fit culture starts by increasing openness, becoming more experimental and, in the end, building a culture that thrives on change. Let's start by understanding the key elements of this journey: transparency, experimentation, cadence, resilience and mindful leadership.

How to Create a Culture of Transparency

Trust can bring a culture together or tear it apart. It's almost impossible to encourage people to experiment and take more risks when they worry about the consequences. Transparency is critical when dealing with change. Here are some insights to inspire your own experiments:

1. If they know, they will care
2. Curate, don't filter
3. To show you're serious, take risks
4. Open dialogue minimizes gossip
5. A culture of transparency is infectious
6. Building transparency takes time

Transparency, like change, requires a strong commitment. But it pays off. When participation and curiosity increase among your team — including challenging you as a leader — it's a sign that transparency is turning into a virtuous cycle.

A Culture of Experimentation: Lessons from the Start-ups

What makes some companies more successful than others is not their start-up status but having a start-up behavior. To be hungry for continuous growth, quick to move from planning to action, fearless in experimenting and genuine enough to want to change the world.

Here are some lessons in how start-up behavior can be applied to teams and organizations alike: Make uncertainty your best friend; rejection is not the end but a new beginning; fall in love with solving a problem, not with a solution; and balance purpose with profit (and vice versa).

Promoting transparency and experimentation is very important but not enough on its own. In order to build

SUMMARY: STRETCH FOR CHANGE

a culture of change, team members need to have the ability to make more decisions, improvise, test their own hypotheses and learn through that process. Decentralizing decision-making and removing internal barriers — such as hierarchies — allow the team to take ownership and feel they are in control of their own destiny.

Providing teams with learning experiences should be at the core of every organization. Members gain a new skill and mindset, not just motivation. In that same direction, new rituals and behaviors can help the culture thrive in the workplace.

Culture eats innovation for breakfast. Leaders cannot create real change without organizational support. This requires encouraging the culture to be more open and more adaptive, to be change-fit. ●

FORTIFY — Dealing with Resistance

Resistance has a bad reputation. Instead of fighting it, we should use that energy in our favor. There are several types of resistance. The most important and critical is human and happens within your own organization. Each organization has its own specific neurosis that affects its particular relationship with change. Behind the neurosis lies an established perspective and behavior that promotes resistance. You need to tackle the root cause, not just the “stuck” symptom.

Let’s review the characteristics of each of the five organizational culture neuroses: Dramatic Organizations filter reality (both internally and externally) through the eyes of emotions, so it’s very hard to create alignment as subjectivity plays a critical role; Political Organizations are driven by the need to gain power and lack of trust; Ritualist Organizations tend to show repetitive behaviors; Doubtful Organizations are always comparing themselves to others, especially larger and more successful ones; and Control-freak Organizations are driven by power, hierarchy and the need for supervision.

What’s driving these neuroses? What are the key symptoms? Kick-off an experiment to neutralize that specific symptom. Don’t expect to eradicate it overnight. It’s about starting to erase a particular behavior.

Failure to Launch: How to Stop Being Paralyzed

Are organizations failing to launch, or are they simply afraid to launch? Don’t let limitations become an excuse. You can get caught blaming others for what’s not happening, or you can simply move forward. It’s your call.

How bad do you want what you want? Stop waiting for answers, make the answers happen instead.

Once you launch, be prepared for resistance, as launching isn’t the finale but just the beginning of the journey.

Driving change is a dangerous mission. You are against the odds. Disguised as a warm, caring boss or a smart client that wants to get the best out of you, the enemies of innovation just want to slow you down.

Be more aware of the enemies that want to wear you down. Anticipate their moves. Develop specific tactics. Join them, but don’t become one of them. Enemies test your endurance. Enemies make your ideas better. Enemies keep you on your toes. ●

LIBERATE — Leading Meaningful Change

The role of leaders is overrated. Self-Organization is not about eliminating leaders but rethinking their role in a more balanced way. Worry less about who makes the decision and focus more on having the right perspectives in the room when a decision is made.

People want to see the human side of leaders. Vulnerability doesn’t mean being weak but that you accept and acknowledge your weaknesses. Vulnerability means that you trust yourself. Conviction and courage, despite showing vulnerability, are what inspires people.

In an era when rigid, obsolete structures are being questioned, a new kind of leadership is required. Organizations are looking to become more flexible and adaptive to survive in an uncertain world. Shouldn’t their leaders stretch their mindsets too?

A vulnerable leader generates the trust required for a team to feel safe to experiment by developing a culture in which people don’t need to worry about the consequences if their experiment goes wrong. Rather than controlling information flow and avoiding tensions, the vulnerable leader promotes a culture of transparency. Addressing tensions not only helps unblock the work but also drives change.

How to Drive the Adoption of Anything New

Driving adoption of new behaviors or tools is a mysterious thing. Contextualizing the why behind a new tool or process is critical. Any new behavior you try to introduce to a team normally implies replacing an older one. Understanding the behaviors or practices that need to be replaced helps the team better understand the why behind the new initiative.

SUMMARY: STRETCH FOR CHANGE

If you present something new as optional, it will always be an option. When rolling out new “things,” organizations need to convey conviction.

How can we separate the illusion of change from real change? We all trick ourselves when it comes to change. Many organizations spend more time and energy selling their new strategy or celebrating self-serving headlines than making things happen. Turning words into action is what matters.

Driving innovation is a dangerous mission. You need to bring together a bunch of individuals who are passionate about proving everyone wrong. Those crazy enough to take on a risky mission. What you need is a team of misfits.

Why misfits are your best choice: Misfits love being against the odds, misfits respect crazy leaders, misfits will take missions no one else will, and misfits are brought together by passion, not by choice.

Misfits will always finish the mission, no matter how dangerous.

Hire for Cultural Fitness, not Just Cultural Fit

Culture is something dynamic rather than static. The notion that people can or can't fit into a specific culture goes against the mandate of fluid organizations. It limits its ability to grow.

Hire for cultural fitness. Stretch your culture by hiring people who will make it more adaptive, experimental and resilient.

The real problem behind diversity is that teams are not trained to deal with differences of opinion. One of the key issues in bringing “diverse” people to a team is that they see things differently. Organizations need to discuss things more openly. Creating a culture of transparency can help re-position diversity as learning. ●

BE — Leading a Meaningful Life

Stretch for change. Start leading a meaningful life.

Should you first find your passion and pursue it? Or should you work hard until your passion finds you? That's the perennial dilemma. Don't confuse what you are good at with your real passion. Doing things for the first time, real self-experimentation, that's stretching for change.

Don't expect your journey to be linear. Trust your instinct, trust yourself. When you feel lost, keep going. The most important thing is to learn to explore. Test and try but also enjoy the ride.

Going beyond your own limits might feel uncomfortable — and even hurt — at the beginning. Yet, it's critical

to build resilience: that rewarding experience of achieving something that, at first, you thought you couldn't. Productivity is a habit that needs to be built up. Productivity is not about to-do lists but to-enjoy lists. It's up to you to create your own path and rituals toward enjoyment.

The biggest challenge you'll always face as a person is to be authentic. Being true to who you are is part of stretching for change. And that requires a thick skin, especially when other people's feedback might be anything but encouraging. The best feedback happens unexpectedly. When you stop convincing yourself that others are wrong, that's when feedback becomes a valuable gift.

Labeling things as good or bad never helps. And that's even truer with feedback. It's how we react to it and what we do with it that can turn it into a positive or negative. Feedback is just feedback. Learn to receive it as a surprise gift.

The same way feedback helps us stretch for change, rehashing memories can only get us stuck. Not letting go of bad experiences makes our mindset stiff. Ruminating is an ineffective coping behavior. Forgetting a bad experience is truly liberating. Reflecting on a bad experience is important, but being stuck in the past doesn't leave room for new experiences.

Don't confuse information abundance with knowledge. In trying to make everything simpler, we face a risk: the danger of oversimplification. The hacking mentality is good but can easily turn into a deceiving mentality. Stretching for change requires taking the long route, rather than shortcuts.

The era of information abundance needs to leave room for an era of wisdom. Wisdom is reciprocal learning: an equal relationship between apprentices and mentors in which learning experiences are created together rather than teachers dictating their learning plans to their students. Aim for wisdom, not just knowledge.

Lead a meaningful life, one worth stretching out of your comfort zone. ●

MORE SV CONTENT ON CHANGE LEADERSHIP

Access these and more in your Soundview Online Library:

Summary: *Stacking the Deck* by David S. Pottruck. David Pottruck, former CEO of Charles Schwab, presents the Stacking the Deck process, nine-steps that leaders who are facing major change in their organizations can follow from the first realization that change is needed through implementation.

Webinar: *How to Drive Disruption and Accelerate Transformation* by Josh Linkner. Josh Linker lays out a systematic approach for continually challenging and reinventing yourself and your business. He identifies six elements in any business that are ripe for reinvention and shares examples, methods, and step-by-step techniques for creating deliberate, productive disruption.