

THE “WHAT’S HOLDING YOU BACK” DIAGNOSTIC

**A COMPANION GUIDE TO
KEITH FERRAZZI’S
*Who’s Got Your Back***

“WHAT’S HOLDING YOU BACK” DIAGNOSTIC

“All of us do things that keep us from reaching our best selves or achieving our full potential. By our very nature, it’s what makes us human.”

Keith Ferrazzi, Who’s Got Your Back

Diagnose your weakness!

Use the chart on the following page to help you identify the behaviors that may be holding you back. (For more background, see Step 7 in *Who’s Got Your Back: Diagnose Your Weakness*).

Working with your group or with an accountability buddy, talk through the answers to the following questions:

What is the behavior you want to stop?

How did the “old behavior” affect others?

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Diagnose your weakness! (con’t)

Working with your group or with an accountability buddy, talk through the answers to the following questions:

Envision yourself stopping the behavior. What would life be like without the behavior?

Going Forward

Set a plan with one buddy or several to check in with each other weekly:

On a scale of 0-5, how well did you do in taking action to change your chosen behavior or bad habit?

“WHAT’S HOLDING YOU BACK” DIAGNOSTIC TABLE OF BEHAVIORS

Behavior	Feels	Acts	Constructive Behavior
The Perfectionist	Sets impossibly high standards. Perfection becomes an obstacle instead of a means of achieving a goal.	Unable to accept mistakes or imperfections from self and others. Hypercritical.	Learns to accept self and others, warts and all. Keep feedback constructive.
The Victim	Powerless to confront challenges or solve problems.	Seeks out others to deal with difficult situations for them.	Take the initiative to resolve problems.
The Risk Avoider	Insecure.	Avoids situations and decisions in which defeat or failure are possible.	Take risks, and learn from your mistakes.
The Struggler	Isolated and craves attention for their efforts.	Seeks out turmoil and impossible situation-may even create them.	Work towards mutual helpfulness and success.
The Conflict Avoider	Responsible for the happiness of others.	Downplays disagreements, changes sensitive subjects, or avoids topics altogether.	Tell someone you disagree and intentionally bring up difficult situations.
The Overachiever	Afraid of failure and humiliation. Driven by low self-worth.	Overloads on projects. Overcommitted, aka a "workaholic".	Believe in yourself! Allow others to share the work and the glory.

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Behavior	Feels	Acts	Constructive Behavior
The Underachiever	Disappointed personally and disappointing to others.	Falls short of others' expectations.	Be accountable and take on personal responsibility.
The Shamer	Perpetually disappointed with people.	Embarrasses people publicly and privately.	Solve issues privately, and praise publicly.
The Fixer	Resentful of others.	Cleans up other people's messes.	Encourage and guide people to fix their own messes.
The Bully	Mad at and alone in the world.	Blows up at others.	Keep calm during tense moments.
The Schmoozer	"Always-on" and superficial.	Tells others what they want to hear.	Tell people what they need to hear.

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Behavior	Feels	Acts	Constructive Behavior
The Micro Manager	Feels that others cannot meet expectations.	Displays low levels of trust and limits decision-making authority.	Share responsibility and the workload- trust people, guide towards results.
The Jester	Anxious about how others might handle the truth.	Deflects serious topics with humor.	Talk through difficult issues with people.
The Scientist	Emotionally empty and isolated.	Reduces feelings to lifeless formulas and equations.	Acknowledge your feelings and the feelings of others.
The Pleaser	Nervous and in need of approval.	Does whatever it takes to be all things to all people.	Don't try to be a superhero- be human!
The Dramatist	Undervalued or unimportant.	Makes small issues large productions.	Keep things in perspective.