1. Which of the 7 principles resonated the most with you? (And which didn’t?)
   - The Happiness Advantage: capitalize on positivity to improve productivity/performance – retrain your brain to be positive.
   - The Fulcrum and the Lever: adjust your mindset (the fulcrum) in ways that give us more power (lever) – we control how we think about the world.
   - The Tetris Effect: retrain our brains to find opportunity wherever we look or wherever we are – focus on opportunity.
   - Falling Up: find the path out and up from the negative events of our lives – how can this make us stronger.
   - The Zorro Circle: regain control in the midst of chaos by bringing our circle in – focus on small, manageable goals until we get stronger.
   - The 20-Second Rule: with limited willpower we need to make small energy adjustments to reroute the path of least resistance and instead build better habits.
   - Social Investment: invest in our friends, peers, and family so that when challenges and stress present themselves, you have a social support network.

2. What are three quick things you could do to prime your brain to be positive before attempting a difficult task during your daily routine?

3. Do you practice “frequent praise and recognition” with your employees (or family)? And when you do praise someone, do you focus only on the outcome, or on the process as well?

4. What kind of tone do you usually use when delivering instructions to your employees (or family members)? Have you noticed whether that makes a difference in their performance? How might you adopt a more positive tone, that still feels authentic to your own personality and motivational style?

5. Have you ever gotten stuck in a negative Tetris Effect? How did that affect your life and work? The next time this happens, what are some ways you might get out of it? Are there things you and your colleagues/friends could do to help each other avoid this trap?

6. Does your work team (or family) function above the Losada Line? In other words, do you have at least a 3 to 1 ratio of positive to negative in your team interactions? Have you noticed how your ratio correlates to your team’s success? What are some ways you could raise the ratio?

7. Did Shawn mention a positive habit in the book that you have already made an important part of your life (could be exercise, meditation, gratitude, journaling, etc.)? What benefits do you receive from this positive habit? Share your habits with each other, as well as your tricks for making sure they stick.

8. Pick one positive activity that Shawn mentions in the book that you’d like to turn into a habit over the next 21 days. How could you use the 20 Second Rule to lower the “activation energy” of that activity?

9. Now think of one negative habit that you’d like to curtail. How might you raise the “activation energy” required for that activity, so that you’re less likely to do it?

10. All 7 principles are important, but research has shown that the 7th one—Social Investment—is perhaps the most crucial to long term happiness, health, and success. How socially cohesive is your work team (or volunteer group, mom group, etc.)? What is one way you might increase the number of high-quality connections you have during your daily routines?

11. Does your work (in the home or out of the home) allow you the time and energy to cultivate meaningful relationships? What is one (small) thing you could in your daily life to strengthen one of these relationships?