BASE™

Results in Life and Work—by Design

APPENDIX / WORKBOOK

CHAD BRINGMAN

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Appendix A: Your BASE™ Toolkit

These exercises are designed to be used. Not read once and forgotten — worked through with a pen in your hand. Each one maps directly to a piece of your BASE™: your Knowledge, your Values, your Self Concept, and the three gaps between them.

You can complete them in order, or jump to the one that matters most right now. Come back to them. Your answers in six months will look different than your answers today. That's the point.

Exercise 1: Stakeholder Map

What it is: A clear-eyed list of everyone who has expectations of you—and what they actually need from you.

Many times, people think of one or two stakeholders and stop. There's often a temptation to prioritize them—to rank one above another—and there's a logic to that thinking. But in BASE, there is no priority list among your stakeholders. The work is to meet and exceed the needs of all of them.

Step 1: List your stakeholders.

Don't filter. Write everyone who has expectations of you—in any area of your life.

#	Stakeholder	Their role in your life
1		
2		
3		
4		
5		
6		
7		
8		

Step 2: For each stakeholder, dig past the surface.

Your stakeholder map should also capture vision—not just expectations. As you work through each stakeholder, consider: What is your vision for yourself in this role or season of life? What vision do your stakeholders hold for you—what do they see you becoming? What vision do they hold for the relationship, the team, or the organization? Where does their vision for you align with your own, and where does it diverge? Your stakeholder conversations are one of the best places to surface these answers. Come prepared to listen.

List your stakeholders—the people who need something from you, and whose expectations you are accountable to. There is no most important stakeholder. Each one matters. For each, answer:

Stakeholder 1:

_____

What do they say they expect from you?

_____

_____

What do they actually need from you? (The real expectation underneath the stated one.)

_____

_____

Are you meeting that real expectation right now? What's the gap?

_____

_____

Stakeholder 2:

_____

What do they say they expect from you?

_____

_____

What do they actually need from you?

Are you meeting that real expectation right now? What's the gap?

Stakeholder 3:

What do they say they expect from you?

What do they actually need from you?

Are you meeting that real expectation right now? What's the gap?

BASE™ Connection: This exercise feeds the **Knowledge side** of your triangle—specifically, Stakeholder Knowledge. Accurate stakeholder knowledge is the foundation of a real Accountability score. If you're measuring against assumptions, your score means nothing.

Exercise 2:Values Checkbook

What it is: A side-by-side comparison of what you say you value and where you actually spend your time and money.

The gap between those two columns is your Character Gap in plain sight. Not a theory—a record. This one can sting. That's exactly why it's worth doing.

Step 1: Fill in the left column first.

Don't look at your calendar or bank account yet. Just write what you'd tell someone you value—in any order, as many as come to mind.

What I say I value	Where I actually spend my time/ money

Step 2: Now open your calendar and bank account.

Look at the last 30 days. Fill in the right column honestly. Where did your time actually go? Where did your money actually go?

Step 3: Compare the columns.

Which values show up on both sides? (These are aligned.)

_____

_____

Which values are in the left column only? (These are stated but not demonstrated.)

_____

_____

What's in the right column that you never put in the left column? (These are your demonstrated values —whether you named them or not.)

_____

_____

What's the most important gap you see?

_____

_____

BASE Connection™: This is the **Character Gap** in its most concrete form. The distance between your two columns is the distance between who you say you are and who your behavior says you are. You can't close a gap you haven't measured.

Exercise 3: Self-Concept Check

What it is: A simple calibration exercise—you rate yourself on five leadership traits, then ask three people who know you well to rate you. The comparison tells you where your self-perception is accurate, inflated, or underselling reality.

Most people are surprised in at least one direction. The goal isn't a high score—it's an honest one.

Step 1: Rate yourself.

For each trait below, circle the number that best describes where you are right now—not where you want to be, not your best day. Today.

(1 = Not at all like me, 5 = Consistently, clearly true of me)

Trait	Your rating
I consistently follow through on what I say I will do.	1 2 3 4 5
I seek out feedback and act on it, even when it's hard to hear.	1 2 3 4 5
I treat people consistently—whether or not there's anything in it for me.	1 2 3 4 5
I am clear about where I'm headed and I communicate it well.	1 2 3 4 5
I invest in my own growth in a disciplined, consistent way.	1 2 3 4 5

Step 2: Ask three people to rate you.

Choose people who will be honest—not people who will be kind. A direct report, a peer, a family member. Share the same five traits and ask them to rate you 1–5. Record their scores below.

Trait	Rater 1	Rater 2	Rater 3	Average
Follows through consistently				
Seeks and acts on feedback				
Treats people consistently				
Clear direction, communicates well				
Invests in own growth				

Step 3: Compare and reflect.

Where did others rate you significantly higher than you rated yourself?

Where did others rate you lower? What does that tell you?

Which gap is most important to address first—and why?

BASE™ Connection: This is the **Self Concept side** of your triangle—specifically, the Ego vs. Reality calibration. Inflated self-perception widens your gaps without you knowing it. Deflated self-perception causes you to leave real strengthws on the table. Both are measurement problems. This exercise gives you data.

Exercise 4: Desired Outcome Worksheet

What it is: The exercise that anchors everything else. Your desired outcome is your GPS destination— the one sentence that describes where you're actually headed.

This is not a mission statement. It's not a list of goals. It's a declaration: *This is where I'm going*. Every strategy, every initiative, every daily decision should trace back to it.

Getting to one sentence is harder than it sounds. Use the prompts below to work toward it.

Step 1: Think across all six areas of your life.

For each area, write a phrase or sentence — not perfect, just honest. Where do you want to end up?

Life Area	Where do you want to end up?
Career & Professional	
Family & Social	
Financial	
Physical Health & Wellness	
Spiritual & Emotional	
Personal Growth & Education	

Step 2: Look for the thread.

Read what you wrote.What common theme runs through all six areas? What are you really after— underneath all of it?

Step 3: Draft your desired outcome.

Write one sentence that captures where you're going. It should be:

Personal—about you, not your company or team

Directional—pointing somewhere, not describing who you are today

Honest—something you actually want, not something that sounds good

Draft 1:

Draft 2 (tighter):

Your desired outcome (final):

Step 4: Add measurables.

A destination without a way to know if you've arrived is a wish, not a plan. What would tell you that you're on track?

How I'll know I'm making progress	By when

BASE™ Connection: Your desired outcome feeds **all three sides** of the triangle. It defines what success looks like—which means it defines what your gaps are measured against. Without a clear destination, your gap scores have no meaning.

Exercise 5: Gap Scoring Card

What it is: A structured way to score each of your three gaps—Accountability, Character, and Discipline—using evidence, not gut feelings.

Most people have a vague sense of where they're struggling. This exercise makes it concrete. The score matters less than the evidence you use to reach it. You're looking for patterns, not a grade.

Instructions: For each gap, read the definition, then score yourself 1–5. Below the score, write at least two pieces of specific evidence—real behaviors, events, or data points—that support your score. *Feelings are not evidence. Specific examples are:*

(1 = Significant gap/rarely meeting this; 3 = Moderate gap/inconsistent; 5 = Small gap/consistently strong here)

Accountability Gap

Are you consistently meeting—and exceeding—the real expectations of your stakeholders? Are your daily actions actually connected to where you say you're going?

My score: _____ / 5

Evidence that supports this score:

1. _____

_____

2. _____

_____

3. _____

_____

What would a higher score look like? What would have to change?

_____

_____

Character Gap

Is there consistency between what you say you value and how you actually behave—across contexts, when no one is watching, and when it costs you something?

My score: _____ / 5

Evidence that supports this score:

1. _____

_____

2. _____

_____

3. _____

_____

What would a higher score look like? What would have to change?

_____

_____

Discipline Gap

Over time—not your best week, your average pattern—are you consistently developing your knowledge and reinforcing your values through action?

My score: _____ / 5

Evidence that supports this score:

1. _____

_____

2. _____

_____

3. _____

_____

What would a higher score look like? What would have to change?

_____

_____

Your Three Gap Scores:

Gap	Score	Priority (1 = Most urgent)
Accountability		
Character		
Discipline		

BASE™ Connection: This exercise *is* the gap analysis. These three scores—grounded in real evidence—are your starting point. Not a verdict. Not a snapshot. Come back in 90 days and score yourself again.

Exercise 6: Principle Builder

What it is: The exercise that turns your gap scores into behavioral commitments.

Principles are not affirmations. They're not aspirational posters. They're specific, personal commitments—grounded in your own experience—that tell you exactly how to behave when your gaps are being tested.

A strong principle starts with your own story. Where have you struggled in this gap? What do you know to be true, from experience, about how to close it? That's where your principles come from.

Instructions: For each gap, write 2-3 principles. Start with "I will..." or "I commit to..." Be specific. If you can't imagine a specific situation where this principle would be tested, it's too vague.

Accountability Principles

These principles close the gap between your actions and your stakeholders' real expectations.

What have you learned—from your own experience—about what it takes to be accountable?

Examples below to get you started. Feel free to edit, adapt, or write your own from scratch. The principles that will actually hold are the ones written in your own words, for your own gaps.

- Set the standard before you ask anyone else to meet it.

  -This one exists because the accountability gap opens widest when leaders expect from others what they haven't demonstrated themselves.

- Once a week, stop and ask: is what I'm doing this week actually moving me toward what I said matters?

  -This one exists because it's easy to stay busy without staying aligned. This principle builds the habit of looking up.

- When something falls short under my watch, I'll say so before someone has to ask.

  -This exists because ownership after the fact is worth less than owning in the moment.

_____

_____

My Accountability Principles:

1. _____

_____

2. _____

_____

3. (optional)

_____

_____

Character Principles

These principles close the gap between your stated values and your demonstrated behavior.

When have you failed to live your stated values? What principle would have made the difference?

Examples below to get you started. Feel free to edit, adapt, or write your own from scratch. the principles that will actually hold are the ones written in your own words, for your own gaps.

- Let the calendar prove my values—not just my words.

  -This exists because character drift often shows up in small scheduling decisions before it shows

up anywhere else.

- Say the hard thing, not the easy thing—especially when it's my own performance I'm evaluating.

  -This exists because self-deception is the most common form of character erosion.

- Mean what I say and let my actions prove it.

  -This exists because credibility is built in the daily choices no one sees, not in public statements.

_____

_____

My Character Principles:

1. _____

   _____

2. _____

   _____

3. (optional)

   _____

   _____

Discipline Principles

These principles close the gap between your intentions and your consistent follow-through.

What do you know, from hard experience, about what sustained effort actually requires of you?

Examples below to get you started. Feel free to edit, adapt, or write your own from scratch. The principles that will actually hold are the ones written in your own words, for your own gaps.

- Finish what I started before I start something new.

  -This exists because scattered effort is one of the most common ways the discipline gap shows up.

- Protect the morning routine, even when the inbox screams.

  -This exists because discipline is the most fragile in the first hour of the day.

- When I miss a day, start again tomorrow. No guilt spiral. Just start.

  -This exists because the gap grows most when a miss becomes permission to keep missing.

_____

_____

My Discipline Principles:

1. _____

   _____

2. _____

   _____

3. (optional)

   _____

   _____

BASE™ Connection: Principles work at the **junction of all three gaps**. They're behavioral anchors—commitments that, kept consistently, narrow your gaps over time. Written principles are more likely to be honored than remembered ones. That's why you write them down.

Exercise 7: Personal Action Plan Template

What it is: The structure for timing your desired outcome into daily life.

Amy's plan—which you'll find in Appendix C—shows what this looks like in practice. The format is simple: define your main initiatives (the trails that lead to your destination), set goals under each, and break them down into the rhythms that will make them real—daily, weekly, monthly.

What you do every day is your plan, whether you've written it down or not. This exercise makes it intentional.

Your desired outcome (from Exercise 4):

_____

_____

Initiative 1: _____

(The first main trail toward your desired outcome)

Goal:

_____

_____

Daily:

_____

_____

Weekly:

_____

_____

Monthly:

_____

_____

Quarterly:

_____

_____

Goal:

_____

_____

Daily:

_____

_____

Weekly:

_____

_____

Monthly:

_____

_____

Quarterly:

_____

_____

Initiative 2: _____

Goal:

_____

_____

Daily:

_____

_____

Weekly:

_____

_____

Monthly:

_____

_____

Quarterly:

_____

_____

Goal:

_____

_____

Daily:

_____

_____

Weekly:

_____

_____

Monthly:

_____

_____

Quarterly:

_____

_____

Initiative 3: _____

Goal:

_____

_____

Daily:

_____

_____

Weekly:

_____

_____

Monthly:

_____

_____

Quarterly:

_____

_____

Goal:

_____

_____

Daily:

_____

_____

Weekly:

_____

_____

Monthly:

_____

_____

Quarterly:

_____

_____

BASE™ Connection: This template is your **Discipline Gap in action**. The Discipline Gap measures whether you're reinforcing your Knowledge and Values through consistent behavior over time. A written plan with daily, weekly, and monthly rhythms is the structure that makes consistency possible—and measurable.

Appendix B: Group BASE™ Toolkit

These exercises are for teams. The BASE™ framework works at the individual level, the group level, and the organizational level—the same triangle, the same three gaps, applied to the group as a unit.

Use these when you're leading a team, facilitating a planning conversation, or trying to align a group around shared direction.

Exercise 8: Group BASE Assessment

What it is: A structured way to apply the BASE™ framework to your team—assessing collective performance against what actually matters to your stakeholders, and identifying where your group's gaps are widest.

Organizational assessment starts with two buckets: **Profitability (or Asset Generation)** and **Stakeholder-Defined Quality**. Everything a team produces should ultimately serve one or both of these. This exercise makes that visible.

Step 1: Define your group's desired outcome.

What does success look like for this team—not for any individual on it, but for the group as a whole? Be specific.

Team/Group: _____

Desired outcome for this group:

_____

_____

_____

Step 2: Identify your group's key stakeholders.

Who has real expectations of this team? List them and describe what they actually need.

Stakeholder	What they say they need	What they actually need

Step 3: Score the group's gaps.

Rate your group honestly in each area. Use the same 1–5 scale. Include evidence where possible.

(1 = Significant gap | 3 = Inconsistent | 5 = Consistently strong)

Group Accountability Gap

Is the team consistently meeting the real expectations of its stakeholders?

Score: _____ / 5

What's the evidence?

_____

_____

Group Character Gap

Are the team's stated values—the ones on the wall, in the handbook, in the meetings—reflected in how the team actually behaves, especially under pressure?

Score: _____ / 5

What's the evidence?

_____

_____

Group Discipline Gap

Is the team consistently investing in growth, responding to feedback, and reinforcing good process over time—not just when there's a crisis?

Score: _____ / 5

What's the evidence?

_____

_____

Step 4: Identify the highest-priority gap.

Which gap, if narrowed first, would most improve this team's results?

_____

What would need to change—in behavior, in structure, or in leadership—to start closing it?

_____

_____

_____

BASE™ Connection: Group assessment uses the same three gaps as individual assessment, applied at the **Group BASE™ level**. Individual scores aggregate upward—but the group gap is not just the average of its members. It reflects how the group functions as a unit: how it makes decisions, how it handles conflict, how its culture reinforces or undermines its stated values.

Exercise 9: Team Principles Workshop Guide

What it is: A facilitation guide for leading a conversation with your team to define shared principles—specific, behavioral commitments that close your group's most important gaps.

This is not a values exercise. Values tell you what matters. Principles tell you how you'll behave. The goal of this workshop is to leave with 2-3 principles per gap that everyone on the team has a stake in—because they helped build them.

Best used: After completing Exercise 8, when the team has a clear picture of where their gaps are.

Time required: 60-90 minutes. Do not rush it.

Facilitator notes: Your job is to hold the space and keep the conversation honest—not to fill it with your own answers. The best principles come from the team's own language and stories. Let them surface.

Workshop Flow

Opening (5-10 minutes)

Share the group's gap scores from Exercise 8. Be direct about where the team is struggling. Frame the conversation:

"We're here to build shared commitments—not policies, not slogans. Things we're actually willing to be held to. The goal is to leave with 2-3 principles per gap that describe how we agree to behave."

Round 1: Accountability (15-20 minutes)

Open question: *"Where are we falling short of our stakeholders' real expectations—and what's getting in the way?"*

Let the team respond. Don't solve. Listen for the pattern.

Follow-up: *"If we were closing this gap consistently, what would that look like in practice?"*

Draft principles together. Start with the team's own language. A principle should:

- Describe a specific behavior, not an aspiration
- Be testable—you could point to a moment where it was kept or broken
- Be something the team is willing to own, not just agree with in a meeting

Draft Accountability Principles

We (the team) commit to:

1. _____

_____

2. _____

_____

3. (optional)

_____

_____

Round 2: Character (15-20 minutes)

Open question: *"Where is there a gap between what we say we stand for and how we actually show up—especially when it's hard?"*

Follow-up: *"What would it look like to choose the harder right over the easier wrong in this context?"*

Draft Character Principles

We (the team) commit to:

1. _____

_____

2. _____

_____

3. (optional)

_____

_____

Round 3: Discipline (15-20 minutes)

Open question: *"Where do we start strong and then drift? Where are we inconsistent over time?"*

Follow-up: *"What structures, habits, or rhythms would make consistency the default—not the exception?"*

Draft Discipline Principles

We (the team) commit to:

1. _____

   _____

2. _____

   _____

3. (optional)

   _____

   _____

Closing (10 minutes)

Read the principles back to the group. Ask: *"Is there anything here that doesn't feel honest? Anything missing that should be in here?"*

Refine. Write the final versions. Assign someone to document and distribute.

One month from today, revisit these. Which ones are being kept? Which ones are already being broken? That's your next data point.

Post-Workshop: Final Principles

Gap	Principle
Accountability	
Accountability	
Character	
Character	
Discipline	
Discipline	

BASE™ Connection: Team principles work at the intersection of the **Group Character Gap** and the **Group Accountability Gap**. They're the behavioral bridge between stated group values and demonstrated group behavior—and they're the most powerful when they come from the team's own story, not handed down from above.

Appendix C: Amy & David—Strategy Snapshots

The exercises in this book ask you to build your BASE™: your desired outcome, your values, your principles, your measurables, and the plan that connects them. That's a lot of moving pieces—and sometimes it helps to see what a finished product actually looks like.

Amy and David are two of the characters you've followed throughout this book. Both of them did the work. Below are their complete BASE™ builds—from personal desired outcome through team and organizational alignment. They're not perfect models. They're honest ones. Use them as reference points, not templates to copy.

Amy's BASE™ — Complete Strategy Snapshot

Personal Desired Outcome:

"I create steady growth for myself and others by intentionally budgeting for learning, protecting time for health and rest, and aligning my work with what energizes me."

Measurables:

- Learning fund: Save $3,600 this year.
- Wellbeing: Average seven hours of sleep and complete 150 workouts this year.
- Energy alignment: Ensure at least 70% of her work is tied to her strengths, tracked through a weekly "energy audit."
- Sharing growth: Contribute two meaningful insights with others each month.

Core Values:

- Keep the main thing the main thing.
- In every conversation, listen for what they're really saying—not just what I'm waiting to respond to.
- When someone is struggling, lead with "how can I help?" before "here's what you should do."
- Say the hard thing, not the easy thing. Especially when it's my own performance I'm evaluating.
- Let my calendar prove my values — not just my words.

Principles:

Accountability:

- Set the standard before I ask anyone else to meet it.
- Own the result, not just the effort. When something falls short under my watch, I'll say so before someone has to ask.
- Once a week, stop and ask: is what I'm doing this week actually moving me toward what I said matters?

Character:

Amy's character work was grounded in her values above. She used them as a daily check—asking herself whether her actions matched what she said she believed, especially under pressure.

Discipline:

- Open the book again. Finish what I started before I start something new.
- Protect the morning routine, even when the inbox screams.
- When I miss a day, start again tomorrow. No guilt spiral. Just start.

Personal Plan: Initiatives, Goals, and Actions:

Initiative: Invest in Growth

Goal: Build financial capacity for learning.

Daily: Track spending and transfer savings from skipped purchases.

Weekly: Add $25 to learning fund.

Monthly: Move 3% of income into learning fund.

Goal: Apply learning in real time.

Daily: Capture one idea from reading or a podcast.

Monthly: Share learning in a team meeting.

Initiative: Strengthen Wellbeing

Goal: Improve physical health.

Daily: 10,000 steps; log meals.

Weekly: Three workouts.

Monthly: Health check-in and reflection.

Goal: Protect rest and recovery.

Daily: No screens after 9:00 p.m.; sleep log.

Weekly: One unplugged evening.

Monthly: Half day for solitude.

Quarterly: One offline weekend.

Initiative: Design Energizing Work

Goal: Align tasks with strengths.

Daily: Track energy from tasks (1–5).

Weekly: Review and shift one draining task.

Monthly: Audit workload for 70% alignment.

Quarterly: Meet with manager to discuss role fit.

Team Desired Outcome:

"We deliver sustainable results that strengthen our organization while consistently exceeding the expectations of our clients and partners."

Team Measures:

- Profitability / Sustainability: 90% of projects completed on time and within budget; quarterly efficiency improvements; at least 95% client renewal.
- Stakeholder-Defined Quality: Client satisfaction above 4.5/5; monthly feedback collection; growth in repeat client engagements.
- Team Alignment: 80% of team members reporting clarity on goals; 75% of meetings rated productive.

Team Principles:

- Discipline: Choose growth daily. Build consistency together. Embrace feedback and correction.
- Accountability: Lead by example. Own outcomes collectively. Stay aligned.
- Character: Act with integrity. Seek truth, even when hard. Reflect and grow together.

David's BASE™ — Complete Strategy Snapshot

Personal Desired Outcome:

"I will grow my confidence and strengthen my influence by learning to communicate clearly, listening before reacting, and encouraging growth in others."

Measurables:

- Listening before reacting: Daily tally—(+) when he listened before responding, (−) when he reacted.
- Encouraging growth in others: Three specific pieces of growth named in others each week.
- Confidence: Weekly self-rating (1–10).
- Influence: Monthly reflection on whether feedback landed or had to be repeated.

Core Values:

- Encouragement before criticism.
- Honesty and transparency in words and actions.
- Presence with family and others.
- Growth through mistakes and feedback.

Principles:

Accountability:

- I will take responsibility for my words and actions, even when it's uncomfortable.
- I will follow through on commitments I make, whether to my kids, my team, or myself.
- I will own my mistakes and use them as opportunities to grow.

Character:

- I will mean what I say and let my actions prove it.
- I will practice honesty and transparency, even when it costs me comfort.
- I will treat others with respect and encouragement, matching my behavior to the values I stand for.

Discipline:

- I will push myself to grow a little every day, even when it feels easier to stay the same.
- I will practice listening before reacting, especially in stressful moments.
- I will intentionally create time for reflection so I don't slip back into old habits.

Department Desired Outcome:

"We deliver accurate, reliable insights that improve decision-making across the company while building a sustainable workload for our team."

Department Measures:

- Profitability / Sustainability: At least 90% of reports delivered on time. Quarterly improvements in efficiency (time saved per report). Clear workload distribution to prevent burnout.
- Stakeholder-Defined Quality: Internal client satisfaction ratings above 4.5/5. Fewer than two major revisions requested per quarter. Growth in repeat requests for the team's insights.
- Team Alignment: 80% of team members reporting clarity on goals in quarterly surveys. Fewer than 10% of meetings rated "not productive."

Department Principles:

- Discipline: Stay curious together. Clarify before acting. Build strong team rhythms.
- Accountability: Support ownership across the team. Connect work to outcomes.
- Character: Respect the work and each other. Be open and direct. Improve through reflection.