

Personal Excellence

ESSENTIALS

» 03. 2016

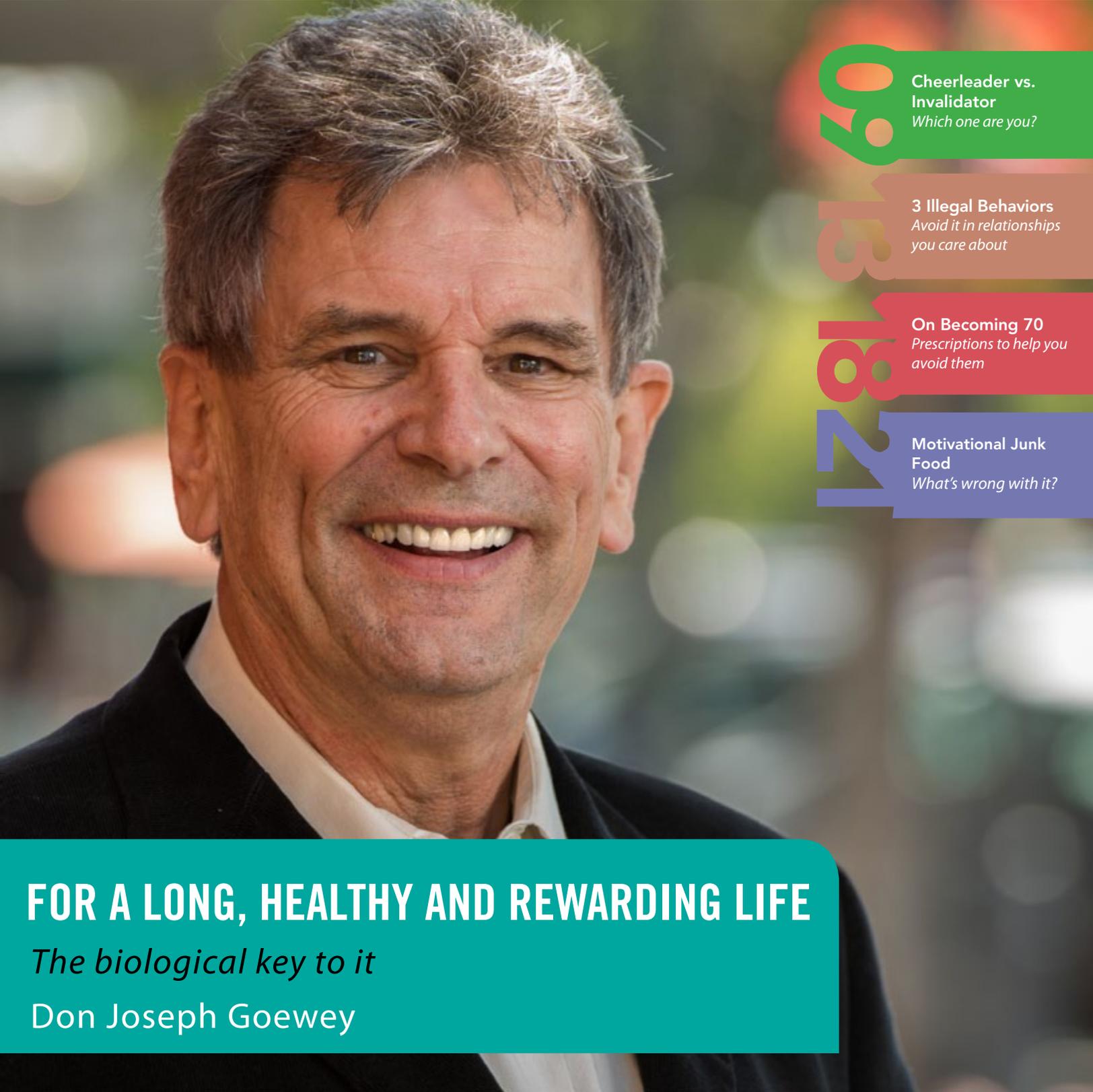
Vol.21 Issue 03

Essentials
of Life Leadership

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FOR A LONG, HEALTHY AND REWARDING LIFE

The biological key to it

Don Joseph Goewey



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For A Long, Healthy And Rewarding Life

The biological key to it

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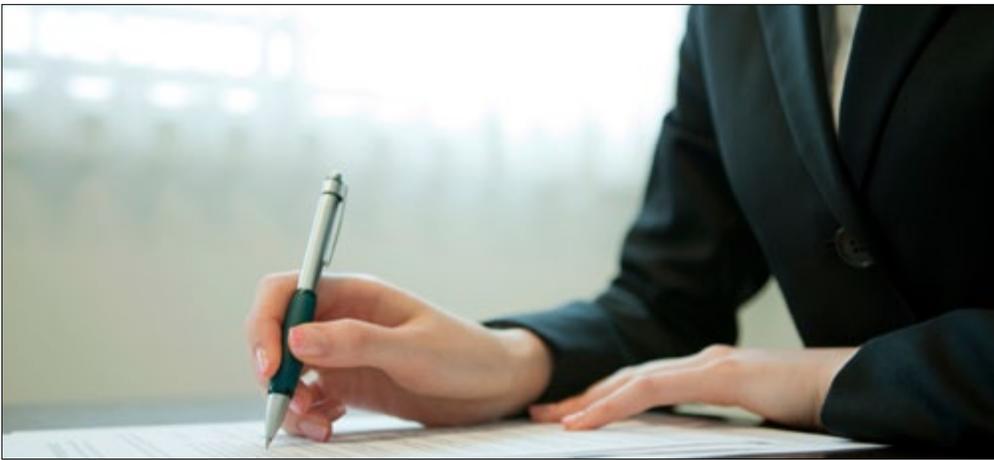
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Women across the globe celebrated International Women's Day on March 8th. We have come across many women who left their stamps on history, who still rule some of the top organizations and who still are perfect role models for others. But, isn't there still a huge gap between how men and women are treated? According to the United Nation's annual report on the progress of the world's women, the worldwide gap between women and men remains particularly stubborn on issues of work. Women do more unpaid household work than men, and get paid less when they do work in the formal economy alongside men. In brief, women do not enjoy the same rights and opportunities as men.

Every single day, talented, hardworking and deserving women are passed over for promotions. While it's easy to blame a corporate culture that favors men, women's leadership authority Grace Killelea—founder and CEO of Half The Sky Leadership Institute and author of "The Confidence Effect: Every Woman's Guide to the Attitude That Attracts Success," identifies a different personal accountability-driven culprit: A shockingly prevalent and grievous disparity in confidence. While men are prone to overestimate their abilities, all too often women sell themselves short and needlessly languish in marginalized careers. Read Merilee Kern's article *Career Success Disparity...* where she shares insights by Killelea to help success-minded women connect their competence to confidence and gain the professional achievement they deserve.

Personal Excellence Essentials have always picked up articles that help an individual grow personally. "Motivation" has always been a strong keyword for us. In this edition too, we have an article on motivation, *Motivational Junk Food* by Susan Fowler. According to her, the real story of motivation is that people have psychological needs for autonomy, relatedness, and competence. It is a mistake to think that people are not motivated. They are simply longing for something

they cannot name. Well, do you know someone at work who wouldn't prefer to make good choices, be a positive force for good, or have a sense of wonder? Think about it!

Our stressful careers have taken over to the point that people routinely miss family events, and we tend to think we're too busy, too stressed, or too tired to spend time with a friend, forgetting the way friendship revitalizes us. Our friends actually have an even bigger impact on our psychological well-being than family relationships. Read Don Joseph Goewey's article *For A Long, Healthy And Rewarding Life* to find out more

Everyone wants and needs to feel self-value and when they receive feedback or messages that reinforce these personal needs people will tend to give you their best, try harder, be more loyal and bring increased creativity and solutions to challenges, problems or issues that need these important mindsets. When you fail to recognize and show timely and appropriate encouragement and positive reinforcement and feedback you will tend to get the opposite of these outcomes. Read Tim Connor's interesting article *Cheerleader vs. Invalidator* to find out more.

We also have a handful of other articles that will keep you inspired, engaged and enlightened. So keep reading and send us your valuable feedback!

We believe that there is no better way to connect with people than by sharing your inspirational story. So if you have one, send it to us. Happy Reading!



Regards,

Debbie McGrath
Debbie McGrath
HR.com

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Write to the Editor.

Editorial Purpose:

Our mission is to promote personal and professional development based on constructive values, sound ethics, and timeless principles.

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Personal Excellence Essentials Publishing:

Debbie McGrath, CEO, HR.com - Publisher
Shelley Marsland-Beard - VP of Sales
Babitha Balakrishnan - Editor
RaviKisan.S - Design and Layout

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For A Long, Healthy And Rewarding Life

The biological key to it

 By Don Joseph Goewey



If you are interested in living a long, healthy, and rewarding life, take note of this: There is a [direct correlation](#) between how long and how well you will live and the quality of your connection to other people. [The Nurses' Health Study at Harvard](#), the longest running study on health, found that the more friends people have, the less likely they will become physically impaired as they age, and the more likely they will be leading happy, successful lives.

A study in [Science Magazine](#) reported that the health risk associated with neglecting our social relationships is equal to cigarette smoking,

elevated blood pressure and blood lipids, [and] obesity. Social isolation [also increases emotional reactivity to stress](#) dumping toxic stress hormones into our system that, when chronic, damage our [heart](#), impair our [immune system](#), alter our [DNA](#), predispose us to [depression](#), and [prematurely age us](#). The greater the stress the greater the [likelihood of marital problems and family dysfunction](#).

The sense of belonging that positive relationships instill has a great deal to do with how we thrive and succeed. Yet many of us don't get the biological and psychological importance of our connection to one



another. Surveys show we are becoming [more and more disengaged](#) from friends and family, and we don't join clubs, volunteer, or interact with neighbors as much as previous generations.

Our stressful careers have taken over to the point that people routinely miss family events, and we tend to think we're too busy, too stressed, or too tired to spend time with a friend, forgetting the way friendship revitalizes us. Our friends actually have an even [bigger impact on our psychological well-being](#) than family relationships.

It would do you enormous good if you took this moment to reflect on a friend or family member who you've been meaning to connect with, and followed through in doing so. Calendar it and hold yourself accountable to following through. Make this as important to your health as going to the gym or eating healthy foods or not smoking... because it is that important.

Here's the story that led science to come to this conclusion.

The first study to reveal the biological connection between interpersonal connection and health was the [Roseto Study](#). It has come to be called the Roseto Effect. Fifty years ago, medical researchers were stumped by a bewildering statistic in Roseto, Pennsylvania, a village populated mostly by descendants of Italian immigrants. The local health officer discovered that Rosetans were nearly immune to the number-one cause of death in America--heart disease. Cardiac mortality rises with age, but not in Roseto. It dropped to near zero for men aged fifty-five to sixty-four.

Moreover, the local death rate for men over sixty-five was half the national average. This made no medical sense, given that most of the men smoked, drank lots of wine, ate a high-fat diet, and made their living at backbreaking work in a rock quarry.

A team of medical researchers from Oklahoma University descended on the village to try to find out why. They pulled death certificates, performed physical exams, and conducted extensive interviews with villagers. But they could find no biological, genetic, environmental, or any other physical reason to explain the people's resistance to heart disease--until one of the researchers stumbled across [two telling social factor](#).

- First, the crime rate in the village was zero.
- Second, between 1945-1966, none of the Italian families were on public welfare, even though a number of families fell below the poverty line.

When researchers dug deeper, they found that the community took care of their poor. They also found that family structure in Roseto was close-knit. Nearly all the homes contained three generations, and elders were held in high regard. Mealtimes were much more than a matter of eating; they were family time. Community events were also common in Roseto. In warm weather, neighbors took evening strolls and dropped in to visit one another.

[Sociologist John Bruhn](#) of the University of Texas said that Rosetans "radiated a kind of joyous team spirit as they celebrated religious festivals and family landmarks. Their social focus was on the family . . ."

The researchers finally concluded that the village's immunity to heart disease and an early grave was the result of the strong sense of belonging that people felt.

But sadly, the effect didn't last. The children of Roseto went off to college in pursuit of the American dream, and after graduation most of them moved to the big city, where the high-paying jobs were. As a result, the community gradually lost its cohesion, and in 1971 the village recorded its first death of a person under the age of forty-five

from coronary disease. It went downhill from there.

In his book, *Why Zebras Don't Get Ulcers* (p. 107) Robert Sapolsky of Stanford University relates a story about a boy who was severely abused, emotionally and physically. After he became a ward of the court, it was discovered that he had zero growth hormones in his bloodstream. Chronic stress had completely shut down his growth system, threatening his life. He was hospitalized but didn't improve.

During his hospital stay, he developed a close relationship with one of the nurses, undoubtedly the first loving relationship he had ever experienced. To everyone's amazement, his growth hormone levels zoomed back to normal. But no one could explain it at first.

The medical staff got its first clue when his friend the nurse went on vacation. As soon as she was gone, the boy's blood level dropped back to zero. The second clue came when the nurse returned from vacation and his blood level shot up again.

Think about it. The rate at which this child was depositing calcium in his bones could be explained entirely by how safe and loved he was feeling in the world.

Scores of other studies have corroborated the Roseto Effect. In a [recent review of 148 separate studies](#) involving a combined 308,849 participants, it was found that people who cultivate strong relationships with friends, family, neighbors, and coworkers improve their odds of survival by 50 percent. More and more, the evidence shows that who we become is not determined by genes alone. Love has a lot to do with turning up the intensity in genes that strengthen us and turning down genes that weaken us.

So, how do you reconnect and stay connected? The formula for sustaining positive relationships is simple but not always easy. Here it is:

1. Listen better
2. Judge less
3. Forgive more
4. Before arguing, ask yourself:
5. Do I want to be right?
6. or do I want to be connected?

It means listening better, with empathy. It's judging less and accepting people exactly as they are, and it requires a willingness to forgive. No relationship can last long without forgiveness. It also means asking yourself, Do I want to be right or do I want to be connected, when you're about to dig in your heels during an argument with a loved one. **PE**



Don Joseph Goewey is the Managing Partner of ProAttitude, a human performance firm with the mission to end stress in the workplace. He is also the author of *The End of Stress - Four Steps to Rewiring Your Brain*.
Email don@proattitude.com
Visit <http://proattitude.com/>
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Career Success Disparity

'Confidence gap' cited as prime factor

 By Merilee Kern



Preeminent U.S. women's leadership authority, Grace Killelea, cites 'grievous gap between competence and confidence' as a key culprit in marginalization of professional women, among others.

In business, there is an ugly yet undeniable truth: Every single day, talented, hardworking and deserving women are passed over for promotions. While it's easy to blame a corporate culture that favors men, women's leadership authority Grace Killelea—founder and CEO of Half The Sky Leadership Institute and author of [*"The Confidence Effect: Every Woman's Guide to the Attitude That Attracts*](#)

[*Success.*](#) identifies a different personal accountability-driven culprit: A shockingly prevalent and grievous disparity in confidence. While men are prone to overestimate their abilities, all too often women sell themselves short and needlessly languish in marginalized careers.

"Realizing a high level of achievement requires women to speak out, take risks and assume leadership positions with perceptible self-assurance, but too many otherwise qualified women are not living up to their full potential," says Killelea. "This is an astonishingly widespread phenomenon resulting in egregious opportunity loss for



the individual, the organization and ultimately the U.S. economy at large. Aspiring women must become the CEOs of their own career. To do this, they need to become more inherently confident with the kind of authenticity that will get them noticed and take their careers to new heights.”

To help success-minded women connect their competence to confidence and gain the professional achievement they deserve, Killelea, offers these insights:

1. One of the greatest barriers for women is our reticence to raise our hands, ask for what we want and be noticed. This lack of confidence appears as a weakness. It makes women seem less comfortable with risk taking and decisiveness, both of which are critical competencies for senior leaders. Right now many people are asking why women have a crisis of confidence. My reply is that it's not as important for a woman in the workforce today to crack the code or to know “why” she lacks confidence; it's much more critical to provide her with the tools to course correct.

It is NEVER too late to learn the skills to make you appear more confident even if all the internal factors are not addressed. Some people call this “faking it 'til you make it.” I say “suit up, show up and start where you are.” The appearance of confidence is as beneficial as actually feeling confident.

2. It's not enough to keep doing what you are doing and hoping that someone will notice you. We have to be seen as more than someone who produces results. We must be seen as powerful and with potential to do more. The Center for Talent Integration did a fantastic study on the elements of “executive presence”, an often-used term with a meaning very few truly understand. In talent management discussions you will hear executive leaders say that a woman leader needs to improve her “executive presence”. Yet this is rarely discussed in performance reviews or feedback with direct reports. The study highlights that many senior executives perceive “executive presence” with “gravitas” or how we handle ourselves in every type of situation - good and bad. According to the study, at the heart of “gravitas” is confidence; the ability to “stand over your own power.” A woman who can stand her ground in the face of disagreement is considered confident.

3. Another skill of a confident leader is speaking up and not always waiting one's turn. In her Ted Talk, Sheryl Sandberg discussed how women in a group will hold up their hand to ask a question while a man will just make his comments, illustrating how this can be seen as less confident and less powerful. She admitted to being surprised herself when she didn't call on the women who had their hands raised but acknowledged the men who just spoke up.

4. There is an enormous physical component to the perception of confidence. How we walk, talk, stand, move and respond to others dictates if others see us as confident. Dr. Amy Cuddy from Harvard University has one of the most popular and impactful Ted Talks of 2013. A social psychologist who studies power and a professor at one of the most competitive business schools, Cuddy and her research partners discovered some startling facts. A two-minute “power pose” (think of how Wonder Woman stands: hands on hips, feet spread apart, head up, eyes forward) has an immediate and significant shift on our brain chemistry. It affects our testosterone and cortisol levels. Their studies showed that people who do a two-minute power pose prior to an interview had better results than low-power posers. Low-power posers are folded in, arms and legs crossed, hunched in a chair. To quote Dr. Cuddy, “Our bodies change our mind, our mind changes

our behavior and our behavior changes outcomes.”

You can't power pose in front of your boss or peers (but it's great behind closed doors) but women can certainly walk taller, make eye contact and take up more physical space. If you stand in the shadows you will never be seen.

5. Don't start your sentences with, “I'm sorry to bother you but...” Apology and the ability to take accountability is a critical leadership competence. But it is not powerful to be “sorry” for everything. Learning to choose our words, to speak with more distinction is important. More and more research discusses the women who speak with an “uptick” to their sentences. This is not just a young woman's challenge. Women who don't think about their tone and tenor when they speak can be seen as indecisive and unsure.

Another example where language can diminish confidence is when a woman doesn't simply say “thank you” when she is praised. We can be dismissive of our own power when someone compliments us on a job well done and we say “I just got lucky” or “Anybody could have done this.” Learning to just say “thank you” is a very powerful tool for women.

Killelea urges that confidence can be learned and, while it is being learned, it can be displayed. “We can reprogram ourselves to show up differently almost immediately. Having the awareness that competence and confidence need to be connected really can shift how women are perceived in the workforce. Getting on the radar screens of hiring managers, talent leaders and senior executives by exhibiting more confidence is one of the ways women will start to take on more and more senior roles in organizations.”

Confidence is often the X Factor in career decisions, job offers and promotions. Luckily, we each have the power to change the way we are perceived by others. With this truth well in mind, Killelea penned “The Confidence Effect” to help women stand out as both competent and confident to realize the professional achievement they deserve. It teaches women how to speak out, take risks and assume leadership positions with assurance. The book also shatters the counterproductive “good girl” conditioning, providing practical tools that will help readers showcase their valuable qualities and skills—without being cocky or annoying. Working women who take heed will be well on their way to building, or bolstering, a professional brand that attracts attention, assets and career advancement. **PE**



Branding, business and entrepreneurship success pundit, **Merilee Kern**, is an influential media voice who serves as Chief PR & Communications Strategist for multiple agencies. She also serves as the Executive Editor of “The Luxe List.”

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Cheerleader vs. Invalidator

Which one are you?

 By Tim Connor

Managers have many roles and responsibilities the least of which is to contribute to an employee's self-worth and not invalidate them. Know which is your tendency? Know the direct and indirect consequences of each?

A cheerleader – an uncritical and enthusiastic supporter. To make others feel valued, worthwhile and encouraged.

To invalidate - to prove that something is wrong or make something worthless. To send a message to others that they are less important in some way.

Now that we have that out of the way let's take a look at how people invalidate or encourage employees and the outcomes.

You invalidate employees when you;

- Punish them for mistakes made without giving them the positive reinforcement helping them to learn in the process.
- Exclude them from meetings where their contribution would be beneficial.
- Keep all decision making at the highest levels in the organization.
- Show up late for meetings with them.
- Interrupt them when they offer ideas, solutions or creative approaches to issues.
- Fail to listen to their ideas.
- Give them inadequate feedback, appreciation or recognition.
- Ignore their suggestions or recommendations even if you don't think they are valuable or appropriate
- Think that the biggest interest of employees is money and act accordingly.
- Create a culture that is secretive, stressful and lacks positive motivators.

There are hundreds of additional ways that management contributes to poor employee attitudes and performance as a result of their management style, but in the end if you want motivated and productive employees this is a poor way to achieve it.

You encourage employees when you;

- Catch them doing things right and give them positive feedback, appreciation or recognition.
- Applaud their achievements or accomplishments in public.
- Give them the freedom to make decisions that are appropriate for their roles or responsibilities.
 - Empower them to act on their own.
 - Trust and respect them regardless of their talent, experience or other personal or career profile issues.
 - Respect their talent, effort, creativity and skills.
 - Ask for their opinions and listen.
 - Treat them fairly regardless of their personal situations.

Again there are numerous other ways to send a clear message to employees that they are valued and appreciated but in the end if you want employees to consistently give you their best, this is the best approach and management philosophy.

The consequences of inadequate or no encouragement

Everyone wants and needs to feel self-value and when they receive



feedback or messages that reinforce these personal needs people will tend to give you their best, try harder, be more loyal and bring increased creativity and solutions to challenges, problems or issues that need these important mindsets. When you fail to recognize and show timely and appropriate encouragement and positive reinforcement and feedback you will tend to get the opposite of these outcomes.

Whether your organization is on a roll or facing challenging times you need motivated and creative employees to help you continue your successful growth or to emerge from uncertainty - strong, profitable and resilient.

The outcomes and results will only improve when you build employees up through encouragement, validation, recognition and appreciation.

I'll leave you with two quick questions – which approach is the dominant management approach or philosophy in your organization and how is it working for you? **PE**



Tim Connor is a global speaker and trainer and best-selling author (over 80 books). During his career, Tim has helped millions of people and hundreds of organizations around the world improve their sales, management and leadership effectiveness, employee performance and life success.

Email timspeaks4u@gmail.com

Visit <http://timconnor.com>

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- Bianca E. McCann, Global HR SAP Global Human Resources

Looking At Time Management Differently!

When it comes to time management, it's all about energy

 By Brady Wilson



Many times, I've seen business leaders send their employees off on time management courses in the hopes that the training will help increase engagement and productivity.

Many times, I've seen those same leaders show bewilderment when the training doesn't seem to have any impact—or worse yet, results in employees being less engaged and less productive.

Why is this happening?

Traditionally, organizations have believed that, to create higher-performing workplaces, employees must:

- Be more committed and dedicated to the cause;
- Stay later and come in earlier; and
- Make more of an effort—that is, “try harder” (such as by learning new skills).

In other words, organizations seem to think that sheer determi-

nation is the key to helping employees perform their absolute best.

Now, I'm not going to lie: Time management courses can be helpful.

But when a person is depleted of energy, all the skills and know-how in the world won't be able to help them, especially when it comes to managing their time.

That's because wherever you see high performance, you will see the efficient management of energy.

It's time that business leaders start looking at time management differently—through the lens of brain science.

Understanding the executive function

First, a little science lesson.

The brain is, inarguably, a very powerful organ. It controls how we think, feel, behave, and perceive and understand the world around us.

Moreover, within the brain lies a remarkable central processing



unit called the “executive function” (EF). Capable of astonishing levels of value creation, the EF enables us to:

- Process: analyze, predict outcomes, and problem-solve
 - Focus: memorize, pay attention, and verbalize
 - Self-regulate: maintain impulse control, self-monitor, and cognitively flex
 - Initiate: prioritize, plan, and decide
- But wait, there’s more! The EF also helps us:
- Think strategically: addressing systemic issues, uncovering root causes, and predicting the downstream implications of decisions and actions
 - Collaborate broadly: influencing and aligning stakeholders across the organization
 - Communicate clearly: providing context, making meaning, harmonizing competing priorities, and resolving conflict
 - Execute decisively: drawing out the best information possible, making a call, and closing the loops to ensure complete follow-through has been achieved

Directly or indirectly, every one of the above capabilities is related to our ability to 1) manage time and 2) be productive.

In other words, the executive function is absolutely critical to how we manage our time.

Gas guzzler

Science shows that the brain is also one of the most fuel-hungry organs in the human body—which makes sense, given that it houses the very important EF.

The body’s use of fuel is judicious. It considers safety a necessity, and self-actualization a luxury. As such, when the body’s energy tank runs low, the brain prioritizes the use of fuel: giving first dibs to things like autonomic responses (blinking and breathing), immune and digestive systems, balance and locomotion, and flight/fight safety features.

When we are low on energy, our base-level thinking continues to function. However, the mind’s “power tools” fail to operate: those tools that enable us to think strategically, collaborate broadly, communicate clearly, and execute decisively.

In other words: when we are depleted and our brains aren’t well-fueled, we lose the ability to properly manage our time.

How this shows up at work

Here are a couple real-life examples I’ve seen throughout my career, which further demonstrate how essential the executive function is to time management.

On an individual level: A manager or employee is driving to work, thinking “I need to have that tough conversation with Ellen.” However, resolving conflict requires the ability to pay close attention, maintain impulse control, and come up with solutions—all enabled by the executive function. If that person already feels run down and low on energy, they may put the task off until the next day—even indefinitely. By the time they get to work, they may still be determined to be productive; but determination just won’t cut it. Depleted, they may check their email, watch a YouTube video, organize their office, or drop in on a colleague—anything but one of those value-adding activities that requires so much of one’s energy.

On an organizational level: Knowledge workers without well-fueled brains are unable to think innovatively about how to get to root causes and fix systemic issues. Lacking energy, they may allow unaddressed concerns to fester and simmer; or resort to quick fixes, workarounds, and reactive firefighting that only provide band-aid solutions. This

can lead to ongoing depletion into the system, eventually requiring multiples of additional energy, time and mind-space from everyone in the organization.

How to energize the executive function

Here are three ways organizations can help reinvigorate the executive function, and make time management easier for their employees.

1. Minimize distractions

Like any technology, the brain itself has a limited amount of “RAM”—and will become bogged down if too many “applications” are open at the same time. As a result, when people’s focus is continuously split between multiple responsibilities, the impact is intense mental exhaustion.

Minimizing distractions that interrupt employees in the middle of “flow” can make a positive difference on employee performance. If minimizing the number of employee tasks is impossible, consider holding fewer meetings—or at the very least, holding fewer impromptu meetings.

2. Combat negative thinking

The emotional part of the brain is much more powerful than the rational part. In fact, the brain will not allot us the resources to do something unless we are convinced it is possible. As a result, when people feel negative, this depletes their energy and makes them significantly less productive. But according to science, it is not our capability but our belief in our capability that makes us effective.

The good news is that negative thinking and unhelpful beliefs can be overcome by strengthening the anterior cingulate (the “clutching mechanism”) between the emotional and rational parts of the brain. Leaders can pave the way toward more positive thinking by encouraging employees to meditate regularly.

3. Make meaningful connections

Science shows that when you have meaningful, face-to-face conversations that demonstrate value, respect and care, this releases three high-performance hormones in the brain: dopamine (which enhances pleasure, cuts pain, and increases creativity), oxytocin (which increases bonding and trust, and decreases stress), and serotonin (which reduces fear, tension and worry).

Even within just two minutes of talking, conversation can stimulate the executive function—forming a feel-good energy cocktail of connection, calm, concentration, creativity and curiosity. Quality conversation requires being present in the moment, so business leaders must ensure they focus closely on the person they are speaking to, show genuine curiosity, and not appear distracted by other things or thoughts.

It’s time to look at time management differently

Without energy, the ability to manage one’s time is simply not possible.

But by understanding and honoring how the human brain works, business leaders have an opportunity to better equip employees toward being more productive, and create organizations that make the most efficient use of time. **PE**



Brady Wilson is co-founder of Juice Inc., a corporate training company that services organizations from Toronto to Los Angeles. Also a speaker, trainer and author, Brady recently released his latest book, *Beyond Engagement: A Brain-Based Approach That Blends the Engagement Managers Want with the Energy Employees Need*. Follow @BradyJuiceInc Visit www.bradywilson.com

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3 Illegal Behaviors

Avoid it in relationships you care about

By Lauren E Miller



Just as with any established sport, rules are created which maintain sportsmanlike conduct; supporting a healthy structure; bringing honor; safety and respect to the sport. So too, relationships require rules and regulations which support healthy connection.

Can you imagine having a referee jump in some of your discussions, blowing the whistle and throwing a yellow flag: “15 yard penalty for unsportsmanlike conduct!” How many times in the relationships you care about have you pulled an illegal move? Have you ever metaphorically grabbed the facemask of someone you care about? A word, behavior or action, which does not support healthy connection and contradicts your ultimate goal of healthy connection? I’m sure those penalized for face mask moves on the field didn’t intentionally set out to participate in an illegal move yet in the heat of the moment they end up sabotaging their ultimate goal due to ugly behavior.

Perhaps you are tired, overwhelmed; hungry; angry or tired, whatever the fuel is in the animal planet moment remember you are the gate keeper of what comes out of your mouth, what you think about in your mind and your choice of response.

Three illegal moves, unsportsmanlike conduct you want to avoid in relationships you care about:

1. You Always or You Never Statements: These are universal quantifying conclusions, which generalize a specific behavior allowing no room for identifying behavior which contradicts the generalization. For example: you never listen to me. Really? Never ever? This kind of illegal move programs the brain to delete any positive behavior, which would contradict the undesired behavior there by in-prisoning your partner by your conclusion. Authentic love seeks out the best in others. Practice seeing the people in your circle of trust (personally and professionally) for who they desire to be rather than for how their behavior depicts. Is that not how you desire to be seen? Release the urge to verbalize victim statements which hold others captive to your unhealthy conclusions.

2. Upping the Ante: This is a very popular illegal move in relationships which renders any good intention for sharing one’s truth null and void. When one partner is sharing a frustration, an illegal move, which sabotages healthy connection, is this: “well you do that too” or “well you do THIS.” A healthy solution which helps release the “up the ante” reactive response: choose a day of the week and commit to sitting down with the person they desire to connect with on a deeper level and share with the following rules in place: take turns sharing



1 or 2 positive observations, something you appreciate about that person specifically. Next take turns communicating a specific situation when you felt unloved; underappreciated or mis-understood (an opportunity for growth and better connection). Now the key to this vulnerable exchange lies in the ground rules. Once the person, who is sharing their vulnerable feelings, expresses their frustration and “when you did this, I felt this” statements, the person listening cannot respond for 20-30 minutes. This experience is of waiting 20-30 minutes is similar to the structure of pulling an emotionally spun player off the field to cool off and regroup. The part of your brain responsible for solution based thinking literally shuts down when you feel threatened or attacked. This 20-30 minute chunk of time allows for any primal brain flare ups to calm down, allowing for executive thinking skills to kick in. The illegal moves of defensive behavior; ugly talk and stonewalling are kept at bay when you have this sportsmanlike conduct infrastructure established. Once you have time to reflect on the information from a place of observation rather than reactive behavior you gain the ability to choose a healthy response which honors your ultimate desire to create a bridge of connection rather than a wall of separation.

3. Passive/Aggressive Antics: Too often in relationships we have more than one program running at the same time, which confuses the delivery of information and those around us. Two popular programs which fuel passive/aggressive antics are “the disease to please” and “honest planet.” It looks like this: outside voice: “sure we can go out with your friends tonight” and inside feelings: “I’m exhausted and need to rest and refresh before heading into a new week.” The problem comes when we communicate messages to one another, which do not align with our truth. Too often our desire to please overrides what we are truly feeling as well as healthy self-care systems which allow us to do what we do. Passive aggressive behavior looks like this: I will communicate what I think I should say and do what I think I should do and then get resentful and angry towards you because of my choice to do what I think you want me to do. This is a huge “yellow flag” foul in relationships because the person on the receiving end has no idea how to respond. From their perspective they move forward with plans only to be confronted by ugly behavior and a passive/aggressive disposition, which completely contradicts their partners initial willingness to participate.

requests, on your time and attention, honor your desires and self-care so that you can authentically give of time and presence out of overflow verses overwhelm. Much of the internal anger of the person who is mucking around in passive/aggressive behavior flows from frustration around one’s own lack of ability to communicate their truth and set healthy boundaries. Assumptions also play a role in this unsportsmanlike conduct. Ask for clarity rather than assume you know what the other person is thinking and/or feeling.

“**Too often in relationships we have more than one program running at the same time, which confuses the delivery of information and those around us. Two popular programs which fuel passive/aggressive antics are “the disease to please” and “honest planet.”**”

Be present, act in love, speak the truth and detach from outcome. Honor and respect your “teammates” in life. Step away from unsportsmanlike conduct and illegal moves. Set healthy boundaries so that you step away from resentment, usually fueled by saying yes to those things, which you really don’t want to do. When you give what you have decided to give in your heart, the energy of your giving refreshes rather than restricts others around you. Be the kind of person you want to encounter in relationships. Be open to identifying and adjusting those thoughts and behaviors, which do not align with your goal for healthy and sustainable connection in the relationships you care most about. Love evokes more love; kindness evokes more kindness. Elicit behaviors you desire to experience.

Any time we can flip a serious situation into a place of levity we instantly ignite the part of the brain which allows us to seek healthy solutions and we are in a position to reboot our thoughts and actions into a space which honors the person we are committed to being. To lighten those heavy moments when you or the person you care about are spun into an “illegal behavior” agree to carry a yellow flag in your pocket and throw it up in the air when you identify any of the unsportsmanlike conduct described in this article. Flag throwing is also a fun activity to do with teams in the work place after the rules for effective communication are agreed upon. **PE**



Lauren E Miller is a Stress Relief/Personal Excellence Educator; Founder and Managing Partner of Grab & Go Stress Solutions, International Award Winning Author/Speaker/Trainer/Coach. Through product resources; mainstream media; 1:1 coaching; workshops; seminars and 30 day, 3 minute a day programs, Lauren equips thousands of people worldwide with effective, results based skill-sets and systems which produce positive behavioral shifts, expanding people’s ability to excel in life without all of the stress and anxiety. Purpose driven, confident living; goal achievement and work-life satisfaction are among the many positive outcomes her clients experience.
Visit <http://laurenemiller.com>
Email jdfulford@q.com
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4. A healthy solution: Resurrect your ability to clearly honor and speak your truth rather than getting spun out of your truth by the disease to please and the drug of approval. Slow down your responses to invitations and give room inside your interior castle to see if the



The 5 Biggest Teamwork Ills

Prescriptions to help you avoid them

By Dr. Mario Moussa, Dr. Derek Newberry and Madeline Boyer

Twisting your features into a mask of pain, you dig your heels into the soft grass. A rope tears into your palms. A clear, tiny voice speaks to you amid the many confused thoughts swirling in your head: “So-o-o-o ... what am I learning from this experience?”

Well, if you're like many who have done this exercise at a corporate retreat, you should be learning about teamwork. As others join you, the collective rope-pulling effort seems to demonstrate the point. Little by little, the boulder starts moving until it nudges over the 30-foot mark. Cheers erupt. But you notice something. With each additional person who contributes to the effort, the boulder moves faster, but not as fast as you would have imagined. By the time the tenth person steps up, you feel the group is barely pulling harder than when it was only six, even though everyone seems to be working hard.

This well-documented phenomenon, social loafing, is an issue that plagues any group of individuals working together, but it isn't the only one. Knowing what to look out for can be half the battle. Below are the top 5 Biggest Teamwork Ills, and some prescriptions to help you avoid them.

1. Overemphasizing Abstract Goals

People like to talk about transcendent goals for a reason. Steve Jobs was known for his inspiring keynote talks that emphasized changing the world. Such goals are uplifting, and can make work feel more meaningful. But when teams overestimate the importance of inspiring vision when setting goals for their team, they risk not paying enough attention to aligning personal priorities with those bigger goals. If team members don't understand ‘What's In It For Me?’, it can be hard for them to commit to working towards team goals.

Teamwork Rx: Make sure that big, collective goals align with small, personal commitments that drive performance.

2. Underemphasizing Roles

Many teams think that merely getting the right talent in play is all that it takes for a team to be successful. Research has shown, though, that you need clear structure and well-defined interdependent roles in order to best leverage the strengths of those on your team. Contrast the [2004 U.S. Men's Olympic Basketball Dream Team's](#) disappointing performance to the [2015 NBA Champion Golden State Warriors'](#) expert management of team roles.

Teamwork Rx: Well-structured teams generally outperform those with more raw talent—strength, skill, or IQ. Take time to find the roles and structure that make sense for your team.

3. Making Too Many Rules

Human beings are rule-making machines—it is what defines us as a species and allows us to interact as social beings. Often the tendency in teams is to try to plan for every possible situation and create rules for all potential contingencies. This is both time consuming and ineffective. Starbucks CEO and founder, Howard Schultz understood the importance of focusing on the right rules when he decided to [bring back in-store bean grinding](#) to help restore the brand's reputation and performance.

Teamwork Rx: Focus on the few rules that are likely to have the biggest

impact on your team's culture and performance: information-sharing, decision-making and conflict resolution.

4. Ignoring Reflection

One of the major cognitive biases recognized by research is outcome bias: if you're successful, you don't really reflect on what went well or could have gone better. However, in a world characterized by volatility, uncertainty, complexity, and ambiguity, or [YUCA](#), successes are fleeting, and reflection is as imperative when things are going well as they are when they're not. Too often companies and teams reserve formal reflection for annual retreats or quarterly reviews, when in reality it needs to be taking place with much more frequency.

Teamwork Rx: Remember that check-ins need not always be huge affairs reserved for day-long retreats—they can be as simple as a weekly stand-up meeting.

5. Failing to Sell the Change

You can be right, but ultimately still be unsuccessful. Such was the case for Lloyd Braun, the ABC executive who was the champion and driving force behind the smash hit, *Lost*. Braun was so convinced that his idea would be a hit, he barreled through green lighting the most expensive television pilot budget to date, \$12 Million. He did not take the time to get others on board with his vision, and even though his intuition was correct, he was fired before the show even premiered.

Teamwork Rx: Strength of will and charisma are not enough to push through change—work hard to get buy-in so that people want to come along with you.

In the end, good teaming is about being mindful about how you are working together, and making sure to check-in frequently to close the gaps between what you say you want to do and what you're actually doing. **PE**



Dr. Mario Moussa, Dr. Derek Newberry and Madeline Boyer are the authors of *Committed Teams: Three Steps to Inspiring Passion and Performance*. Dr. Moussa teaches in the Executive Programs at Wharton School of Executive Education. Dr. Newberry and Boyer are lecturers at the Wharton School of Business and Senior Consultants at Percipient Partners. Visit www.moussaconsulting.com, www.percipientpartners.com. Follow [@Committed_Teams](https://twitter.com/Committed_Teams).

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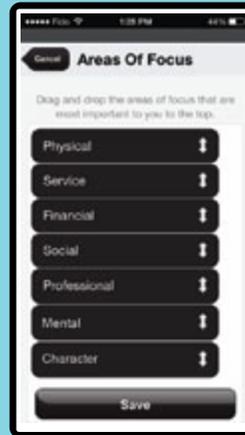
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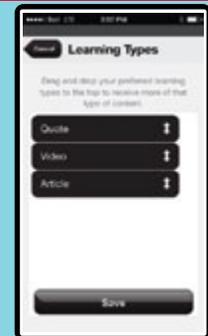
Employees choose the areas of focus they want to work on.

1 Choose area of focus

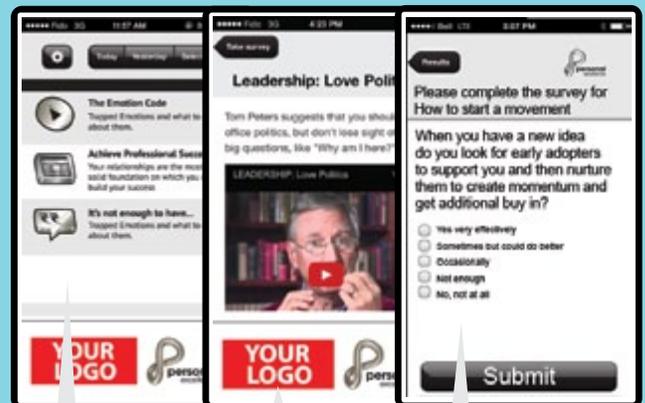


Employees choose how they learn.

2 How employees learn



3 Spend 3-5 minutes of the day



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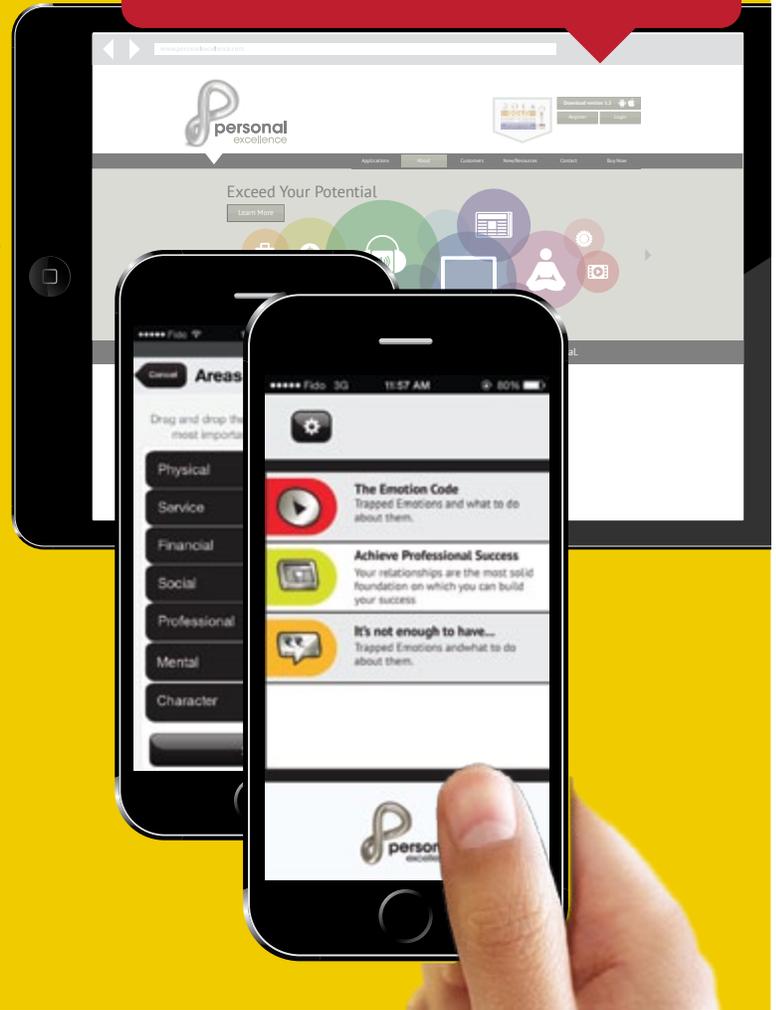
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On Becoming 70

I've made a difference

 By Sharon Drew Morgen

As a kid I had fantasies of what the rest of my life would be. I was going to be (in no particular order): a New York Times Bestselling author (check); a world change agent (check); a singer (Nope!); recognized for my beauty and talent (Um...); a wife to a nice man and mother to 3 kids (In the ballpark.); live happily ever after (Jury is still out.). Some of that came true. But not much. And certainly not like I fantasized.

As I've lived my life, each decision, each turn of events, seemed to be both dynamic and challenging. Was I supposed to keep my dreams in mind or create new ones? It took decades to realize that whatever decisions I made were the right ones at the time.

My life turned out quite differently than I imagined, with my personal life taking a back seat to the work I somehow knew I was meant to convey. Personally, I took two very brief trips through marriage and motherhood (one son), with some movies, dancing, and travel to 63 countries. Professionally, I've written books; developed, scaled, and trained my original thinking in training, decision making, and change; coded how people hear each other (or don't); and founded a non-profit. I always felt secure in the creativity and brain stuff, and horribly inadequate in the personal.

Trapped In A Brain

As a child of domestic violence with Borderline Personality Disorder, Asperger's and PTSD, I recognized I was trapped in a pretty cool brain with little ability to relate or socialize according to conventional norms. I mistakenly thought that if I got married and had kids, and worked in a corporate job, I'd be normal. But 'normal' wasn't in the cards: I eventually had to give up a personal life in order to have the clarity, simplicity, and space to daydream, think and write.

Looking back, I cannot imagine how, as a damaged 11 year old, I understood I needed an enhanced skill set to face the challenge to the status quo that my ideas caused – a journey that took me 30 years with the help of gifted, kind, and demanding therapists. I had to learn appropriate communication, unbiased [listening](#), patience, self-acceptance, authenticity, humility, trust, clarity, and boundaries. I had to make sure my mind/body/spirit was healthy. I had to learn to take the risks necessary to proclaim ideas that flew in the face of mainstream. I had to dig deeply into spirituality, values, meditation and find the courage to change, even in the face of abject terror and confusion. And always, I had to learn how to bring my heart into everything I did because my models blend heart and mind.

Luckily I found clients interested in my ideas. Over the decades, I learned to show up as socially appropriate most of the time, albeit 'eccentric' and occasionally obnoxious. Once, following a two year stint teaching [Buying Facilitation](#)® and my Facilitative Questioning technique to national sales team at Bethlehem Steel, my client was handing me over to a different department. "Is she always like this?" he whispered? "Yes," my client whispered back. "And you'll learn to love her."

Tenacity and Tranquility

What I find curious is that regardless of how scared or isolated I was, I always – even as a child – knew with utter clarity that my ability

to code systemic change was important enough to devote my life to and needed a global audience. I accomplished what I was meant to accomplish. The fields I've been challenging (sales, coaching, decision making) are even starting to catch up with the models I developed many decades ago.

I passionately hope next lifetime will be simpler. The struggle to encourage change in mainstream has been wearisome; the lack of a personal life has been sad. I've shed millions of tears and spent hundreds of sleepless nights. But I turn 70 knowing I've made a difference, and can rest in the knowledge that the world is a better place for having had me in it. And that knowledge is its own reward.

I face aging with contentment, curiosity, a bit of fear (I'm not afraid to die, just of losing my ability to think and be curious. My father died of Alzheimer's.), and an excitement to learn my next lessons. I have no more idea of what the rest of my life will be like than I knew as a teenager.

But I do know this birthday is confusing me. I cannot imagine me as my mental picture of what an old woman should look or act like. I appear to be the same in the mirror, at the gym, dancing, writing, creating. When will something get different? Can I keep daydreaming and discovering? It's quite confusing. No answers. Will let you know what happened next year. But I do know I seem to be settling in.

Sometimes, these days, I feel drawn to stillness. I just moved to a floating home on the Columbia River. Am spending vast amounts of time sitting quietly, watching the water go by. Peaceful. Sweet. Kind and soft in my heart. And so nice to not feel driven.

But sometimes I'm drawn to learning and thinking. I'm finally reading David Foster Wallace's masterpiece *Infinite Jest*. And books on Bio-Hackers, predictions, New York garbage collection, and food. So much to learn.

I can't stop having fun either. I finally found a replacement to the Broken Spoke here in Portland for my life-long Western Swing dancing hobby. And I've started a Non-Fiction Book Club.

New ideas aren't slowing down one bit. But now, although I'm available to folks who need me, I write my ideas in notebooks instead of seeking to have 'the world' hear them. My job now is merely to be the person I've become over the last seven decades. I even seem to have a personal life emerging!

I feel complete. I can just be. And wherever my life now takes me is fine. I've lived my life fully and purposefully. I'm deeply happy. I've made a difference. And it's been a privilege. **PE**



Sharon Drew Morgen teaches the 'how' of decision making, change facilitation, and collaboration for sellers/buyers, leaders/followers, change agents/groups to corporations such as Kaiser, KPMG, IBM, Wachovia, etc. Her most recent book *What?* breaks down the gap between what's said and what's heard and teaches communication in corporations. She's written 7 books on her unique model *Buying Facilitation*® which teaches sellers how to facilitate change and consensus for buyers.

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Self-Expression

The neuroscience of co-creation

 By Judith E. Glaser



I am yet to meet an executive, who joins a company to be ‘minimized,’ marginalized or to be intentionally held back from making a contribution.

We join a company to make a difference, to make a contribution, to be praised and rewarded. We join a company to bring our voice to the table, and ‘lean into conversations’ so our voices join in the spirit of partnering with others to shape, create and Co-create the future.

Neuroscience is teaching us that ‘self-expression’ might be one – if not the most important ways for people to connect, navigate and grow with each other.

Validate View and Voice

Why might this be so? This experience suggests that something important happens inside of us when our view of the world is validated publicly—when our voice is heard and acknowledged, when we see we are not alone in our inner thoughts. This article is inspired by an experiment I ran over 25 years ago that created the impetus for the Birth of Conversational Intelligence® – how we use conversations to connect with others’ to share a common view of the world.

Case in Point!

When my children were in elementary school, I created a school



project called Children’s World. I proposed that we gather the students’ stories and pictures, and compile them into a book and publish it. When I shared this idea with the principal and teachers, they got behind it and offered to help. And when I shared this idea with some parents, I soon had 20 volunteers. When we shared this idea with the 550 students. Within a few weeks we had all of their contributions.

As we began to compile the books, we put on the floor all of the contributions—everything from stories and pictures from the 5th graders to poems and pictures from 1st graders—and looked for how we could best combine them. During the creative process, something amazing happened. It was as if each child was sensing things around them and with their best abilities they could usher up, they shared their stories and pictures with others.

At the end of our pattern-seeking process, all of the art and stories came together into chapters organized by themes that emerged as we sorted. We found children’s stories from 1st grade to map into illustrations from children at a higher grade. We found a local printer who printed enough for parents to buy for their children and others. The books sold out in the first two days, and we had to re-order them.

The teachers told us there was an upsurge of creativity during the years we published Children’s World. Other schools in our community heard about the project and began their own Children’s World project.

Later, we did a follow-up study, looking for possible connections that might show the impact of the projects on the children’s emotional, social and academic development. We found a positive impact from the few years we did the Children’s World projects—a direct correlation to the number of children who were accepted into top universities, measurably more than in the years before or after.

Self-Expression at Work

How do you drive self-expression in the workplace? How do you encourage speaking up? In what ways can people apply their talents to create the next generation products and services your company offers?

Conversational Intelligence (C-IQ) teaches us to see differently—to listen differently—and to process what we perceive differently. When we do that, we act in the moment in ways that create energy, activate energy, and help guide energy toward more productive and more powerful ends. C-IQ gives us tools for letting go of the past and transforming the future.

As you become transparent about your aspirations and intentions to co-create and also what threatens you—your fears and “stories” about what is going on—you feel a release inside. You gain the courage and a space to share your views without judgment. You could speak out and have a voice, and not be judged for how you are feeling. You have a chance to speak out and have your opinions valued.

You can reveal your inner thoughts and feelings to one another—to work on Transparency + Relationship together. You can talk about what is bothering you and what you aspire to create. You can move from a state of protection to partnering with others by being open to sharing and discovering their fears and aspirations.

Co-creating Conversations Bridge Realities

By stepping into one another’s shoes and listening without judgment, you trigger the prefrontal cortex (the executive brain) to access higher-level capacities, including how to handle gaps between reality and aspirations; how to access new thinking; and how to move into infinite thinking together and co-create new possibilities. Without this part of the brain activated, you tend to fall back into positional thinking and fight for your vested interests. You become more candid

and caring and speak truth in trust, without triggering fear, creating the space for Shared success.

Breakthroughs occur, as you stay open to the possibility that you might discover ideas you have never thought of before. As you create a bonding experience (oxytocin rush), you start to open up new conversations about “what ifs.” You imagine new things that you might do together, fostering higher risk taking and openness. Co-creation opens the “infinite space” our minds need to be free to connect with others in new ways. Positioning, politicking, interpretation, drama, and negative storytelling give way to a sense of shared success and bonding that shapes new relationships.

“

Neuroscience is teaching us that ‘self-expression’ might be one – if not the most important ways for people to connect, navigate and grow with each other.”

Achieving greatness depends on the quality of the culture, which depends on the quality of relationships, which depends on the quality of conversations. Everything happens through conversation. By grafting C-IQ rituals into your interaction dynamics, you will discover new doors opening up in your mind and in your reality.

Try These Experiments:

- Think about how to craft an exercise like Children’s World in your organization, team, or school.
- Start a meeting by asking people to share a personal story and a business story that just happened that they are excited about—see how the meeting shifts.
- In team meetings, you might share “What I respect about you and what I need from you.” This exercise helps you understand others, recognize strengths in others and prime one another for partnering and co-creation as you create openness, bonding, connectivity, and empathy for one another.
- Collect success stories in teams and publish them—watch how the team spirit changes.
- Publish success stories on your intranet. Ask people to include tips, and practices that underlay the success—watch how the C-IQ grows in your organization **PE**



Judith E. Glaser is CEO of Benchmark Communications, Inc., Chairman of The Creating WE Institute, an Organizational Anthropologist, consultant to Fortune 500 Companies, and author of four bestselling business books, including *Conversational Intelligence: How Great Leaders Build Trust and Get Extraordinary Results* (Bibliomotion).
Visit www.conversationalintelligence.com; www.creatingwe.com
Email jeglaser@creatingwe.com
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Motivational Junk Food

What's wrong with it?

 By Susan Fowler

Excerpt from [Why Motivating People Doesn't Work... And What Does](#) by Susan Fowler.

Have you ever thought about why you get out of bed in the morning (and stay up)? Why do you jump up enthusiastically on some mornings and drag yourself out on others?

Have you ever wondered what it takes to walk away from the 500-calorie muffin instead of caving in to the temptation?

Have you ever considered how your angry, defensive, or self-righteous energy differs from your loving, compassionate, and joyful energy?

Answers to these questions can be found in the compelling evidence that human beings have an innate tendency and desire to thrive. It is in our nature to want to grow, develop, and be fully functioning. We want to flourish—but cannot do it not alone. We are, by nature, social animals. Striving to reach our individual human potential is natural, yet we innately recognize that the interconnection between ourselves and the world around us is a vital part of that process.

Of course, the science is just catching up to what creative and thoughtful people have understood throughout our existence. Movies such as *The Wizard of Oz*, *Star Wars*, and *Gravity*, portray our nature to thrive. Poets such as Khalil Gibran, Maya Angelou, and Robert Frost, have reflected our longing for wholeness. Ancient and modern artists and musicians continue to capture our yearning for self-identity, growth, and a meaningful connection to others.

Our desire to thrive may be innate, but thriving doesn't happen automatically—especially at work. Just because we gravitate toward psychological growth and integration doesn't guarantee it will happen. Human thriving in the workplace is a dynamic potential that requires conditions of nurturing. The workplace either facilitates, fosters, and enables our flourishing or it disrupts, thwarts, and impedes it. In fact, conventional motivational practices have undermined more often than they've encouraged our human potential.

The bad news is that we have paid a high price for working with outdated ideas about motivation. The good news is that this is where the new science of motivation emerges as both a radical departure and an exciting opportunity.

If you come to know the real story of motivation, you will experience a shift in the way you live and work—and, importantly, the way you lead.

Illuminating the True Nature of Human Motivation

The title of this book states that motivating people does not work. It also promises an answer to what does work. The essence of the answer lies at the heart of the science of motivation and the revelation of three psychological needs—autonomy, relatedness, and competence. Regardless of gender, race, culture, or generation, the real story behind our motivation is as simple and as complex as whether or not our psychological needs are satisfied...

If you need confirmation that these three psychological needs are essential to our thriving and flourishing, you can delve into the plentiful evidence provided by research over the past 60 years—much of it referenced throughout this book and listed in the endnotes, bibliography, and resource sections. You can consider the anecdotal evidence

found in the stories, examples, and mini case studies generated from my experience in more than 50 countries over the past 20 years... There is a direct connection between a person's psychological needs and their motivational outlook. When a person experiences high-quality psychological needs, they will have an optimal motivational outlook. In other words, if their autonomy, relatedness, and competence are satisfied, the result is an aligned, integrated, or inherent motivational outlook...

“

Human thriving in the workplace is a dynamic potential that requires conditions of nurturing. The workplace either facilitates, fosters, and enables our flourishing or it disrupts, thwarts, and impedes it. In fact, conventional motivational practices have undermined more often than they've encouraged our human potential.”

The real story of motivation is that people have psychological needs for autonomy, relatedness, and competence. It is a mistake to think that people are not motivated. They are simply longing for something they cannot name. Do you know someone at work who wouldn't prefer to make good choices, be a positive force for good, or have a sense of wonder? I don't.

The real story of motivation is that people are learners who long to grow, enjoy their work, be productive, make positive contributions, and build lasting relationships. Not because of something outside of themselves, but because it is their human nature to make these things happen. **PE**



Susan Fowler is widely known as one of the foremost experts on personal empowerment. Her extensive experience and knowledge gained through 15 years of advertising, sales, production, and marketing across the United States has fueled her quest to help individuals achieve their highest levels of success. Susan is a catalyst for CHANGE through Compelling evidence, Humor, Accelerated learning, Next steps, Global perspective, and Emotional connections. She is the coauthor of more than six books, including *Why Motivation Doesn't Work...and What Does*, *Situational Self Leadership* and the *One Minute Manager* with Ken Blanchard and Laurie Hawkins.

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The Art Of The Fresh Start

4 crucial confrontations to have with yourself right now

 By Steve Blue



This is the time of year when CEOs should be thinking about getting a fresh start for next year. And that is why now is the time to have 4 crucial conversations with yourself.

1.) You have to confront the reality that something didn't go right this year. Maybe a lot of somethings. And I don't care how good your business is, or how well you executed your operating plan this year, something didn't go right. It takes courage and a bit of humility to admit this. So get on with it. What didn't go perfectly this year? Dig in until you find it (or them) and do a deep dive to find out how you can make it better next year.

2.) You have to confront the fact that some people on your team may need to be replaced. This is one of the hardest things for CEOs to do, especially if that somebody is head of sales. Some CEOs just aren't that good at dealing with conflict. They just can't have the tough discussions with their subordinates. And as a result, their

performance never improves-and so the business never improves. If you're one of the CEOs, I suggest you go to work in the human resource department. They are the only people I know who just want everyone to be happy.

If you have an underperformer (or more than one), you know who they are. Now is the time to get after them and fix the problem, or invite them to join your competitor.

3.) You have to confront the fact that your little fantasy about how the market operates is just that-a fantasy. Too many CEOs live in fantasy-land, especially after they had a good year. They think they understand the environment they operate in, when what they really understand is the environment they operated in this year. There is no reason to expect the environment of this year will be the same next year. In fact, there is every reason to believe next year's environment will be very different from this year. Everything will change from government regulation to customer expectations to how your competitors behave.

Do some "what if" analysis and change everything up. How will you respond if the government does this, your competition does that, etc? That way when it happens, (notice I did not say "if") you can turn on a dime.

4.) And finally, confront the fact that your skills and abilities, however good are now old, antiquated, and outdated. They were good for yesterday. They are no good for tomorrow. Get with some trusted advisors who you know will give it to you straight. And ask them to give you tough answers to tough questions. Tough questions like "what are my blind spots", "what is the dumbest thing I did this year", "what skills do I need to improve and how do I do it?"

Remember, you should seek feedback to "get better", not to "feel better" so give them permission to give it to you straight.

And always remember this: What you do right won't ever destroy your business, but what you do wrong will. So don't spend any time high fiving what went right this year. Get to work on not doing wrong next year!

It's that time of year when CEOs are turning toward positioning the business in the New Year.

Don't teach a new dog old tricks. **PE**



With more than four decades of management, executive, consulting and speaking experience worldwide, Miller Ingenuity CEO **Steve Blue** is a globally regarded business growth authority who has transformed companies into industry giants and enthralled audiences with his dynamic keynotes. His upcoming book, *American Manufacturing 2.0: What Went Wrong and How to Make it Right*, will be published in 2016. Visit www.MillerIngenuity.com. Follow [@MillerIngenuity](https://twitter.com/MillerIngenuity)

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