

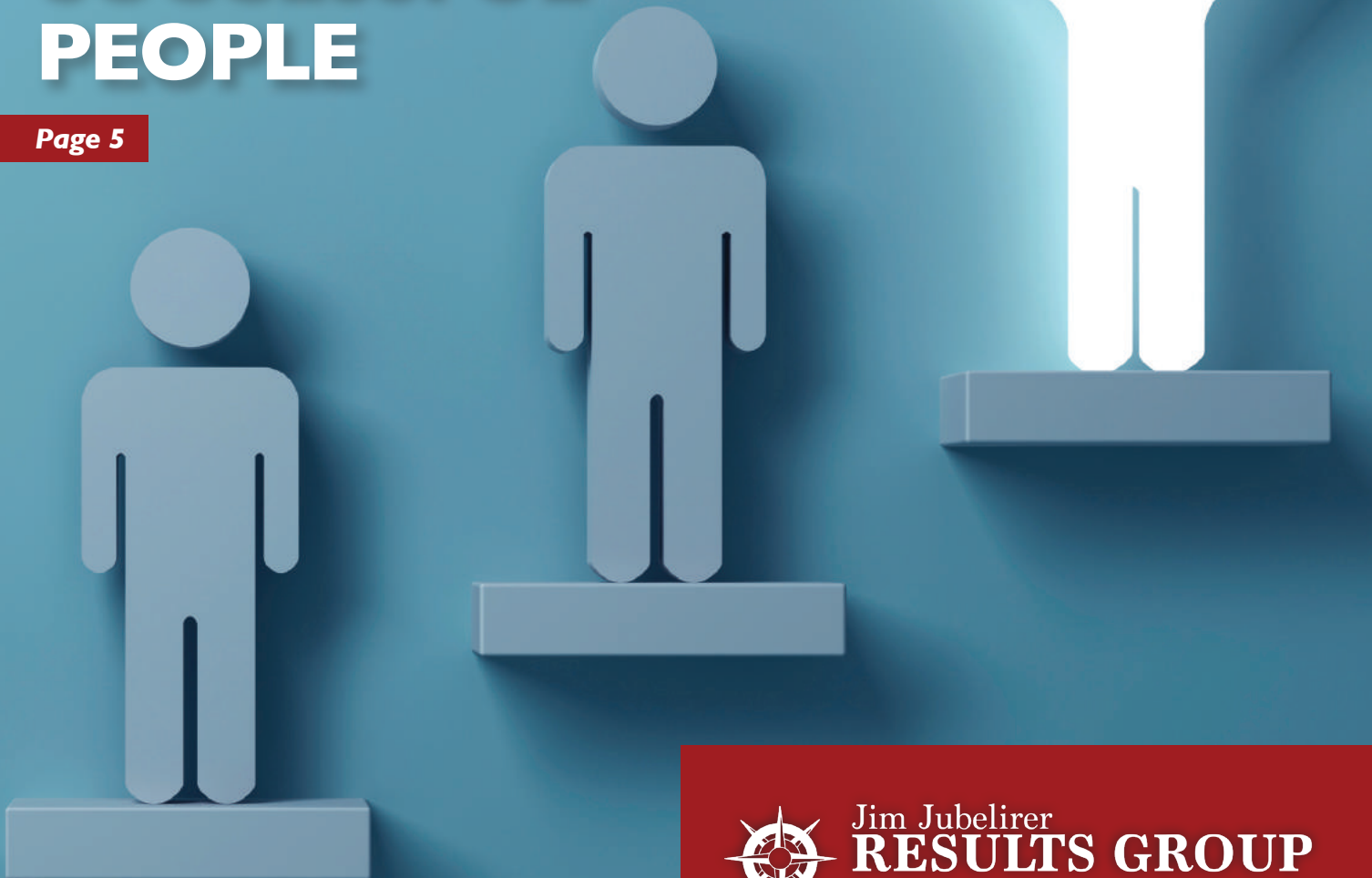
GETTINGresults

MAGAZINE

SPRING 2018

GRIT: THE SECRET OF HIGHLY SUCCESSFUL PEOPLE

Page 5



Jim Jubelirer
RESULTS GROUP
KNOWLEDGE. ACTION. RESULTS.

Verne Harnish:

For This Scaleup, Fast Growth Is An Exciting Opportunity To Give Back

“Giving back to the community has helped InfoTrust and its team build a high-energy culture.”

As the CEO of InfoTrust discovered, working to make more money doesn't fulfill our higher purpose in life—but giving beyond ourselves can be an exciting opportunity for growth—and to create a great place to work.

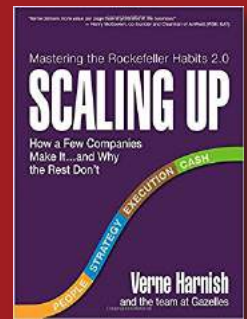
As founder and CEO of the fast growing digital analytics consulting and technology company InfoTrust, Alex Yastrebenetsky is beyond busy. His firm, based in the Greater Cincinnati area, serves some of the largest Internet retailers, consumer packaged goods firms and media companies in the world. Since he founded InfoTrust in 2010, it has grown to employ 35 people.

Yastrebenetsky could easily devote all of his energy to his scaleup. Like many leaders, however, he has a strong desire to make an impact beyond his firm. The company has adopted the motto Give to Grow. He and his team believe it is the responsibility of a business to leverage growth as an opportunity to give back to the communities where they can make a positive impact.

THANKSGIVING BASKET BRIGADE

Each year, InfoTrust leads a campaign called the Thanksgiving Basket Brigade. Launched in 2013 with deliveries to 33 local families in need, the initiative expanded to 140 basket deliveries in Cincinnati and 20 deliveries in the communities near

Verne Harnish is founder and CEO of Gazelles, a global executive education and coaching company. Verne has spent the past 30 years educating entrepreneurial teams. He's the author of *Scaling Up* that uses approaches honed from over three decades of advising tens of thousands of CEOs and executives.



their remote employees on the West Coast. In 2018, InfoTrust plans to make the Thanksgiving Basket Brigade an international initiative.

The letters Yastrebenetsky receives from families who have received InfoTrust's deliveries hang on a "giving tree" at his office. As you might imagine, they often bring tears to his eyes and those of the team.

A typical letter might say, "Our daughter is on a four-hour leave from the hospital next week. She'll be able to enjoy this meal," he says.

InfoTrust has also donated \$15,000 to Paige's Princess Foundation. This nonprofit organization makes grants to pediatric patients with lifelong disabilities and works closely with Cincinnati Children's Hospital.

THE REAL BENEFICIARIES OF CHARITABLE EFFORTS

Although the families greatly appreciate the support InfoTrust gives them, Yastrebenetsky realizes that he and his employees are the true beneficiaries of the company's charitable campaigns.

His employees, too, appreciate the opportunities to give. "It's incredibly positive and motivating," says Kaylee Kipe, marketing manager.

The Basket Brigade has become a much-awaited annual tradition. "It's one of the things people really look forward to around here, and it's a great team-building exercise," she says. "People consider these events to be core not just to the company but to who they are."

GETTING INSPIRED

Yastrebenetsky's inspiration for giving back came, in part, from being a long-time student of Tony Robbins. "He has always taught the importance of giving," says Yastrebenetsky. One lesson that stayed with him: "If you won't give a dime out of a dollar, there's no way you're going to give \$100 million out of a billion."

I met Yastrebenetsky in 2015 when he brought his leadership team to an in-person Scaling Up training in Raleigh. In these training sessions, leaders learn how to apply the principles for growing a company that I discuss in my book *Scaling Up*.

One topic of our discussion was personal growth. As I mentioned, if you really want to grow, you have to find ways to motivate yourself to grow beyond yourself.

SCALING A GIVING PROGRAM

It was an idea I later learned had resonated with Yastrebenetsky, who kept in touch.

Aiming to give even more to the community, the InfoTrust team reached out to the hematology department at Cincinnati Children's Hospital in 2016 and asked how many families the hospital team would like them to support that year.

"How many can you do?" the hospital asked. There were 121 families at the time, plus an additional group of households in need in the community that brought the total to 140.

"We'll take care of all of them," Yastrebenetsky said. The company also

planned to deliver another 20 baskets to families who lived near its West Coast employees. To stretch available funds, Yastrebenetsky and his team shopped at Costco. The shopping trip became an opportunity for Yastrebenetsky to explain to his four-year-old son the importance of helping those in need.

The experience was so meaningful to Yastrebenetsky that during the holidays, he wrote a letter to his customers. "I explained how much we appreciate their giving us an opportunity to contribute," he says.

BUILDING A GREAT CULTURE

InfoTrust's focus on giving has contributed to an outstanding culture that is winning considerable third-party recognition. The company made it onto Inc.'s Best Places to Work for 2017 and made the Best Employers in Ohio list issued by Best Employers in Ohio. InfoTrust is one of only a handful of companies in its state certified as a Great Place to Work by the Great Place to Work Institute.

Giving back has become so important to InfoTrust that Yastrebenetsky recently rewrote a one-page document on the company's purpose.

"Our purpose is not to help the enterprise sell more stuff," says Yastrebenetsky. "This is what we do. We're really, really good at what we do. Our purpose is to become better people in pursuit of what we do."

Becoming better people as we do our work can be challenging for all of us mere mortals, but it is well worth trying to achieve. ♦

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WELCOME TO *GETTING RESULTS* MAGAZINE

I'm Jim Jubelirer, founder of Jubelirer Results Group, and welcome to the third issue of *Getting Results*. My "why" is "to contribute to a cause greater than myself." I bring the best practices in business and personal development to business owners and teams who are eager to create breakthrough results.

One key to success is constant learning: "The more you learn, the more you earn!" That is why I created this magazine. I will share with you the knowledge that I have learned so that you can achieve the same success that my clients and I have found over the years.

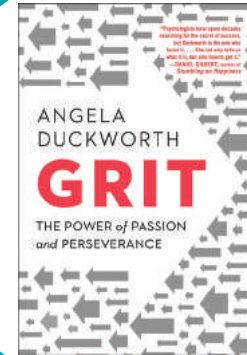
Inside these pages you will find information on my approach to business, coaching, and leadership. Read through the magazine, collect your thoughts, and apply some of the principles that you find. You never know where the inspiration to create a better business (and a better you) can come from. For questions, comments, or suggestions about content you want to see in future issues, contact me at (919) 969-7818 or jim@jimjubelirer.com.

Sincerely,

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Grit: The Secret Of Highly Successful People

BY: JIM JUBELIRER, JUBELIRER RESULTS GROUP



Successful people have grit. Angela Duckworth outlines what “grit” is in her book *Grit: The Power of Passion and Perseverance*. She has spent over a decade studying what makes the top people in various industries successful. She describes their grit as a “ferocious determination” based on a strong sense of resilience and deep meaning in what they were doing. In other words, these individuals knew what they wanted to achieve and were not afraid to do the hard work that it would take to accomplish their goals.

The genesis of her research into grit occurred during a trip to West Point when she learned about “Beast Barracks,” a seven-week training program students take before they enter their freshman year at the school. She wanted to know why some of the students made it through the program and some of them didn’t. After years of

study and research into the subject, she created the Grit Scale, which turned out to be a more accurate predictor than GPA, SAT scores, and instructors’ assessments of who would and who wouldn’t succeed.

Grit: The Power of Passion and Perseverance is the culmination of her research into the subject. One of the key takeaways she outlines is the idea that, contrary to popular belief, grit is something which can be learned. Believing that talent is innate (meaning it can’t be taught) is detrimental to developing grit. In fact, talent, intellect, physical prowess, and beauty are not at all correlated with grit!

Talent x Effort = Skill

Skill x Effort = Achievement

Effort counts twice. Talent will only get you so far, and after that, it becomes a matter of harnessing your willpower, putting your nose to the grindstone,

and getting to work. Only then will you reach your full potential. To this end, she outlines four steps in the cultivation of grit:

1. Find an intense interest.
2. Practice the interest as much as possible.
3. Develop a higher purpose.
4. Develop a “growth mindset.”

A growth mindset is simply the idea that there are enough resources and room for everyone to grow. That mentality is opposed to the more common “scarcity mindset” that holds firm the idea that you should take what you can get because if one thing gets larger, another must shrink. The scarcity mindset sees business and life as a zero-sum game.

You can take the Grit Scale Assessment at angeladuckworth.com/grit-scale to find out how you score. It is a free, ten-question survey, and you can compare yourself to everyone else who has taken the assessment. ♦

VISIT: ANGELADUCKWORTH.COM/GRIT-SCALE

Does Someone Else Hold the Keys to Your Success?

10 Ways To Prove To Them You Are Deserving

BY: KEVIN DAUM, AUTHOR OF *ROAR!*

Every day you are being assessed. This successful CEO shares how to rise to the challenge...always.

Although sometimes it appears to the contrary, most leaders, business owners, and entrepreneurs agree that no one really succeeds alone. Even the most talented and driven person benefits from having good mentorship and connections, or at least from having the occasional door opened. The big problem, as many ambitious people discover in the early phases of their development, is proving to gatekeepers that you deserve access and acceptance.

Marc Blackman has been proving himself for 24 years. You might think him lucky since he married the daughter of a successful entrepreneur. But making the marriage was insufficient to earn immediate respect in business.

The company was Gold Eagle Co., a 60+-year-old Chicago-based manufacturer of performance chemicals and surface treatments. Blackman obviously did not start out in the respected CEO role he holds today.

Blackman recalls, "So I left a good sales career at E&J Gallo winery to join another family business." He knew that all eyes would be on him from the start, waiting to see if he would become an asset or just dead weight. He would have to do more than anyone else to prove his worth, and he would have to do it every day. "Nobody knew anything about me, except that I'd married into the family business." Ten

years later, he is running that business.

"In the end," he says, "It actually isn't that different from earlier professional and personal experiences. There are a few simple practices that demonstrate your worth. Do them well and doors will open." Here are Blackman's 10 recommended practices for proving yourself to the gatekeepers of your success.

1. KNOW AND SHOW YOUR STRENGTHS.

"I knew what I was good at," says Blackman, "I have approachability, friendliness, and inquisitiveness along with business acumen and knowledge of consumer product sales. "He saw that Gold Eagle, a company with a powerful 85-year history in Chicago, wanted to stay true to the core values that it developed as a small storefront during the Great Depression. It also needed to chart a way forward. Blackman demonstrated how his people skills and business acumen could help them reach the future while honoring the past.

2. BE GENUINE, AND SHOW THAT YOU DESERVE YOUR GOOD FORTUNE.

Early in his tenure at Gold Eagle, Blackman realized that some would see his role in the company as the result of plain luck. If he could show integrity, honesty, and passion, however, they might decide to appreciate him instead of resenting him. "I can't be anything other than me!" he quips, "So I just tried to bring my best qualities to the table every day." The better he was appreciated, the more his colleagues came to respect him

and believe his good fortune was earned.

3. KNOW YOUR STUFF.

Gold Eagle might be a family business, but it is a business-first family business. Blackman saw the need to quickly educate himself about all aspects of manufacturing. "Every day is a chance to learn and to prove yourself," he recalls, "I continually learn about chemical formulations, EPA compliance, research and development, human resources, packaging, operations, quality control, distribution, customer needs, and marketing." Becoming an insider means developing insider information and expertise.

4. SURROUND YOURSELF WITH STRENGTH.

There's an old adage that says, "We are the company we keep." That includes the professionals you choose to surround yourself with at work and in your networks. "Build strong teams, and empower them to do their jobs," advises Blackman, "and remember that teams don't exist on an org chart; they thrive by trust, empowerment, autonomy, cohesiveness, and ultimately, daily fulfillment." You will get more done, and the keepers of the keys will see that you attract worthy companions.

5. LET CULTURE WEAR THE CROWN.

At a "traditional" manufacturer like Gold Eagle, cultures can collide within the organization at all levels, especially in moments of transition. As they recruited younger talent, adopted digital marketing, and gained competence in e-commerce, Blackman knew he could not take an

autocratic approach. He had to get buy in and unite the workforce. "I do believe culture is king. My role is to prove that a 'People First' approach is key to success," he argues.

6. KEEP AN EYE ON THE FUTURE.

Today, most business climates change quickly. "I wanted to prepare for the future," says Blackman, "so I created a Next Generation Advisory Board (NGAB) comprised of young, high achieving professionals and business leaders. A key role of the NGAB is to 'reverse mentor' me and our executive team." Thought leadership takes a company into the future, and sometimes that means listening to insights from new voices as well as established wisdom.

7. MAKE YOUR MISSION MEANINGFUL TO STAKEHOLDERS.

History and tradition were important at Gold Eagle, and Blackman understood that his core purpose must honor that. "There's a real drive to preserve and protect the things people love--not just products, but well-balanced work and home life, community engagement, continuous self-improvement and financial well being." In shaping the company's mission, he committed to prioritizing those things while promoting growth. Long-term employees and



Kevin Daum is the best selling author of *Video Marketing for Dummies* and *ROAR! Get Heard in the Sales and Marketing Jungle*; and columnist for *Inc.com* and contributing editor at *Young Presidents' Organization (YPO)*. Mr. Daum is an *Inc. 500 CEO*, with more than \$1 billion in sales record, who grew his online audience from 50,000 followers to more than 800,000 in less than 18 months.

customers could see that what mattered to them, also mattered to Gold Eagle and Blackman's team.

8. FIND A SHARED "WHY."

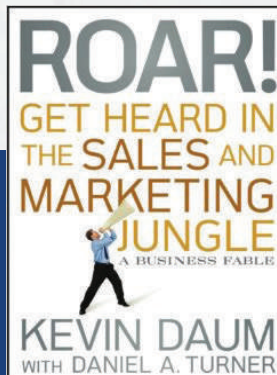
Why are Blackman and his company successful? Because a culture has been created where people believe what he believes. Believing in shared values, mission and purpose - a "corporate why" - is proof that people will pull together and rally behind leaders they like, respect and trust. Blackman proves this every day.

9. SET THE TONE FOR EMBRACING CHALLENGES.

Change is a constant, and success depends on taking chances. But those who have already "made it into the club" may be resistant. So Blackman believes that showing you are "comfortable being uncomfortable" is a powerful way to prove yourself to others who are complacent. "Exemplify how every failure can be a learning experience. If you fall short, articulate how that will motivate you for the next time. Try again."

10. SHOW BOTH GRATITUDE AND PREPAREDNESS.

"At times, I've been in awe of entrepreneurs who have started their company and shared their experiences with me. I've been so fortunate to be part of such a successful, long-standing company," he acknowledges. Blackman has been careful to acknowledge their help and influence. But with the rapidly changing business climate, he knows that these mentors and role models expect him to step up. They want to see their tutelage put to good use, and that he is ready for any challenge. ♦



Selling is often hard and painful; most people struggle with it. Make it easier by creating a compelling message that speaks to lots of different people. *ROAR!* uses a fun and entertaining story to show you EXACTLY how to create the right message, deliver it consistently, and connect with all of the different buyers.



The High ROI Of Self-Reflection

BY: JIM JUBELIRER, JUBELIRER RESULTS GROUP

“A takeaway is an item from the session that stands out in your mind as being most impactful. It could be something someone said, or an insight you had—it could be anything.”

Many successful leaders, from Richard Branson to Tim Ferriss, recommend the importance of self-reflection. This can manifest itself as an action, such as meditating to clear the mind. Other times, it is less clear exactly what it means and what benefits it imparts.

WHAT IS SELF-REFLECTION?

Reflection, at its core, is about careful thought. And self-reflection, obviously, is careful thought about yourself. This means considering and analyzing experiences and events with the purpose of learning from them. It is an opportunity to pause and create meaning out of the things that are happening which can then help to inform actions and thoughts in the future. A recent article published by the Harvard Business School stated that employees who spend just fifteen minutes a day reflecting on events and lessons learned throughout the day showed a 23 percent improvement in their performance after a little over a week! Numbers that large cannot be ignored. It puts on display the idea that reflection, even on something as simple

as the events of the day, can instill lessons within an individual which may otherwise slip by.

BARRIERS TO SELF-REFLECTION

The problem is that many people don't understand how to self-reflect, usually as a result of one of these situations:

- **Disliking the Self-Reflection Process** – Slowing down is typically not in the nature of individuals who would benefit most from it.
- **Bias for Action** – Time spent in reflection can feel like time spent doing nothing. After all, nothing is tangibly being “accomplished.”
- **Disliking the Results** – Self-reflection is often about confronting mistakes and finding better ways to do things, which can be uncomfortable to think about.
- **ROI Is Not Immediately Visible** – A return on time invested in reflection is not evident like it would be after undertaking other actions.

STEPS TO SELF-REFLECTION

So what are the steps in the process of self-reflection? Just a handful, and all

easy to execute:

- **Find the Important Questions** – Are you achieving your goals? Are you avoiding anything? What could you have done on that phone call earlier to improve the result? The list is endless. Don't answer these just yet. All you need to do is identify questions.
- **Match Your Natural Preferences to Your Process** – Some people think better when exercising, some while they are writing. Find your natural process for thought and use it for your reflection time, whether that's taking a long walk, journaling, or chatting with a trusted colleague or friend.
- **Set Aside Time to Do It** – Driven people live by their time management skills and calendars. Schedule a time for reflection.
- **Don't Rush** – Jumping in the deep end first is not always best. Much like changing a diet or exercise plan, starting small and working your way up is ideal. In this situation, try starting with five or ten minutes rather than thirty or sixty.

Jim Jubelirer is a seasoned executive, coach, and public speaker. Jim's mission is to help leaders improve their business performance and personal satisfaction. Jim speaks to a wide variety of audiences about leadership and business excellence and motivates people to achieve Breakthrough Results. He has designed and delivered custom training programs, and has delivered speeches, conference presentations, and/or executive seminars to over 6,000 people from over 40 countries.

- **Collaborate** – Often, the best way to reflect is with the help of another individual—a mentor, a coach, a therapist, or even a colleague. Inspiration can come from many places, and it helps to have someone to bounce your thoughts and ideas off of.

START TODAY: KEY TAKEAWAYS

I end all of my coaching sessions with a simple question: “What is your key takeaway from today’s session?” Everyone on the senior leadership team goes around the room and provides an answer. Note that a takeaway is not the same as a to-do or action item. A takeaway is an item from the session that stands out in your mind as being most impactful. It could be something someone said, or an insight you had—it could be anything. Everyone on the team gets to hear from each other regarding what stood out—which increases alignment and engagement. Another benefit of the Key Takeaway closing exercise is anchoring. Adult learning theory states that when you anchor in a key learning from a meeting, you also tend to have a higher recall of other items discussed at the meeting as well!

What is your key takeaway from this article? ♦

JIMJUBELIRER.COM

Pre-Suasion

Selling Into The Ideal Moment

BY: DR. ROBERT CIALDINI

What happens in the brains of consumers during the milliseconds before they make a purchase decision? A lot, actually, and that precious moment can become key real estate for your next marketing or sales campaign. In fact, most businesses are so focused on the message they are trying to convey that they forget to “set the table” in the best possible way for their message to resonate with consumers.

I researched this phenomenon extensively in preparation for my new book, *Pre-Suasion: A Revolutionary Way to Influence and Persuade*, and my results just may change the way you think about your message and the context in which it is delivered. The good news is that making this simple change to break through the clutter is usually fairly straightforward, simple, and inexpensive.

The theory behind my research is this: if we focus our audience on a particular idea or concept, they will prioritize all subsequent information related to that idea or concept. Once they are oriented in the right direction, they will want to learn more, value the information more, and be more likely to take positive action.

Your website—essentially your company’s “calling card”—is the first place consumers go to learn about your business. If you sell furniture, for example, consider which landing page image might have a more positive effect on sofa sales: a photo of puffy clouds or of pennies. In this example, our research showed that the group viewing the clouds prior to entering the site were more likely to search and purchase furniture based on comfort while the group viewing the pennies focused primarily on price, and therefore spent less on the site overall. We found, essentially, that consumers focused their attention on items that were congruent with their very first impression of the site—either the comfort of soft clouds or the frugality of literally “watching the pennies.”

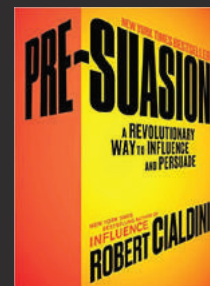
In addition to altering behavior with images, we found that words can have a similar effect. Consider a research study for introducing a new soft drink to the market—admittedly not a simple feat with the mega-cola companies already dominating store shelves. We tested consumers’ affinity for trying new products by posing an introductory question in two different ways. First, we asked a group of consumers if they would be interested in trying the new product, positioned as a brand new soft drink that had never before been on the market. Those who responded positively would submit contact information and a free sample would be sent to them. This approach scored a respectable 30 percent conversion rate.

In the second approach, we asked a simple question at the top of the marketing material: “Are you an adventurous person?” The ad went on to describe the product and free sample offer in much the same way as in the first approach. But that simple challenge question dramatically improved consumers’ responses: the conversion



Dr. Cialdini is CEO and President of INFLUENCE AT WORK; focusing on ethical influence training, corporate keynote programs, and the CMCT.

Dr. Cialdini's clients include such organizations as Google, Microsoft, Cisco Systems, Bayer, Coca Cola, KPMG, AstraZeneca, Ericsson, Kodak, Merrill Lynch, Nationwide Insurance, Pfizer, AAA, Northern Trust, IBM, Prudential, The Mayo Clinic, Kimberly-Clark, The Weather Channel, the United States Department of Justice, and NATO.



rate for this approach nearly doubled that of the first, scoring a whopping 55 percent positive response rate.

A third way of communicating information prior to the introduction of your message is through context. For this example, a French experiment was conducted in which an attractive male approached a woman walking through a shopping mall and boldly asked for her phone number to arrange a date for some future time. This gentleman didn't score too badly on this task, with around 13 percent of women offering their phone numbers when the invitation took place in front of an ordinary clothing boutique or shoe store. But would his results improve when the request was staged in front of one of the most romantic of shops—a flower store? You guessed it. Our tester received phone numbers from 24 percent of the women he asked in this scenario, nearly double that of the first scenario. Essentially, the study found that even a hint of romance can beat risk under the right circumstances.

I experienced this effect firsthand some years ago when approaching a contract renegotiation with a particularly thorny vendor. As usual, the meeting was slated to take place at the vendor's office with groups in attendance from each of our two companies. Arriving early for the meeting, I made one simple change that dramatically altered the tenor of the meeting from contentious to cooperative. What was that change? Rather than our team sitting in a row on one side of the table, leaving the opposite row for the vendor's team,

we alternated seating, leaving spaces available for them in between our own chairs. What resulted was a complete sea change in how we worked together to get the job done—an approach that stemmed from a feeling of collaboration rather than contentiousness.

“YOUR WEBSITE— ESSENTIALLY YOUR COMPANY’S “CALLING CARD”—IS THE FIRST PLACE CONSUMERS GO TO LEARN ABOUT YOUR BUSINESS.”

One person that does this better than anyone is the business tycoon Warren Buffet, who in many of his letters to shareholders will issue a “mea culpa,” taking responsibility for some mistake

he has committed during the previous investment period. The effect of such a disarming statement is to immediately instill a sense of trust in the reader, as in, “If he is admitting to his mistake up front, he must be an honest guy.” Once he has connected with his reader in this humbling way, Buffet could practically sell his reader the next Brooklyn Bridge.

The takeaway from my research is that advertisers and other businesspeople are missing out on a golden opportunity: those critical moments before you actually deliver your message. Everyone with something to sell—and that's all of us, frankly—should invest in some simple research to see what messages motivate our customers to buy. Would a change in your website background images do the trick? A new headline for your advertising campaign? What kind of trigger words, images, and situations do the best job in getting your prospective customers to convert?

The answer will be different for every business, but it's worth it to spend some time trying to unlock the code that works best for yours. And while you're doing so, here's another tip. In vetting your next campaign idea, ask your co-workers for their advice, not their opinion. That small change in wording will suggest collaboration and teamwork rather than essentially asking your colleague to turn inward to formulate a response. In working together to brainstorm and experiment with new marketing ideas, you can hone your skills of “pre-suasion” and soon see some very real results—right on your bottom line. ♦



Express Gratitude, Not Sorrow

BY: JIM JUBELIRER, JUBELIRER RESULTS GROUP

The way we speak has a major influence on our thoughts and how we feel. Negative words make us think and act negatively. Positive words improve our mood and draw others toward us. Why is this?

The way you communicate alters the expression of genes. A single negative word can activate the fear center of the brain and cause the upregulation of stress hormones. You don't even have to speak the word for it to affect you. Negative self-talk, the words you say to yourself, have the same detrimental effect on your body and, in turn, affect your actions. This *thought-bodily response-outward action* chain is why you should never tell yourself "I'm not prepared for this. I'm going to blow it" as you're walking into a big meeting. You start to sweat. You start to panic. You can't focus. You actually blow it.

The good news is that just as negative words can cause stress and have a negative effect on the body, positive words can have a positive effect on the body. Positive self-talk, for example, can kick off a series of neural changes in the brain which helps motivate you to achieve. This, in turn, can lead to a self-fulfilling prophecy. Your positive outlook can, and often does, lead to tangible results. Best of all, you have the power to choose.

“This thought-bodily response-outward action chain is why you should never tell yourself ‘I’m not prepared for this. I’m going to blow it’ as you’re walking into a big meeting.”

PUTTING A POSITIVE SPIN ON COMMUNICATION

Changing thought patterns is not a simple task, but it is one that can be accomplished over time by simply changing, and consciously choosing, the words you use to communicate. The artist Yao Xiao has a series of comic strips (featured on the right) which illustrate some of the ways we can flip the script on negative communication and state our thoughts to others in a more positive manner. It’s as simple as expressing gratitude rather than expressing sorrow. Thank the other person for their patience rather than saying you’re sorry that you’re late. Thank the other person for listening instead of apologizing for rambling. Yao Xiao’s comic strips beautifully illustrate the positive effect this flip-of-the-script has on both people.

TYING IT ALL TOGETHER

The fact of the matter is that it’s much easier for you to fall into the criticism and negativity trap by criticizing yourself or others than it is to put in the extra effort to give yourself perspective on things. If you spill your coffee, your immediate response through self-talk could easily be “That was stupid of me.” This is a visceral, gut reaction. To combat negative gut reactions, train yourself to pause. When you spill coffee, grunt, scream, yell, curse, but then pause. Choose to show yourself grace and positivity. The mug was slippery. It was an accident. I’m glad it didn’t spill onto my computer.

Unfortunately, until it becomes a habit, positivity just isn’t the default state of most people. It will take some effort, but rewards will come back to the individual putting in that effort. Begin by putting forth a concerted and active attempt to think about the way you speak to others (and yourself) and put a positive spin on these things.

Every time you speak to yourself or others, know this: you have the power to control how you feel by voluntarily choosing what words you use. Taking the reins and consciously steering your words away from negativity is the first step to bringing more happiness and growth into your life and the lives of those around you. ♦



IF YOU WANT TO SAY THANK YOU. DON'T SAY SORRY

Jack Daly

Life By Design

Ask anyone who knows me, they will validate this: I love what I do in my business life. Yet, as much as I enjoy this business life, it's not the only thing of importance. How about

- a) health;
- b) family;
- c) financial;

- d) spiritual;
- e) professional;
- f) friends; and
- g) life?

When I look at the above categories, I quickly realize there is much more to life than my business, no matter how much I may enjoy it. Over the years, I have seen way too many people enjoying

success in their business life yet falling considerably short of success in one or more of the above categories. I'm of the firm conviction that it doesn't have to be that way. In fact, much of what we do in crafting our business success can be used in crafting success in each of these categories—in effect, living a life by design. Dennis Waitley said it really well: "Most people spend more time planning Christmas and holidays than

“WHAT ARE THE TOP FIVE THINGS, RANKED IN ORDER, THAT ARE SPECIFIC AND MEASURABLE THAT MADE IT SUCH A GREAT YEAR?”

they do planning their life.”

I feel very fortunate that in my teenage years, I had several successful people in life underscore the importance of charting my life by the following formula:

- a) Put your goals in writing.
- b) Don't pick too many.
- c) Hang a date or indicator of completion on each goal.
- d) Design a written plan on the actions required to achieve each goal.
- e) Measure and record these actions.
- f) Share with others for accountability.

In effect, it's how you organize your view of the future that determines what the future is. It's amazing, and disappointing to hear, that 95% of people have no written goals. I like setting the table when working with others by asking the following big-four questions:

- a) What do you want in life?
- b) Why do you want it?
- c) When do you want it by?
- d) What do you choose to do in order to achieve it?

My long-term good friend Mark Moses introduced a great exercise on this very

topic, and one I've benefitted greatly from. He calls it “The Crystal Ball Exercise.” You look into a crystal ball and can see into the future to the end of next year. A great year is ahead of you! Write down what your future holds according to the crystal ball:

- a) Step One – The year 2017 has come and gone, and we “rocked” because we achieved the following specific and measurable outcomes. (See www.jackdaly.net in the Life by Design tab to see my “rocked” for 2017.)
- b) Step Two – What are the top five things, ranked in order, that are specific and measurable that made it such a great year? These are the indicators that led to the result in step one. (Again, check mine out on the “rocked” page at www.jackdaly.net.)

More often, failure in the future is the result of inadequate imagination in the present. And so, reality is what you make of it. It's all a matter of “drilling it down.” Take a look. For each of your goals, identify the various actions that will bring the goal to completion. On each goal, ask the following questions in order to leverage success:

- a) What will it take to guarantee that it happens?
- b) What will stand in the way?

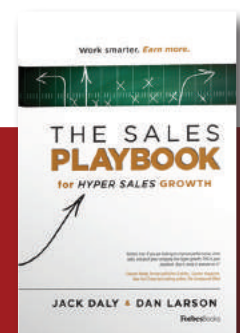
- c) How will we overcome what stands in the way?
- d) When will it be done?
- e) Who owns it?

Destiny is not a matter of chance; it is a matter of choice. Again, visit www.jackdaly.net to see my drilled-down goals, identification of actions, and my reports to my accountability team. While these examples are quite detailed, remember they are a byproduct of doing this process for more than fifty years, and as such, each year has become a little more specific and measurable. When people bust my chops about the level of detail and measurement, I'm reminded of this quote by George Bernard Shaw: “People are always blaming their circumstances for what they are. I don't believe in circumstances. The people who get on in this world are the people who get and look for the circumstances they want, and if they can't find them, they make them.”

Our journey is determined by the choices we make. Our answers are determined by the questions we ask. Our destination is determined by the steps we take. Our future is determined by what we do today.

The time is now to design your magical life! ♦

Jack Daly is an expert in corporate culture that inspires audiences to take action in customer loyalty and personal motivation. He delivers explosive keynote and general session presentations. Jack brings 30+ years of field proven experience from a starting base with CPA firm Arthur Andersen to the CEO level of several national companies. Jack is a proven CEO/Entrepreneur, having built six companies into national firms, two of which he subsequently sold to the Wall Street firms of Solomon Brothers and First Boston.





Jim Jubelirer **RESULTS GROUP**

KNOWLEDGE. ACTION. RESULTS.

Time

Do you feel like your business is taking too much of your time and energy?



Team

Are you hiring A-players and executing without drama?



Money

Is your business producing the cash you need to live the life you want?



Meaning

You have a successful business - now what do you want to be remembered for?
What do you want to leave others?



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