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You Always Wanted*

Game-Changing LIFE STRATEGIES

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PORTAL**

**Samuel Johnson J. Daniel Moody
Dr. Tony Alessandra**

Praise for Game-Changing Life Strategies

“Tony, Dan and Sam could rename this book “Game-Winning Life Strategies!” Put this book at the top of your reading list and prepare to win!”

**- Harvey Mackay, author of the New York Times #1 bestseller,
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“Game-Changing Life Strategies provides an in-depth look at the traits and habits of highly successful people – traits and habits that anyone can adopt. A must read for people who want to make powerful, positive changes in their life.”

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**- Jack Canfield, *Co-author of The Success Principles and
the Chicken Soup for the Soul series***

Game-Changing LIFE STRATEGIES

**Samuel Johnson
J. Daniel Moody
Dr. Tony Alessandra**

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copyright 2011**

by, Samuel M. Johnson, J. Daniel Moody and Dr. Tony Alessandra

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Dedication

I dedicate this book to: the memory of Colleen Lamrock (1975-1992) whom I miss dearly, my parents, Dale and Gail Johnson, for their unconditional love and support, my sister Jill and her husband Kenny for teaching me to love every minute of life. To Joan Lohrmann for keeping me in touch with God, and to my friends. My meaningful rewarding relationships with all of you is what provides me purpose in life.

Samuel Johnson

I dedicate this book to the memory of my parents, James (Buddy) and Kaky Moody, who supported me with love, encouraged me to be the best I could be and challenged me to do things that I thought were above and beyond my reach. I miss you both every day.

J. Daniel Moody

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Dr. Tony Alessandra

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Foreword

By Dr. Tony Alessandra

Research shows us that when people are given too much knowledge in too short a time period, panic sets in. Faced with new information, everyone needs to practice new skills to see which areas fall into place and which don't.

Game-Changing Life Strategies presents readers with a lot of new information that needs to be processed and acted upon, but don't panic, it is presented in phases made up of short chapters, many with workbook exercises and finishes up with interactive exercises from the personal webpage that you will set up. This personal webpage becomes your "virtual coach" that will help you through each learning phase.

Research also shows us that new knowledge is much easier to absorb when a clear picture of a goal is presented. Dr. John Lee, a leading management expert, demonstrates this in his workshops by giving groups of participants a 70-piece puzzle to assemble. One group views a picture of the completed puzzle; the other groups put theirs together without knowing what the finished product will look like. Consistently, the group with the picture finishes first. Why? They already know their goal. They have the advantage of possessing a blueprint for success which they tackle one bite-sized piece at a time. Think of Game-Changing Life Strategies as your blueprint to a better life.

Can you remember when you first learned how to drive a car? Before you learned how, you were in the "Ignorance Phase." That is, you did not know how to drive the car and you didn't even know why you didn't know how to drive it.

When you first went out with an instructor to learn how to drive you arrived at the "Awareness Phase". You still couldn't drive, but because of your new awareness of the automobile and its parts, you were consciously aware of

why you couldn't. At this point, you at least realized what you had to do to acquire the competency to drive. You may have felt overwhelmed by the tasks before you, but when these tasks were broken down one by one, they weren't so daunting after all. They became attainable. Step by step, familiarity replaced fear.

In the awareness phase people need to feel the exhilaration of small successes interspersed with the inevitable mistakes that they must make while acquiring new concepts and skills.... one step at a time. Game-Changing Life Strategies is structured to move you from Phase 1 to Phase 2.

With some additional practice and guidance, you were able to become competent in driving the car through recognition of what you had to do. However, you had to be consciously aware of what you were doing with all of the mechanical aspects of the car as well as with your body. You had to be consciously aware of turning on your blinker signals well before you executed a turn. You had to remember to monitor the traffic behind you in your rearview mirror. You kept both hands on the wheel and noted your car's position relative to the centerline road divider.

You were consciously aware of all of these things as you competently drove. This third phase is the hardest stage - the one in which your people may want to give up. This is the "Practice Phase." You will make mistakes during this phase. People tend to feel uncomfortable when they goof, but this is an integral part of Phase 3. Human beings experience stress when they implement new behaviors, especially when they perform imperfectly. You may be tempted to revert to old, more comfortable behaviors but it is important that you recognize this temptation and resist it.

You need to realize that it is alright to make mistakes. In fact, it's NECESSARY so that you improve through practice, practice and more practice.

Returning to our car analogy, think of the last time that you drove. Were you consciously aware of all of the actions that we just mentioned above? Of course not! Most of us, after driving awhile, progress to a level of the “Habitual Performance Phase.” This is the level where we can do something well and don’t have to think about the steps. They come “naturally” because they are so well practiced that we have shifted to automatic pilot. This final stage, then, is when practice results in assimilation and habit.

Our example holds true for your use of professional training through the first three relatively uncomfortable processes of ignorance, awareness, and practice in order to get to the blueprint for success - the highest level of “habitual performance.” However, you must pay a price to get to this level of competence: repetition and more repetition.

When you were learning to drive the car, you acquired your competency through practice. The same holds true for adopting the habits and traits of successful people. New skills will require a change of behavior from your present method of working. If this is the case, expect to see an initial decrease in productivity. This is a common occurrence in behavioral change. However, as you approach the automatic level of working through persistence and practice, your productivity will increase beyond its previous level and reach a new and higher plateau.

This four-phase model for success can help you and your people break out of the rut most of us dig for ourselves. By experiencing success and encouragement at each level, change can be exciting instead of intimidating. The bottom line is this: skills and attitudes will both improve by taking one step at a time as you work through the book.

Preface

By J. Daniel Moody

For centuries, man believed he had no control over his future – that his life was pre-determined or pre-destined. As a consequence, many a person surrendered his life to an unwanted fate or destiny. We have all heard the famous Henry David Thoreau quote: “most men live lives of quiet desperation and go to the grave with the song still in their heart.” Their aspirations remain unrealized, their potential unfulfilled, their songs of success unsung.

Today, forward thinking scholars believe we each hold our future, our destiny, in our own hands. Like them, I’ve refused to lead my life with the belief that I cannot change its direction and outcome. William Jennings Bryan captured my feelings best when he said; “destiny is not matter of chance. It is a matter of choice. It is not a thing to be waited for; it is a thing to be achieved.”

Today you can begin to design the future you desire; you can begin to choose what you will achieve. Thoreau warned, “When it is time to die, let us not discover that we never lived.” But he then counseled: “If one advances confidently in the direction of one’s dreams, and endeavors to live the life one has imagined, one will meet with success.”

Game-Changing Life Strategies aspires to capture the spirit of these beliefs and demonstrate that we can each make changes and make choices that will lead us to the lives we desire.

As for me, I have imagined my life all the way to the end. I have imagined my friends and family gathered to celebrate, not mourn, my life. I have imagined each person as they stand to speak: recalling that I had been a great friend, a great son, a great spouse a great father and the world's best grandfather. That is how I have established my life goals – by visualizing how I will be remembered and by setting goals that will help me hear the accolades that I have imagined. I choose to follow the advice of Jack Welch: “control you own destiny or someone else will.”

I recall a story I read in the book, “Plato and a Platypus Walk Into a Bar,” by Thomas Cathcart and Daniel Klein. The story goes like this: Three friends are killed in a car accident and meet at an orientation session in Heaven. The celestial facilitator asks them what they would most like to hear about themselves as their friends and relatives view them in the casket.

The first man says; “I hope that people will say that I was a wonderful doctor and good family man.”

The second man says; “I would like to hear people say that as a schoolteacher I made a big difference in the lives of kids.”

The third man says; “I’d like to hear someone say ‘Look he’s moving’.”

That last aspiration lies beyond the capacity of this book. But Game-Changing Life Strategies will demonstrate that you can plan and lead your life in such a manner that you **will** hear the things you would like to hear at its end. Game-Changing Life Strategies will help you get started living the life you want to live.

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Introduction

By Samuel Johnson

To say Dan Moody, Dr. Tony Alessandra and I are excited about helping individuals change their lives and careers through this book is an understatement. We are - quite simply - passionate about the possibilities of helping so many people! It is our belief that the people who read this book and complete the exercises will begin to find peace in their lives. They will start on a journey of accomplishment that will lead to fulfillment of their personal and professional goals.

Psychological research clearly demonstrates that self-improvement, habit change, and empowerment are within your reach; you may attain them all. This book will show you how to achieve your life objectives using techniques based on the latest, proven psychological research in behavior modification as found in such texts as *Applied Sports Psychology*.

In Game-Changing Life Strategies, we will teach you to set goals using the same advanced concepts and strategies used by the world's elite athletes. We will help you understand the adoptable traits of successful people—and how to make them your traits. Together, we will explore the Law of Attraction and learn how to use it to advance your success. And we will teach you the power of belief systems and how you can use them to direct and control your life.

Most importantly we will guide you beyond the book itself-to your exclusive access to the interactive, password protected Game-Changing Life Strategies web portal (*90 days Free access*). If you read the book and utilize the web portal, you will realize change in your life so beneficial and

powerful that you will understand why we had to patent this process. You will understand why self-help books written in the future will all strive to adopt this incredibly effective process.

Once on the portal you will engage in interactive exercises on goals, beliefs, associations, and the Law of Attraction. As you complete each exercise and establish a goal or objective, you will receive interactive reminders and reinforcement every day for 21 days. Research, as noted by Dr. Maxwell Maltz, demonstrates that when you see something in writing every day, for 21 days, a physiological change takes place within your mind. Your conscious mind awakens and urges you to attain the goal; neural pathways are built within your mind easing your journey to its accomplishment, and even your unconscious mind goes to work for you. Yes, most spectacular about this process is that your unconscious mind releases its power and goes to work to help you achieve your goals.

Do you want to lose 10-20-30 pounds? Do you want to learn how to make a six figure income? Do you want the relationships in your life to be more rewarding, fulfilling, and enriching? All of your goals will be realized. Game-Changing Life Strategies combines years of research with proven Psychological Training Programs as noted in *Applied Sports Psychology*, to provide you a guaranteed system to create positive powerful change after 21 days.

Let's get started on your path to discovery and change.

Please create your online account by clicking below or entering the url below into your internet browser:

Those with hard copy books please type in:

<http://www.alc-performanceenhancement.com/design-your-destiny/create-account.aspx>

PART ONE

**Game-Changing Life
Strategies**

**Chapters 1 & 2
intentionally left out.**

Chapter 3 - Adoptable Traits of Successful People

"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change." - Charles Darwin

Below is a list of 20 adoptable traits Successful People have in common and practice in their daily lives. Each will be discussed in a short chapter that is fun and easy to read. When you finish reading, you will be directed to log-on to your personal Game-Changing Life Strategies web page where you will pick 80% of the behaviors you want to embrace (remember the 80/20 rule).

Once you have selected the traits you want to adopt Game-Changing Life Strategies will begin its interaction with you over the subsequent 21 days. Your Reticular Activating System (a part of the brain that filters incoming information) will place importance on them for you and make them part of your neurological makeup. Successful People:

1. – Rationalize
2. – Imagine
3. – Have Voracious Appetites! (For Reading)
4. – Are Born to Succeed
5. – Understand Pain versus Pleasure
6. – Want the Best

7. – Have Goals!
8. – Help Others
9. – Think Positive
10. - Turn off the “Boob Tube”
11. - Aren’t Victims
12. - Train the Brain
13. - Water the F.E.R.N.
14. - Care & Respect
15. - Understand Themselves and Others
16. – Understand Challenges are Blessings
17. – Are Passionate!
18. - Rest, Relax, and Recharge
19. - Invest Money Wisely
20. - Are Resilient

In the upcoming chapters we will discuss the psychological impact each trait can have upon your life. You can then use the concept of Pareto's Principle and the Law of Attraction to your advantage, implementing those most important to you. In your first exercise, you will log-on to the Game-Changing Life Strategies password protected personalized web portal and will choose 80% of the traits you want to adopt or enhance.

Utilizing our patented Systems and Methods for Behavior Modification we will then interact with you over the next 90 days of your free access. That interaction will stimulate the adoption of these traits and reinforce your learning. These traits will soon become a part of your neurological makeup, the way you see yourself, conduct yourself and impact others. Successful People will naturally be attracted to you via the Law of Attraction.

Whether you are young, preparing early for a successful future, or mature, and looking for change, this process will benefit you. You are never too young or old to enhance your performance or to achieve new levels of satisfaction. You can be 25 or 65 and not embrace these behavioral habits, or **YOU can embrace these habits** and be empowered. Which person do **you** want to be?

**Chapters 4 thru 7
intentionally left out.**

Chapter 8 - Understand Pain versus Pleasure

"The secret of success is learning how to use pain and pleasure instead of having pain and pleasure use you. If you do that, you're in control of your life. If you don't, life controls you." - Anthony Robbins

People will do anything to get away from pain and everything they can to find pleasure. Successful people know this essential truth of human behavior and they utilize it on themselves.

After working with people for years, I understand this: we will all do more to escape pain than we will to gain pleasure. You must understand this about your own behaviors. To emphasize its importance, we have included several Pain versus Pleasure exercises on your Game-Changing Life Strategies personal web page.

You will learn in these interactive exercises-how to associate either pain or pleasure to specific situations that you want to change. Successful people become successful, in part, because they know how to associate pain with things or situations they want no part of, and how to associate pleasure with things or situations they want to engage in repetitively.

Think about what I have told you about myself.

Do I associate pain or pleasure with writing this book? How about with helping people? With watching people grow? I associate pleasure with each of those things. If I associated pain with them, I wouldn't do them.

What if **YOU** associated more pleasure with being in shape, looking good, and feeling stronger? Do you think you would improve your diet and exercise more? Yes, of course you would. But to truly change your condition, you would also need to associate pain with being out of shape, over eating, unhealthy foods, feeling heavier, weaker, and more lethargic. If you made both these pleasure and pain associations, would you not eat better and start exercising? Most definitely!

In our upcoming book, *Game-Changing Sales Strategies*, we will take an in-depth look at how this principle is used by Sales Superstars to achieve phenomenal success in their chosen profession.

Successful people understand the Pain Versus Pleasure theory and how it leads to greater success. Upon completion of the exercises associated with this chapter YOU will be able transform that understanding into meaningful change in your life!

Chapter 9 - Want the Best

"We have to do the best we can. This is our sacred human responsibility." Albert Einstein

Successful people want to be the best. Successful People focus on goals and drive to their attainment. Successful people don't let excuses or speed bumps get in their way!

Whenever I speak on this topic, I am reminded of the movie *The Natural*. Robert Redford stars as a baseball player of immense talent named Roy Hobbs. Out of the game for many years, he has a chance to come back late in his life. He returns to baseball at an age when most baseball players retire. He knows what keeps his competitive fire alive is his belief in his exceptional talent, and a burning desire to win. He wants one thing above all else-when he walks down the street after his career has ended to hear people say, "There goes Roy Hobbs, the best there ever was in the game."

Many believe the movie echoed a quote by Hall of Fame baseball player Ted Williams who once said, "All I want out of life, is that when I walk down the street folks will say, there goes the greatest hitter that ever lived."

Few, if any, people have had the success Ted Williams enjoyed as a professional baseball player. Many have described hitting a baseball that moves at 95 miles per hour on one pitch, and 75 miles per hour on the next, capable of curving, sliding and dropping, as the most difficult feat in all of sports. Ted Williams was a man who excelled at it.

Studies show that when we achieve some level of success we get feelings of exhilaration and satisfaction that we want to feel again and again. Those feelings pinpoint our focus on achieving our goals and becoming more successful.

Imagine this situation:

Two sales people represent two different companies. Each salesperson sells the same brand of Widgets as the other. Each sales person receives a lead-ABC Company is looking for new Widgets. One sales person gets the lead on his cell phone and is immediately excited. He thinks: "I know I can help him, I can ease his pain and fill his aspirations. I can earn his business and be the sales person of the month again."

The other sales person thinks: "oh boy I am busy... I'll get him a bid later this week"... in his mind he complains that the potential customer is 40 minutes away from the office and he'll have to drive through traffic every time he sees him.

Which of the two wants to be the best? Who do you think will get the business? Who do you think makes a six figure income and who is going to make much, much less?

Imagine two professional pool players squaring off in a match. One thinks: "I need to focus, hit the ball with finesse, use positive self talk, and play to win." The other thinks: "Last time I played this person I scratched and lost, I hope I don't scratch and lose again." Which of the two wants to be the best? Who do you think is going to win that game?

Wanting to be the best doesn't guarantee you are going to win, but you aren't going to win if you don't want to be the best. There are proven processes to help YOU become your best and achieve your goals. We have included exercises to help you on your personal Game-Changing Life Strategies web page.

**Chapters 10 thru 26
intentionally left out.**

Chapter 27 – Empathy

“People will forget what you said, people will forget what you did, but people will never forget how you made them feel”

– Bonnie Jean Wasmund

Positive Flexibility Trait # 3

Empathy is the third positive flexibility trait. The root of the word empathy is pathos – the Greek word for feeling sympathy means acknowledging the feelings of someone else, as in “I sympathize with you.” Empathy is a term for a deeper feeling. It means, “I feel what you feel. I can put myself in your shoes.” Sympathy results in kindness and sometimes pity. Empathy results in actually feeling the pain, or the joy, of the other person.

You can see how the willingness to be flexible comes more easily when you can put yourself in the other person’s shoes. Empathy is a key skill taught in negotiating. William Ury, in his book *Getting Past No*, makes the point that every human being has a deep need for his or her feelings to be recognized. Knowing this can help tremendously in a difficult negotiation by creating a climate for agreement.

Ury counsels that it’s important to acknowledge both the factual point and the feelings of the other person. He uses the example of an employee approaching a boss.

The employee says: “I just found out Dale makes \$2,000 more a year than I do for the same job.” Trying to explain why Dale makes more money, even if the reason is a good one, only makes the employee angrier. Instead, you must acknowledge the fact and the feelings

first: “You think we’re taking advantage of you and you’re angry. I can understand that. I’d probably feel the same way.”

That isn’t what an angry person expects. By acknowledging the employee’s feelings, you’ve helped him calm down. His next statement might be: “Well, why shouldn’t I make as much as Dale does?” That shows he’s ready to hear your explanation.

The feeling of empathy is much easier to come by when you care about the other person and take the time to feel what they’re feeling. In the worlds of business, politics, or the professions, that feeling of empathy may not come as easily.

Remember the encounter we heard earlier between Harry Stern and Deborah Wilson? She had just shown up to take over her assignment as co-director of marketing with Harry. Harry had seemed less than pleased to see her. In the next scenario, the two actually sit down in Harry’s office and his first words are:

Harry: Frankly, Deborah, I don’t think you’re ready for this job.

Now, Deborah could respond a number of ways. We know she has self-confidence. But does that get translated into confrontation? Let’s look at a couple of different possibilities:

Scenario One

Harry: Frankly, Deborah, I don’t think you’re ready for this job.

Deborah: Let me remind you, Harry, that headquarters assigned me to this job because they felt I had something to offer. I expect your cooperation. If you don’t, I’ll submit a letter for your file.

Scenario Two

Harry: Frankly, Deborah, I don't think you're ready for this job.

Deborah: I understand your concern, Harry, because I know how committed you are to the success of the department. If I were you, I might be worried about whether I was turning my baby over to someone who wasn't ready to take responsibility for it. But I wouldn't be here if I wasn't ready. And I want to benefit as much as I can from your experience.

The two scenarios capture two different confident responses from Deborah, but the second one adds the dimension of empathy for Harry that's missing from the first one.

These scenarios, by the way, are adapted from an audio program by Lee Bolman and Terry Deal called *Reframing in Action*. Their point is that no matter how gruff or rude a person may be toward you, you can usually come up with a way to meet those emotions and flow with them, rather than attack them head on.

All the great teachers of empathy for others start with the same point: You cannot truly feel the pain or the joy or the emotion of another until and unless you're able to feel the same thing in yourself. Do you acknowledge your own pain? Can you feel your own joy? Real empathy lies in simply finding the same thing within your-self that the other person is experiencing. You might not have had exactly the same experience, but you've known the sadness of loss, or the anger of feeling cheated, or the sense of righteousness at injustice.

Some of us don't take the time to feel our own feelings, so when someone else expresses a feeling, we don't have much to refer to. Let me give you

another tip. Sometimes we can share a deep feeling vicariously through reading a great novel or seeing a powerful movie. If you're on a steady diet of action movies, they don't usually dwell on individual feelings. You might want to take the time to broaden your reading and viewing habits.

Men are being encouraged to express and share their feelings more these days through the efforts of Robert Bly and others. And, not just their soft vulnerable feelings, but feelings of anger and frustration as well. You might be concerned that expressing a caring approach toward another person will result in the other person manipulating you.

This isn't about abdicating your own needs or point of view. It simply means that you're able to step into the shoes of another and acknowledge their feelings. Having that ability is an asset.

EMPATHY PLANNNG GUIDE

What do I need to do to become more empathetic to the feelings and situations of others?

What are the potential obstacles that stand in my way?

Why do I want to achieve this goal? What's in it for me?

What is my action plan? How will I specifically achieve my goal?

What is my target date/deadline for achieving my goal?

How and when will I measure my success?

**Chapters 28 thru 33
intentionally left out.**

Chapter 34 - Difficulty Dealing with Ambiguity

"The creative person is willing to live with ambiguity. He doesn't need problems solved immediately and can afford to wait for the right ideas" - Abe Tannenbaum

Negative Flexibility Trait #5

The last negative flexibility trait is having difficulty in dealing with ambiguity. "Ambiguous" means having several possible meanings, interpretations, or outcomes. Some people don't like ambiguous situations where new variables can pop up any time, or where novel outcomes emerge rather than being designed from the beginning. It has to be either/or - One way or the other. They get nervous in the face of the unknown. They'll say: "Let's nail this down" or "Let's choose one and go for it," before an idea has been fully developed. Sometimes that approach may be necessary. But rigid people like to get closure – on one meaning, one interpretation, and one outcome – as early as possible. And often that approach leaves out the contributions of other people. It certainly leaves out the possibility of novelty and serendipity.

Let's look at another scenario, where Suzanne is in charge of an important corporate meeting.

Leonard: Suzanne, how are the plans going for the meeting?

Suzanne: Horrible. I don't have an exact number of attendees – there could be as few as 18 people or as many as 30. The keynote speaker isn't arriving until two hours before the meeting because he's coming

from another engagement, and I don't know if the chairman of the board is going to speak at the beginning or end of the day.

Leonard: What about the basic agenda and the handouts and all that?

Suzanne: Oh, those things are all taken care of.

Leonard: So, the rest of it sounds like details. Plan lunch for 30, have someone meet the speaker at the airport, and let the chairman play it by ear.

Suzanne: Easy for you to say. I'd like to have the whole thing set, cut 'n dried, scheduled from minute one.

Leonard: It sounds to me like you've done your job well. Why don't you just relax and let a little ambiguity into the picture? Something novel could happen. Those meetings are usually pretty boring, you know.

Suzanne: I guess I have to let go of what I can't control, but it's not by choice.

We can all appreciate Suzanne's feeling of responsibility in this story. She has to make sure the event will go smoothly. But having everything "cut 'n dried" as she said would probably take any feeling of ease and spontaneity out of the meeting. In this case, "cut 'n dried" means over-controlled, everything's "nailed down." As her co-worker remarked, it's a formula for boring.

We're all being asked to tolerate more ambiguity these days. Technology is changing the nature of the work we do, or in some cases, whether we have any work to do. For the past twenty years, we've been experiencing tremendous ambiguity in gender roles – what it means to be a man, what it means to be a woman.

If you're in a role of leadership or responsibility, there's no doubt you must make room for surprises and uncertain outcomes. Imagine being told in 1962 that the Soviets had nuclear missiles positioned on Cuba aimed at the United States, and that they might fire them, or they might not.

John F. Kennedy faced that ambiguity. Imagine yourself on March 9, 1965, leading several thousand demonstrators in a march for civil rights in Selma, Alabama, where only two days earlier, hundreds of people had been beaten and attacked by police dogs for doing the same thing. Martin Luther King, Jr. faced a very ambiguous situation.

Fortunately, most of us don't have to deal with that level of uncertainty. If you're a person who has trouble dealing with ambiguity, you like to do routine things with familiar people who behave in traditional ways. Changes and surprises make you uncomfortable because they alter the routine.

If you recognize yourself in this discussion and feel that developing a greater tolerance for ambiguity would allow you the flexibility you'd like to have, here are some tips:

Begin to stretch yourself a bit by taking on different duties and activities beyond your comfort level. In other words, consciously introduce some novelty and ambiguity into your life. Avoid doing things the same way every time.

Realize that there's almost always more than one way to accomplish a task. When you encounter a situation that has several possible outcomes, don't try to avoid it. Take the time to consider each possible outcome, from the most optimistic to the most pessimistic.

AMBIGUITY PLANNING GUIDE

How do I become more tolerant in ambiguity in my interpersonal transactions with others?

What are the potential obstacles that stand in my way?

Why do I want to achieve this goal? What's in it for me?

What is my action plan? How will I specifically achieve my goal?

What is my target date/deadline for achieving my goal?

How and when will I measure my success?

Conclusions – Negative Flexibility Traits

Rigidity, competition with others, discontent, being unapproachable, having difficulty dealing with ambiguity. Each of these negative traits supports a basic unwillingness to be flexible.

Oftentimes, when a process is allowed to follow its own course, it turns out better than any one individual, controlling the situation, would have been able to force it to do. That doesn't mean, of course, that you can just sit back, let go of control, and passively watch things go by.

**Chapters 35 thru 39
intentionally left out.**

Chapter 40 - Self-Correction

"Man is still responsible. ... His success lies not with the stars, but with himself. He must carry on the fight of self-correction and discipline"- Frank Curtis Williams

Positive Versatility Trait #5

The fifth and final versatility trait we'll discuss is self-correction. That means the ability to initiate change and evaluate the results. It means you ask for feedback, and have a mindset that's about problem-solving, not about the need to be right. It means being able to see when you've developed a non-productive pattern in your behavior. Or being able to say: "I think this approach isn't working, I'd better try something different."

Self-correction is based on negative feedback. When things are going well, we generally don't think about changing anything. It's only when something goes wrong, or we recognize the potential for it going wrong, that we decide to make corrections. This is the phenomenon of negative feedback – feedback that's based on receiving negative information.

A very simple example is the big toe on your right foot. You probably weren't thinking about it until I mentioned it. If you had stubbed your toe just now, and it was throbbing, you'd be thinking about it and how to take care of it. That's the principle of negative feedback.

It's unfortunate but true that we learn mainly by making mistakes. Buckminster Fuller was an architect, inventor, and philosopher – his most well-known contribution is the geodesic dome. In the many books he wrote in his later life, one theme was constant. Fuller emphasized over and over

that human beings learn only through mistakes. The billions of human beings in history have made quadrillions of mistakes – that’s the only way we’ve arrived at the knowledge that we have.

Fuller pointed out that humans might have been so mortified by the number of mistakes we’ve made that we would have become too discouraged to continue with the experiment of life. But fortunately, we have a built-in sense of pride in the fact that we can learn, and we have the gift of memory, which allows us to keep somewhat of an inventory on our mistakes. That prevents us from repeating all of them over and over again.

When you possess the trait of self-correction, or sometimes it’s called “course-correction,” you’re able to learn from your mistakes. You also get better and better at spotting the need for change before disaster strikes. It’s similar to being able to monitor symptoms of disease in your body before they turn into serious problems. Let’s look at an example of self-correction in action:

Tom has decided to give his employees an all-expense paid cruise at the end of the year as a bonus. He’s telling one of them about it now:

Tom: Jim, you know we’ve had a great year, and it’s because you people have worked so hard. So I’ve arranged for all of us to take a four-day cruise around the Caribbean as a gift.

Jim: Wow, that sounds great. I’ll talk to my wife about it.

Tom: It’s all set. Four days between Christmas and New Year’s. I’ve planned the whole itinerary – there’ll be shopping and sightseeing stops, and I’ve planned a couple of seminars by leading business speakers on the boat itself. Whadya’ think?

Jim: I think you're being very generous, Tom, but I also think it'd be good to check with everyone on when they're free and what they'd like to do on the cruise.

Now at this point, our boss, Tom, can either course correct on the plan, or not. Let's say he doesn't.

Tom: (very angry) I'm giving you guys a free cruise in the Caribbean and you're telling me you need some time to think about how you'd like it to be!? Who's footing the bill? You don't have to go if you don't want to, Jim.

Now let's suppose that Tom saw the mistake he was making as Jim suggested checking with other people before making final plans. Tom could have responded like this:

Tom: Boy, I'm really getting carried away, aren't I? I got so excited about giving everybody this gift, I didn't think about how it fit with their holiday plans. You're right, Jim, let's pull a brief meeting together at the end of the day tomorrow and I'll present my ideas and we'll try to come up with some consensus on the trip.

That's an example of self-correction in action. Tom recognized that he'd made a mistake – probably because he was so excited about his idea – but he made a mistake by expecting everyone to embrace his wall-to-wall plan for the trip. So he adapted his behavior. At tomorrow's meeting he has a chance to influence people with his ideas for the trip. He can use many of the traits we've discussed so far in presenting his ideas – things like confidence, positiveness, and respect for others. And he'll probably have to stay open to more course-correction of his own ideas.

“I made a mistake.” Or, “I went off on a tangent.” Or, “I got off on the wrong foot.” Those are each ways of acknowledging that we tried something that didn’t work out as we’d planned. If you find that you’re not saying those kinds of things very often or at all, it might mean your versatility is low, or it might mean you’re not trying anything new. As Bucky Fuller says, “it’s the reason we were given two feet - to make a mistake first to the left and then to the right and over and over again. It’s only by self-correcting at every step we take that we’re able to walk in a somewhat straight direction.”

SELF-CORRECTION PLANNING GUIDE

How do I improve my self-correction skills?

What are the potential obstacles that stand in my way?

Why do I want to achieve this goal? What's in it for me?

What is my action plan? How will I specifically achieve my goal?

What is my target date/deadline for achieving my goal?

How and when will I measure my success?

Chapter 41 – Subjectiveness

“We can escape the commonplace only by manipulating it, controlling it, thrusting it into our dreams or surrendering it to the free play of our subjectivity” - Raoul Vaneigem

Negative Versatility Trait #1

Subjectiveness means seeing everything from strictly your own perspective. “This is the way it looks to me.” And that’s the only way you can look at it. The versatility aspect here is the ability to see things from other peoples’ perspectives. A classic situation of differing perspectives exists in companies that are organized into rigid departments. They often don’t communicate well with one another.

Let’s imagine a scenario where the research and development division has come up with a new industrial strength cleaning product that will remove grease and cosmetics stains from white sheets and towels and make them look like new. This would be a great boon to hotels, for instance, that have a premium on keeping the sheets and towels looking fresh without having to buy new ones all the time. This product will sell! The company has brought together the heads of the departments. Mack from marketing speaks first:

Mack: This sounds great. We can have ad copy ready by next week. We need to get the jump on our competitors.

John: Wait a minute. R&D tells me that in order to manufacture this stuff; we need to import an ingredient from Malaysia. That’s the only place to get it and we can’t get enough of it to begin production for at least four months.

Helen: I've got another consideration. R&D says that although this stuff doesn't have phosphates in it, they're not exactly sure of the consequences of putting this product into the waste stream. What if it produces problems for the environment? Then we're in big trouble.

Marge: We're in trouble now. Our bottom line is turning red and there's a shareholder's meeting next month. If we can say that we have a new product coming out that's a sure hit, we'll squeak through. But I've got to have sales projections soon.

Will these people ever be able to see each other's points of view? Each one is coming from his or her own subjective perspective. What each person is saying may feel "objective" to that person. It's "objectively" true that marketing needs ad copy, that manufacturing needs the ingredients for the product, that the company needs to make money, and that someone needs to pay attention to environmental impact. But unless each person is able to get beyond their own needs in the situation, there'll never be any satisfactory resolution. It'll probably come down to: do we come out with it, or don't we? And then each person will have to solve their problems individually.

That is why some companies are turning to team-based decision-making – that's where each person has to take the other's viewpoint into account when they offer suggestions for action.

In our soap example, shifting the decision-making from individual departments to a product launch team means each person has to go beyond the technical concerns of marketing, manufacturing, and so on. The whole team has to engage each of the considerations together. In other words, each person has to give up his or her subjective perspective, and instead

focus on what's necessary to make the whole project a success, not just their part of it.

Subjectiveness doesn't just come up in planning meetings. It's reflected every day in statements such as: "Anyone who can't see that we need to do it this way is an idiot!" Or, "I won't accept anything less than a ten percent decrease in this budget." And similar statements that make the point of view expressed the only possible point of view.

This negative trait of subjectiveness is also related to the trait of rigidity. In rigidity, the person is unwilling to consider any other point of view. In subjectiveness, the person is unable to do that because he's stuck in his own.

There's a famous old Eastern parable that you might have heard about five blind men and an elephant. They were each asked to describe this beast and one said, "It's like a tree," as he held on to the elephant's leg. "No, no, an elephant is much like a piece of cord," said another, as he held on to its tail. The third said, "I think the elephant is most like a python," as he held on to the trunk. And so on.

Of course, each one had only a piece of the picture. It's easy to see that if they could share each other's perspective, they'd come up with a whole picture. And that's the advantage of getting past your own subjectiveness. We tend to get stuck in limited and partial views of people or issues. We don't make the effort to "get another camera angle" on the subject and so we make decisions, or have relationships, that create problems. Having only one way of seeing things automatically means having problems with someone who has a different perspective. Those kinds of problems could be avoided when we accept that there's more than one viewpoint on almost every topic under the sun.

But we're back to how does one let go of being solely subjective? First of all, it's fine to have your own viewpoint. The task is to make the distinction between viewpoint and reality.

The reality is that the baby spilled the milk on the floor. Your viewpoint may be that this is a mess that you have to clean up. Someone else at the table may think it's quite funny, or quite cute. And the cat thinks it's a wonderful turn of events. You can help your versatility in situations a lot by realizing whenever you have an opinion or reaction; it's only one possibility of many. Don't confuse your viewpoint with the reality of the facts. It's a liberating feeling to realize that what you thought was reality was simply your point of view – and that can be changed.

You may say you're willing to see things from other people's perspectives, but can you do it is the question. You might try practicing on an issue that you feel strongly about – Abortion, Gun Control, Capital Punishment, Universal Health Care. Can you really articulate the argument of someone on the opposite side?

In more mundane matters, when you find yourself in a verbal tug-of-war, try this line: "Now, let me see if I understand your perspective. What you're saying is..." and finish it with an honest attempt at capturing their viewpoint. The more often you're able to change camera angles, to separate facts from strongly held emotions, to articulate the opposite of what you believe, the more you're exercising your versatility muscles.

SUBJECTIVENESS PLANNING GUIDE

How do I become more objective in my interpersonal transactions with others?

What are the potential obstacles that stand in my way?

Why do I want to achieve this goal? What's in it for me?

What is my action plan? How will I specifically achieve my goal?

What is my target date/deadline for achieving my goal?

How and when will I measure my success?

**Chapters 42 thru 48
intentionally left out.**

PART THREE
Game-Changing
Life Strategies
Interactive Exercises

Chapter 49 - Associations

"All thought is a feat of association; having what's in front of you bring up something in your mind that you almost didn't know you knew."-Robert Frost

How do you spell relief? R O L A I D S. What does a Snickers candy bar do? *It satisfies...* When you see the Nike Logo what do think? *Just do it* or maybe Tiger Woods. We can't help it; these associations are rooted in our cognizance.

All of the best marketing professionals know how to use Associations. Nike established the association between Tiger Woods and their brand for a singular reason- they believed that he would be an extremely successful professional golfer and they wanted Nike's name associated with his. They wanted the world to associate their products with success. Their association with Tiger transferred his success in the mind of the world, to the company with whom he was associated and its products. Tiger's success echoed whenever the Nike name was mentioned. Nike golf products, clubs and balls gained a prominent place in the market almost overnight.

Before Tiger Woods, Nike associated its name and products with Michael Jordan, arguably the best basketball player ever. They were a shoe company; Air Jordan redefined an industry. Jordan's success was inextricably linked to Nike—the brand leveraged that association to greater and greater success.

Leonard Nimoy, the actor who portrayed Spock in the Star Trek TV series and movies, was hired by companies such as Aleve, Celestron Telescopes, and Oldsmobile to promote their products. Why? Because these companies wanted the association with the success attributes of the character Spock.

If “Spock” thinks something is good, it must be good thinks the world; Spock is extremely smart! When Spock associates himself with products tied to mechanics or the sciences, such as Olds or Celestron we associate that product with intelligence.

Consciously and unconsciously, we associate outcomes or viewpoints with situations, and those associations determine our behavior in those situations.

You have a minor psychological association with fast food that tells you it isn’t that good for you. You have a stronger association with fast food that tells you it tastes great, it’s inexpensive, it satisfies you and that eating it lets you escape the stress of the moment and relax. You will choose to eat fast food.

Conversely if your associations with fast food make you recall how overweight you’ve been before, make you recall unflattering pictures of yourself, make you think of low energy, an unhealthy life, and not feeling good long-term the opposite will occur. You will not end up in the fast food drive-thru.

You can associate work with all of its potential negatives: cramped seating behind a desk all day, unpleasant phone calls you don’t want to make, responsibility for tasks you don’t want to do and accountability to someone you don’t respect or care for. If you foster these associations, you won’t like your work- won’t like the thing you do one third of your life-time.

Or you can associate work with all its positives: the money that provides for yourself and your family, the opportunity to grow, advance and mature in a system, the chance to contribute your time, your intelligence, and your efforts to advance your colleagues, your company, and the community. If

you foster these associations, the desk will seem less cramped, the phone calls potentially pleasurable, the responsibility for tasks an opportunity for recognition and reward and accountability to anyone else easy- for you embrace accountability for personal excellence to someone you do respect and care for: yourself. If you can associate more pleasure to what you are doing than pain, you will like what you are doing.

Successful People choose to find a positive association with every potential situation- knowing that all situations have both positive and negative associations potentially attached.

Throughout history, those in power, those seeking power and those seeking to resist the power of others have understood the power of Associations and how they can be used to direct and drive behavior of individuals and even societies. Hitler used his fascist propaganda machine to associate people of Jewish heritage with the financial and social ills of Germany following World War I. That propaganda campaign created associations with the Jewish People that were so debasing and dehumanizing that it spurred a nation to look the other way during the Holocaust.

During the same period, during World War II, Japanese Kamikaze pilots were reminded over and over of the teaching of their ancestral worship, that their death meant ultimate honor to their family and there was more pleasure associated to their death than was pain. The power of these associations made their personal sacrifice the natural outcome.

Associations become anchors in our psyche either through repetition-seeing or hearing the association over and over again-or when emotional levels are intense. On a practical level this means we must be cautious when we are in situations where heightened emotional involvement exists. When

we fight or argue with those with whom we have intimate relationships, our spouses, our families, our dearest friends, our closest business associates, we need to remember that strong associations are likely to be created. We will create positive associations if we remember the love, care and respect we have for the person and disagree fairly. When we utilize empathy as Dr. Tony Alessandra emphasized earlier in the book, relationships improve dramatically. When we do it properly, the disagreements might be painful, but the repetitive association of love, care and respect can be curative and positive. When we fight and argue with intense emotion, when we forget the repetitive love, care and respect, we can create a negative association with our loved ones that will resurface at every encounter thereafter.

Whatever dominant associations we have with a situation determines our behavior in that situation. We can choose to associate different feelings with any situation if we want to AND, if we have enough leverage, we can change those that will dominate. We need to be able to associate either more pleasure or less pain with a situation if we want to change.

The habit of smoking illustrates the complexity of challenges we face with the embedded associations in our lives. Many express a desire to quit smoking. However, if they actually find more pleasure in smoking than they find pain in the potential of dying early, getting lung cancer, or showing their children their lack of concern for the impact on the children, they won't be able to stop.

However, if they were to make a list, evaluate it and truly began to associate more pain with smoking than pleasure, their ability to change, to quit, would improve. They would still fight many other associations that made them start smoking in the first place. Advertisers made them associate smoking with a sophisticated, sexy, rebellious and relaxing lifestyle. Their peers

in adolescence helped them associate smoking with “growing up”, with “doing the cool thing”, with being “in.” Their peers in adulthood helped them associate smoking with “relaxation”, “kicking back” and “being off the clock.” Coupled with the physical addiction of nicotine, those trying to quit smoking need face a challenge-one that requires they understand all the underlying associations with smoking that must be changed for success to occur.

If our associations with work provide us more pleasure and less pain when we barely get the job done, when we survive but don’t thrive financially, when we do just enough to keep the boss happy, we will not change. However, we can choose to associate more pleasure than pain with working that extra hour, with reading about our profession and engaging more with our colleagues. We can choose to associate more pleasure than pain with heightened focus on the greater financial rewards possible, the respect we might get from our peers, the opportunities we might create for our family and others, the home we might live in. If we can associate the greatest pleasure with working harder and smarter, then we will work harder and smarter.

Knowledge is power. Knowing that we have the choice to associate more pleasure and less pain to a situation-or vice versa- and that if we do our behavior in that situation can change, puts us in control of our destiny. How much in control? What if when we started feeling frustrated we actually smiled because we knew we could overcome the situation? What if when we start feeling frustrated we thought, “I recognize this feeling; frustration means I have an opportunity to change, to improve. I’ve successfully dealt with this before, and I will successfully do it again.” How would that feel?

That is the power of Associations.

For example:

Work frustrates you. Take the opportunity to appreciate your career again by replacing the negative associations you have with your work situation with positive ones. Game-Changing Life Strategies will begin its interactive process reminding you of these positive associations and reinforcing them for 21 days- until they become part of your conscious, unconscious and physiological makeup.

Situation: You Are Frustrated At Work And Have These Negative Associations With Your Career:

I hate going to work every day and barely making ends meet.

I hate getting so bored every day I have to drink coffee at 2 PM to make it through the day.

I hate it when my boss doesn't appreciate my work.

I hate sitting at a desk for 8 hours a day.

I can't stand the stress created by company management.

Change: I Will Create These Positive Associations with My Career:

My career provides me the opportunity to provide for my family.

My career provides me opportunities for growth—I need only pursue them.

My career provides me opportunity to learn if I take it.

My career can give me the respect of my colleagues and managers, if I choose to earn it.

My career provides me with the ability to own a car and a home, or rent an apartment.

My career provides me the opportunity to help others grow.

My career provides me the opportunity to demonstrate my dedication and talent.

My career gives me the chance to hold myself accountable for excellence.

Now we are going to click on the link below link to go back to your password protected Game-Changing Life Strategies web page. There you will recount in writing a situation or person that frustrates you. Rather than writing down all of the negative associations you have with that situation or person, you are going to write down all of the positive associations.

Those with hard copy books please type in:

<http://www.alc-performanceenhancement.com/design-your-destiny/associations.aspx>

To purchase the complete eBook or a Print-Version of
Game-Changing Life Strategies, please go to:

<http://www.alc-performanceenhancement.com/products.aspx>

- With the purchase of the eBook, you will also receive a free download of Dr. Tony's "*Alessandra on The Platinum Rule*" MP3
- With the purchase of the Print-Version, you will also receive Dr. Tony's "*The Platinum Rule*" 1-Hour DVD

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About the Authors



About Sam Johnson

Sam Johnson is a noted author, savvy entrepreneur and business consultant with a history of successful ventures. Sam has a unique ability to help others because his kind nature stimulates innovation, while his result oriented determination keeps clients accountable. Sam's charisma derives from his "team player attitude"

and his ability to keep clients moving forward despite obstacles. He is currently a Partner at **Game-Changing Strategists, LLC.**, a multifaceted Business Consulting Firm in San Diego, CA. Additionally; he is the Founder and serves as the President of ALC. ALC is an innovative training organization that provides dynamic performance enhancement training to sales professionals, corporate managers, students, athletes and individuals from all walks of life to give them the mental tools needed to unlock their full potential. He developed and teaches the **Four Post Foundations for Success®** training program; an incredibly powerful set of tools that will unleash the highest levels of performance capabilities of every individual. His latest work was the development of a Patented Behavior Modification System that is generating interest from Sports Teams to Private Firms to individuals seeking help.

Sam also founded Competitor Consulting, the sister company of ALC that works specifically with individual athletes, teams and coaches. Competitive sports training starts with the body and ends with the mind. Elite athletes, by nature, have an unequalled dedication to the physical side of their sport

but often need better tools to help them work on the mental side of their game. Competitor Consulting fills the gap and provides the athlete with the mental training and assistance they need.

Prior to founding ALC and Competitor Consulting, Sam was a Partner in Technology Assurance Group (TAG), a national training and consulting organization that works with leading independently owned telecommunications companies. Sam successfully added more than 100 new member companies to the organization and provided dynamic business training sessions to help them increase sales, profit margins and their economic buying power.

Johnson holds a Bachelor's Degree from the University California San Diego, holds a Certificate in DISC Personality Theory, is professionally trained in Meyers Briggs Type Indicator, and holds a Certificate in Sports Psychology from SDUIS. He is completed all courseware for his Masters in Psychology and in the process of finishing his thesis.

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About Dan Moody

Dan is the Founder and President of **Game-Changing Strategists, LLC**, a multifaceted Business Consulting Firm in San Diego, CA.. He is a noted author, and for the last 12 years a highly sought after consultant after leaving a successful 25 year career in the corporate world.

Over the course of his career he has been a very successful Salesperson, Sales Manager, Sales Trainer, Executive Vice President of Sales, Vice President of Business Development and a leading Sales Consultant & Strategist. He has successfully led large geographically dispersed sales forces of Fortune 500 Companies as well as the sales teams of numerous privately owned firms. It is in the area of Sales Training and Performance Enhancement that he has gained the most notoriety with the development of his **7-Step Collaborative Selling Solution®** training program.

Prior to starting his consulting career, Dan was part of the founding group and served as Vice President of Sales & Marketing for The National Dispatch Center; a leading provider of Communications Gateway Services to wireless communications carriers. During his career he has also held sales management and executive management positions with FSV Payment Systems, Fujitsu Business Communications, GTE, Sprint/North Supply and Honeywell.

Dan has a wealth of experience in the start-up world having co-founded several technology and professional services companies. In addition to the National Dispatch Center, he also co-founded NavSearch Technologies, an

early provider of location based information services for automobiles and Recreational Vehicles.

After becoming a business consultant he has successfully helped launch several high tech start-ups across the country. He has provided guidance in the development of business plans, sales & marketing strategies, fund raising and strategic planning. He has often taken an active day-to-day role in these ventures serving in such roles as Interim President, COO and VP of Sales & Marketing. He has also served in the capacity of Advisory Board Member to several San Diego firms. Dan is known for his ability stimulate organizations when they need it the most.

As a result of his depth of experience managing the overall operations of small and mid-size companies Dan expanded his consulting practice several years ago to include Management and Leadership Coaching. He works with business owners, executives, senior managers and management teams to help them look beyond their day-to-day challenges and to focus more strategically. His coaching programs can help get any business running at peak performance; improve the operational efficiency and the bottom line results. He helps create and implement strategic plans that take companies to the next level.

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About Dr. Tony Alessandra

Dr. Tony Alessandra has a street-wise, college smart perspective on business, having been raised in the housing projects of NYC to eventually realizing success as a graduate professor of marketing, entrepreneur, business author and hall-of-fame keynote speaker. He earned a BBA from the University Of Notre Dame, an MBA from

the University of Connecticut and his Ph.D. in marketing from Georgia State University.

In addition to being president of AssessmentBusinessCenter.com, a company that offers on-line 360 degree assessment, Tony is also a founding partner in the Cyrano Group and Platinum Rule Group – companies which have successfully combined cutting edge technology and proven psychology to give salespeople the ability to build and maintain positive relationships with hundreds of clients and prospects.

Dr. Alessandra is a prolific author with 20 books translated into over 50 foreign language editions, including the best-selling **Switched-On Selling**, the newly revised best-seller **The NEW Art of Managing People** (Free Press/Simon and Shuster, 2008); **Charisma** (Warner Books, 1998); **The Platinum Rule** (Warner Books, 1996); **Collaborative Selling** (John Wiley & Sons, 1993); and **Communicating at Work** (Fireside/Simon and Shuster, 1993).

He is featured in over 100 audio/video programs and films, including *Relationship Strategies* (American Media); *The Dynamics of Effective*

Listening (Nightingale-Conant); *Non-Manipulative Selling* (Walt Disney). He is also the originator of the internationally recognized behavioral style assessment tool, The Platinum Rule®.

Recognized by Meetings & Conventions Magazine as “one of America’s most electrifying speakers,” Dr. Alessandra was inducted into the Speakers Hall of Fame in 1985. Tony’s polished style, powerful message, and proven ability as a consummate business strategist consistently earn reviews and loyal clients.

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"Tony, Dan and Sam could rename this book *'Game-Winning Life Strategies!'*" Put this book at the top of your reading list and prepare to win!" - Harvey Mackay, author of the New York Times #1 bestseller, *Swim With The Sharks Without Being Eaten Alive*

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- Change your Negative Associations to Positive Associations
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- Learn and Set Goals like Elite Athletes around the World
- Learn to Use Versatility to be More Effective in Any Situation
- Utilize the Law of Attraction to your Advantage

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"Game-Changing Life Strategies provides an in-depth look at the traits and habits of highly successful people – traits and habits that anyone can adopt. A must read for people who want to make powerful, positive changes in their life." - Alex Mandossian, CEO of Heritage House Publishing and Founder of the Electronic Marketing Institute

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