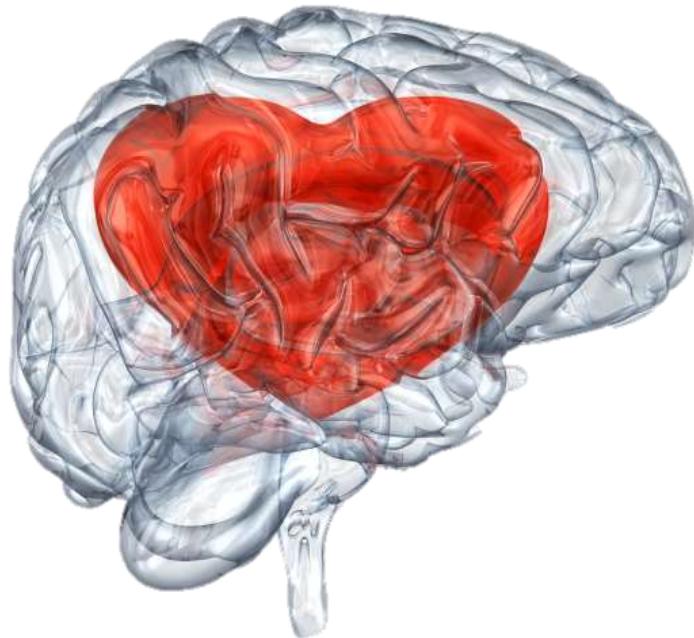


# *Mind Matters*



*Applying Emotional Intelligence  
for Personal and Professional  
Success*

© 2014, Robert G. Jerus  
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## **Praise for Mind Matters:**

"All I can say is WOW! This has to be the most comprehensive book that I know that links emotional intelligence with every area of life and work. It offers practical advice and excellent resources and would be a great addition to anyone's library whether you are an individual, a coach, a facilitator, or a company."

– **Brent Darnell**, Owner, Brent Darnell International

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**"Mind Matters: Applying Emotional Intelligence for Personal and Professional Success** is both *interesting* and *enlightening*, and a most comprehensive work on the subject of emotional intelligence. No doubt, many EI practitioners, trainers, and coaches will find it a valuable resource when counseling, teaching and/or coaching on the subject.

"I especially appreciate the way the document is laid out. It 1) provides background on the subject by detailing insights on 'The Emotional Brain,' 'Understanding Feelings,' and 'Emotional Intelligence and Why it Matters;' 2) gives practical, applicable insights and advice through 106 related subjects (or bite-sized EI lessons), and 3) incorporates a (short) 'Emotional Intelligence Quotient Assessment,' so anyone can quickly and easily measure their own EI.

"There are many great things I could say about this work and why it's both timely and important. Instead, I'll use an excerpt from your book that says it well: 'People typically attribute the lion's share of their success personally and professionally to their mental intelligence, or IQ. Research in psychology and human performance over the last twenty years indicates the mental intelligence does contribute to success, BUT the far more significant intelligence that accounts for personal and professional success is emotional intelligence!'

– **Bobby L. Butler**, CEO, Impact 60 Learning Systems

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"This is a wonderful and extremely thorough resource on the topic. I'm overwhelmed by your research and how much material you've packed in here. And, it's very practical with lots of how to tips for being happier, more self-aware, and more attentive to social cues. I'm very impressed.

For me, this is a book I'll go back to for ideas, quotes, evidence, etc. Nice work!

– **Dr. Steve Taubman**, The Mindfulness Process

## **Mind Matters**

"Wow. Wow! I've just finished this most wonderful book. It's articulate and accessible, full of life wisdom and practical steps toward living well and gaining well-being. The research (list of references) is impressive, but the synthesis – and the formatting – of all this information is even more impressive. This book is invaluable to coaches and trainers, but it is also be a wonderful book for leaders, teams, and anyone interested in achieving a sense of well-being in a well-lived life. **Mind Matters** is a book to enjoy slowly – and the format encourages that. I know I would enjoy reading one section or so a day and thinking about it, trying to apply the ideas and making meaning for myself. I'm truly in such admiration of **Mind Matters**."

– **Barbara A. Kerr**, Ph.D., Emotional Intelligence Insights

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"**Mind Matters** is an extensive and comprehensive source for EI content. Anyone working in this area should have this book at their fingertips."

– **Lawrence Polsky**, Managing Partner, PeopleNRG

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"**Mind Matters** provides important insight for anyone seeking to be smarter with feelings. It provides evidence for the importance of emotional intelligence, then an incredible range of practical tips that will improve wellbeing and effectiveness."

– **Joshua Freedman**, CEO, Six Seconds - The Emotional Intelligence Network

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"There are so many books that give you 'whats' and too few that give you the 'hows' – the practical application. This gives you a cook book for applying emotional intelligence to any facet of your life. Well done!"

– **Bob Pike** CSP, CPAE, CPLP Fellow, MPCT  
Chairman Emeritus/Founder, The Bob Pike Group  
Founder/Editor, The Creative Training Techniques Newsletter  
Past Chairman of the Executive Board – Lead Like Jesus

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"In my work within the field of Emotional Intelligence, much time is spent helping individuals understand just what this construct means for them personally – what does it 'look like' and what are the unique, specific behaviors that represent 'being' emotionally intelligent.

## **Mind Matters**

And – the toughest question of all – ‘where does one start?’ Throughout the pages of **Mind Matters** is a treasure of defined behaviors that can serve as starting points. It’s like carrying an EI encyclopedia merged with a self-help book. **Mind Matters** skillfully allows one to **Mind Matters** choose the most pressing issue in their career or personal life, understand it from an emotions perspective, and then select from a list of behaviors to begin working on. Just choose one...any one...and get started – you’ll be better for it.”

– Jackie Ramirez, Managing Director, Americas, Genos International

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“**Mind Matters** is a superb guide for leaders, trainers, coaches, and practitioners interested in helping others develop their Emotional Intelligence. Practical and power-packed with relevant wisdom, this must-have resource will help anyone committed to achieving peak, positive performance and take their influence to the next level.”

– Brigadier General John E. Michel, co-founder and Senior Curator, The General Leadership Foundation ([www.GeneralLeadership.com](http://www.GeneralLeadership.com)), author, *(No More) Mediocre Me*

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“Loved this book! It has fabulous nuggets of information that are quick and helpful for any leader, trainer, or individual. You provide amazing insight into how the mind works, with easy to-understand concepts of things we probably know, but have definitely forgotten.

“In my opinion, **Mind Matters** is filled with practical insights and tips that will deliver results to the reader, if implemented. Some of my favorites were: ‘Choose to Be Happy,’ ‘Be Yourself,’ ‘Serve With a Joyful Heart,’ ‘Entertain BHAG,’ and ‘Self Improve.’”

– Rosa Espinal, Training and Development Professional, Starwood Vacation Ownership

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“**Mind Matters** is a treasure trove of useful and essential tools for EI practitioners, coaches, and trainers. Robert Jerus has created a highly valuable and friendly reference guide for ‘matters of the mind’ that makes for easy access to cutting-edge material and techniques. Invest wisely in this piece of excellence as it will be a rich resource for enhancing and enriching minds worldwide for years to come.

– Elvis Lester, MA, LMHC, ExecuLearn.com

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## **Mind Matters**

"A superbly written work on the cognitive approach to expressing and controlling one's emotions Utilizes the principle of 'as an individual thinks, so is he/she. Can be applied in all of life's issues. A great read!"

— **Larry E. Hazelbaker, PhD**, Professor of Psychology and Dean, The College of Behavioral and Social Sciences, Southeastern University

## **Praise for Bob's other books:**

### **Sales Savvy**

**Smart strategies, sound tactics and plenty of inspiration.**

— **Mitch Axelrod**, Chief Encouragement Officer and Author of *The NEW Game of Selling*

**One-of-a-kind instant application manual for rookies and veterans alike.**

— **Michael Angier**, Founder and Chief Inspiration Officer of SuccessNet, Author of *The Achievement Code*

**Achieve sales excellence**

— **Jim Smith**, CTIE, Owner/Founder of JimSmithCTIE, Inc.

**Simple and timely...**

— **Joe Perry**, Director of Training, Innocutis

**Foundational**

— **Jeffrey Gitomer**, author of *Little Red Book of Selling* and *The Sales Bible*

**Goes into so much depth yet still breaks things down so simply**

— **Tracy Myers**, CMD, Founder Unfair Advantage Automotive Mastermind Group; Owner at Frank Myers Auto Maxx

**Provides powerful tools to... connect with emotions and create real benefits. Don't just close a sale, open a relationship**

— **George Marshall Johnson**, President and Founder of G Marshall Johnson and Associates, Training and Author of *The Art of Habitual Selling: Worry Less Sell More*

**Close more sales and achieve sales mastery!**

— **Scott Schilling**, Peak Performance Expert

## **Wise Communication**

**Easy to read, enjoy and benefit from**

**Mark Sanborn**, CSP, CPAE, President, Sanborn & Associates Inc.

**Ready-reference for answers or sheer enjoyment**

**Dianna Booher**, Author of *Communicate with Confidence* and *Creating Personal Presence*

**Important work**

**Frank McKinney**, Bestselling Author, Entrepreneur, Realtor Extraordinaire

**Treasure trove**

**Andy McKay**, Communications Associate, BAE Systems Maritime Services

**Useful, practical tips... easy reference**

**Pat Cross**, Independent Career Management Consultant, San Francisco, CA

**Easy to use “how to” guide**

**Ros Cardinal**, Business Owner, *Shaping Change*, Tasmania, AU

## **Leadership Language**

**‘Must read’ book for anyone who has a dream, the passion, and the will to succeed**

**–Jeffrey Hayzlett**, Author of *The Mirror Test*; former CMO, Eastman Kodak Company

**Output focused, actionable, and practicable**

**–Sean Chapple**, Polar Explorer and Author of *Leading High Performance Teams*

**Delivers the relationship tools to develop peak performance and generate the results everyone wants**

**–Chris Widener**, Author, *The Art of Influence*

**Wonderfully useful**

**–Josh Hinds**, Speaker, Author, Entrepreneur

**Great toolbox**

**–Dr. Audrey Kelleher**, Vice President; Adult and Graduate Marketing and Development, Belhaven University

**Powerful! ...moves readers to action and cuts to the core of effective leadership and communication like no other.**

**–Ivan Misner**, NY Times Bestselling author and Founder of BNI and Referral Institute

## ***Mind Matters***

**Outstanding... highly recommended**

—**Kim Kroner**, Licensed Realtor, President at Kroner Group LLC, NVAR Multi Million Dollar Club Top Producer

**Refreshing way to enjoy growth**

—**Jim Cathcart**, Author of *Relationship Selling*, CEO, The Cathcart Institute

**Practical tool for personal and professional development...reference for leaders who want to access the power of relationships... provides an essential resource to transform a group into**

**a cohesive and committed team**

—**Lt. Col. Rob “Waldo” Waldman**; NY Times and Wall Street Journal bestselling Author of *Never Fly Solo*

**Love it!!! Excellent work!! Provides quick and actionable principles**

—**Juli McNeely**, LUTCF, CFP, CLU; Registered Representative; McNeely Financial Services, Inc. President, National Association of Insurance and Financial Advisors

**Idea-packed; priceless**

—**Kare Anderson**, CEO at Say it Better Center, Speaker on Collaboration and Connective Conversation

**Highly recommended**

—**Jonathan Jordan**, CEO Global Change Management, Certified Master Coach

**Thoughtful, comprehensive**

—**Warren Levy**, president, Compelling Meetings

**An owner's manual for a highly successful relationship-driven life**

—**Jim Ziegler** CSP, HSG, CEO Ziegler Corporations

**Communication GPS for teams to succeed. Changes managers into leaders by giving them the influence to create effective relationships.**

—**Jeff Radich**, Vice President and Co-Founder, Breakthrough Learning Institute

**Wow, a must-read**

—**George C. Fraser** Author, *Success Runs In Our Race* and *CLICK*

## **Surefire Success**

**In-depth, easy to follow lists; creates the opportunities to maximize personal and professional potential; indispensable practical advantage.**

—**B.J. Dohrmann**; Chairman, CEO Space; Founder of IBI Global; author of *Super Achiever Mind Sets* and *Perfection Can Be Had*

**Mind Matters**

**A treasure trove of powerful, yet simple, ideas!**

--**Dr. Tony Alessandra**; President, Online Assessments; sales consultant and trainer; author of *The Platinum Rule*, *Collaborative Selling*, and *Charisma*

**You may be a *good* communicator – this will help you get *better*!**

--**Dr. Marshall Goldsmith**; co-founder of Marshall Goldsmith Partners (a network of top-level executive coaches), is the author or co-editor of 22 books, including the *New York Times* and *Wall Street Journal* #1 Business best-seller, *What Got You Here Won't Get You There*

Worth reading and referring to often; a cheat sheet; an important tool for excellence, and success.

--**Simon T. Bailey**; author of *Release Your Brilliance*; founder of The Imagination Institute, Inc.

**Dedication:**

This book is dedicated to my wife Bev who made it a reality by keeping it on track and to Eli, Nate and Jayden my grandsons.... Hopefully this helps them on their journey.

## **Mind Matters: EIQ to Success Contents**

Introduction

The Emotional Brain

Understanding Feelings

Emotional Intelligence and Why It Matters

1. Choose to be Happy
2. Listen Actively
3. Become Self-Aware and Manage Emotions
4. Generate Empathetic Connection
5. Manage Tone Appropriately
6. Show Some Consideration
7. Say 'Thank-You'
8. Stay on Task: Focus
9. Display Loyalty
10. Act with Mindfulness
11. Sacrifice to Achieve
12. Be Part of a Terrific Story
13. Persevere Until You Win
14. Be Yourself.... Everyone Else is Taken
15. Serve with a Joyful Heart
16. Lead Yourself
17. Make Friends
18. Leverage Temperament
19. Create Clear Definition
20. Trust the Resourcefulness of Others
21. Confront Fears
22. Deal with Toxic People and Emotions
23. Resolve Confusion and Conflict
24. Create and Sustain a Winning Attitude
25. Focus on Results
26. Lead Your Team
27. Generate Complete Success
28. Send and Receive Effective Feedback
29. Manage Emotional Spirals
30. Use Emotions to Influence, Sell and Persuade
31. Negotiate for Win-Win
32. Use the Conscious and Subconscious Mind
33. Exercise Positive Psychology and the Law of Attraction
34. Channel Predisposition, Perspective and Perception for Performance
35. Deal with Adversity: Resilience and Recovery
36. Project an Aura of Confidence
37. Entertain Big, Hairy, Audacious Goals

## **Mind Matters**

38. Act with Courage
39. Assume Personal Responsibility
40. Engage Both Your Mind and Heart
41. Disagree without Being Disagreeable
42. Channel Stress
43. Perform with Nobility, Honor and Integrity
44. Exercise the Right Level of Emotion for the Right Reason
45. Use Curiosity, Imagination and Creativity
46. Exhibit Self-Reliance
47. Start and Finish Well
48. Resonate and Build Rapport
49. Control Emotional Triggers and Hot Buttons
50. Self-Motivate
51. Tap the Power of Diversity
52. Engage in Self-Improvement
53. Resolving the Past: Unpacking Emotional Baggage
54. Take Time to Think, Feel, Meditate and Reflect
55. Establish Credibility and Trust
56. Enjoy the Day; Hour; Moment
57. PAVE: Emotional Intelligence for Targeted Results
58. Theory E(m): Emotional Motivation.... The Catalyst to Success
59. Get into the Flow: Follow the Hedgehog
60. Use Positive Self-Talk
61. Self-Coach
62. Assert Yourself
63. Pay Attention
64. Support the Team
65. Master Moods
66. Display Sensitivity and Appreciation
67. Like and Be Liked
68. Think with the Whole Brain
69. Show Some Respect
70. Develop Community
71. Visualize Victory (and Sense it): Use the Law of Attraction
72. Collaborate
73. Relate to the Logic of the Heart
74. Ask Questions
75. Live the Dream: Present and Project
76. Adjust Expectations
77. Use Emotional Sense
78. Exercise Compassion
79. Apply Emotional Intelligence in Problem Solving and Decision Making
80. Relate to Different Personalities
81. Value Relationships

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82. Dance to the Music
83. Regulate Ego/Emotion
84. Nurture Winning Habits
85. Learn to Continuously Improve
86. Cope with Negative Emotions
87. Handle the Woulda, Coulda, Shoulda of Regret
88. Connect with your Audience
89. Improve Memory through RECALL
90. Try Neurolinguistic Programming
91. Connect by Using VAK
92. Apply Power for Peak Performance
93. Use Emotional Intelligence to Network
94. Control a Quick Temper
95. Take the Risk to Create
96. Tell a Story with Feeling
97. Select Color for Emotion
98. Control Nonverbal Communication
99. Self-Regulate and Manage
100. Pay Attention to Gestures to Discern Truth
101. Find a Path through Emotional Chaos and Confusion
102. Heal Emotional Hurts
103. Manage Stress and Change Tension
104. Consider What He Thinks/She Thinks
105. Integrate Mind, Heart and Spirit
106. Celebrate with Positive Emotions

### **Appendices:**

- Value of Emotional Intelligence
- Emotional Intelligence Quotient Assessment (Short)
- Bibliography

***Mind Matters***

## **Foreword**



**By Jeffrey Hayzlett**

**TV Show Host, Bestselling Author and Sometime Cowboy**

Have you ever argued with your spouse and then felt guilty? Did you then apologize even though you know you were right? Have you ever watched a commercial that made you sad, happy, or angry? Did those commercials affect your opinion of the brand? Of course they did! People are naturally emotional beings and we make decisions based on emotion, both in our personal lives and in business. We have all seen example after example of politicians, business leaders, friends, and relatives react with their emotions first and their logic second.

As a marketer, I know that triggering those emotions can have a bigger impact than appealing to one's logic. In fact, I think there is a lot more money tied to emotional purchases than to logical purchases. There is greater customer retention if you get someone to react based on feelings and commitments. This is true in all aspects of business -- from selling, to marketing, to employee experience. For example, if you have passionate, happy employees they will channel that energy into their work. If you have unhappy, angry, stressed employees they will channel that energy into their work. While everyone is allowed a bad day, too many bad days can result in internal issues that reflect externally.

A few years ago, I visited a gym and when I walked around I noticed most of the machines were out of order, the weights were a mess, and there were holes in the walls. When I pointed this out to the staff, it was like no one knew. Gyms are in the

### ***Mind Matters***

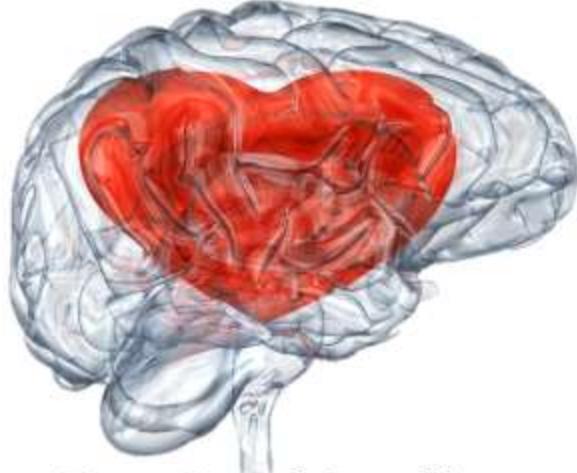
business of self-improvement but nothing about this gym sent a message that anyone cared about how I looked. The gym's environment affected my mood that day and it still affects the way I think about the establishment.

In my experience, bad moods can ruin a company faster than bad business. I can immediately tell what's wrong with a business by walking around and sizing up its energy. What does it feel like? Good or Bad? Oppressive or Productive? Leaders always talk about changing the culture of business, but first you need to change the mood. Your customers and employees will judge your business based on how they feel when they are there. As a leader you need to appeal to those emotions.

As you work your way through Robert's book, he will discuss emotional intelligence and how to perceive, control, and evaluate emotions in life and in business. For over twenty-five years Robert has provided training and development to comprehensively master soft skills. Trust me, he knows his stuff!

Throughout *Mind Matters* some great experts are going to give you concrete examples and prove to you that the mind does matter. Soon you will learn to trigger and control these emotions to get people to do the things that you want or to avoid the things you do not want.

# **Mind Matters**



## **Applying Emotional Intelligence for Personal and Professional Success**

There are two kinds of intelligence. Rational, logical thought is specific, objective, concrete and factual. It emphasizes academic information and traditional learning. Emotional intelligence focuses on soft skills. It deals with intrapersonal and interpersonal skills.

Traditionally, education, experience and intellectual ability have been considered the cornerstones of personal and professional success. Oddly, when asked about success, most people refer to feelings and emotions rather than credentials and achievements. Innately, there is the expectation that happiness, self-esteem and positive feelings will coincidentally come through wealth, possessions and various accolades.

Education and training implicitly communicate that social skills, relational abilities, esteem, positive psychology and happiness will be developed as byproducts of academic achievement and natural talent. From a practical point of view, success is far more associated with social, relational and emotional management than IQ or academic degrees.

Individuals who have lackluster academic careers are frequently deemed 'overachievers' when they display high levels of success. Conversely, 'underachievers' seem to have the 'right' qualifications but never realize their 'true' potential. While this seems to offer a valid explanation, it just doesn't feel right. Motivation, team play, optimism, drive, initiative and energy are far more associated with long-term, sustainable success.

## **Mind Matters**

Increasingly, organizations, teams and individuals are choosing to re-focus on soft skills. Peak performance, leadership, influence, teamwork and relationships are based on emotional intelligence. IQ, talent and education play their role but need to be integrated with personal and interpersonal abilities.

The ability to express and control our own emotions is important, but so is our ability to understand, interpret, and respond to the emotions of others. Emotional intelligence is at the core of intrapersonal and interpersonal abilities. Emotional Intelligence is absolutely essential in the formation, development, maintenance, and enhancement of close personal relationships. 90% of high performers possess high emotional intelligence.

There are two critical factors regarding emotional intelligence:

1. Emotional, social and relational intelligence can and usually do matter more than overall intelligence quotient in both achievement and overall success.
2. Unlike IQ, which does not change significantly over a lifetime, our EQ can evolve and increase with our desire to learn and grow. Emotional intelligence can and should be taught. Training and coaching have high positive impact.

**Mind Matters** provides a shortcut to developing practical, applicable emotional intelligence. It has been created to offer a systematic, engaging, entertaining tool to connect with and develop emotional intelligence. There are 106 short sections. These are meant to facilitate personal development both through words and pictures. Each has been created to be an independent reference that expands personal skills. They provide a powerful advantage for personal, team and organizational success.

This work is intended as a companion for the personal journey of achievement. The sections are made to fuel thought and offer guidance to higher levels of emotional intelligence.

**Mind Matters** has been developed for learning on the go. It provides short, applicable lessons on soft skills and emotional development. It offers:

- Personal understanding of emotional and social intelligence as well as individual strengths and concerns.
- A continuing tool to connect feelings to performance thus improving positive psychology, achievement, balance, contentment, peace and overall happiness.

**People typically attribute the lion's share of their success personally and professionally to their mental intelligence or IQ. Research in psychology and human performance over the last twenty years indicates the mental intelligence does contribute to success BUT the far more significant intelligence that accounts for personal and professional success is emotional intelligence!**

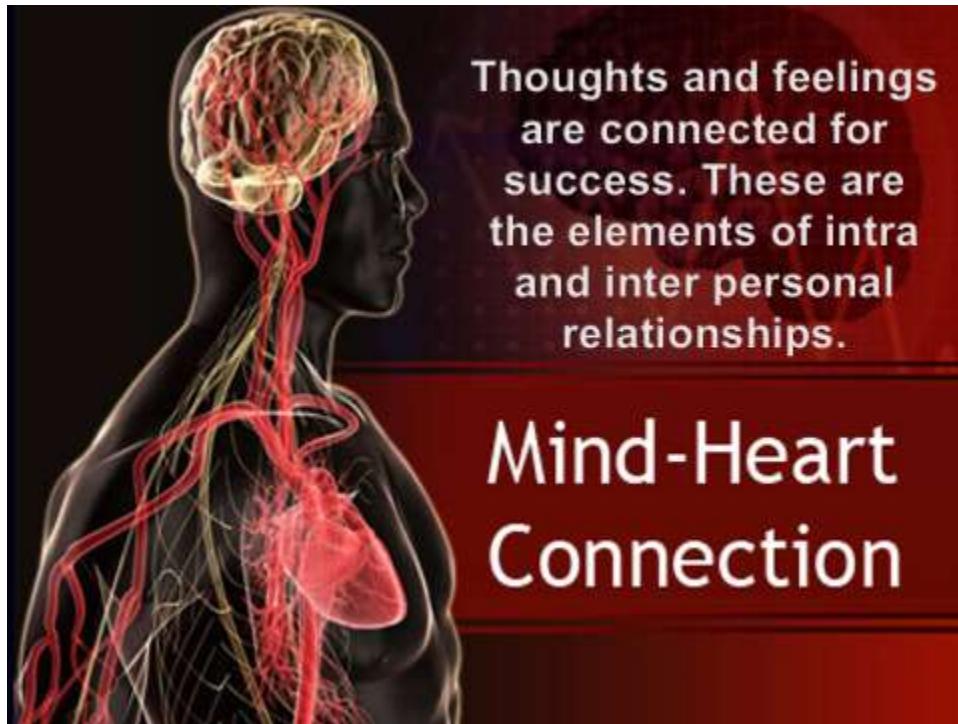
**~Michael Rock~**

### ***Mind Matters***

- A guide to coping with stress, impulses, and dealing with life's obstacles.
- Motivation to take initiative and pursue higher levels of success.
- The focus to communicate effectively and develop supportive, fulfilling relationships.
- Generation of passion, excitement and purpose to explore possibilities and discover real connection with life's mission.
- A primer on the psychology and application of emotional intelligence to personal and professional success.
- An assessment to offer a baseline to current strengths and weaknesses and point to potential for further development.

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## **The Emotional Brain**



The brain is responsible for both thoughts and feelings. It is the primary seat for both reason and emotions. Mastering the mind begins with acknowledging that both emotional and logical information needs to be continuously processed, analyzed and acted upon. Success comes through a mind-heart connection. Failing to recognize either feelings or thoughts as valid creates a distorted picture of reality and generates an inadequate, ineffective response to life.

Through life, the brain continuously develops and changes. It is transformed by experience, learning, memory and routing of a wide array of information. These adjustments, collectively termed neuroplasticity, shift chemical and electric patterns as well as the physiology of the brain.

Success is a journey rather than a destination. It requires mastery of the mind and continuous programming for success. Since the brain is always changing, habits become ingrained and establish new set neural pathways. 'Stinking thinking' occurs when these are counterproductive. When the brain is actively engineered for success, patterns that lead to peak performance and achievement are deliberately established and retained. Winning is an active, continuous choice. Champions intentionally choose excellence. Luck happens as preparation and ability meet opportunities.

Thoughts and feelings lead to performance. They also serve as the foundations for relationships and ongoing connection. Close supportive relationships stimulate positive

## **Mind Matters**

emotions, neuroplasticity, and learning (in turn, these form a complete cycle that supports relationships).

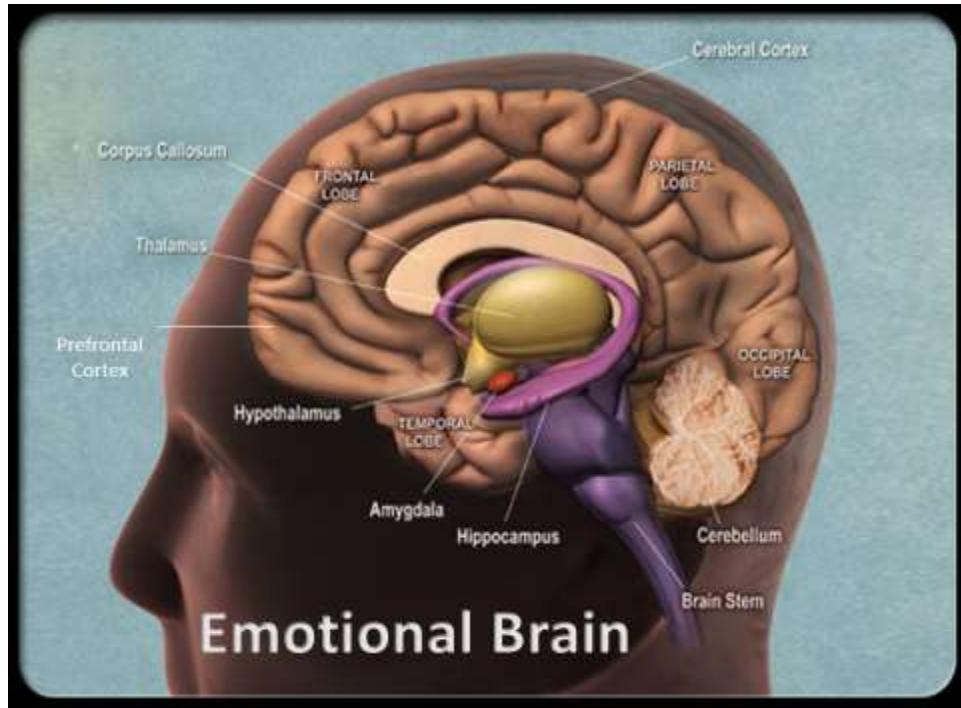
Understanding how the mind and brain connect forms the psychology of winning. Some key essentials:

- The brain is a social organ. Our brains require stimulation and connection to survive and thrive.
- The brain's wiring emphatically relies on emotion over intellect in decision-making.
- Emotions are neither good nor bad. They are feelings that provide information that is either helpful or counter-productive.
- Conscious awareness and unconscious processing occur at different speeds, often simultaneously. Nerve impulses to and from the brain travel as fast as 250 miles per hour.
- The mind, brain, and body are interwoven. The brain consumes approximately 20 to 25 percent of all energy. The brain has between 50,000 and 70,000 thoughts per day/
- The brain has a short attention span and needs repetition and multiple-channel processing for deeper learning to occur.
- Fear and stress impair learning. There are no pain receptors in the brain, so the brain can feel no pain.
- We tend to analyze others but not ourselves.
- Emotional responses are much quicker than rational ones. It takes around six seconds for those molecules of emotion to get absorbed back into your body after you've had a reaction.
- Some emotions support action and energy while others are passive.
- Emotions have distinctive physiology.
- Emotions can only be experienced one at a time.
- Feelings are always experienced in the present tense.
- Facial expressions can and do influence emotions.
- Overall productivity and quality of life improve with constructive emotions.
- Relationships improve with appropriate emotional exchange.
- Emotions are leading indicators of either success or failure.
- Positive emotions can increase the brain's ability to make good decisions; broaden attention and thinking; overcome negative feelings; fuel psychological resilience; build endurance and tenacity.
- The brain is creatively performing 400 billion actions at any moment – individuals are only conscious of about 2,000 of them.
- The National Science Foundation estimates that a human brain produces as many as 12,000 to 50,000 thoughts per day, depending on how deep a thinker a person is. Most of the so-called random daily thoughts are about our social environment and ourselves.
- Negative feelings are connected to poor health and illness. Poor health and a lack of wellness supports negative emotions.

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- The brain is subject to change and development independent of both genetics and age. Brain ‘fitness’ comes from active interaction and application. The brain never loses the ability to learn and change because it’s effectively plastic and constantly rewiring itself.
- 50-70% of doctor visits can be traced to psychological reasons.
- The mind has a finite amount of will power each day because to exercise will power requires energy in the form of oxygen and glucose. That’s why people find it harder to say ‘no’ when tired or not feeling themselves.
- Reframing negative events in a positive light literally rewires the brain and can make an individual a happier person, as can regular meditation.
- Each neuron is connected to other neurons by up to 40,000 synapses. Multiplying 85-100 billion neurons by 40,000 is the equivalent of the brain having more connections than there are stars in the universe.
- The brain continues to develop and change from birth until death.
- It takes our brains 80 milliseconds to process information. That means we are all living ever so slightly in the past.
- Information in the brain travels at about 268 miles per hour.

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The brain takes information in through the senses and uses it to create responses to both internal and external stimuli. Physiological and chemical responses create adaptation to emotional data.

Emotional data is processed extremely quickly. Understanding the brain and how things connect allows for emotional response rather than just reaction. Brain function supports and sustains feelings. Short term reactions become moods and temperaments. In turn, these generate patterns and personalities. Managing emotions creates intentional mindsets that contribute to achievement. Emotions are made for effective adaptation and survival. They frame relationships. People have similar physiological experiences of feelings. Many emotions are brief and automatic.

Some key brain areas and their functions:

- **The Limbic System:** the seat of emotions, memory, motivation and behavior; the different parts: amygdala, hippocampus and hypothalamus are where the subcortical structures meet the cerebral cortex
- **Amygdala:** has a primary and immediate role in processing emotions and memories; responsible for emotional conditioning, learning and patterns; seat of fight/flight response; commands attention and focus; handles social processing
- **Hippocampus:** builds new memories and feelings into long-term ones; integrates emotions
- **Basal ganglia:** a set of subcortical structures that directs intentional movements
- **Prefrontal Cortex:** has been associated with planning complex cognitive behavior, personality expression, decision making, and moderating social behavior. It is also the center for judgment, impulse control and social behavior. The basic activity of

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this brain region is considered to be orchestration of thoughts and actions in accordance with internal goals:

- Personality expression
- Projecting consequences
- Emotional regulation and balance
- Attuning communication
- Moral awareness
- Empathy
- Moderating social behavior
- Working memory
- Inhibition of inappropriate thoughts/behaviors (impulse control)
- Perception & predisposition
- Response flexibility
- Fear moderation
- Insight and intuition

- **The temporal lobe:** serves as the center of memories.
- **The senses:** although not part of the brain, sight, smell, hearing, touch, and taste form the sensory impact that have a profound impact on perception, processing, and application of emotional information.
- There are approximately 1.1 trillion cells and 100 billion neurons in the average human brain. There are 100,000 miles of blood vessels in the brain.

**When dealing with people  
remember you are not  
dealing with creatures of  
logic, but with creatures of  
emotion, creatures bristling  
with prejudice, and  
motivated by pride and  
vanity.**

**~Dale Carnegie~**

Even though we say the amygdala regulates danger, the cerebellum motor control, and the limbic system emotions etc., this is somewhat misleading as no part operates independently and all need other parts of the brain to get their job done.

The brain is an emotional organ that converts stimuli to feelings. It functions as an integrated whole that interfaces both reason and emotion. Emotions represent meaningful information that provide for adaptation, effective performance and necessary social interaction.

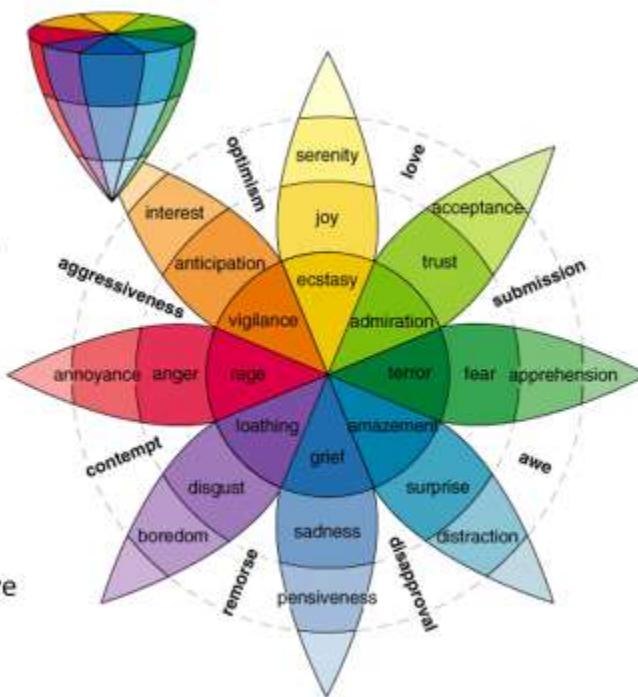
Understanding the chemical and neural functioning of the brain heightens the awareness of personal management, creating effective neural patterns, and regulating performance for success.

Neuroplasticity research shows that the brain changes its very structure with each different activity it performs, perfecting its circuits so it is better suited to the task at hand. By taking command of the mind and its functions, neuroplasticity becomes a marvelous tool for continuing learning, growth and new adventures on the journey of life.

## ***Understanding Feelings***

### **Plutchick Wheel of Emotions**

- Emotions are:
- Information
  - Present tense
  - Helpful or Counter-productive
  - Pleasant or unpleasant
  - Active or Passive
  - Personal
  - Transient



Emotional information comes through feelings and moods. They are a response to stimuli that generates both physical and mental responses. While feelings are individual and deeply personal, everyone experiences universal feelings. Their impact and expression are subject to personality and individual management.

Various constructs have been developed to explain depth, breath and distinctions among emotions. While many of these are related, there are differences. These transcend other variables and are common to all people. Appropriate displays and responses are experiential, situational and cultural.

Understanding emotions and their impact sets the framework for emotional literacy, intelligence and management:

- Emotions are persistent states whereas moods are more transient and fleeting.
- Feelings are always in the present tense. Recalling a sad event does not simply remember sadness but is likely to generate a present set of emotions.
- People experience many feelings in a day. Some are brief while others are more prevalent. Emotions are experienced consciously and unconsciously.
- Emotional literacy comes through recognizing and labeling feelings. Children are typically shown facial images and asked which one best expresses how they feel. This facilitates self-understanding.
- In the English language, there are more than 400 words assigned to emotions and sentiments.

## **Mind Matters**

- Emotion is behavior-arousal. Emotion prepares the individual to active for a longer period of time and to become insensitive to pain during extreme emotional arousal. It activates the individual to use his maxim potential at the time of life-threatening dangers.
- Influence and persuasion is more effective with appeals to emotions than reason.
- Any emotion has three components: 1) physiological changes; 2) behavioral response; and 3) a subjective experience, such as feeing angry, happy, or sad.
- “Emotion” is used to describe the brain’s auto-programmed response to certain stimuli, and “feeling” to describe our conscious impression of that response. In this work, the two are used interchangeably
- Basic emotions are innate rather than learned. For example, people who are born blind and have never seen faces still display the typical facial expressions of the basic emotions.
- If people adjust their facial expression and/or behavior to reflect an emotion, they actually begin to feel that emotion.
- Emotions are contagious. Negative or unpleasant emotions are more contagious than neutral or positive emotions.
- Instinct and emotion are similar in that both are automatic. For example, fear is both an emotion and an instinct. However, while instincts are immediate, irrational, and innate, emotions have the potential to be more rational and part of a complex feedback system linking biology, behavior, and cognition.
- Reasoning depends on emotion and is not in opposition to emotion.
- A Columbia University study pointed to what they called the “Emotional Oracle Effect”—the phenomenon that those who trust their feelings are quite a bit more likely to accurately predict the outcome of future events.
- A person feels emotions before they are born. A 5 to 6 month-old fetus expresses content or discontent and 3 to 4 year-old kids react differently to the expression of surprise, fear, and anger on the face of an adult signifying that they recognize these emotions externally.
- Things that are personal are emotional. Personal things that people like and that they feel are “close” to them have profound impact. If you like something and have a close attachment to it, it is probably going to cause more emotion. The greater the personal attachment, the more it is going to cause feeling.
- Emotions may be in conflict.

**Emotional competence is the single most important personal quality that each of us must develop and access to experience a breakthrough. Only through managing our emotions can we access our intellect and our technical competence. An emotionally competent person performs better under pressure.**

**~Dave Lennick~**

### ***Mind Matters***

- Emotions can be learned. Responses and performance associated with feelings can be conditioned and modified.

***Mind Matters***

## Emotional Intelligence



Emotional intelligence is an interdisciplinary field that brings together psychology, sociology, communication, management and self-development. It considers the essentials of individual performance, group dynamics and organizational development.

From ancient Greece, Plato said “all learning has an emotional base.” Aristotle added “Educating the mind without educating the heart is no education at all.” There has been a continuing quest to understand emotions and their interplay with leadership, stress, group dynamics, motivation and success. The importance of emotional/social intelligence in conjunction with personality and performance have been viewed as vital to achievement.

In the Twentieth century, the mind and its relationship to success received renewed interest in social and organizational psychology. Groups and individuals have sought to develop higher levels of effectiveness through focus and harnessing the power of the mind. A brief history of modern psychology, intelligence measurement and performance engineering serves as a foundation for understanding excellence in emotional intelligence:

- 1890 James McKeen Cattell publishes *Mental Tests and Measurements*, marking the beginning of the practice of psychological assessment.  
William James states “The greatest weapon against stress is our ability to choose one thought over another;” “Man can alter his life by altering his thinking;” and “Pessimism leads to weakness, optimism to power.”

## **Mind Matters**

- 1904 Charles Spearman publishes *General Intelligence* and introduces the g factor postulating the basis for an intelligence quotient defining cognitive intelligence.
- 1905 Alfred Binet and Theodore Simon create the Binet-Simon scale to identify students needing extra help, marking the beginning of standardized psychological testing.
- 1917 Robert Yerkes writes the Alpha and Beta Tests for the Army to test intelligence.
- 1930 Edward Thorndike describes the concept of “social intelligence” as the ability to get along with other people.
- 1939 David Wechsler developed the Wechsler-Bellevue Intelligence Scale. He suggests that affective components of intelligence may also be essential to success in life.
- 1947 Kurt Lewin coins the term "group dynamics."
- 1954 Abraham Maslow publishes *Motivation and Personality*, describing his theory of a hierarchy of needs. He also helps found humanistic psychology. He discusses the concept of emotional strength and how people can build it.
- 1962 Stanley Schachter and Jerome Singer propose the two-factor theory of emotion, which considers emotion to be a function of both cognitive factors and physiological arousal; "People search the immediate environment for emotionally relevant cues to label and interpret unexplained physiological arousal."
- 1975 Richard Bandler and John Grinder develop Neuro-linguistic programming (NLP).
- 1978 Paul Ekman publishes the Facial Action Coding System linking facial expression to emotional display.
- 1983 Howard Gardner publishes *Frames of Mind*, introducing his theory of multiple intelligences.
- 1985 Robert Sternberg proposed his triarchic theory of intelligence  
Wayne Payne introduces the term emotional intelligence in his doctoral dissertation entitled "A study of emotion: developing emotional intelligence; self-integration; relating to fear, pain and desire (theory, structure of reality, problem-solving, contraction/expansion, tuning in/coming out/letting go)."
- 1987 Ken Beasley publishes an article in *Mensa Magazine*, and uses the term "emotional quotient." It has been suggested that this is the first published use of the term, although Reuven Bar-On claims to have used the term in an unpublished version of his graduate thesis.

**Emotional and social intelligence is the ability to accurately assess, interpret, manage, and express emotions and solve problems of a personal and interpersonal nature toward realizing the pursuit of realistic and meaningful objectives.**  
**~Derick Mann and Peter Papagiannis~**

## Mind Matters

- 1990 Peter Salovey and John Mayer publish "Emotional Intelligence," in the journal *Imagination, Cognition, and Personality*. It establishes an ability model of emotional intelligence with four branches:
  - Perceiving emotions: accurately understanding feelings; detecting and deciphering
  - Reasoning with emotions: using emotions to promote thinking and cognitive activity; using feelings to focus attention, create priorities, and manage responses
  - Understanding emotions: empathy; relating to cause and effect internally and with others
  - Managing emotions: dealing interpersonally with effective, appropriate handling of feelings
- 1992 Joseph LeDoux summarizes his research on the brain mechanisms of emotion and emotional learning.
- 1994 Antonio Damasio publishes *Descartes' Error*, presenting the somatic marker hypothesis (SMH) by which emotional processes can guide (or bias) behavior, particularly decision-making.

## Defining EIQ

**A set of emotional, social and relational skills that guides the way we perceive, understand and express ourselves; connect with others; manage interpersonal exchange; cope with challenges; and apply emotional information in an effective, meaningful way.**

- 1995 Daniel Goleman popularizes emotional intelligence with his book *Emotional Intelligence: Why It Can Matter More Than IQ*. Goleman's model of emotional intelligence that features both inherent abilities and learned skills:
  - Self-awareness: the ability identify and define one's emotions, strengths, weaknesses, drives, values and goals and recognize their impact on others; self-confidence

## **Mind Matters**

- Self-regulation/management: managing feelings in various and changing situations; being in command of internal states; self-control; trustworthiness; conscientiousness; adaptability; innovation
- Motivation: guiding drives towards goals; achievement drive; commitment; initiative; optimism
- Empathy: awareness of the needs, feelings and concerns of others; considering other people's feelings; understanding others; developing others; service orientation; leveraging diversity; political awareness
- Social competence: managing relationships; interpersonal adeptness; influence; communication; conflict management; leadership; change catalyst; building bonds; collaboration and cooperation; team capabilities
- 1997 Reuven Bar-On presents the EQ-i (emotional quotient inventory) model of emotional intelligence.  
Martin Seligman and Mihaly Csikszentmihalyi meet on a Hawaiian beach and begin mapping out a plan for launching positive psychology.
- 2010 Success Dynamics launches EIQ-2 integrated, second stage emotional intelligence featuring learning systems in empathy; emotional intelligence; emotional leadership; emotional influence and persuasion; emotionally intelligent teams; emotionally smart organizations; emotionally intelligent customer service and relations.

Emotional intelligence is a set of emotional, social and relational skills that guides the way we perceive, understand and express ourselves; connect with others; manage interpersonal exchange; cope with challenges; and apply emotional information in an effective, meaningful way.

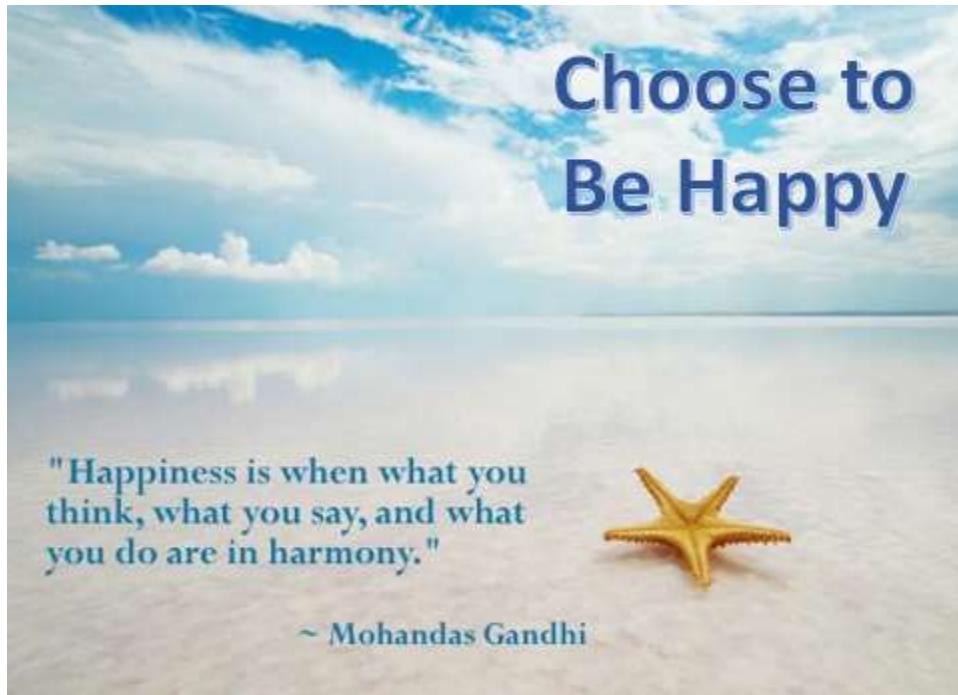
Its framework lies in intrapersonal skills: the personal tools to understand and manage feelings; and interpersonal skills: the tools to connect with others and develop effective relationships. Additionally, there are catalysts that either promote the effectiveness of these skills or minimize their effectiveness. These include motivation, stress management, flexibility, adaptability, initiative, passion and engagement among others.

Emotional intelligence can be learned, developed and augmented. It is a continuous process that may be facilitated through attention and deliberate focus.

**In the last decade or so, science has discovered a tremendous amount about the role emotions play in our lives. Researchers have found that even more than IQ, your emotional awareness and abilities to handle feelings will determine your success and happiness in all walks of life, including family relationships.**

**~John Gottman~**

## **#1 Choose to be Happy**



Think of ten things to be happy and grateful about. Write them down and post the list in a prominent place. If you have pictures that go with your happy thoughts, so much the better. Begin each day with a happy list and start on an upbeat note.

Take a few moments to begin the day by thinking good, strong positive thoughts. Focus the mind on hearing, seeing and feeling good. Have a ready smile and look for reasons to laugh. To remain positive, review the happiness list that started the day.

Focus on positive, constructive emotions and energy. Make sure your good feelings impact your performance. Let them power your day. Positive feelings contribute strongly to health and success.

Happiness is an attitude. It comes from thoughts, feelings and behaviors. Visualizing and creating a happiness list to start the day sets the tone for optimism and positive thinking. Reviewing the list refreshes the attitude.

People find what they focus on, pay attention to, and look for. Keep happiness at the forefront. Cultivate an attitude of joy and it will become a natural, normal way to think, speak and perform. Happiness generates quality results and major internal dividends. Make your positive attitude contagious. Encourage others to be positive and happy. Not only will this make their day better but it will support personal positive thinking and

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effective relationships. Feel free to expand the happiness list whenever a new reason to be happy comes to mind.

Happiness, joy and contentment come from choices. Tips to be and stay happy:

1. It is not what happens to you, but how you respond to what happens to you.
2. When processing information, look for positive, constructive aspects and focus on gains rather than losses.
3. Focus on positive emotions like gratitude, forgiveness, benevolence and feel good psychology.
4. Have positive expectations and anticipate good things. Be an optimist.
5. Live in the present. Center and enjoy what's happening. Avoid regrets, worry and fears.
6. Be happy and content with yourself. Feel good, self-assured and confident without the need for anyone else's approval.
7. Invest in yourself. Develop skills and strengths. Maintain confidence and self-esteem.
8. Look for something positive about this moment. Even if you have to look a little harder, it exists.
9. Create a dynamic, active plan, purpose, agenda and mission.
10. Reward yourself both intrinsically and extrinsically. Take time to enjoy the gifts of the day and celebrate.
11. Have fun, play, entertain yourself.
12. Smile and put a bounce in your walk. Laugh. Be engaged and excited about performing.
13. Stay healthy and well. Exercise regularly, get proper sleep, watch your diet and pay attention to your physical well-being.
14. Listen to happy, upbeat music. Let it energize your thoughts and actions.
15. Meditate, relax, reflect and refresh. Take some time to recharge.
16. Notice the beauty in life and appreciate the small things.
17. You can't always wait for the perfect moment. Sometimes you must dare to do it because life is too short to regret and wonder what could have been. Take risks.
18. Great challenges make life interesting; overcoming them makes life meaningful. It's how you deal with failure that determines your happiness and success.
19. One of the most rewarding moments in life is when you finally find the courage to let go of what you can't change.
20. Be nice.
21. Spend time with people and relationships that are up-beat, motivating and exciting.
22. Make a point to give and serve others; volunteer. Be compassionate.
23. Share kindness and praise. Go the extra mile to be thoughtful and appreciative of others.
24. Give as much as you can, but don't allow yourself to be used. Listen to others closely, but don't lose your own voice.

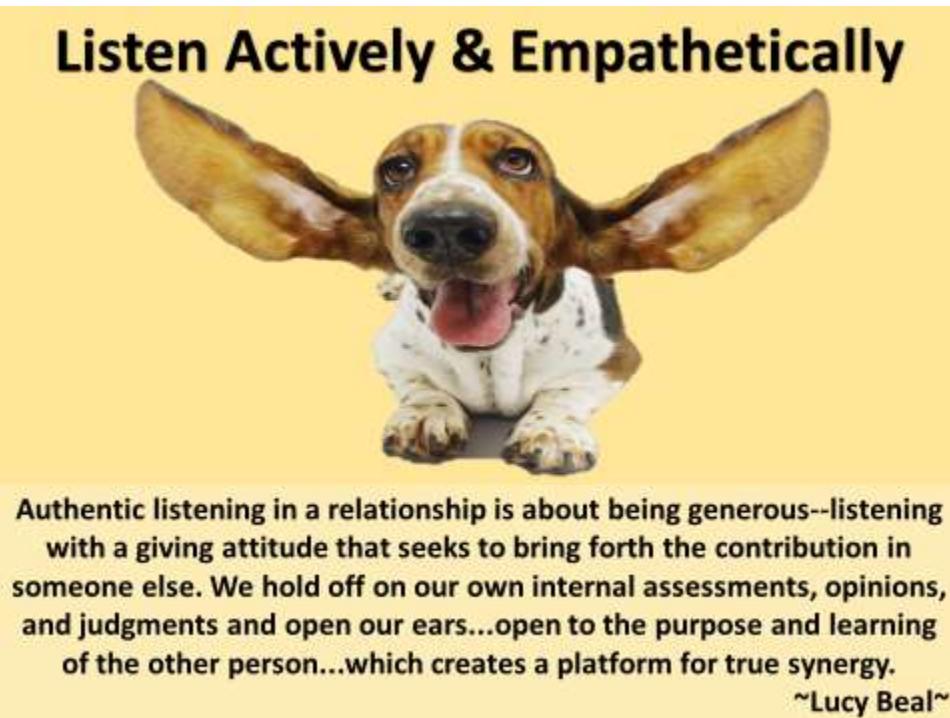
### ***Mind Matters***

25. When communicating, be positive and happy. Focus on appreciation, achievement and success.
26. What you allow is what will continue. It's always better to spend more time alone than allow negative people and their opinions to derail you from your destiny.
27. Forgive hurts and offenses quickly and move on. That includes forgiving your own mistakes.
28. Avoids fights and contention. Develop supportive relationships and friendships.
29. Invest in relationships and experiences rather than things.
30. Live simply. Love generously. Speak truthfully. Breathe deeply. Do your best. Leave everything else to the powers above you.

Invest thirty minutes a day into something your heart calls you to and you can be passionate about. Happiness is a regular, active, continuing choice. Choose wisely.

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## **#2 Listen to Someone to Hear Both Head and Heart Messages**



Contact a friend and rekindle a relationship. Listen to both head and heart messages (thoughts and feelings) for the sake of the other person. Focus attention on them, not on judgments or responses. Center what is being shared. Avoid listening distractions and obstacles.

Be aware that active listening requires using all the senses. Only about six percent of communication is done in words. Empathize and relate. Use the three 'C's' to connect: capture, clarify and confirm. Listening means offering complete attention. It is energetic, involved, and focused. It requires a commitment of time and effort. To heighten effectiveness, avoid interruptions. Interjections and supportive communications are okay.

Listening develops empathy. It creates resonance and rapport. By connecting with thoughts and feelings, responses can be shared that are effective on multiple levels. Listening is at the heart of self and social awareness.

Attention, listening and empathy are developed skills that serve in both personal and professional achievement. Listening promotes understanding, connection and bonding. When both rational and emotional information are recognized, they form the basis for application and peak performance.

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As with any other skill, listening effectiveness is developed through deliberate application and continued practice. These need to be attended to continuously.

To be a more effective listener:

1. Be available and give others your full attention.
2. Eliminate distractions and intrusions.
3. Communicate interest and involvement. Manage nonverbal signals to connect.
4. Stay in the moment. Avoid judgments, distortions and communication obstacles.
5. Be respectful, polite and courteous.
6. Take in nonverbal signals carefully,
7. Hear head and heart messages. Be aware of content and context. Understand what both the message and the sender mean.
8. Encourage the sender and the story. Ask questions and demonstrate interest.
9. Be supportive and avoid interruptions. Focus on positive information and areas of agreement.
10. Develop empathy through resonance and rapport.
11. Follow-up. Capture, clarify and confirm.
12. Remember the message and key points. It shows that both the sender and conversation are valued.

Listening is a skill with a high payoff. It gathers information; leads to superior decisions; communicates and inspires respect; entertains; develops relationships; establishes channels for opportunities; empowers learning and improvement; solves problems; creates authority, motivates performance; accelerates teamwork; expands possibilities and opportunities; and facilitates a wide array of both personal and professional abilities.

Listening is foundational for success. Superior skill creates more enthusiasm and energy for attending. The time to hear and connect are worth the energy, effort and time. Returns are high.

**To listen fully means to pay close attention to what is being said beneath the words.**

**You listen not only to the 'music,' but to the essence of the person speaking. You listen not only for what someone knows, but for what he or she is. Ears operate at the speed of sound, which is far slower than the speed of light the eyes take in.**

**Generative listening is the art of developing deeper silences in yourself, so you can slow our mind's hearing to your ears' natural speed, and hear beneath the words to their meaning.**

**~Peter Senge~**

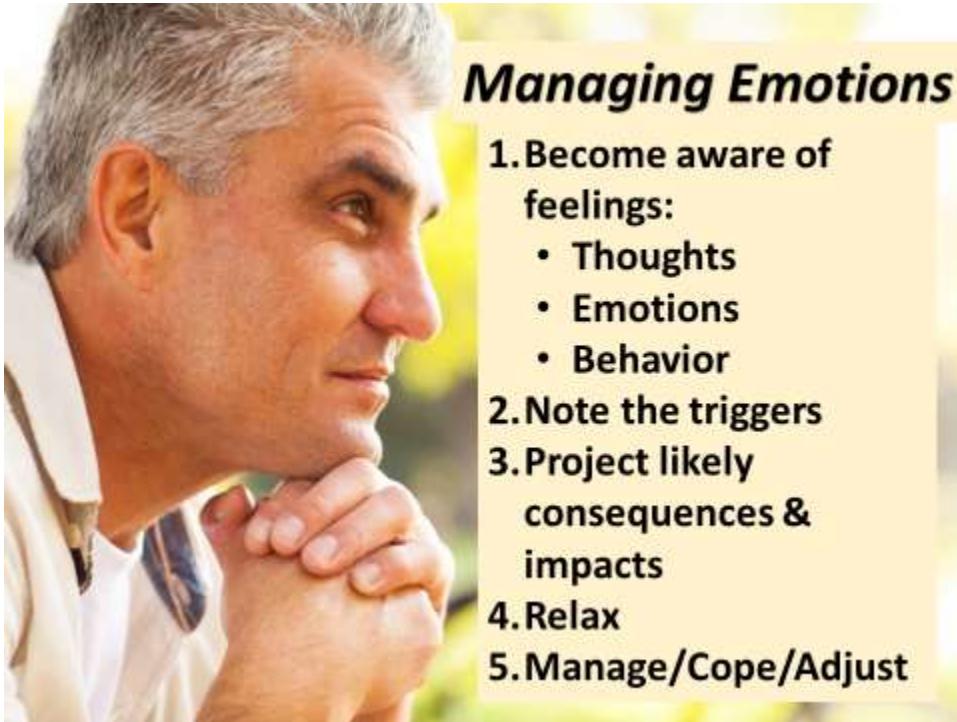
## ***Mind Matters***

Active listening requires:

- **Hearing**: auditory connections where sounds are transmitted and accurately received (as well as other sensory capture)
- **Understanding**: the phase through which preliminary perception and decoding occurs
- **Remembering**: organizing and storing information for processing and application
- **Interpreting**: discernment; attaching associations and meaning
- **Evaluating**: analyzing veracity and credibility of source, message and media; assessment and weighting
- **Responding**: feedback; impact; action; application
- **Repeating**: stating the same message; Paraphrasing: stating the same message in similar words; Reflecting: communicating empathy and connection with the message and sender

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## **#3 Become Self-Aware and Manage Emotions**



**Managing Emotions**

- 1. Become aware of feelings:**
  - Thoughts
  - Emotions
  - Behavior
- 2. Note the triggers**
- 3. Project likely consequences & impacts**
- 4. Relax**
- 5. Manage/Cope/Adjust**

To manage emotions, first become aware of them. You cannot change what you cannot measure. Emotions fall into this category. Develop active recognition of physiological displays, thought patterns, behaviors, communication and subjective feelings. Use the right vocabulary to identify specific states. Naming and being as specific as possible helps. Become conscious also of degree and prevalence. Chronic and acute feelings are different emotionally and in impact.

By being self-conscious and noting different feelings, their management is well in hand. Recognize changes and subtle shifts. Patterns display tendencies. On a given day, hundreds of feelings are experienced. Most are transient. Awareness recognizes these psychological states.

After identifying emotions, cause and effect thinking helps. Recognize what caused particular emotions. Particular cues trigger specific drives. Following the cause, recognize that some feelings are positive while others are negative. Positive feelings facilitate success while negative ones hinder it. By recognizing consequences, feelings can be handled intentionally. Emotions provide valuable information and offer personal insight.

Lastly, relax, focus and make adjustments. Emotions are coping mechanisms. They trigger responses. Calming down and shifting the focus to the rational part of the brain allows ready management. Emotions are both subjective and objective. Internally, they

## **Mind Matters**

lead to moods, thoughts and mental states. Externally, feelings are revealed in actions, communications and their associated relationships. Awareness enables self-management and control. It provides the basis for higher level effectiveness.

Keys to emotional discipline and self-control:

- Recognize and understand the difference between thoughts and feelings
- Create emotional responses rather than mere reactions
- Take command of impulses, urges and compulsions
- Associate positive feelings with constructive consequences and negative emotions with counter-productive impact
- Note emotional triggers and frame for automatic positive responses (reframe negative habits into positive ones)
- Anticipate and adjust: take command of an emotional response by managing situations: forestall bad reactions by committing early to good ones
- Accentuate the positives and eliminate the negatives
- Review cause and effect
- Prepare for emotional management (relax, set the stage, nurture positive answers, respond rather than reacting)

Passion, and excitement add energy and fun to life.  
Be aware of emotions and choose to be the master.  
Take command and let feelings support peak performance rather than merely be reactive and undisciplined.

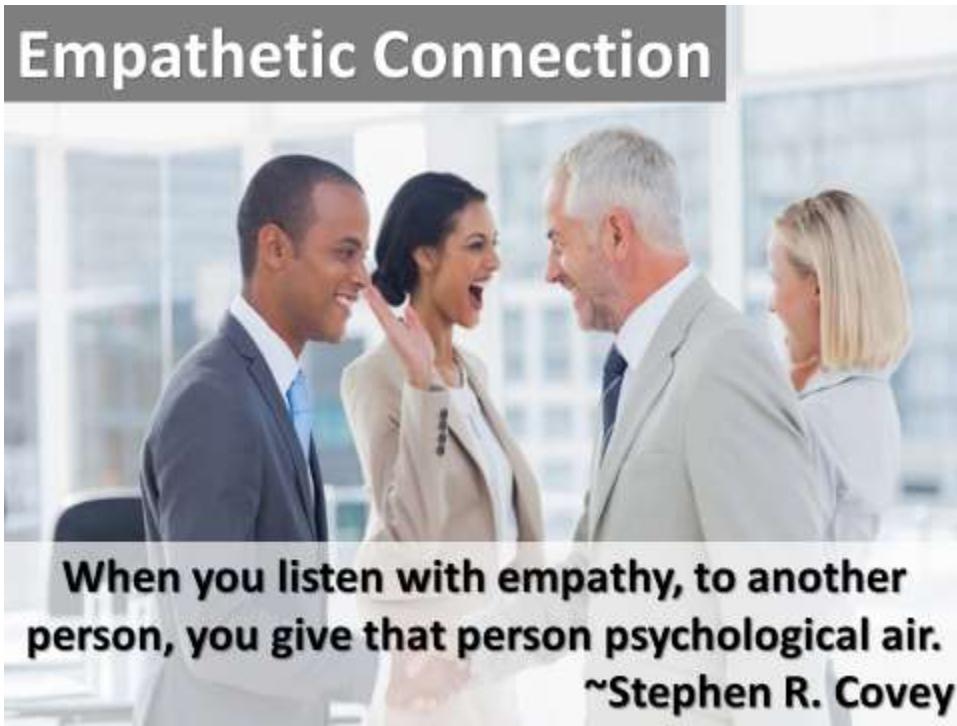
Let feelings put energy and enthusiasm into personal and professional performance. Smile and enjoy activities. It creates superior performance, enhances team play, and energizes both internal and external support.

Take control of your emotions and begin to consciously and deliberately reshape your daily experience of life.

**I don't want to be at the mercy of my emotions. I want to use them, to enjoy them, and to dominate them.**

**~Oscar Wilde~**

## **#4 Generate Empathetic Connection**



Empathy is the ability to tune in to the thoughts and emotions of someone else. It connects with resonance and rapport. It is a critical skill to develop interpersonal understanding, communication and relationships.

Our brains have evolved to pay attention to the behaviors and emotions of other people. Not only is this processing complex, but it is lightning fast, shaping our experience of others milliseconds before we even become consciously aware of their presence. We automatically generate a theory of what is on their mind—our ideas about what they know, what their motivations may be, and what they might do next. As a result, we are as quick to think we know others as we are slow to become aware of our own motives and faults.

Empathy needs to begin with high level, quality listening. This takes in a myriad of information from both verbal and nonverbal signals. Developing rapport and resonance allows leadership, influence service and effective interaction.

The seven universal facial expressions are happiness, surprise, contempt, sadness, anger, disgust, and fear. Tone and verbal signals also communicate feeling. Understanding and real connection comes from taking account information from all senses. Information also allows for more detailed awareness, understanding of cause and effect, and accurate projection of feelings, thoughts and actions.

## **Mind Matters**

Take time to recognize basic expressions. When watching a film, note the way actors express these feelings. In a social context, quietly observe how people reveal their feelings. While reading a story, visualize how the characters would express emotions. Emotional information is powerful in supporting relationships. It tends to be more personal, honest and meaningful. Cognitive data is more subject to non-disclosure and deception. While feelings are more open to subjective interpretation and perception, relationships develop when these are clearly shared and understood. Careful listening and observation allow for insight and real connection. Empathy, literally "in feeling", is the capability to appreciate, understand, and accept another person's emotions. Showing empathy genuinely is one of the most important interpersonal skills that anyone must master. Note carefully: it is a skill rather than an innate ability. Empathy comes through interaction, perception, decoding and accurately interpreting relevant cues. It develops through attention, experience and practice.

**Empathy depends not only on one's ability to identify someone else's emotions but also on one's capacity to put oneself in the other person's place and to experience an appropriate emotional response.**

**~Charles G. Morris~**

Most people find empathy far more important than agreement. It is connection, understanding appreciation and validation. Authentic empathy connects to thoughts and feelings. Some tips to display empathy:

- Be an active, interested listener. Focus and pay attention
- Connect through verbal and nonverbal signals
- Express concern, care, and connection. Show consideration
- Have genuine interest and resonance
- Engage others by asking questions and developing a sense of collaboration
- Offer personal support
- Communicate empathetic connection
- Reflect thoughts and feelings in responses.
- Follow up and follow through: honor promises and commitments; check back at a later time to continue engagement

Empathy is a high priority communication and relational tool. Superior connection leads to higher levels of influence and leaderships. It also contributes to relationships and overall well-being.

Genuine empathy creates quality interpersonal awareness. It requires:

- Active, deliberate quality listening
- Authentic understanding of the self-and others
- Being sensitive, considerate, appreciative, and respectful of individual nuances and predispositions
- Recognizing change and particular emotional distinctions and

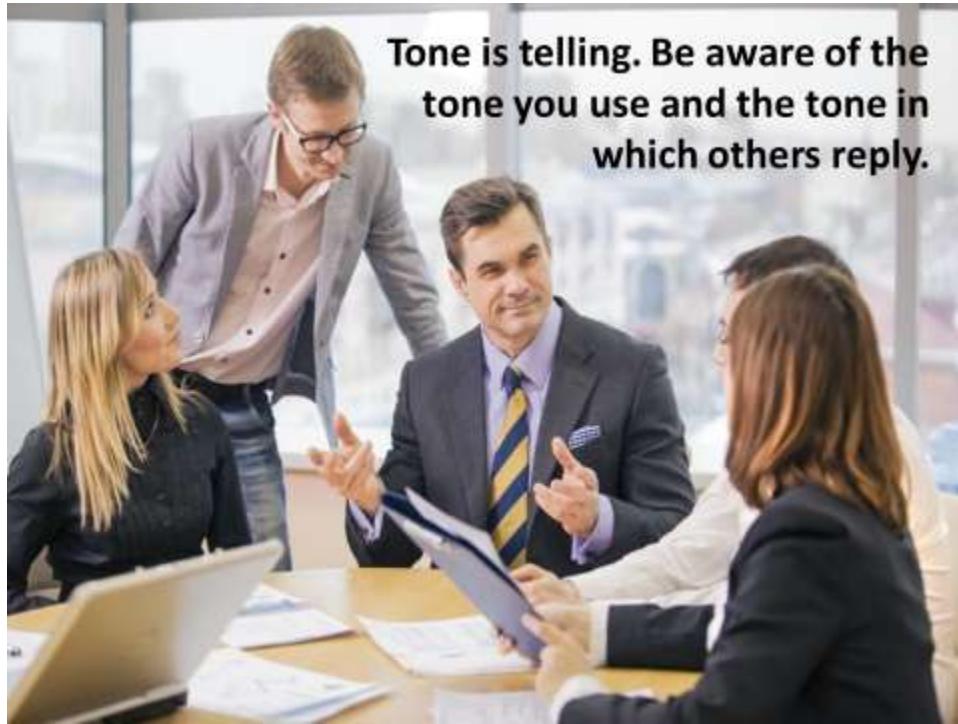
### ***Mind Matters***

- Sharing connection constructively.

Empathy is based on both thoughts and feelings.

***Mind Matters***

## **#5 Manage Tone Appropriately**



It's not what you said, it's how you said it. Tone of voice is filled with content. It can be challenging, soothing, supporting, condescending or offer a wide array of expressions. It is estimated that about 38% of communication lies in tonality.

Self-awareness demands knowing what you are communicating (encoding) and how it's likely to be received (decoding). Self-management recommends that this should be done intentionally with forethought and consideration. Social awareness decodes the signals others send. Decisions, connection and interpersonal communication are influenced by tone.

Tone is the quality expressed by the voice. It's how words and language are articulated and expressed. It includes pitch, timbre, resonance, speed, volume and expression of sound. Many times, people are less conscious of tone than they are of their visual and verbal communication. The quality of sound that tone provides creates both conscious and subconscious messages. These have powerful cognitive and affective impact.

Take a simple phrase, no more than ten words, and see how many different meanings it can have based on the tone used. This simple exercise will improve awareness of tone in conversations.

Music, rhythms and noises are used to heighten influence. Because people are less actively aware of them, they are highly effective in penetrating subliminal defenses.

### **Mind Matters**

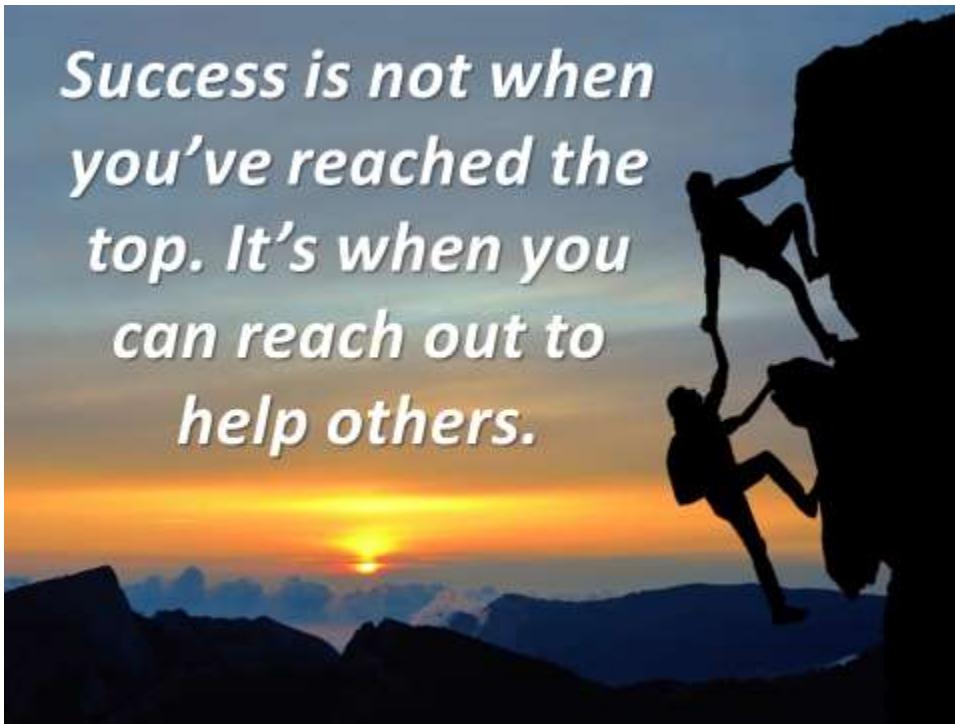
Sounds and auditory signals are vital, major parts of connection. They need to be consistent with other parts of communication or both the message and sender lose credibility. When inconsistent signals are sent, receivers struggle to decode real meanings.

When visual cues are not available, tone's importance rises. Auditory media require significant attention to the quality of sounds. In similar ways, language and written media convey tone by the content, context and connotation of the words and symbols used.

**There are four ways, and only four ways, in which we have contact with the world. We are evaluated and classified by these four contacts: what we do, how we look, what we say, and how we say it.**

**~Dale Carnegie~**

## **#6 Show Some Consideration**



***Success is not when  
you've reached the  
top. It's when you  
can reach out to  
help others.***

Spend some time to be thoughtful and aware of the interests of others. Consideration is empathy in action. Be polite and exercise courtesy. It's amazing how far awareness of others combined with some care, compassion and kindness goes.

Make an effort to put someone else first. Communicate awareness, sensitivity and appreciation. As the day progresses, find opportunities to let people know they are valued. Random acts of kindness and thoughtfulness reap high returns.

In a professional context, reach out to at least one colleague or client and extend a helping hand. Personally, take time to notice and compliment someone. Feel free to mix and match. Many small acts of kindness and consideration have far reaching results. They cost relatively little but have loud echoes.

Consideration gives both to the sender and receiver. By being sensitive and appreciative of others, there is the 'giver's dividend.' It feels good to be helpful. If you're feeling down or negative, you will let go of these feelings when you come to someone else's aid. Emotions are powerful but transient. They can only be experienced one at a time. By serving others, positive feelings come to the forefront and crowd out negatives. There is a deep feeling of warmth and personal satisfaction. There are no limits to the rewards consideration offers. It is the opposite of being self-centered and selfish. Actively seek to be thoughtful, considerate and of service to others. The results serve both the giver and receiver.

## **Mind Matters**

Zig Ziglar expressed it best when he said "You will get all you want in life if you help enough other people get what they want." To succeed at higher levels, to accomplish more, learn to give and serve others. In conjunction, learn to appreciate people, enjoy helping them, and provide true value.

Ways to show kindness (with little or no cost):

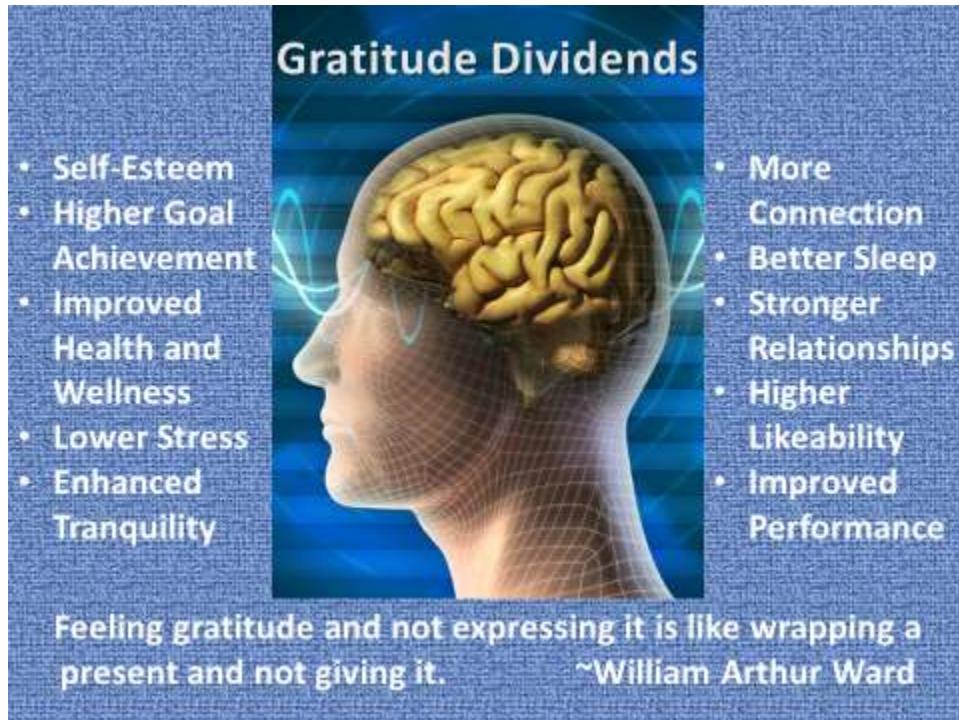
- Share some kind words: offer some praise, express gratitude, offer encouragement...
- Open a door for someone, let them ahead in line, be polite and courteous.
- Smile, acknowledge others enthusiastically.
- Speak gently and positively.
- Overlook someone's mistake; forgive.
- Give away some of your time and show some interest in others.
- Be available and listen attentively.
- Display warmth, good humor and interest.
- Be honest and fair.
- Look after the interests of someone else.
- Be patient and tolerant.
- Look to agree.
- Give others credit and recognition.
- Teach and coach.
- Avoid negativity, sarcasm, condescension, belittling, criticism and hostile communication.
- Have a genuine positive regard for others: be sensitive to them, appreciative, and validating.
- Look for opportunities to express kindness, compassion, understanding, thoughtfulness and care.
- Smile, make an opportunity to show kindness and compassion.
- Pay debts forward; act with kindness to those who have no expectations.
- Act with warmth and good humor.

**No act of kindness is too small. The gift of kindness may start as a small ripple that over time can turn into a tidal wave affecting the lives of many.**

**~Kevin Heath~**

When opportunities to express kindness and compassion are sought, many are readily found. Their impact and effect have long, deep resonance. No act of kindness is ever wasted.

## **#7 Say 'Thank-You'**



Take a few moments to make a list of ten items to be grateful for. There are many. All too often these blessings go unrecognized and unappreciated. After completing a list, think of the people who made these blessings possible.

Gratitude has extensive emotional and physiological benefits. Expressing gratitude sets the stage for even greater gains. Gratitude and appreciation unexpressed are like having gifts and not delivering them. Expressing thanks promotes warm positive personal feelings. Externally, it allows the sender to feel appreciated. These encourage continuing reciprocity and generate more of a relationship. Give back. Pay it forward. Reciprocity is a source of gains to many people. Additional gratitude benefits:

- Greater participation in charity and benevolence by an average of 20% more
- More mature (older) people express higher levels of thankfulness
- Grateful people have greater bonds with their communities and society as a whole
- Thankful people experience an average of 7% greater income
- They experience ten percent fewer stress related illnesses; are more physically fit; and experience far less high blood pressure
- They are seen as more likeable and have more quality relationships
- They experience less conflict and greater academic success
- Life expectancy is approximately seven years higher

## **Mind Matters**

After identifying some people who have been blessings, take some time to contact at least one of these people (more is even better). Write down the blessing and the reasons for thankfulness. Send the ‘thank-you’ in some written, significant format. Personal connection makes the thanks more meaningful. When it comes from the heart, it goes to the heart.

Thankful people tend to express gratitude for:

- Health/wellness
- Opportunities
- Assets/possessions/lifestyle
- Relationships/family
- Good fortune
- Met needs
- Career/job
- Experience
- Education
- Success and
- Spiritual connection

Gratitude, appreciation and praise are twice blessed. They benefit both the sender and the receiver. The benefits generated to all are achieved at the minimal costs of thoughtfulness and consideration.

Some effective ways of expressing gratitude:

- Share a specific example of something they did for you and how it made a difference. The richer, more personal the communication, the better.
- Provide some type of letter/document/souvenir to remind the giver how much they are appreciated.
- Look them straight in the eyes and say, “You make the world a better place,” and “I appreciate you and what you do.”
- Use the gift you have received. Use it well and let it make a difference. Give the giver credit for the gift.
- Smile and say ‘thank-you.’
- Exercise consideration and thoughtfulness.
- Pay it back or pay it forward. Think of the gift, the giver and the situation to determine the appropriate answer.

**Gratitude unlocks the fullness of life. It turns what we have into enough, and more. It turns denial into acceptance, chaos into order, confusion into clarity... It turns problems into gifts, failures into success, the unexpected into perfect timing and mistakes into important events.**  
**Gratitude makes sense of our past, brings peace for today and creates a vision for tomorrow.**

**~Melodie Beattie~**

Telling people simply to buck up, count their blessings, and remember how much they still have to be grateful for can certainly do much harm. Processing a life experience through a grateful lens does not mean denying negativity. It is not a form of superficial happiness. Instead, it means realizing the power you have to transform an obstacle into

### ***Mind Matters***

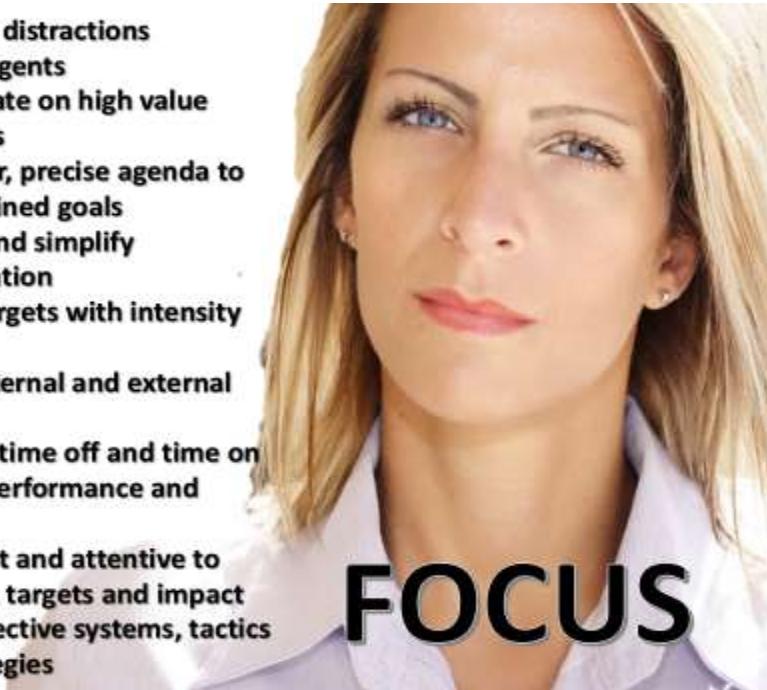
an opportunity. It means reframing a loss into a potential gain, recasting negativity into positive channels for gratitude.

Thank those who try you, they make you stronger; thank those who argue with you, they make you think; thank those who disappoint you, they make you self-reliant; thank those who teach you, they make you recognize your potential; thank those who motivate you, they challenge you to reach new heights; thank those who understand you, they help you understand yourself; thank those who trust you, they offer you responsibility; thank those who listen, they hear what you need to share; thank those who offer friendship, they foster a sense of belonging; thank those who love you, they show you your value. Giving thanks for the blessings of the day creates a continuing positive flow.

***Mind Matters***

## **#8 Stay on Task: Focus**

- **Eliminate distractions**
- **Avoid tangents**
- **Concentrate on high value objectives**
- **Set a clear, precise agenda to reach defined goals**
- **Narrow and simplify concentration**
- **Pursue targets with intensity and zeal**
- **Create internal and external cues**
- **Schedule time off and time on**
- **Reward performance and success**
- **Be vigilant and attentive to priorities, targets and impact**
- **Apply effective systems, tactics and strategies**



Children are given directions and told to stay on task. Adults frequently forget this advice. Success requires having a set course and sticking with it. Obstacles and distractions compete for attention. Focus drifts but peak performance lies in tenacious effort and directed attention. Focus identifies what matters and diligently pursues meaningful objectives.

When priorities are clearly defined and a definite agenda is established, focus leads to high productivity and satisfying results. At the end of the day there is a weariness but it comes from accomplishment and success.

Talent lies in the ability to shift attention to the right place at the right time, sensing trends and emerging realities and seizing opportunities. Focusing long term involves commitment, care and intensity. It requires clearly defines strategic and tactical goals. To tap into the power of focus, create a well-defined 'to-do' list and note the benefits it will generate when achieved. Develop the discipline and habit of focus and incredible results become possible. Pay attention and give your best to the task at hand. Avoid setting more than three major objectives in a day. Too many goals tends to be confusing, distracting and counter-productive. By paying attention to a limited number of high value objectives, real value is achieved.

Multitasking, creating divided attention, is a losing game. It waters down effort, divides focus and generates mediocre to poor results. The mind functions best with a defined path and clear focus.

## **Mind Matters**

Focus is manageable in small parts. Set the agenda for a week, a day, and each hour. Emphasize priorities. When time is spent carefully and accounted for, it generates powerful achievement. As you achieve stepping-stone objectives, commit to a longer-term agenda with higher value objectives.

Distractions, tangents and diversions that take attention, effort, resources and performance off-task are the enemy. Attention is a valuable resource. It directs effort and performance. Awareness and work create tactical and strategic achievement. Treat focus with care and discipline. Beware of 'bright shiny objects.'

To develop better abilities at focusing:

- Commit. Be intentional.
- Remove distractions, clutter and unimportant projects. Avoid tangents; stay on task.
- Be deliberate and direct.
- Define objectives and priorities. Have an agenda, schedule and budget.
- Articulate the goals and create accountability.
- Simplify and organize for peak performance.
- Act with self-awareness and consideration.
- Value time, effort and resources. Manage and cope for optimal return.
- Be actively interested and engaged. Motivate yourself.
- Avoid excuses.
- Delegate, coordinate, collaborate and work with teams as appropriate.
- Recognize daydreaming and wandering thoughts and get back on track.
- Limit multitasking and mixed engagement.
- Limit connection; take time off; schedule breaks and chunks of attention.
- Recognize that intense, focused effort generates powerful results.
- Pay attention to details and generate an inner intensity and drive to achieve.
- Be systematic in planning, preparation and pursuit of goals.
- Finish projects: results, not intentions are what generate value.

**It is amazing when we have  
to report what we've  
accomplished. We actually  
get done what needs to get  
done. But, if there is no  
reporting requirement then  
we can fill up a week with  
busy things yet never really  
accomplish anything. Why?  
Because we have no focus.**

**~Catherine Pulsifer~**

While willpower can initiate focus, it cannot sustain it. This comes from becoming habitual and systemic in effort, engagement, attention and performance. By commanding focus, more results are achieved in a shorter time. Focus has a high relationship to professional and personal success. Being able to manage focus creates intensity and empowers higher levels of accomplishment.

## ***Mind Matters***

Putting focus into action:

- F**ive more rule.... Persist... When frustrated, tired or just tempted to quit, do five more... Minutes, actions, etc.
- O**ne think at a time... Pay attention... Avoid multitasking... be intense and concentrate... commit
- C**onquer.... Overcome distractions, barriers, procrastination... rise above and control performance... use willpower and systems
- U**se sensory management.... Anchor gestures and use behaviors to mentally insist on concentration.... Emphasis performance
- S**ee success in the mind.... Visualize, use affirmations, apply positive internal dialogue... act to generate results.

***Mind Matters***

## **#9 Display Loyalty**

- Model the loyalty and respect you seek
- Be consistent and faithful
- Use servant leadership
- Exhort, encourage and appreciate
- See the best in others
- Inspire with stories
- Be available and attentive
- Show support
- Communicate and develop relationships
- Have a reputation for integrity/trustworthiness/ and honoring commitments



In everyone's life, there are people and ideals that command loyalty and faithfulness. This is high level personal commitment. It has been said that the day and age of loyalty has passed. Organizations are not loyal to employees and employees have no loyalty to employers. In marketing, product, brand and company loyalty are high priorities but consumers often switch.

Both personally and professionally, loyalty is a valuable commodity. Simply, write down values, principles and relationships which you have unwavering loyalty to. What are things that merit high priority connection and demand tenacious commitment? What are the principles the team and organization are committed to? Write them down as well. Strong overlap between personal and professional thinking indicates a good match while little or no overlap tends to reveal inconsistent relationships.

What inspires loyalty? When is being disloyal okay? How do you see loyalty displayed? How do you show loyalty? In past ages, loyalty was displayed through flags and heraldry. Can you envision what symbols represent your loyalty?

Develop a path of principles, values, mission and agenda. This is the way to success and personal satisfaction. Some loyalties come through core values and commitments. These are without price or compromise. Other loyalties are expressed through preference or habit. These are subject to review and possible change. Be aware which are which. Be aware of emotional loyalties and their priorities.

## **Mind Matters**

Loyalty begets loyalty. It is a valuable, important part of a relationship. Loyalty is based both on the mind and heart. It needs to be bestowed with care.

Relationships are fueled by emotions. Positive ones nurture and support. They reinforce the value and interaction of connections. These interactions come complete with expressed expectations as well as tacit, mutually understood, ascribed rules. They generate duties and reciprocal obligations. This is often referred to as a social contract. Relationship loyalty requires adherence to these rules.

Violations of the social contract are understood as betrayals and/or cheating. Fidelity creates mutual demands. High among these are respect and honesty. From a relational point of view, trust is one of the last bonds formed. It is also one of the most fragile. Transgressions create hurt feelings and distance. They are difficult to repair.

**You can buy a person's hands but you can't buy his heart. His heart is where his enthusiasm, his loyalty is.**  
~Stephen R. Covey~

Loyalty takes an active constructive interest in relationships. As with other relational factors, it is a reciprocal relationship. It is given and expected to be returned. It takes many forms with different audiences and constituencies. In many cases, these understandings are made explicit to avoid confusion of misunderstanding:

- Customers and management: customer's/client's bill of rights; guarantees of satisfaction, quality, etc.
- Leaders and teams: employee handbooks; team values and codes; reciprocal support and motivation
- Personal relationships: friendships experience particular understandings that may be stated in 'contracts' as deemed necessary

Fidelity creates higher value in relationships as well as greater strength in resiliency. The better, more invested everyone is in the relationship, the more potential and opportunity it provides. Minor transgressions are often tolerated and easily dismissed. This offers a high level of resiliency.

Loyalty is important to personal and professional relationships. Without it, or when it is impaired, engagement and mutual exchange becomes harder. Breaches of loyalty cause serious relational damage. High reciprocal loyalty provides high value for all parties involved. Faithfulness makes commitments and honors them.

## **#10 Act with Mindfulness**

### **Mindfulness/Heartfulness**

#### **Mindfulness Benefits:**

- Supports a more satisfying/productive life
- Heightens effectiveness at dealing with adversity/increases happiness
- Improves relationships and quality of life
- Increases both physical and mental health

#### **To be More Mindful:**

- Take time to renew and refresh
- Relax, focus and be in the moment
- Release distractions and judgments
- Let go of stress, tensions and negative feelings
- Focus
- Pay attention and be vigilant with your inner self

Being mindful is paying deliberate attention to the thoughts and feelings of the moment. It comes through centering and focus. It generates an acute awareness of situations, relationships, thoughts and feelings.

Take five minutes out of the busy day. Use it for quiet contemplation. Evaluate the pressures, stressors and fears of the day. Determine how draining these thoughts and feelings really are. Mindfully, set the unwanted anxieties and worries of the future aside. In the same vein, release the regrets and disappointments of the past. Determine what the plan and agenda of the day are. Note how this plan contributes to a personal mission. It should support both tactical and strategic performance.

Mindfulness and heartfulness intentionally direct thought, feelings, effort and performance. They apply resources for defined goals. This allows energy, thought and emotion to be dedicated to constructive development.

Mindfulness is a form of emotional intelligence. It takes in emotional information and deliberately translates it to constructive application. It begins with an awakened awareness. It is consciousness.

Mindfulness takes into account internal and external variables. It serves as the foundation for meaningful self-management, discipline and control.

## **Mind Matters**

To be more mindful, become more self-aware. Intrapersonal empathy begins the process. Interpersonal awareness and deliberate attention allow for effective thoughtfulness and consideration. Higher levels of mindfulness are associated with greater accomplishments and more satisfying relationships.

To be more mindful and heartful:

- Take time to think, analyze and reflect.
- Seek out, create and notice new things.
- Set aside time for to let the mind relax and renew.
- Act with deliberation and intent.
- Plan and have an agenda. Have a path and purpose.
- Manage mental breaks... take intentional, controlled time-outs.
- Continuously reframe and revise. See possibilities; adjust perspectives and entertain possibilities.
- Don't be too busy to enjoy life.

Mindfulness is a deliberate focus and intensity. Higher levels of mindfulness expand awareness and support enhanced emotional intelligence.

**Mindfulness means paying attention in a particular way: on purpose, in the present moment and non-judgmentally. This kind of attention nurtures greater awareness, clarity and acceptance of present moment reality.**

**~Jon Kabat-Zinn~**

## **#11 Sacrifice to Achieve**

### **Triumph of the Mind: Will-Power**



Self-discipline and control determine long term achievement. The key lies in defining what is worth sacrificing for what is ultimately worth having. Life offers the choice of the pain of discipline or the pain of regret.

Achievement lies in commitment to long-term goals. It is the path that exercises self-control to overcome obstacles and stay on track. Distractions and postponements delay or deny success. Discipline is the exercise of development, practice and readiness. It sacrifices immediate gratification in exchange for delayed high value returns. Self-discipline and control are developed habits. They become effective at getting the highest returns from time, effort, resources and action.

Developing constructive habits sets the stage for winning. These habits are developed through continual self-discipline, persistence, perseverance, tenacity and control. Set the objectives today. Use visualization and positive self-talk to aid performance. Imagine the reward that come from success. By committing to daily management and performance, habits are sewn. When these habits become part of daily discipline, excellence and achievement become reachable.

Self-discipline is a daily chore. Long-term objectives are reached through short-term sacrifice. With achievement in mind, the habits of daily discipline and sacrifice create the strength and inner resolve for long-term championships.

## **Mind Matters**

Master self-discipline and will power by:

- Use systems and plans to prepare for each day and hour (willpower alone is not enough)
- Create schedules and budgets. Have deadlines. Articulate them verbally and in writing.
- Commit to perform, even when it's uncomfortable, difficult or inconvenient. Don't wait until you 'feel like it.'
- Take things in small, manageable steps.
- Recognize and manage impulses and urges.
- Avoid temptations. Postpone gratifications for higher rewards.
- When you fail, forgive yourself and reset.
- After the course is set, see it through. Finish.
- Create visual aids and written progress reports.
- Bend, but don't break. Substitute and compromise to support stronger will power.
- Do not accept excuses.
- Re-focus. Don't emphasize sacrifices and negatives but look towards positive gains.
- Expect success. Think long-term.
- Establish positive, supportive habits.
- Set a supportive environment complete with organization, coordination, resources and supportive relationships.
- Avoid trivia, distortion, compromise, tangents or 'bright, shiny objects.'
- Set intrinsic and (maybe) extrinsic rewards. Celebrate and reinforce. Use conditioning tools.
- Work with and accountability partner or coach.

**It is one of the strange ironies of this strange life that those who work the hardest, who subject themselves to the strictest discipline, who give up certain pleasurable things in order to achieve a goal, are the happiest men.**

**~Brutus Hamilton~**

"Self-respect is the fruit of discipline; the sense of dignity grows with the ability to say no to oneself." Abraham J. Herschel. Sacrifice foregoes immediate gratification for long-term achievement. It creates discipline to achieve long-term, high value objectives. Set the path to victory and stay the course.

## **#12 Be Part of a Terrific Story**



### **Storytelling: an exchange of meaning (thoughts and feelings) for a targeted purpose**

Life isn't composed of things, it is built around conversations, relationships and stories. The best stories are those that engage the heart and mind. Emotional intelligence is enhanced when empathy and feeling are exercised.

Listen to the stories of the day carefully. Everyone has stories and tales to tell. Films and music express them but conversations do as well. They are made up of characters: heroes, villains and victims. When you communicate, you are generally putting yourself in one of these roles. Heroes seek acclaim, appreciation and recognition. Villains look forward to recognition of their cleverness and manipulation. Victims look for sympathy and pity.

Stories entertain, educate, explain, persuade, and most significantly, establish relationships. They provide common ground for understanding, communication and performance. Stories are the things that memories are made of.

Keep your conversations and stories positive and upbeat. Encourage optimism and victory. Think of the stories presented during the day and take advantage of them to develop empathy and emotional intelligence. Life is filled with stories. Everyone is both sender and receiver. Encourage others to share their stories. Ask questions and lend an attentive ear. Listening and caring creates a positive framework. Encouragement, engagement and support set the tone for friendships. In speaking, make your stories

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good ones. Be positive, affirming, entertaining, and importantly, winning. Stories lead to achievement and happiness.

Stories make the complex clear. Anecdotes, metaphors, mnemonics and anecdotes make ideas connect with the heart. They provide emotion and connection. Humanizing a message makes it likeable, memorable and inspirational.

To establish influence, be a storyteller. Stories have more impact because of empathy and emotion. They create visual images in the mind. When effectively done, they are retained for longer periods and have continuing significant impact.

The best stories are about SUCCESS:

- S**trategic: offer stories around important points that build the agenda.
- U**nique: point out details that stand out, are distinctive and memorable.
- C**lear: tailor messages for audience appeal, understanding and recall.
- C**oncrete: use vivid, detailed imagery that paints pictures in the mind.
- E**nergetic: be positive, entertaining, enthusiastic, upbeat and dynamic.
- S**hort: be brief and succinct.
- S**uccessful: talk of victory, service and performance leading to achievement.

**Stories are how we think. They are how we make meaning of life. Call them schemas, scripts, cognitive maps, mental models, metaphors, or narratives.**

**Stories are how we explain how things work, how we make decisions, how we justify our decisions, how we persuade others, how we understand our place in the world, create our identities, and define and teach social values.**

**~Dr. Pamela Rutledge~**

Effective stories need situations, characters and conflict. The best ones connect to both the heart and mind.

Stories are the vehicles that connect powerfully with other people. Have a short, inspiring story of who you are and what your plans are. This is usually termed an 'elevator speech.' Make it last no longer than about thirty seconds. It should inspire interest and curiosity. It should be engaging enough to touch another's heart and inviting enough for them to ask questions.

Stories that touch the heart are memorable. Share something novel and distinctive. Resonate with emotions and thoughts that others have. Develop quick rapport.

Keys to making stories powerful:

- Keep them simple and focused
- Use pictures, images, personalization and detail to make it vivid and real
- Have a hero and situation the audience can relate to and resonate with
- Show meaningful internal and/or external conflict

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- Have a purpose and agenda
- Use statistics and data listeners can relate to
- End with positive resolution, lessons and application

Leadership, influence, teamwork and emotional connection work best around experiences and stories. Life is always about these lessons. Make yours count.

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## **#13 Persevere Until You Win**



**"If you can't fly then run, if you can't run then walk, if you can't walk then crawl, but whatever you do you have to keep moving forward."**

— Martin Luther King Jr.

Emotional intelligence cultivates the discipline and tenacity to keep up effort and work until success materializes. The expression is that ‘winners never quit.’ Consider the prizes life offers. Determine which ones are valuable and desirable for you to commit your time, effort and talent to achieve. Set a plan, schedule, and stepping stone objectives. In many cases, victory does not belong to the strong or the swift but to those who persevere against the odds and keep pursuing their goals.

Success leads to higher levels of achievement. Too many are discouraged by obstacles, delays and setbacks. To really achieve demands nurturing the internal fire to continue in the face of adversity. Many people are put off by setbacks or disappointments. They lack the drive to bounce back.

Rather than fast results, real achievements are the results of dedication and long-term commitment. Winners are resilient. They recover quickly and continue. Perseverance and long-term effort separate those who accomplish what they set out to do from those who make excuses and apologies. Determine what you want and commit the effort starting now. Don’t quit.

Life is filled with dramatic stories of those who persisted and overcame to achieve. So much so that real victory lies not only in realizing goals, but in the character that has been built through perseverance and persistence. The journey itself is what success is about.

## **Mind Matters**

Defeat is in the mind. Setbacks are merely postponements until the mind surrenders. Getting knocked down does not matter as long as you can get up. Defeats are learning experiences.

Factors that display grit, tenacity and persistence:

- Set goals
- Have consistent interests
- Make a way, not an excuse
- Show perseverance of effort
- Refuse to surrender/accept defeat
- Focus on projects/objectives until attainment
- Finish projects
- Overcome distractions, obstacles and setbacks
- Work hard, with intensity
- Continuously learn and improve
- Invest in personal success
- Pay attention to goals that matter
- Be diligent

**If your determination is fixed, I do not counsel you to despair. Few things are impossible to diligence and skill. Great works are performed not by strength, but perseverance.**

**~Samuel Johnson~**

If we are simply not willing to see it through, little else matters. Ultimately, the “stick-to-itiveness” quality is the common denominator of all success. Nothing can take its place. Winners have staying power even when things get hard. Their persistence and tenacity are the tools that overcome obstacles to achieve. Perseverance and passion form grit. This is about emotional strength, willpower, and the inner systems to achieve.

Wherever you go, go with all your heart.

## **#14 Be Yourself.... Everyone Else is Taken**

**Be  
yourself.  
Everyone  
else is  
taken.**

**Today you are  
you, that is  
truer than  
true. There is  
no one alive  
who is youer  
than you!**



Get to know yourself. Take some time to reflect and connect with your thoughts and feelings. Resonate with what you feel and what generates these emotions. Internal understanding supports personal empathy. This connection is essential for self-acceptance, esteem, and confidence.

The expressions: be real, authentic and genuine promote individuality and expressing character. It can be tough when looking for role models and striving to comply with the expectations of others.

Personality and mindsets generate emotional patterns. When you take the time to know and like yourself, you generate permission to be you. Self-esteem generates self-development. It also generates more positive emotions and higher levels of success. Self-awareness fosters a positive self-image and a strong, healthy sense of self-identity.

Internal cause and effect, perceptions and predispositions are powerful tools. They can be used to create dreams and plans to create a really satisfying future. These tools set the framework for systems of self-control, discipline and management. Self-awareness is a continuous journey. The mind continuously defines and redefines the self. Recognizing this dynamism, self-awareness is a daily project.

Intrapersonal development and inner skills generate peak performance, social skills and leadership. Know yourself and be true to what you know. Spend time regularly

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dreaming, planning, reflecting and journalizing. It's a solid investment. Most don't develop inner rapport and resonance. They fail to generate goals and plans for achievement. Knowing yourself and developing a comfort with who you are and where you're going leads to emotional success.

To be yourself:

- Take a moment and jot down your “you” definition, including your strengths, weaknesses and achievements. Be self-aware:
  - Know and trust your own motives, emotions, preferences, and abilities.
  - Evaluate your strengths and weaknesses: acknowledging when your game is off or when you’re over your head.
  - Act in ways congruent with your own values and needs (even at the risk of criticism or rejection).
  - Have close relationships and intimacy that require openness and honesty.
- Define your dreams and ambitions. Be as specific as possible. Set priorities, schedules and expected results. Also note the rewards that success provides.
- Be motivated and inspired by a personal path and vision. Take the initiative.
- Determine what values and principles you choose to live by. Figure out what things are core and which are negotiable. Handle life with as much flexibility, versatility and adaptability as reasonable.
- Create a sense of personal esteem, appreciation and confidence. Be someone you like.
- Notice personal areas that you are uncomfortable with or simply don’t like. Commit to development and improvement to change them.
- Develop self-satisfaction and realistic expectations. Strive to achieve but learn to overcome disappointments.
- Be careful of trying to comply with the demands and images that others want. There is no need to please everyone.
- Accept some inconsistencies and conflicts. Situations and relationships are subject to dynamic definition.
- Recognize your individuality and character. Take pride in it and commit to become the best you possible.

**You must love yourself  
before you love  
another. By accepting  
yourself and fully being  
what you are, your  
simple presence can  
make others happy  
You yourself, as much  
as anybody in the  
entire universe,  
deserve your love &  
affection.**

**~Buddha~**

Authenticity is correlated with many aspects of psychological well-being, including vitality, self-esteem, and coping skills. Feeling self-aware and true to that self leads to

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greater success and satisfaction. You never ‘find yourself.’ It’s always about creating the you you want to be.

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## **#15 Serve with a Joyful Heart**

### **Giving Emotional Support**

- Act with forethought, care and consideration
- Choose to be nice in words and actions
- Listen and offer positive feedback
- Forgive quickly
- Volunteer
- Treat others as they would be treated
- Be courteous and polite
- Act with kindness
- Empathize
- Look for opportunities to serve
- Have compassion
- Be approachable and available



Take some time to offer an act of kindness or compassion. Give without any thought of receiving. Think of what service you can offer to someone else. Give someone flowers, pay another's toll on the road, say 'thanks,' offer a compliment... There are countless possibilities.

There are many ways to offer service. Most of them cost only mindfulness and time. Think of what it would do for the world if everyone made a point of serving others for only five minutes per day.

In both personal and professional interactions, take a few moments to exercise the higher qualities of benevolence and kindness. A small dose of compassion goes a long way. The impact is profound.

Here's the dividend. Serving others, being kind, and showing compassion all provide a giver's reward. When thinking of others, your problems go far away. You get a break from your troubles. Even more, when helping others, the brain generates positive chemicals that make you feel good. You can't give without receiving.

Take the game a step further. Each day, think of a new, different and creative way to be of service. Don't be surprised if people look at you with surprise and suspicion. When they realize you're serious. Things will change. Don't ask what to do or for permission. Just do something nice.

## **Mind Matters**

The gains for being a giver:

- Leads to a more stress free life; it releases negative emotions
- Creates warm positive feelings that lead to productivity and personal achievement; It feels good to be benevolent
- Produces more constructive attitudes
- Aids in problem solving
- Generates positive relationships
- Teaches collaboration and team play
- Multiplies opportunities to develop and create influence
- Supports opportunities to receive

**Practice acts of kindness.** -- performing an act of kindness releases serotonin in your brain. (Serotonin is a substance that has **TREMENDOUS** health benefits, including making us feel more blissful.) Selflessly helping someone is a super powerful way to feel good inside. What's even cooler about this kindness kick is that not only will you feel better, but so will people watching the act of kindness. How extraordinary is that? A side note is that the job of most anti-depressants is to release more serotonin.

Successful givers set boundaries on when, how and whom they help, protecting their time and energy more carefully and pointing their giving in directions that will have the greatest impact. They look to help others, but they also keep their own interests in the rear-view mirror: They're willing to fight for themselves when necessary. Successful givers empathize, but they also engage in perspective-taking, considering others' thoughts and interests. This opens the door to identify win-win solutions that meet others' needs without sacrificing one's own. Givers feel happier and live longer. They share time, talent and treasure.

**Those who make compassion an essential part of their lives find the joy of life. Kindness deepens the spirit and produces rewards that cannot be completely explained in words. It is an experience more powerful than words. To become acquainted with kindness one must be prepared to learn new things and feel new feelings.**  
**Kindness is more than a philosophy of the mind. It is a philosophy of the spirit.**

**~Robert J. Furey~**

## **#16 Lead Yourself**

### **Essentials of Self-Leadership**

- Set dreams, goals and a personal agenda
- Take initiative: self-motivate
- Cultivate habits of success
- Visualize and affirm achievement
- Be an optimist and positive thinker
- Be a continuous learner; commit to personal development



If you don't live your own dreams, you'll spend your time working for someone else's. Self-leadership requires initiative and setting your own course. It begins with introspection and self-awareness. By setting a plan, creating an agenda, and choosing a personal direction, life is controllable. Plans need to take into account both personal and professional objectives. They need to be both tactical and strategic. As Daniel Goleman said, "For leaders, the first task in management has nothing to do with leading others; step one poses the challenge of knowing and managing oneself."

Dedication and commitment to a plan transforms dreams into reality. Self-leadership is motivating and energetic. It creates the discipline that become habits. These habits become a path. This path becomes a journey of accomplishment. Through continual learning and development, stepping stone objectives are achieved. These are followed by high-level accomplishments.

Self-leadership manages risks. It takes calculated chances. It also takes initiative. It inspires and empowers. Without effort, meaningful success is beyond reach.

Victory is a long-term strategy. You must champion your own cause. Those who lead and set their agenda enjoy the journey. They determine the pace and the objectives. Those who merely stand by waiting for someone else to set the direction and pace are condemned to second best. Self-leadership is the only satisfying choice. Take the initiative and set out on the path to your dreams.

## **Mind Matters**

When you can lead yourself, you're able to take charge and lead others.

Keys to self-leadership:

- Make an active, continuous decision to assume personal responsibility and self-lead
- Have a strong sense of self-awareness and realistic self-confidence
- Know your core values and principles (and don't compromise them)
- Have a defined mission, agenda and sense of purpose
- Take care of yourself: attend to self-nurturing and self-development
- Define priorities, plans and perform
- Clarify costs (sacrifices) and benefits (rewards)
- Commit to potential peak performance and excellence
- Self-motivate and take initiative
- Overcome negative emotions, stress, distractions and impulses: stay on track
- Create realistic, positive expectations
- Perform; commit to excellence and results
- Assume power for choices
- Allow for change, transformation and shifts
- Continuously self-assess and assume responsibility
- Take reasonable risks; don't live with regrets
- Create positive, supportive relationships
- Find external resources
- Make decisive actions; perform with excellence and enthusiasm
- Bounce back from setbacks
- Celebrate stepping stone successes
- Enjoy the journey
- Attend to all areas of life (have a balance)
- Take time to refresh, renew and reinvigorate
- Be happy

**Nothing so conclusively proves a person's ability to lead others as what s/he does from day to day to lead himself.**

**~Thomas J. Watson, Sr.~**

Self-leadership is a regular, continuing task. It begins with self-awareness and leads to the effort to perform at peak levels. Self-leadership is the prerequisite to team and organizational leadership.

Effective Self-leadership actively takes into account:

- **Internal drivers (self-movers):** Motivation; Attitude; Values; Principles; Integrity; Initiative; Dedication; Self-Management, Control & Discipline
- **Talent Management (personal assets):** Strengths, Weaknesses, Opportunities, Threats; Personality; Abilities; Potential; Resources; Relationships

### ***Mind Matters***

- **Personal Power (performance):** Creativity; Communication; Result Orientation; Accountability; Intrinsic Rewards
- **Self-Awareness (thoughts and feelings):** Confidence; Resilience; Emotions; Effectiveness; Coping; Performance Feedback; Energy; Personal Dynamics
- **Self-Narrative (self-direction):** Prologue: History, Experience, Culture, Development; Current Situation; Future Design: Vision, Path, Goals

***Mind Matters***

## **#17 Make Friends**



With social networks, we've converted friendship from a noun to a verb. It's not unusual to hear the question 'are we friends?' It frequently refers to social networks and electronic connection. In a similar way, we've adopted the abbreviation BFF.... best friends forever. Unfortunately few of our friendships stand the test of time.

Friendships are more than name collecting and connecting on the internet. They are relationships of substance and value. Friendships begin with connection. They evolve and mature as time and attention is devoted to the relationship. Connection comes through communication. Richer, more personal communication tends to foster stronger more connected relationships. These connections mature as time, moments and experiences are shared.

Connection takes time and availability. Other people need to feel important and valued. They need to be cared for.

Friendships are developed through common thoughts, feelings and experiences. There needs to be a sharing and communication. Social awareness, empathy, likeability and credibility are important. Friendships serve for mutual benefit. The best way to begin a friendship is to look to give rather than to receive. Seek out someone to help and connect with. Be of service. The best way to have friends is to set out to be a friend. Look for opportunities to serve and connect. Every day is filled with them.

## **Mind Matters**

Friendships give life depth and breath. They provide quality and meaning in life. They also facilitate success and better health. People without relationships lack support systems. Physically, they are more susceptible to ill health and higher stress. Not only does emotional intelligence facilitate friendships and more effective social relationships, the reverse is also true. Relationships heighten self-awareness and create superior EI. Got three friends at work? You're 96 percent more likely to be extremely satisfied with your life.

To make friendships:

- Be confident and self-aware
- Take an active interest in others
- Look for common interests
- Be positive and upbeat
- Listen attentively
- Be supportive and encouraging
- Make time to connect (quality is important)
- Be authentic
- Care about others
- Take initiative
- Connect by thoughts, emotions and experiences
- Genuinely like others
- Be respectful, mannerly and courteous
- Be supportive, kind and compassionate
- Be the kind of friend you would have others be for you
- Be and have fun
- Reach out
- Have time and availability for relationships
- Engage in small talk
- Be reliable, dependable and trustworthy
- Keep in touch

**The glory of friendship is not the outstretched hand, not the kindly smile, nor the joy of companionship; it is the spiritual inspiration that comes to one when you discover that someone else believes in you and is willing to trust you with a friendship.**

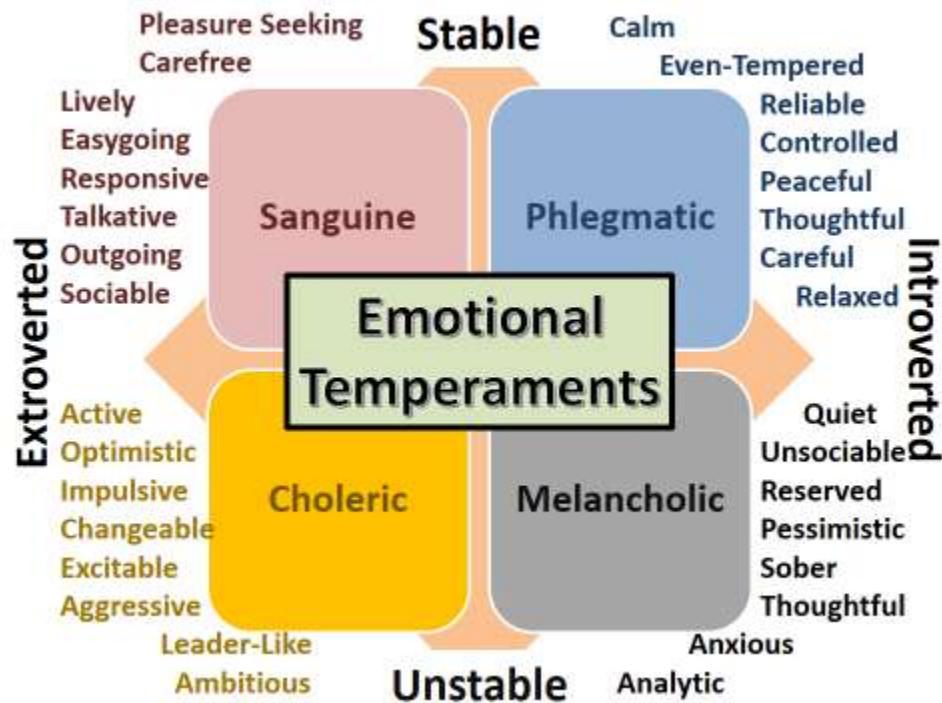
**~Ralph Waldo Emerson~**

To make a friend, be a friend. Let friends know they are valued and appreciated.

Friends:

- F eel** for you (empathize, care...)
- R espect** you (value, appreciate...)
- I nvolve** you (share, confide, communicate...)
- E ncourage** you (support, listen...)
- N urture** you (help, assist, develop....)
- D efend** you (have your best interests, serve as allies...)
- S ave** you (offer advice, guidance...)

## #18 Leverage Temperament



While there are a wide array of emotions, personalities have particular temperaments. These are predominant moods and feelings which tend to be characteristic of the individual. They are inherently intertwined with personality types. From ancient times, these personality styles were considered and applied to project and relate to different individuals. Temperments are persistent patterns, predispositions and preferences. They are predictable responses to people, problems and situations.

Typically, emotions are considered either positive or negative. A more useful way of evaluating them is by determining whether they are productive/useful/helpful/goal-congruent or counter-productive/hindrances/goal-incongruent. Emotional tendencies are prevalent patterns. They are characteristic moods and responses to the challenges of daily life.

With either temper or temperament, the key lies in being the master. Personality, temperament and feelings need to be harnessed and channeled to constructive application. Think of emotions and sets of feelings that facilitate success. Nurture and cultivate these. The ones that hinder and impede success need to be carefully managed and pruned.

Emotional patterns may be associated with particular strengths and weaknesses. The four humours, were used in ancient times: Sanguine, Melancholic, Phlegmatic and Choleric.

## **Mind Matters**

Typically, temperaments consider:

- Introversion/extroversion: Extraversion tends to be manifested in outgoing, talkative, energetic behavior, whereas introversion is manifested in more reserved and solitary behavior.
- Affect: Positive affect tends to be happy and joyful; negative affect tends towards depression and sadness.
- Controlled-focused/distracted-scattered: Organized and attentive versus easily off task and short attention.
- Stable/unstable: Stable tends towards predictability and control while unstable is varied and more difficult to see patterns.
- Feeling/thinking: Feeling individuals tend towards emotions and subjectivity; thinking individuals favor reason, logic, and cognitive application.
- Concrete/abstract: concrete application looks to objectivity, specifics and tangibility; abstracts prefer generalities, subjectivity and artistic responses.

Temperaments impact development, performance, thinking, feeling, communication and relationships. Recognizing these keys establishes effective social awareness and allows for deliberate responses that are likely to be more effective. Temperaments are habits. When they are helpful, they should be cultivated. When counterproductive, they need to be managed and adjusted.

Temperaments govern thinking, performing, feeling and communicating. Understanding these patterns leads to easier, more stable connection and stronger overall relationships.

**Passion, it lies in all of us, sleeping... waiting... and though unwanted... unbidden... it will stir... open its jaws and howl. It speaks to us... guides us... passion rules us all, and we obey. What other choice do we have? Passion is the source of our finest moments.**

**The joy of love... the clarity of hatred... and the ecstasy of grief. It hurts sometimes more than we can bear. If we could live without passion maybe we'd know some kind of peace... but we would be hollow... Empty rooms shuttered and dank. Without passion, we'd be truly dead.**

**~Joss Whedon~**

## **#19 Create Clear Definition**



When you know what you're looking for, you're far more likely to find it. Take the time to create clear, precise definitions. Use specific words. Measure what you want whenever possible. This facilitates setting objectives and working with other people. When you can communicate something clearly, it empowers others to help and work with you. It also sets the pace and agenda necessary to achieve.

Clear definition generates specific, measurable targets. These objectives can easily be articulated and put in writing. Not only are more exact fits possible, but adjustments and transitions are far more easily made. When the objectives are written and put in hierarchical order, being accountable to someone else helps. A regular schedule and discussion keep efforts strong, on target, and at a predisposed pace. When things go off track, a written agenda is effective to put them back in order.

Definition is part of awareness. Saying you want to 'be happy,' have 'lots of money,' or find 'customers' is abstract and hard to deal with. What does it take to be happy? How much money do you want to make? What does a good customer look like? Putting definition into feelings and objectives and making these definitions as measurable and concrete as possible leads to higher levels of performance. Define and articulate exactly what you're looking for. It is amazing how circumstances conspire towards success when the path is clear. It's also encouraging to see how much help and reinforcement can come from colleagues and relationships who want to be of aid. Your network wants to help if they know what is desired and what they can contribute.

## **Mind Matters**

A clear picture is best developed when definitions are visible. Write them down. Make them as tangible as possible. Pictures, charts and graphs are effective tools to keep thinking and emotions on target.

Definition allows for focus and attention. It supports vigilant maintenance of a course and direction. Precise and concise are the most effective in creating clear, actionable vision. Determine what counts, and to what degree.

Using the SMART system facilitates generating clear, compelling, actionable definition. SMART goals:

- **Specific:** create a definition that is exact. Specific goals energize both the conscious and subconscious mind. They offer content, direction and purpose. Set these in terms of priority and value. Know why the objectives are important.
- **Measurable:** set goals with a gauge to determine degree of achievement. Things that are measured are far more effective than vague guidelines. Create visual pictures of progress.
- **Attainable/Actionable:** make objectives realistic. Set them that they generate an inspiring vision. They need to be realistic and believable. Optimistic, inspiring, challenging goals energize performance.
- **Relevant:** establish a vision that contributes to a personal mission and offers intrinsic and/or extrinsic benefits. Goals need to matter. Definition notes how achievement adds value.
- **Time-related:** schedules, budgets and stepping stone objectives create a framework for performance. They set a daily, consistent agenda for performance and achievement. Plans with definition produce quality action.

Express definition in positive, encouraging terms. Powerful vision sets a path and prepares for the next level. Generate definitions that have personal meaning and real priority.

**Success depends on clearly defining what counts and to what degree. This generates focus and leads to results.**

**~Robert G. Jerus~**

## **#20 Trust the Resourcefulness of Others**



### **Adopt the Secrets of An Executive Coach When Helping**

Reserve judgment, be patient and connect more with others. Try the pattern of listen, question and support. Often the inner resourcefulness of others will surprise you. Encourage them to reflect, think and feel.

Let them set the conversation agenda. Avoid interrupting and focus more on facilitating questions. Support them to explore internally and generate possibilities. Offer encouragement and praise. Trust others to have the inner wherewithal to answer well.

When people generate answers for themselves, they are stronger and better connected. These answers are practical and from their heart. They generate greater resonance, better results and long-term effectiveness. When people answer themselves, they can be trusted to produce quality, commitment and powerful emotional appeal.

By demonstrating faith and trust in their inner abilities to resolve situations, appreciation and value are shown. Encouragement and trust support the confidence and self-assurance of others. Even at a young age, when people are encouraged to explore and discover, when they find answers, they are much more valuable and applicable. Stretching mental and emotional abilities not only addresses specific issues but generates development. People grow by making decisions and experience. The more they explore, the more competent they become.

Self-awareness and self management make a winning combination.

## **Mind Matters**

Helping and supporting others are part of good relationships. Service is a foundational part.

Some tips to offering effective help:

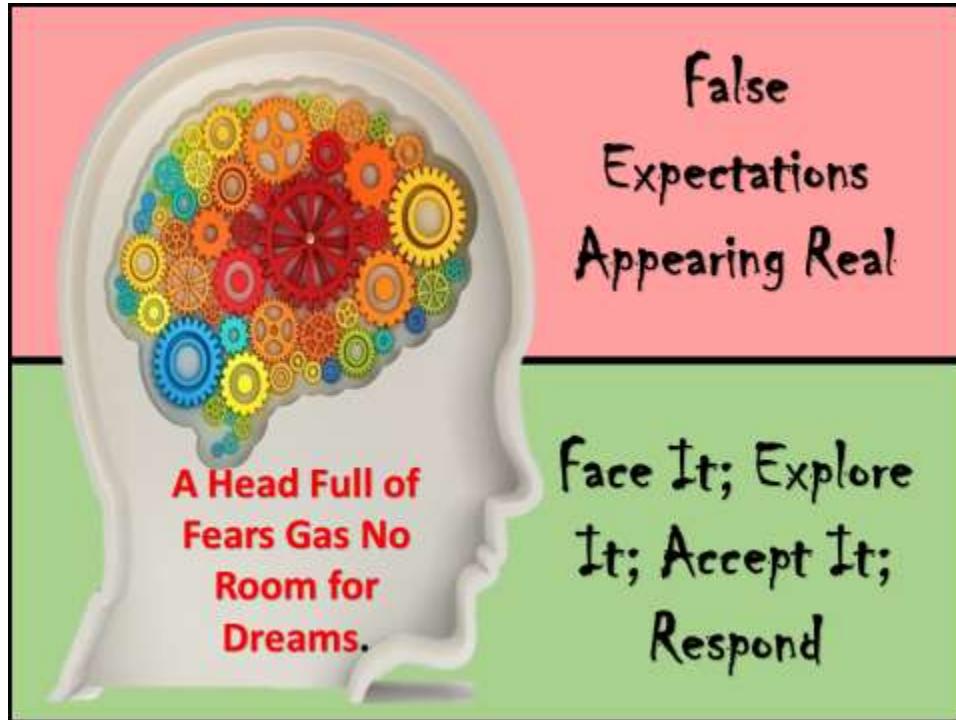
- Be sure you have permission. Relationships should have defined boundaries.
- Be safe, accepting and non-judgmental.
- Listen carefully. Clarify, confirm and capture. Reflect back both feelings and thoughts.
- Manage questions for attention, amplification and answers. Remember, the sender has the answers.
- Feedback, availability and attention are dedicated to the benefit of the other person. Focus on what the agenda is at the moment. In helping, it's about the other person.
- Operate with integrity, honesty, respect and courtesy. When someone chooses to be vulnerable, greater care needs to be taken to manage basic connection.
- Be a resource, not the resource. Helping is not always about intervention. Determine the content and context of listening. Focus on the speaker and don't compromise confidentiality.
- Communicate, invite exploration and facilitate problem solving. Be aware of verbal and non-verbal communication. Hear head and heart messages.
- Be positive and emotionally intelligent (self-aware, self-managing, socially aware, empathetic, and relational)
- Emphasize self-sufficiency and development. The goal is empowerment.
- Follow-up and follow-through. Summarize, set responsibilities and schedules for next steps.

**I never cease to be amazed  
at the power of the coaching  
process to draw out the  
skills or talent that was  
previously hidden within an  
individual, and which  
invariably finds a way to  
solve a problem previously  
thought unsolvable.**

**~John Russell~**

While relationships are primarily not about coaching. Understanding the tools and processes of helping creates powerful engagement, support and connection. Be a skilled helper and trusted ally. The best coaches ask challenging questions and let people generate the answers that work best.

## #21 Confront Fears



Fear provides emotional information. It serves as a warning light advising caution. Typically, success lies in confronting fears and determining an effective course of action. Fear is an indicator that there may be some risk. Intelligence analyzes risk and takes appropriate action. In many cases, fears are overblown or involve consequences that never happen.

Recognizing fear leads to appropriate response. Like any emotion, it can generate a definable set of consequences. Awareness begins the process. Noticing hesitation and concern allows for appropriate exploration and consideration. The basic responses of fight, flight or freeze can usually be expanded. The good news is that the emotion of fear creates physiological effects that expand possibilities and their likelihood of success.

Achievement favors performance and bold action. It confronts fears and manages them. Reckless action is far different than confrontation. Fear is the great crippler. It generates paralysis. Management of fear empowers. Awareness allows for analysis and appropriate judgement. Self-management generates a positive, deliberate response. Effective action takes into account cognitive and emotional information. Confronting fears and acting deliberately and appropriately produces achievement. Respond. Don't simply react.

Fear starts as a negative. It makes cowards. When confronted and used, it becomes a tool for high powered action. Fear provides emotional information. It is the reaction

## **Mind Matters**

rather than a measured response that impairs achievement. Fear can signal any type of risk, especially those which are emotional.

To combat fear:

- Be aware of it. Understand the risks that it is signaling.
  - Determine how valid those concerns are.
  - Weigh risk against return.
  - Mitigate risk and optimize returns.
  - Consider how likely the positives and negatives are.
  - Acknowledge that success generally lies in overcoming fear
- Define it.
  - Analyze cause and effect.
  - Relate it to past history/experience.
  - Determine what its impact is.
  - Is it real or imaginary?
- Consider gains of overcoming.
  - Analyze long and short term implications.
  - Think of stepping stones and priorities to move ahead.
  - Gather momentum and move forward.
- Reprogram.
  - Set new anchors and look for opportunities.
  - Develop realism.
  - Reconsider in light of successes (even if they are small ones).
  - Relax: make a concerted effort to calm down and deal with intelligently.
  - Center and be in the present. Avoid letting past experiences dominate.
  - Commit to performance and achievement.
- Talk about it.
  - Discuss fears with accountability partners.... Get a different perspective.... Look for a path through.
  - Feel free to talk to yourself about it.
- Validate yourself.
  - Give yourself permission to have negative feelings.
  - Accept limitations.
  - Grow and move through.
  - Develop positive thinking, feelings and experiences.
  - Take action one step at a time.
  - Create patterns of working through fear to achieve.

**The amateur believes he must first overcome his fear; then he can do his work. The professional knows that fear can never be overcome. He knows there is no such thing as a fearless warrior or a dread-free artist.**

**~Steven Presfield~**

### ***Mind Matters***

At the other side of fear is victory. Working through panic, anxiety, apprehension and those little fears often has major returns. Bravery is not a lack of fear, it is working through it.

***Mind Matters***

## **#22 Deal with Toxic People and Emotions**

**Beware of Toxic People!**



**Illegitimi Non Carborundum**

Emotions are contagious. By cultivating an environment, feelings become created and nurtured. Environments are produced physically, mentally, and emotionally through relationships and situations. Organizations and workplaces develop a tone and feeling. Hopefully, these emotions align with principles, values and mission. Corporate culture and climate are about developing a predominating tone and emotional context. Colors, artifacts, and a wide array of objects promotes or discourages success.

Toxic people and situations spread negative feelings. They dampen spirits and lower expectations. Some are quite clearly bearers of doom and gloom while others produce the same impact in a quiet, subtle way. Toxic people make it their business to point out negatives. They continuously find reasons for pessimism. Sometimes, these people spread their curse in the name of friendship and support. Toxic people:

- Demean your personal value (confidence and self-esteem)
- Negate dreams
- Discourage performance and success
- Discredit ambition and aspiration
- Limit possibilities
- Pollute possibilities
- Sap the energy and vigor from life
- Create chaos, doubt and confusion
- Heighten stress, worry, anxiety, and negative feelings

## **Mind Matters**

- Lower expectations
- Generate insecurity and mental paralysis

Not only does the physical context need to be deliberately set, relationships and colleagues have a profound impact on feelings and performance. Some have emotions and moods that are well worth catching while others are more like nurturing an illness. Look for constructive emotions, positive temperaments and up-beat attitudes. Set communications to succeed. Cultivate relationships with up-beat people who support, encourage and praise. The energy and effort to befriend toxic people isn't worth the time.

Be intentional. Set the physical and social environment for the life you want. These are critical to accomplishment and achieving goals. Be deliberate both personally and professionally.

Ways to inoculate yourself from toxic emotions:

- Be aware
- Take personal responsibility
- Maintain vigilance and root them out before they gather momentum
- Determine the information they are communicating (and manage it constructively)
- Be assertive and take command; make active choices
- Be positive enough on your own; don't let people or situations bring you down.
- Define them and their causes; dismiss them and move on
- Manage constructive self-talk, affirmations, visualizations and energy
- Don't become mentally engaged with negatives
- Don't accept negatives; speak up
- Be mindful, confident, and forceful
- Decide and execute
- Celebrate and reinforce constructive feelings

**There is little difference in people, but that little difference makes a big difference. The little difference is attitude. The big difference is whether it is positive or negative.**

**~W. Clement Stone~**

Toxic feelings take root because they're allowed to. When tended and cared for, they grow and establish negative spirals. Focus on the positives. Use energy constructively and stay on a constructive path.

## **#23 Resolve Confusion and Conflict**

### **Five Conflict-Handling Styles**



Conflict can be internal and/or external. Internal conflicts result in unclear definitions and uncertain agendas. They come from confusion and competing objectives. These result in procrastination, half-efforts, personal doubt, indecision, negative emotions and meet with only limited success.

External conflicts are due to issues in relationships, information, values, situations, and assorted other concerns. They have real costs in terms of resources, time and effort. Emotional intelligence is at the core of effective resolution. It channels both thoughts and feelings to create effective answers. Conflict is a function of relationships. Effective solutions are based on win-win/abundance thinking.

Self-awareness allows for clear definitions and a well-developed agenda. It promotes effective targeting and performance. Self-management directs energy to behavior. In external conflict, emotional intelligence provides the tools for understanding, empathy and creating positive relationships.

Different styles of conflict resolution fit with personality and emotions. They are based on self-awareness and confidence as well as an understanding of others. Developing mutually beneficial results comes through empathy, communication and developing understanding.

## **Mind Matters**

Handling internal and external conflict well through emotional intelligence and communication promotes confidence, achievement and teamwork. It sets the tone for lasting peace and strong, long-lasting relationships.

Three basic strategies prove effective at conflict management. The first is forestalling or preventing. Awareness creates understanding and empathy. Through recognition of cause and effect, many issues and concerns can be effectively projected before they become conflicts. Seeing ahead allows mental resolution and adjustments to change a path before conflicts emerge.

Containing a conflict manages differences so that emotional triggers and conflict explosion are contained. As conflicts fester, they become less about real differences and more about feelings and reactions. Hostilities generate irritability and aggression. Uncontained conflict focuses on winning and losing. It demands satisfying emotional negatives. Since emotions are contagious, uncontained conflicts spread to other people. It tends to be harmful to more than one relationship. For organizations and teams, it can be debilitating.

Conflict resolution seeks solutions. This is about creativity, problem solving and communication. Effective resolution generates quality answers that everyone can live with. The hotter the emotions, the greater the stress, the more difficult win-win answers are.

Full-fledged conflict, complete with aggression and hostility not only precludes productivity, it has real internal and external costs. Developing effective pathways to avert, manage and answer conflict is more personally and professionally satisfying.

**Whenever you're in conflict with someone, there is one factor that can make the difference between damaging your relationship and deepening it. That factor is attitude.**

**~Timothy Bentley~**

Be **NICE** to manage conflicts with emotional intelligence:

- N** **ormalize:** minimize emotional response; consider realistic consequences; relax
- I** **dentify:** define the emotional, mental and physical concerns present
- C** **ontrol:** present a considered, calm, measured response appropriate for the people and situation.
- E** **mpathize & Explore:** relate in a positive manner; seek ends with mutually acceptable results; consider consequences.

The **NICE** system reduces negative emotional response while capitalizing on effective application of emotional intelligence.

## **#24 Create and Sustain a Winning Attitude**



### **The Tools of Winning: Affirmation, Meditation, Positive Thinking, Relaxation, Self-Talk, Visualization and Celebrating Success.**

Winning attitudes don't just happen. They have to be carefully nurtured and sustained. Constructive thought patterns and positive behaviors are essential. There are some basic ways to cultivate the habits of achievement. The magnificent seven lead to success that make excellence a habit.

The process begins with self-awareness and intentionality.

- 1) Affirmation supports positive thinking. It allows for internal dialogue that aids success. Use affirmations to support targeted desires. Be personal, positive, present, powerful and persistent. Create short, constructive statements that the mind can understand and believe. Make the statements visible and emotional. Be relevant. Focus on areas that merit your attention.
- 2) Winning is supported through meditation and reflection. Successful people take the time to clear their minds, reframe the world positively and find things to be happy about. It works best when a) a regular time is scheduled (typically at the beginning and/or the end of the day); b) relax... both physically and mentally; create some private, personal space and time; c) commit and be consistent; regular meditation and reflection are more effective than inconsistent, random efforts; and d) be positive, upbeat and constructive; refresh the body, mind and spirit; gently be in touch with the good parts of life.
- 3) Positive thinking is a habit. It seeks out constructive feelings and enjoys them. Emotions then become habits. Repetition and reinforcement shapes the pattern. To be more positive: a) maintain a positive environment: have an organized space and

## **Mind Matters**

schedule; have constructive, successful images around; make the space fun and enjoyable; b) communicate; share time with positive relationships; c) be self-satisfied, confident and supportive; d) exercise and practice positive emotions: forgive, express gratitude; smile; show compassion; use kind words; speak positively and successfully (positivity is about thoughts, feelings and actions); e) look for good and bright sides.... Seek out reasons to rejoice in everything; f) practice resilience and renewal; overcome regrets and worry by centering and focusing in the present; and g) act with purpose, planning and preparation; think like a realistic optimist; performance really supports positive thinking

- 4) Rest and relaxation allow for mental energy, wellness and stamina. Releasing stress and taking mental breaks renews, reinvigorates, recovers and adds resilience to the mind. Take time to refresh and restart when needed.
- 5) Self-talk takes over internal words and communication to stress positive, optimistic patterns. Deliberate self-talk eliminates the negatives and focuses on success.
- 6) Visualization creates a happy mental picture. By cultivating positive images in the mind, emotions are focused on achievement. Mental images transform reality.
- 7) Celebrating success reinforces the positives. Look for small reasons to cheer. Recognize stepping stone victories. Positive incentive create energy and excitement to continue the journey. They foster continuing constructive emotions.

Use the magnificent seven to instill a winning attitude in every day. Look forward to achievement through positive action.

**Nothing can stop the man with the right mental attitude from achieving his goal;  
nothing on earth can help the man with the wrong mental attitude.**

**~Thomas Jefferson~**

## **#25 Focus on Results**



Certifications, training, education and experience provide excitement and objectives. They set paths and goals that generate personal development and define plans for future growth. These endeavors generate extensive demands on time, talent, effort and a wide array of resources. Continuous learning, self-improvement and targeted progress are laudable goals but their real value lies in skills and abilities to generate particular value and solve specific problems. In a marketing context, the fallacy is similar. It's easy to emphasize features and internally controllable objectives.

Effectiveness and value come from meaningful, measurable results. While features and various personal development items provided an exciting path, they need to serve as tools to deliver and act. Application is crucial. Features and individual characteristics need to be functional and effective. They need to provide tools to serve and provide targeted value; communicate positive expectations; develop strong relationships; and create real benefits.

Avoid being attracted by 'bright shiny objects.' It's easy to spend large amounts of resources and effort on meaningless projects that fail to generate real value. Set priorities and dedicate projects to important results. Know what counts and to what degree. Meaningful results have both tactical and strategic value.

## **Mind Matters**

Real success lies in service. Personal development and learning need to find their relevance in use. Self-esteem and confidence need to be produced by application. Productivity and achievement come through performance.

When objectives are prioritized, they are achieved as stepping stones to higher value goals. Achievement creates momentum. The positive feelings of success support optimism and energy. Tapping into these feelings stimulates achievement of more objectives. Reaching goals taps into the power and energy of positive feelings and leads to higher orders of success.

Possibilities and potential are wonderful. They achieve their real relevance when they are transformed into measurable, meaningful results. It's not about building a resume. It's about creating a life.

Emotional intelligence is a critical component of excellence and results in both personal and professional frameworks. By channeling feelings towards targeted results, exceptional achievement can be realized, potential is amplified and opportunities multiplied.

**Peak performers develop powerful mental images of the behavior that will lead to the desired results. They see in the mind's eye the result they want, and the actions leading to it.**

**~Charles A. Garfield~**

## **#26 Lead your Team to Victory**



Teams have the potential for much higher returns than individuals. In organizations, teams are the most common unit for high performance. The synergy and power of relationships allows the team to reach heights that individuals could never achieve on their own. Organizations are composed of teams focused on cohesive strategic and tactical objectives.

Individuals with higher emotional intelligence perform better both as individuals and as members of teams. In a team context, positivity, empathy, communication and collaboration are essential. Teamwork is promoted by team leadership at all levels. Leaders create the climate and culture of the team by the communication and performance they model.

True teamwork promotes individual and collective performance. Key players aren't always the stars. They accept roles and become the catalysts to success. There are core qualities to achieve to be a key player:

- 1) contribute as an emotionally intelligent peak performer – be in command intra-personally and inter-personally (be self-aware; self-manage; relate to teammates and situations; manage winning relationships);
- 2) communicate effectively (send and receive); listen; take and share feedback (use it well); let others know your needs and wants; express empathy; manage verbal and non-verbal signals;
- 3) demonstrate personal quality and character;

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- 4) look to give and serve.... make teammates better;
- 5) focus on team victory over personal accolades (sacrifice self for the team);
- 6) change and adapt (flexibility, versatility and agility win);
- 7) display optimism, drive, enthusiasm and excitement;
- 8) cultivate supportive team relationships;
- 9) accept the role the team needs you to take for victory: lead or follow as needed; and
- 10) commit to going the extra mile.... center, be tenacious and persevere.

Emotions and engagement are contagious.  
Champions have feelings and excitement that are worth catching.

Teams win championships. To really win, you need to be part of a team. Victory goes to those who continuously learn and improve.

Team players focus on championships. They know that personal accolades are less important than team performance. Sharing and mutual gains characterize effective, winning teams. When the team wins, all the players benefit from the results.

**Synergy is the highest activity of life; it creates new untapped alternatives; it values and exploits the mental, emotional, and psychological differences between people.**  
**~Stephen Covey~**

Being an effective team player supports informal leadership and structure for the team. It also allows the development of successful leaders at all levels.

Team performance is optimized when:

- All members develop a team perspective
- Processes focus on team connectivity and effectiveness as a synergistic, collaborative unit.
- Team impact generates positive internal and external results

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# WOODEN ON LEADERSHIP™

## PYRAMID OF SUCCESS

*"Success is peace of mind which is a direct result of self-satisfaction in knowing you made the effort to become the best of which you are capable."*

John Wooden, Head Coach

**12 LESSONS IN LEADERSHIP**

1. Good Values Attract Good People
2. Love Is The Most Powerful Four-Letter Word
3. Call Yourself A Teacher
4. Emotion Is Your Enemy
5. It Takes 10 Hands To Make A Basket
6. Little Things Make Big Things Happen
7. Make Each Day Your Marketplace
8. The Carrot Is Mightier Than A Stick
9. Make Greatness Attainable By All
10. Seek Significant Change
11. Don't Look At The Scoreboard
12. Adversity Is Your Asset

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***Mind Matters***

## **#27 Generate Complete Success**



A complete plan generates success in all major areas. Define objectives and goals clearly and precisely. Recognize long and short term objectives. Continuously manage for peak performance. Balance is important. Deficiencies in any area tend to trickle over and impact success in other venues.

On a regular, deliberate basis, evaluate all ten areas. Determine how satisfactory the performance is in each area and assign a benchmark from one to ten. With careful review in each sector, determine what areas merit the most immediate attention and focus. After defining strengths and weaknesses, stepping stone objectives can be established along with schedules and needed resources for growth. Concerted effort and realistic development generate powerful returns. Articulate goals, write them down, and find an accountability partner (coach, mentor, colleague, etc.).

Depending on personality, schedules, plans and a wide array of variables, some areas are of more concern than others. These will merit greater attention. While success in all areas is ultimately important, priorities set timetables. Focus and attention allow leveraging of assets and learning to make real gains.

Set systems in place to regularly manage and balance all regions. Don't let concerns drift until they become disasters.

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Defining the areas:

**Relationships:** quality and quantity of both professional and personal interaction; intimate friendships; levels of satisfaction, happiness, benefit and return on connections

**Leisure:** time to rest, relax and renew; contentment with amount and value of leisure; energy restoration and reinvigoration; peace and enjoyment

**Financial:** investments, monetary returns, ability to support preferred lifestyle; freedom from want and worry

**Professional:** career development; satisfaction with position and career; rewards both intrinsically and extrinsically; pride in performance; future prospects

**Environment:** location; housing; team support; travel; variety of location; conduciveness to success; comfort

**Physical:** wellness; health; strength; endurance; energy; bodily performance; stress; future projections and expectations

**Personal:** safety; security; intrapersonal comfort; self-esteem; confidence; self-actualization; self-mastery; personal discipline and control; futures and expectations

**Emotional:** positive feelings; realistic optimism; enjoyment and quality of life; situational comfort; satisfying emotions

**Mental:** challenges for the mind; mental stimulation and diversion; constructive psychology

**Spirituality:** life purpose; faith; belief system; plan; connection with higher thoughts; awareness. Spiritual additions also contain guidelines for giving, volunteering, benevolence and community service.

**I believe that being successful means having a balance of success stories across the many areas of your life.**

**~Zig Ziglar~**

Plans and strategy set the path and create a framework. The growth and development the journey creates are real gains. Creating happiness, personal fulfillment and satisfaction are continuing dividends of focus. Real accomplishments and true excellence happen as the paths become habits and personal characteristics.

## **#28 Send and Receive Effective Feedback**



### **Feedback: the Foundation of Development and Improvement**

- Keep it timely
- Make it accurate
- Be objective
- Offer functional information
- Critique, don't criticize
- Note impact
- Suggest improvement

The way to make your good better and your better great is through continuous learning and improvement. The vehicle for performance development is actionable, high impact feedback.

Effective feedback needs to come from the heart to reach the heart. Its intent is help and support. Comments designed merely to hurt and condemn are criticism not feedback. Their focus is on belittling and ego. True feedback is carefully thought through and well delivered. It emphasizes application. There is no point in generating feedback on something that cannot be changed. The spirit of positive support lies in service. It mentors and coaches. Tone and intent make a huge difference.

Feedback provides both positive and negative information. It is best received when some constructive, reinforcing comments begin the conversation. It should be a regular part of dialogue rather than an ambush. Relationships provide the context for nurturing and support. As part of communication, tonality, nonverbal signals and words all make up vital parts of the message. Good feedback supplies actionable information about behaviors and performance. It is non-judgmental, supportive and not about personality. When done right, feedback enhances and nurtures a relationship. It is a valuable gift. Good feedback helps those who receive it from the novice to the seasoned professional. Feedback should be invited from allies and trusted advisors.

Typically, feedback is valued from accountability partners, coaches, mentors and select colleagues. It should not generate unwanted/uninvited information but be delivered as a welcome support focused on growth and improvement.

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To generate effective feedback:

- Praise in public; share negatives one-to-one and in private.
- Solicit feedback from multiple sources. It confirms and amplifies information.
- Target information to accomplishment, goals and measurable results.
- Consistently schedule and review key aspects of performance.
- Describe performance while avoiding judgments and evaluations.
- Focus and share detailed specifics (don't generalize).
- Be honest and sincere.
- Maintain a positive, optimistic outlook.
- Deliver information personally or use the richest type of communication possible.
- Consider what the receiver needs, can apply and is ready to receive.
- Remember it is about information, not advice.
- Set up two way communication. Be present physically, mentally and emotionally.
- Facilitate solutions, answers and improvement.
- Support an ongoing relationship.
- Create the framework for next steps and follow up.

### **Seth Godin's Rules for Giving**

#### **Great Feedback**

- No one cares about your opinion. We want your analysis.
- Say the right thing at the right time.
- If you have something nice to say, please say it.
- Give me feedback, no matter what.

Feedback is an emotional event both for the sender and the receiver. Managing feelings makes it a more constructive experience all around.

## **#29 Manage Emotional Spirals**

One evening a wise medicine man told his grandson about the battle that goes on inside people. He said "My child, the battle is between two "wolves" inside us all. One is Evil. It is anger, envy, jealousy, sorrow, regret, greed, arrogance, self-pity, guilt, resentment, inferiority, lies, false pride, superiority, and ego.



The other is Good. It is joy, peace, love, hope, serenity, humility, kindness, benevolence, empathy, generosity, truth, compassion, and faith." The child thought about it for a minute and asked the medicine man: "Which wolf wins?" The wise man simply replied, "The one you feed."

Spirals are part of life's order. DNA has a spiral form, so does the Milky Way galaxy, and a nautilus shell. Music and a wide array of forms apply the same shapes and ratios. Feelings have spiral tendencies that either empower or disable.

Emotions have deep impact. They cultivate related feelings. These feelings impact actions and attitudes. Negative emotions generate a negative spiral. The more they are nurtured, the deeper, more frequent and more prevalent the negative feelings become. Other related feelings develop and fester. This emotional descent drives people away. Moreover, they make isolation feel appropriate and natural. Negative spirals narrow attention; heighten stress; increase anger and hostility; support and sustain depression; lower the ability to experience joy and happiness; lead to self-perpetuating negative feelings; and lead to feelings of despair and hopelessness.

These negatives create: less ability to think and reason; less efficiency at problem solving and decision making; less ability to communicate; reduced physical coordination; limiting sensory input and perceptions; higher health risks; lower creativity; lower ability to adapt effectively to change; reduced energy; and lower memory power. The negative spiral begins with passive negatives and develops into stronger, more active ones. They are stressful and make goal achievement almost impossible.

Positive spirals are the exact opposite. They nurture constructive feelings. They generate energy, health, activity and quality performance. These feelings begin with passive

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emotions and escalate to energized, productive activity. Channeled effectively, these lead to dynamic high performance and make high achievement almost inevitable. Positive spirals invite relationships and encourage communication.

Positive spirals broaden thought, energy and action. Even though these feelings may be transient, their impact can be positive, long lasting and profound. Positive feelings generate possibilities and expanded opportunities. They achieve.

Spirals have momentum. They tend to expand and create emotional patterns. They need to be monitored and managed. Positive ones need to be tapped for their power while negative ones need to be reversed early.

Emotional spirals create pathways in the mind. The more frequently spirals occur, the more developed the pathways become. Chronic, acute negative feelings generate long-term concerns. When the path is nurtured and supported, it becomes a habit that is difficult to change. Positive habits support continuing positive psychology. This experience creates the momentum for high energy and quality performance.

Positive emotions support health, coping mechanisms, and high achievement. They broaden and build. They expand opportunities and improve potential. Negative feelings are counter-productive. Emotional systems tend to be self-perpetuating. Relationships and social interaction support positive feelings, while positive feelings support relationships.

Emotional awareness attends to patterns early and deliberately selects pathways. These become emotional habits. Select constructive patterns to succeed. Choose positive emotions and relationships. Even when negatives feel more natural, positive paths lead to winning while the negatives are debilitating.

When feelings impact, there is a time of decision and choice. This selection determines the direction and intensity of an emotional spiral. When a negative direction is taken, the more quickly it is recognized and curtailed, the easier it is to redress and change the pattern. Conversely when a positive choice is made, it should be supported and capitalized upon. Awareness and self-management critically decide impact.

**The human mind always makes progress, but it is a progress in spirals.**

**~Madame de Staél~**

## **#30 Use Emotions to Influence, Sell and Persuade**



Sales is about benefits and relationships. People are influenced most by those they know, like and trust. When buying, the emotional connection takes priority. People buy with their hearts but justify with their minds. Influence gains power in two major ways: purchases that offer a gain or benefit; and those that relieve some type of pain.

When trying to influence someone, avoid focusing on making a sale. Instead, dedicate the effort to offering service and providing value. Make a point of letting others win. People don't want to be sold but they love to buy. Focusing on emotional connection has the added benefit of improving satisfaction for both the buyer and the seller.

To gain the attention of prospects, emotions stimulate interest and focus. Wants and needs serve to trigger listening and engagement. The chance of gaining a benefit or avoiding a detriment connects. Feelings get an almost instant reaction (6 seconds) while reason and logic take substantially longer.

Once attention is gained, feelings evoke a strong inner drive. Benefit propositions engage at both conscious and subconscious levels. Resonance communicates empathy and understanding of client issues (problems), interests, and benefits.

Emotions connect people. They are viral. Influence goes quickly from one person to another. From there, it can spread rapidly among groups. In leadership, this fosters

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influence and teamwork. In sales, this generates penetration and referrals. Emotional resonance is persuasion power.

Dr. Robert Cialdini emphasizes six primary psychological reasons for influence. People buy due to: **Reciprocity** (they need to repay a debt.... perhaps a debt of friendship); **Commitment and Consistency** (they need to honor their promises both internal and external); **Social Proof** (conformity and keeping up socially); **Authority** (obeying commands and duties); **Liking** (it's nice to buy from people who are likeable); and **Scarcity** (limited offers and time).

When the connection is made, it should be used to generate optimal value for all.

Three basic ways increase the value of the connection:

1. Sell up: create higher value/enhanced benefit packages that serve needs and wants better; know what enhances the return
2. Cross-sell: offer complementary products or service that add to the initial offering; think in terms of accessories, service and natural accompaniments
3. Bundle: recognize that one-stop-shopping is easier; once you are established as a trusted ally, the relationship supports additional service and connection. It's easier to trust one influencer than a wide array.

**Manipulation aims at control, not cooperation. It results in a win/lose situation. It does not consider the good of the other party. Persuasion is just the opposite. In contrast to the manipulator, the persuader seeks to enhance the self-esteem of the other party. The result is that people respond better because they are treated as responsible, self-directing individuals.**

**~Paul Swets~**

Influence is about emotional connection. It is developed when a relationship and/or emotional connection is perceived. Technology has created possibilities to use electronic information to generate feelings of emotional linkage. Influence uses high tech and media to communicate. High touch emphasizes leveraging contacts to create perceived rapport. Opportunities to 'touch' and resonate support emotions.

When trying to influence, focus on opening a relationship rather than closing a sale.  
To increase influence:

- Listen
- Look for common ground
- Become more positive and optimistic
- Develop better interpersonal skills and more relationships
- Use power effectively

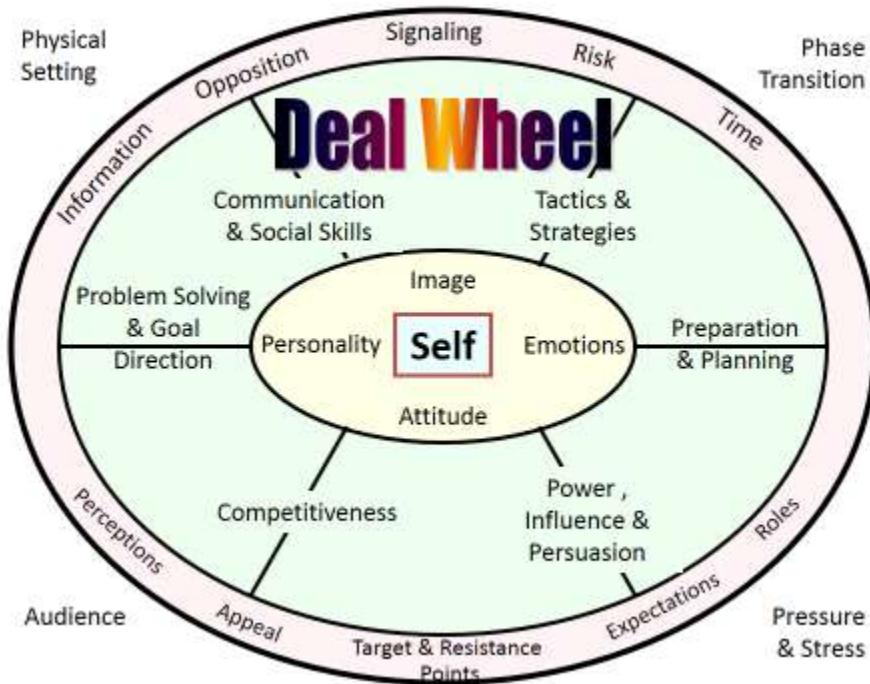
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- Maintain poise and calmness
- Apply likeability and trustworthiness

The tried and true sales tool ‘feel, felt, found’ serves to join feelings to persuasion. It begins by listening and focusing on others. Understand how they feel and why. Empathy is the beginning. Emotions are validated by noting that others have had the same experience (felt). Finally, the tool of ‘found’ expresses that a suitable, high value resolution is proven effective. Using care, resonance, rapport and compassion sets feelings as powerful tools in persuasion.

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## #31 Negotiate for Win-Win



Abundance and relationship thinking characterize effective negotiations. Abundance thinking focuses on developing solutions where everyone gains. By developing scenarios where there are only winners and no losers, discussions emphasize value and benefits for all. Double wins create interaction that is satisfying and helpful. Open, honest communication allows for success.

Emotion is an integral and essential part of the human experience and, thus, inherent in negotiation. Every day is filled with bargaining and transactions. Typically, the party that wants the deal more is at a distinct disadvantage to adversaries who are willing to walk away. Emotions have impact on major financial deals but also in day to day bargaining. Concern, empathy and care are triggers for creating effective, sustainable, beneficial deals.

Negative emotions create barriers to solution and weaken positions. Fear, mistrust, avarice, and pessimism make success less likely. Positive feelings support relationships and mutual gain.

Life is about negotiations. Bargains and deals are made regularly to advance personal agendas and simply to get along. They are part of relationships. Effective negotiations set the basis for positive, long term relationships. They lay the groundwork for cooperation and mutual gain.

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These discussions promote the interests of all involved. Negotiations that forget relationships create short term solutions that are difficult to live with. Discussions should favor listening and rapport. Appreciating needs and positions creates empathy. Poise, control, self-discipline and understanding fuel the rapport that creates positive relationships and mutual benefits.

Negotiations demand a flow of information. It begins with internal understandings and personal definition. Self-management controls the information shared and the speed it is communicated. Social awareness and relationships govern effective interaction via communication, problem solving, influence and all aspects of bargaining. Solutions are based on effective connection and positive relations.

Interaction and exchange become more productive when social and interpersonal skills are applied correctly. Empathy, discipline, problem solving and creativity are major abilities in coming to workable answers. Communication and interpersonal skills generate positive interaction. Conflict resolution develops assertiveness and viable solutions with mutual gains.

Bargains are about thought and logic but they are also about feelings. Emotional intelligence: self-awareness, self-management, social awareness and relationship management produces quality results and lasting relationships.

To optimize negotiations:

- Listen both verbally and nonverbally.
- Manage the flow of information.
- Operate with integrity and without gamesmanship.
- Respect others and treat them with value and politeness.
- Focus on agreement and mutual gains.
- Ask for what you want; explain as needed.
- Prepare: do your homework.
- Be patient and attentive.
- Focus.
- Avoid win/lose situations.
- Maintain poise: avoid emotional triggers and impulses.
- Be friendly and appreciative.
- Develop a relationship.

When negotiations are most effective, adversaries become allies. There are positive feelings of trust, connection, appreciation and mutual value. As these relationships are nurtured, further discussions are seen as a positive avenue for development and growth. Feelings are the primary tools that support understanding, resolution and progress.

**If you're planning on doing business with someone again, don't be too tough  
in negotiations. If you're going to skin a cat, don't keep it as a house cat.**

**~Marvin Levin~**

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## **#32 Use the Conscious and Unconscious Mind**



### **Conscious Mind (10-12%)**

- Thought Processes
- Active/Short Term Memory
- Awareness/Attention/Focus
- Rational Thinking
- Mental Processing
- Willpower
- Planning/Analyzing/Evaluation
- Decision Making & Problem Solving

### **Subconscious/Preconscious (50-60%)**

- |   |                         |
|---|-------------------------|
| • Programmed Behavior/Habits                            | • Feelings and Emotions |
| • Conditioned Responses/<br>Learned automatic Responses | • Long-Term Memory      |
|   | • Creativity/Intuition  |

### **Unconscious (28-40%)**

- |                               |                    |
|-------------------------------|--------------------|
| • Instinct/Automatic Response | • Primitive Memory |
|-------------------------------|--------------------|

Consciousness is active mental awareness. It sets the level of self and social awareness. Most models of awareness begin with internal, subconscious knowledge. These states are related to mental reflection but not to active application of the senses. These levels begin with Delta sleep (deep dreamless sleep); continue to Theta (deep relaxation), and Alpha (calm, relaxed, non-focused thought); and move to Beta (active awareness, alert consciousness). The Theta and Alpha states are trance-like and highly suggestible. Richard Bartlett proposed that consciousness is a progressive awareness that moves from survival to relationship to self-esteem to transformation to internal cohesion to making a difference and finally to service.

For self and social awareness, consciousness is passive and moves towards active. At the lower levels, self-awareness is rudimentary. It is formed by programmed/learned patterns for social interaction. It provides the foundation for thought, imagination, creativity, conflict resolution and relationships. At the higher levels, it allows internal reflection, self-esteem, confidence, empathy, and the core of relationships. Subconscious may be dubbed preconscious. It is a transition (or potential transition) to active thought and consciousness.

Awareness and active application are powerful tools. At any given time, there are a myriad of unconscious and subconscious mental activities. When the mind becomes self-aware and engaged, higher levels of emotional intelligence and connectivity allow

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for super performance and results. The conscious mind is intentional and deliberate. The subconscious proceeds without specific instruction.

Higher levels of performance, emotional intelligence and relationships come through constructive integration of both the conscious and subconscious. The subconscious supports action at the conscious level. It works continuously without deliberate intervention. By creating programming and patterns, the subconscious is subject to adjustment and 'focusing'. Affirmations, visualizations, self-talk and a wide array of tools serve to condition the activity of the subconscious. Relaxation, meditation, and hypnosis can tap into the memories and power of the subconscious to channel activities to targeted results.

The mind begins with unconscious incompetence. It does not know or understand information/knowledge it has not experienced. This stage shifts forward to conscious incompetence. At this level, the search for information and improvement begins. This is about exploration and discovery. Learning takes place and the mind advances. At conscious competence, there is an active awareness of performance. Strategic and tactical decisions are made to perform with a level of quality. Peak performers transfer this wisdom to the subconscious. They become unconsciously competent. They have been conditioned and programmed to achieve. Success appears almost effortless. Actions are based on second nature and accomplished with a high level of excellence.

Both the conscious and subconscious are subject to heart and mind processing. Creating an awareness of processes and goals attunes both parts to direct continuous attention towards performance and results.

To use the subconscious, the stage needs to be set to generate intentional focus. Visualization, neuro-linguistic programming, hypnosis, self-talk, affirmations, meditation and active direction set the tone for subconscious processing and create both paths and focus. Conscious thoughts and emotions are seeds for the subconscious.

**The person with a fixed goal, a clear picture of his desire, or an ideal always before him, causes it, through repetition, to be buried deeply in his subconscious mind and is thus enabled, thanks to its generative and sustaining power, to realize his goal in a minimum of time and with a minimum of physical effort. Just pursue the thought unceasingly.**

**Step by step you will achieve realization, for all your faculties and powers become directed to that end.**

**~Claude M. Bristol~**

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### **Subconscious Mind Facts**

- The Subconscious Mind makes up 88% of your brain's capacity.
- The Subconscious Mind is unable to reason, therefore is unable to reject anything that it is told by you the 'conscious mind' in essence - so be careful what you think!
- The Subconscious Mind has a perfect memory which means we only need search and have faith in its ability and we'll recall information easily.

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## **#33 Exercise Positive Psychology and the Law of Attraction**



What the mind concentrates on and gives its attention to tends to dominate life. Worry, anxiety and regret lead the way to negative thoughts and feelings. Concentrating on failure and disappointment paves the way for their dominance.

Positive psychology taps the tools of affirmation, visualization, neuro-linguistic programming and the Law of Attraction to focus both the conscious and subconscious mind. When internal communication and awareness are attuned to constructive thoughts and emotions, they reinforce it through the senses of the mind. Seemingly, they attract positive outcomes. Conversely, a focus or emphasis on negatives is likely to become a self-fulfilling prophecy that generates disastrous outcomes.

Actions and communications, predicated on positive thoughts, emotions and faith generate constructive, successful results.

Habits of either positive or negative emotions create enduring patterns. They tend to continue without any particular cause. These generate a set point. About 50% of happiness is determined by the predisposition of the set point. Circumstances translate to about 10% of overall well-being. These are based on luck, health, and a wide assortment of variables that, at the particular time, are already established. The overwhelming 40% are based on intentional activities. The final 40% is ultimately a

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choice. When happiness choices are effective, they nurture and cultivate positive emotions. These adjust the set point and have a long-term influence on circumstances.

Happiness is based on:

- **The Pleasant Life** (life of enjoyment). This describes how people optimally experience and savor the positive feelings and positive emotions in their past, present and future (for example, with optimism, hope, forgiveness, gratitude, relationships, hobbies, and interests).
- **The Good Life** (life of engagement). This considers the beneficial effects of immersion, absorption, and flow that individuals experience when optimally engaged in activities. These states are experienced when there is a positive match between people's strengths and the challenges of the tasks they are doing, i.e. when they feel confident that they can accomplish the tasks they face.
- **The Meaningful Life** (life of affiliation). This examines how individuals derive a positive sense of well-being, belonging, meaning, and purpose from being part of and contributing to something larger and more permanent than themselves (for example through exploring values and alignment, post traumatic growth, participation in social groups and organizations, and volunteerism).

Intrapersonal awareness and management set the course for performance. High performance is supported by positive beliefs and a focused path. Self-regulation sees achievement and success in the future. It directs thoughts, feelings and actions to accomplish a predesigned mission.

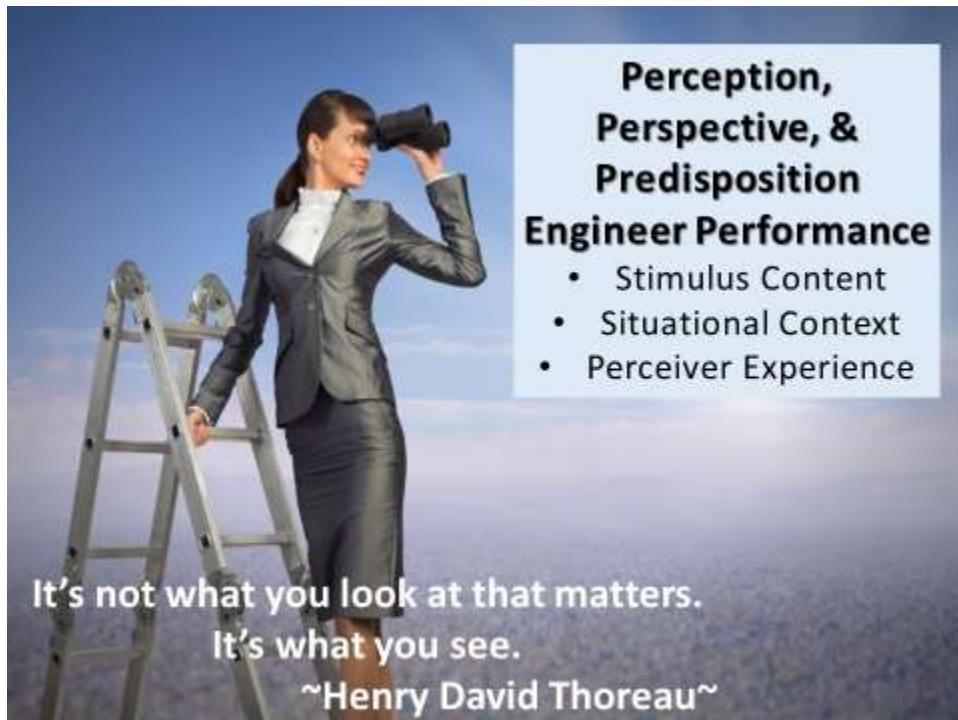
Internal repetition and focus teach optimism and positive expectancy. It creates positive mental programming. This looks for the good in life and reasons to rejoice. This mindset cultivates potential and sees powerful, fulfilling possibilities. By attuning thoughts and feelings constructively, they become self-fulfilling prophesies. Positive psychology increases success and makes the journey far more fun. Positive answers: participation in life; quality relationships; social competence; forgiveness and inner peace; gratitude; hope; and optimism increase the positives in life and lower the negatives. Being happy creates more reasons to be happy and positive. The natural extensions of a positive intrapersonal mindset is to project it externally and see the best in others and the world. These too tend to conform to expectations and support high achievement.

Happiness is an active choice. It becomes a reality as thoughts, emotions and actions direct a concerted effort. Happiness is a complex emotion that derives its strength from relationships, experiences, choices, focus, point of view and behavior. When the habit becomes learned and sustained, happiness becomes the normal pattern of the mind.

**I've learned from experience that the greater part of our happiness or misery depends on our dispositions and not on our circumstances.**

**~Martha Washington~**

## **#34 Channel Predisposition, Perspective and Perception for Performance**



Predispositions and perceptions color the world. They are subject to the information supplied by the senses as well as the decoding by the mind. Thought and feeling continuously adjust and frame the outside world. Perceptual distortion creates wrong assessments of external realities.

No one has the time or inclination to process and decode all the information available. The process begins with perceptual selection. The mind selects and dwells on particular stimuli. Understanding is based on the decoder/receiver: experience, memories, stimuli, context, learning, attention and awareness are focused on a limited number of objects. Awareness and interest selects particular focuses. Selective retention allows the memory access to a limited number of memories.

Perceptions and predispositions create a framework to resolve life's questions. Who, what, where, how, and why are answered in terms the mind dictates. Perception is the judgment of the world. It is predicated on stimuli and experience. It is established by predispositions and in turn, it creates future predispositions and expectations. Perception is the mechanism that translates stimuli to information. It allows knowledge to be applied. It is shaped by learning, memory, expectation and attention. It sets the way stimuli are selected, organized, and interpreted.

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We see the world as we are, not how it is. Awareness and intentionality allow for targeting and particular emphasis. By intentionally selecting information and operating on these positive cues, an agenda and path develop. Intrapersonal command requires self-awareness and follows this with targeted self-management. For success, predispositions and perceptions need to support goals and agendas. They direct and regulate the quality and direction of performance. They transform awareness into self-management.

Perceptions are predicated on:

- **Perceptual Generalization:** The tendency to group or associate similar stimuli; responding to patterns or stimuli in the same or similar way.
- **Perceptual Differentiation/Discrimination:** Recognizing distinctions between stimuli that create an alternative category and response.
- **Perceptual Distortion:** misinterpretation of physical stimuli based on a wide array of factors that may include situation and/or stimuli decoding.
- **Perceptual Defense:** the process by which it is thought that certain stimuli are either not perceived or are distorted due to their offensive, unpleasant, or threatening nature.
- **Consistency:** The ability to recognize the same object from widely varying sensory inputs.
- **Grouping:** There is a natural association of things into organized, coherent patterns.
  - Proximity connects stimuli that are close together. This can be in terms of time or physical location.
  - Similarity sees objects as being part of the same object.
  - Closure refers to the mind's tendency to see complete figures or forms even if a picture is incomplete, partially hidden by other objects, or if part of the information needed to make a complete picture in our minds is missing.
  - Good continuation, common fate, and good form 'logically' extend objects to conform to likely reality.
- **Intensification:** acting with strong emotion when feelings are less intense.
- **Masking:** hiding true emotional feelings.

**One has not only an ability to perceive the world but an ability to alter one's perception of it; more simply, one can change things by the manner in which one looks at them.**

~Tom Robbins~

When your entire brain is active, that means you are taking everything in through all sense perception. Your entire memory bank and your instincts are in play, so you make much quicker and more intelligent choices. ~Martha Beck~

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Don't argue with another person's perception. Don't attempt to discount the way they see the world. Acknowledge feelings. Validate, through empathy, their feelings and how they perceive the world.

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## **#35 Deal with Adversity: Resilience and Recovery**



Setbacks, disappointments, and reversals are part of life. They are learning experiences that allow for resilience, recovery and renewal. Transforming negative experiences into positive begins with awareness and self-management. Emotions and thoughts require focus. Experience, training, values, principles, self-esteem, confidence forward thinking, purpose and a positive, proactive disposition allows for reframing disappointments internally.

Externally, supportive relationships, constructive application and social competencies allow for appropriate adjustment. Resilience comes from awareness to self-management. It is a process rather than just a characteristic. The American Psychological Association suggests 10 Ways to Build Resilience, which are: 1) maintaining good relationships with close family members, friends and others; 2) avoiding seeing crises or stressful events as unbearable problems; 3) accepting circumstances that cannot be changed; 4) developing realistic goals and moving towards them; 5) taking decisive actions in adverse situations; 6) looking for opportunities of self-discovery after a struggle with loss; 7) developing self-confidence; 8) keeping a long-term perspective and considering the stressful event in a broader context; 9) maintaining a hopeful outlook, expecting good things and visualizing what is wished; and 10) taking care of one's mind and body, exercising regularly, paying attention to one's own needs and feelings.

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The biggest factors in personal recovery:

- Physical: health; wellness; fitness; energy, stamina; stress management; change tolerance; nutrition; diet; and overall hardiness.
- Emotional: poise; calmness; impulse control; perspective; perception; focus; positivity; personal discipline; confidence; humor; warmth; maturity; hardiness; and empathy.
- Spiritual: beliefs; faith; values; purpose; path; morals; connection; values; principles; self-worth; connection and attitude.
- Relationships: communication; support structures; networks; institutional bases; organization; coaching; mentoring; and counseling.
- Psychological: supportive beliefs; outlook; mental hardiness; problem solving, decision making and execution abilities; versatility; adaptability; flexibility; and personality.

**The strongest oak of the forest is not the one that is protected from the storm and hidden from the sun. It's the one that stands in the open where it is compelled to struggle for its existence against the winds and rains and the scorching sun.**

**~Napoleon Hill~**

Resilience is the internal response that rises above the setback and disappointment. It grieves and translates a poor experience into learning. Recovery is the external response that utilizes information appropriately to create transition and higher level performance. Resilience is the bounce back that occurs when adversity is experienced. How long and how complete the recovery takes is a function of emotional effectiveness. Effective resilience, refreshment and recovery comes from being both proactive and responsive. It accesses internal and external aid.

Emotionally intelligent resilience sets the tone and framework for recovery before the setback. It creates proactive strength that copes with challenges, hurts and disappointments. Resilience is a core skill for personal and professional success.

By dealing effectively with adversity and obstacles, strength and higher levels of resilience are developed. These generate emotional reserves, power for higher level challenges, inner satisfaction and greater self-confidence.

## #36 Project an Aura of Confidence



Self-awareness begins as alignment with thoughts, feelings and conscience starts. It establishes personal identification and an inner sensitivity to personal tastes and key characteristics. It matures into self-acceptance as connection is tailored to inner drives, strengths and weaknesses. After this 'coming to terms,' self-esteem is produced by inner liking and establishment of authentic value and worth. This creates reasonable assertiveness rather than timidity or aggression.

These inner-self connections are necessary for self-assurance. They support a strong, healthy self-image. Appropriate connection here avoids shyness or arrogance while generating poise and self-confidence. This is a realistic attitude about what ability and performance can achieve.

Effective confidence is a peak performance attitude that commands action. It accepts abilities and supports achieving potential. When you have a realistic expectation of achievement, action comes naturally. Confidence transitions mental activities to behavioral drives to realize possibilities. Personal self-assurance comes from thoughts, feelings and action.

Barriers to self-esteem and confidence:

- Negative self-talk: an internal, negative barrage of self-depreciation
- Self-defeating assumptions: limiting beliefs, fears and constraints
- Daunting goals: objectives that 'feel' impossible

## **Mind Matters**

- Lack of perseverance and tenacity: surrendering to minor defeats
- Defensiveness: failing to gather resources/offering excuses
- Failure to learn: accepting current barriers as persistent and long-term
- Lack of support: not having nurturing, encouraging relationships and
- Lack of direction: failure to prepare and focus
- Risk aversion: predisposition not to take chances

Self-esteem is a dynamic, positive spiral. Performance supports and encourages higher levels of risk and action. Success reinforces behavior. Constructive thoughts and feelings foster positive initiatives and motivation. Confidence is an attitude. It is created through positive feelings, constructive thinking and most importantly, high quality performance. Confidence grows with action but deteriorates with lethargy.

**Whether you think you can or think you can't, - you're right.**  
~Henry Ford~

To improve confidence and self-assurance:

- Use positive self-talk and affirmation.
- Capitalize on positive psychology and optimism.
- Speak of success and winning expectations.
- Recall prior achievements and the path to achievement.
- Visualize powerful, effective performance.
- Follow the path that others have used to copy their achievement; use their victories to create a positive vision of winning.
- Smile and act 'as if' .... Fake it.... Pretend... Positive action leads to success.... This leads to higher levels of winning.
- Develop allies and advocates. Let positive relationships encourage and exhort.
- Imagine how winning feels/impacts life.
- Avoid negative comparisons to others.
- Relax, go with the flow, and avoid negative stress.
- Love yourself and develop real esteem.
- Look for the good in every situation.
- Do what you love, enjoy and have a passion for.
- Avoid doubt and negatives.... Especially avoid negative communication.
- Prepare for success.... Act with real expectations of achievement.
- Have a strong self-image supported with principles, values and integrity.
- Present with poise, calmness and constructive resolve.
- Continuously learn and improve.
- Set small goals and continuously achieve them.
- Focus.
- Do little things to feel good about yourself.
- Don't procrastinate.

### ***Mind Matters***

- Avoid making excuses.
- Focus on potential instead of limitations.
- Find a mission that compels passion.
- Dare to risk.
- Take initiative and stay motivated.

Confidence is the inner fuel that continuously programs and reprograms the mind to succeed. It is the inner control that knows that what is inside is far more important than external circumstances.

***Mind Matters***

## **#37 Entertain Big, Hairy, Audacious Goals**



The saddest thing about goals is when people aim at nothing and succeed. Jim Collins coined the term BHAGs or Big Hairy Audacious Goals. "A true BHAG is clear and compelling, serves as unifying focal point of effort, and acts as a clear catalyst for team spirit. It has a clear finish line, so the organization can know when it has achieved the goal; people like to shoot for finish lines." BHAGs capture the excitement and enthusiasm of emotions. They invite dreams and drive spirited effort.

Marry BHAGs to SMART (specific, measurable, achievable, realistic, time-bound) goals and thoughts and connect to feelings. Not only are the goals inspiring but they are practical. Create powerful dreams and stepping stones to reach them. Use self-talk and visualization to support and reinforce the energy of the objectives.

Set priorities and develop a hierarchy of objectives. Schedules, budgets and effort make impossible targets realistic. Determine how important and how powerful objectives are. Commit to succeed.

Go the final step. Find relationships and colleagues to share the dream with. Articulate the vision. It's amazing how this creates allies who add real dimension and power to the effort. Besides allies, develop accountability partners. These folks can keep you on track when the going gets tough. Dream big. Plan big. The possibilities are endless. Spend yourself for a glorious vision.

## **Mind Matters**

Setting up goals that have life power:

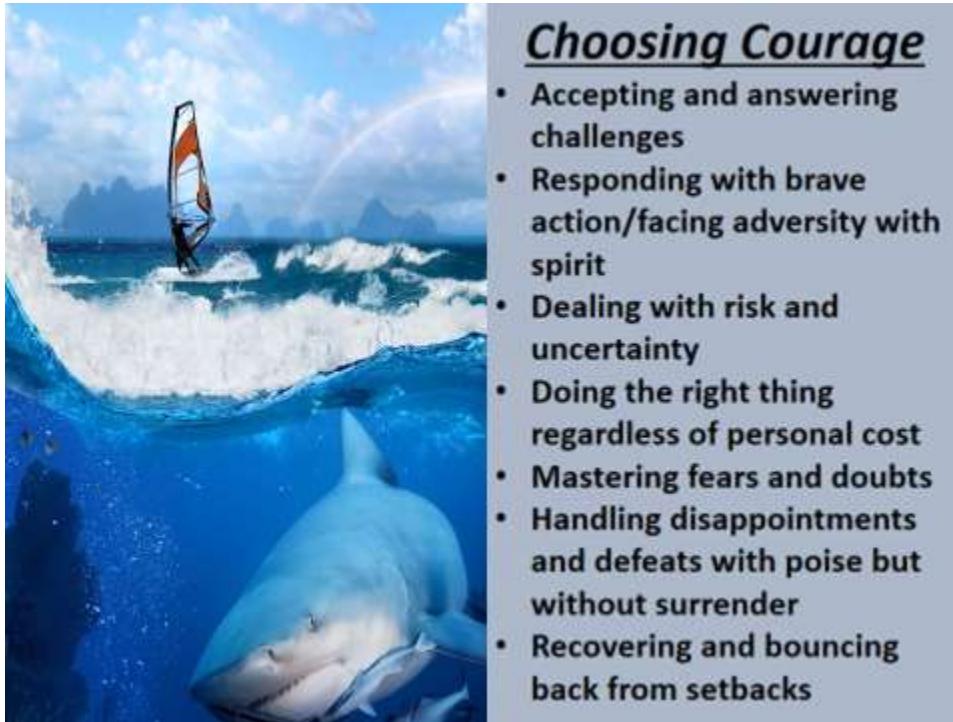
- Believe in the possible.
- Play to strengths.
- Commit to achievement.
- Achieve stepping stone objectives: prioritize.
- Stay on task.
- Look for meaningful, significant, relevant results.
- Make targets challenging.
- Have goals that energize and stimulate.
- Write them down and share them with an accountability partner.
- Phrase them in a positive, constructive way.
- Track performance.
- Make goals clear and simple.
- Set tactical and strategic goals that contribute to a personal mission.
- Allow flexibility and adjustment in actions and attainment.
- Evaluation and control procedures should assess what counted, to what degree, and how effectively these goals have been reached.
- Use the SMART system:
  - Specific: goals need to be carefully identified and clearly stated.
  - Measurable: quantitative standards need to measure degrees of success.
  - Attainable: objectives need to be viewed as possible within existing constraints.
  - Rewarding: goals should offer a values, important gain(s).
  - Time-bounded: objectives need to have time/schedules.

**Dream lofty dreams,  
and as you dream, so  
shall you become.  
Your vision is the  
promise of what you  
shall one day be; your  
ideal is the prophesy  
of what you shall at  
last unveil.**

**~James Allen~**

Big hairy audacious goals precede extraordinary achievement. Goals provide energy, direction and excitement to perform and achieve real excellence.

## **#38 Act with Courage**



### **Choosing Courage**

- Accepting and answering challenges
- Responding with brave action/facing adversity with spirit
- Dealing with risk and uncertainty
- Doing the right thing regardless of personal cost
- Mastering fears and doubts
- Handling disappointments and defeats with poise but without surrender
- Recovering and bouncing back from setbacks

Life favors bold action. Those who simply sit on the sidelines are destined to live passively forever filled with wonder and regret. Courage calculates risk and takes action. It is all about performance.

Courage is critical for success. It funnels inner energy into noble effort. Emotionally, it overcomes fears and taps into the catecholamines (adrenaline systems). Courage dominates the 'fight/flight' response, assumes positive risk, and generates superior effort. By taking reasonable chances, courage allows for achievement.

It is a constructive response to stress. The hormonal response creates intensity heightening effort, muscular response and memory. Care needs to be exercised so that courage is channeled to reasonable risk rather than merely the enjoyment of the adrenaline rush. By using courage as an emotional resource, potential is expanded and opportunities are multiplied.

Courage provides energy and excitement. It generates quality response challenges and adversity. It is a positive emotional answer. It does not guarantee success but provides for better efforts and high quality action. Managing the mind/heart response allows for calculated, intentional risk leading to major gains. It empowers the self-leadership essential to respond to life as a noble adventure.

## **Mind Matters**

Intrapersonally, it provides the impetus for self-management and initiative. Externally, it serves as a critical component of influence and leadership.

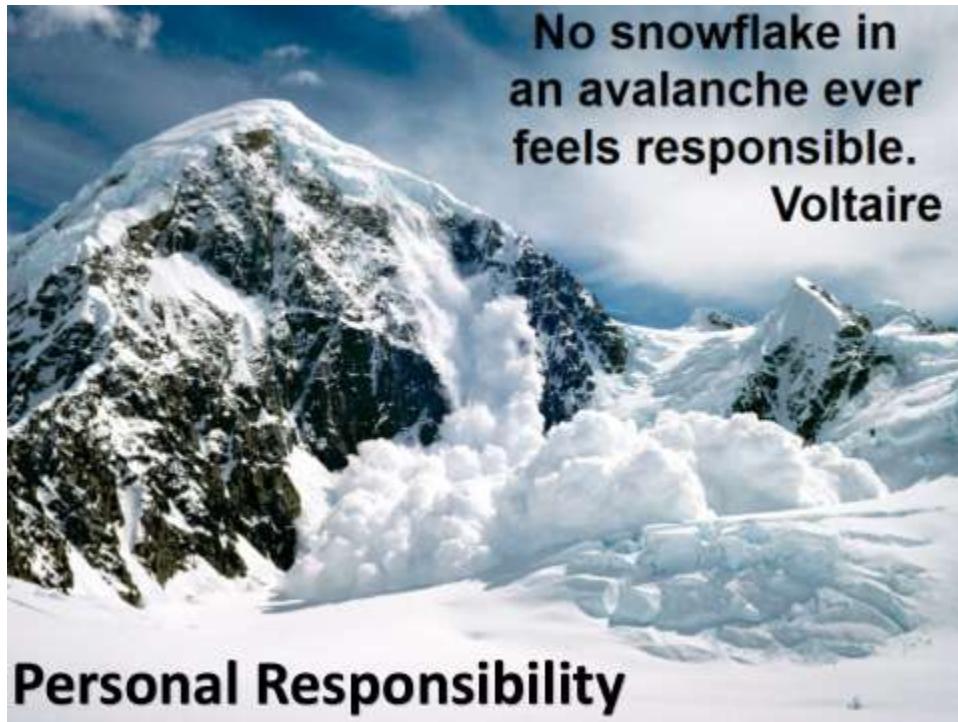
Courage requires:

- Challenge your comfort zone and face your fear.
- Confront constraints and limitations.
- Deal with calculated risks for high value returns.
- Face your critics and listen openly to what they have to say.
- Commit to a vision, set of values and personal integrity regardless of cost.
- Take responsibility for decisions, execution and results.
- Confront reality and transform it as needed.
- Encourage push-back from the team and organization.
- Take the right course even when it's unpopular.
- Move forward beyond the comfort zone.
- Accept consequences from actions.
- Be accountable.
- Be brave, patient and tenacious.
- Act with fortitude and accept change when appropriate.
- Own and recover from mistakes.
- Manage adversity with poise.
- Shoulder difficult decisions.
- Lead from the front: do what you ask others to.
- Has faith in self, team, organization and the mission.
- Is passionate enough to sacrifice for team, organization and mission.

**Courage is finding the inner strength and bravery required when confronting danger, difficulty, or opposition. Courage is the energy current behind all great actions and the spark that ignites the initial baby steps of growth. It resides deep within each of us, ready to be accessed in those moments when you need to forge ahead or break through seemingly insurmountable barriers. It is the intangible force that propels you forward on your journey.**

**~Cherie Carter-Scott~**

## **#39 Assume Personal Responsibility**



Responsibility begins with self-management. It makes internal promises and commitments to stay on course. Personal responsibility assumes a high internal locus of control. It recognizes that life is dependent on personal choices and individual decisions. Personal responsibility recognizes the consequences of choices and takes control of life.

Responsibility goes with reliability and dependability. It actively enters into relationships but, with an active sense of accountability, it delivers on duties and responsibilities. This communicates high levels of integrity and credibility.

Responsibility empowers relationships where trust and accountability are foundational. As this develops from an inner sense of responsibility, it generates socially accountable relationships. At the higher levels, these responsibilities include various external communities. Organizational and team responsibilities are both internal and external obligations.

Responsibility means accountability for self; for choices; for promises and commitments; for performance; for communication; and for delivering on duties and obligations. It is mature self-management. It is embodied by the phrase 'if it's going to be, it's up to me.'

Assuming responsibility for choices and behaviors sets the tone for peak performance. It channels authority and determines that success or failure are to be determined by action and initiative rather than random chance or the input (or lack thereof) of others.

## **Mind Matters**

Personal responsibility makes internal demands. It sets standards and is determined to meet or exceed them. It has a clear sends of duty, obligation and purpose.

By establishing personal responsibility, self-management and discipline become key to optimal performance.

Major tenants of responsibility:

- Do a little bit better today than yesterday. Make your good better and your better best.
- Be accountable to put forth full, best effort at everything.
- Make daily decisions to accept personal responsibility.
- Recognize the importance of focusing on performance and results.
- Find a way, not an excuse.
- Recover from setbacks and disappointments.
- Maintain a positive attitude and psychology
- Learn and improve constantly.
- Use language, visualization and the tools of positive thinking to succeed.
- Maintain awareness of responsibilities, duties and commitments.
- Destiny is on the side of those that show initiative and are responsible.
- Work in 15 minute blocks to make best use of my concentration skills.
- Prioritize responsibilities for each day.
- Create reminders to guarantee follow through.
- Focus on where you're going to, not what you're going through.
- Responsibility- You don't always get what you wish for, you get what you work for!
- You are always responsible for how you behave regardless of how you feel!

**You must take  
personal  
responsibility. You  
cannot change the  
circumstances, the  
seasons or the  
wind, but you can  
change yourself.**

**~Jim Rohn~**

## **#40 Engage Both Your Mind and Heart**



Activity/mission/agenda  
Team/relationships/leadership  
Challenge: mental, physical & emotional connection  
Motivation/inspiration/passion  
Participation/utilization/value

## **Be Engaged at Work & Play**

Engagement means connecting both the mind and heart to activities. It produces full efforts and emotional satisfaction. Regrettably, most activities are only met with limited energy and effort. To become engaged, both the mind and heart need to be actively exercised. Motivation and passion create heightened performance and powerful results. Typically, this requires management of the situation, relationships, intrinsic and extrinsic rewards.

Positive thinking and a happy attitude drive constructive engagement. They creates self-fulfilling expectations of satisfaction and accomplishment. Engagement requires action. Planning and performance create purpose and enthusiasm. Positive behaviors generate returns. Engagement generates high returns from effort and resources.

Either begin with positive engagement or cultivate and nurture it. Action and achievement provide answers both cognitively and affectively. Mental and emotional commitment to a cause and course of action generate engagement.

Emotional intelligence, complete with self and social awareness, enables planning and direction towards positive engagement. Engagement allows for excellence and peak performance. Spending energy in activities without engagement results in half-efforts, mediocrity and general feelings of disappointment.

## **Mind Matters**

Only through engagement can emotional needs be answered. Most people are simply going through the motions, disengaged or only partially committed. Real success demands full efforts with excitement and passion.

To engage the mind, heart and spirit connect with:

- Purpose:
  - Vision: buy into the mission and goals of the project
  - Agenda: enjoy the tasks required to achieve
  - Results: objectives to be realized
  - Values and ethics: doing the ‘right’ thing, the ‘right’ way
- Personal relevance:
  - Talent: be involved with something that can be personally done with excellence
  - Career: set the bar with tasks that lead to higher levels of passion and engagement
  - Interest: work with skills and learning that are mentally engaging, fulfilling and lead to even greater emotional involvement
  - Balance: tasks that contribute to multiple areas of personal importance
- Participation:
  - Leadership and influence: use higher level abilities to direct and work with others
  - Collaboration: work with others who have a positive impact on performance and results; be involved with team play, mutual gains and belongingness
  - Inspiration: set the tone with people who bring out superior engagement and positive feelings
- Performance:
  - Success: work on projects that have the potential to win: be sure plans, priorities and resources can lead to achievement (disappointment and failure leads away from engagement)
  - Initiate and create: perform at the highest levels; challenging projects are more enticing and fulfilling.... When activities are sufficiently demanding, they support flow and engagement
  - Rewarding: be sure efforts are valued, respected and lead to both intrinsic and extrinsic rewards

**Employee engagement is the art and science of engaging people in authentic and recognized connections to strategy, roles, performance, organization, community, relationship, customers, development, energy, and happiness to leverage, sustain, and transform work into results.**

**~David Zinger~**

Engagement comes through feelings and thoughts. High performance stimulates high quality action and continuing success. The process to manage engagement becomes

### ***Mind Matters***

effective through intra and interpersonal communication; powerful relationships from colleagues, supporters and systems; mental and emotional resonance; and Inspiration. Motivation creates power and excitement. Most people perform with only limited engagement. It shows in the results they generate. Passionate, engaged performance creates real quality and sustainable excellence.

The SECRET to engagement: **Significance:** consider both yourself and the task meaningful and valued; **Empowerment:** have a ‘can do’ attitude and the resources to achieve; **Clarity:** have a well-defined mission and set of goals; **Relationships:** maintain the support to start, sustain and finish projects; **Enhancement:** connect mentally, emotionally and physically.... Expect quality results and continuing development; and **Trust:** believe in yourself and your ability to achieve.

***Mind Matters***

## **#41 Disagree without Being Disagreeable**



### **Fighting Fair**

- Respect and value the other party (as well as their point of view): communicate, listen, overlook, forgive, care, empathize
- Determine objectives and desired resolution
- Take responsibility
- Manage timing when everyone can participate fully and fairly
- De-escalate or stay on level: do not fuel the emotional fire
- Keep it relevant and real
- Contain the issues: don't seek external allies; deal with current concerns
- Control issues: how old; how many; how significant; how divisive; how damaging
- Handle emotions: avoid anger and hostility
- Create double wins

Disagreements escalate and get out of hand when communication becomes disagreeable, confrontational and contentious. Unfair fights create scenarios in which there can be no winners, only losers and victims. It has a high degree of negativity, focuses on the past, and directs contention to divisive issues that fuel hostility and anger.

To manage disagreements, value the other party and the relationship. Understand that winning and being right are generally not as important as caring for and appreciating the other party. Keep a sense of perspective. Fights have consequences. They generally outweigh the gains to be had. Actively strive to be attentive, respectful, careful, considerate and compassionate. A little empathy and kindness go a long way.

Communication sets the tone. Ask questions, listen and make positive assumptions. Hostilities escalate as anger and negative feelings heat up. The more negative emotions get involved, the greater the emotional investment in winning. When expectations are high, the benefit of reasonable doubts favors the other party. Maintain a sense of positive regard. Be sensitive to the wants and needs of others. Recognize misunderstandings and differences of opinion. Set the tone for constructive, long-term resolution.'

Relationships are based on long-term interaction. They all have their rough patches. Handling these with respect and positive emotions focuses on long-term connection.

## **Mind Matters**

Looking for winners and losers emphasizes short term gains at the expense of the relationship. When contending, avoid being contentious. Prioritize people and relations.

Unfair fighting:

- **Emotional bullying, blackmail and retaliation:** generating punishment during or after a confrontation for trying to discuss an issue
- **Intentional hurts:** using tactics and words that are designed to hurt, demean and cause damage; taking advantage of personal information to deliberately cause emotional pain
- **Withdrawal:** refusing to emotionally connect or deal with contention; shutting down communication and emotional engagement
- **Justification and defense:** deflecting issues and discussions to avoid direct admission of fault and responsibility
- **Abdicating emotional responsibility:** failing to be accountable for empathy, understanding and relating to alternative perspectives
- **Becoming hostile and angry:** raging, demonstrating temper and being loud to drown out opposition
- **Violence and abuse:** acting out and generating either physical and/or emotional pain
- **Generalizing, complaining of past offenses, and offering vague complaints:** expressing concerns that cannot be addressed
- **Accusations:** making uncollaborated accusations that assume guilt
- **Threats and ultimatums:** escalating and suggesting unwarranted consequences
- **Winners and losers:** setting confrontation that creates a winner at the expense of the opposition
- **Triggers and hot buttons:** tapping into emotional triggers and hot buttons to generate an emotional response
- **Blindsides and surprises:** jumping on opponent without allowing fair time for defense; making a sneak attack
- **Gunny sacking:** holding old grudges and issues and reintroducing them into current conflicts
- **Sniping and nagging:** exercising anger in small dribs and drabs
- **Kitchen sink fights:** throwing in everything to “score points”
- **World War III:** intimidating and using needless, excess escalation
- **Scapegoating:** fighting about trivial, meaningless issues to avoid real ones
- **Pseudoaccommodation:** offering premature resolution to keep the peace
- **Duologues:** engaging in two monologues with no one listening
- **Tit for tat:** responding to an unfair attack in kind; degenerating to dirtier levels

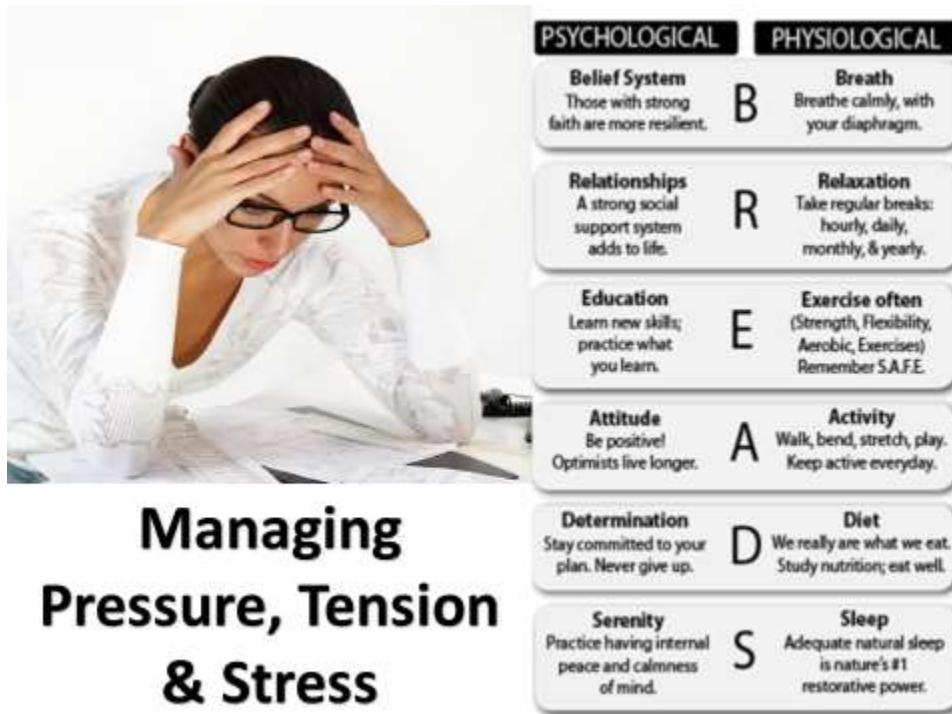
If you have learned  
how to disagree  
without being  
disagreeable, then you  
have discovered the  
secret of getting along  
—whether it be  
business, family  
relations, or life itself.  
~Bernard Meltzer~

### ***Mind Matters***

To sustain long-term, quality relationships, appropriate resolution of conflict is essential. Managing emotions and anger allows for adversity and disagreement without destroying the relationship. Empathy, communication and effective interpersonal exchange allow for fair disagreements that inspire creativity and result in mutual gains.

***Mind Matters***

## #42 Channel Stress



Stress is both a physical and mental process. It comes primarily from relationships but also from situations and psychological concerns. Emotionally, it can be avoided, managed and/or channeled. From the past, it's dominated by regret. From the future, worries and anxieties press in on the present.

Stress and tension generate effort and performance. Too little results in passivity and inaction. Too much generates burnout, accidents and errors. Appropriate stress levels create energy and quality. Physically, stress produces the same responses in people. Mentally and emotionally, this energy and pressure can be directed to positive responses.

The BREADS model focuses tension to constructive behavior. It manages it both mentally and emotionally as well as physically. Negative stress is responsible for over 90% of accidents and illnesses. Awareness, management and focus make it an ally rather than an enemy.

Awareness of stress, its impact and methods to control it, allow for its regulation and channeling to constructive performance. Acute stress comes from sudden, insistent demands. Chronic stress comes from relentless, persistent pressures. Chronic stress is far more debilitating. Not only does stress impact the individual, like other emotions, it is contagious.

## **Mind Matters**

Initially, stress is channeled by developing an awareness, tolerance and focus. Wellness, diet, nutrition, rest, meditation, relaxation, biofeedback and exercise create the physical preparation to cope best. Psychologically, relationships, attitude, mindsets, support, tolerance, determination, learning and personality create patterns that create quality preparation.

For the mind, coping with stress has three levels: 1) preparation: readiness and the ability to cope with physical, mental and emotional challenges; 2) stress management and coping: coping, channeling and dealing with active stress.... Having an awareness and directing energy into constructive paths; and 3) resilience: recovery and refreshment after stressful experiences. All of these phases are managed by emotionally intelligence.

Be aware of stressors and tensions. Think in terms of balance and moderation. Have an active knowledge of the impact and consequences. When positive, cultivate and direct it. When negative, take appropriate action to mitigate or curtail it. Managing stress and applying it effectively is characteristic of high achievers.

Some key channels to optimize stress management:

- **Reframe negative experiences:** mentally, look for the good in tense situations. Be positive and focus on gains rather than losses. Be assertive and express feelings constructively. Manage time and thinking. Perspective counts. Refocus when needed. Pay attention to something else for a while.
- **Be aware and intentional:** recognize psychological and physical aspects of stress. Awareness allows for constructive channeling.
- **Relax, refresh and recover:** take time off from stress. Even mini-mental vacations have a powerful impact. Detoxing from negatives allows constructive management.
- **Apply BREADS:** develop the practice of using stress physically and psychologically. Positive habits allow for superior preparation, better management and stronger resilience.
- **Generate mental quiet:** self-management that quiets the mind, body and spirit has health benefits. It minimizes the negatives of stress and creates a positive focus. Meditation sends healing hormones throughout the body.
- **Use healthy coping mechanisms:** withdrawal, substance abuse, chemical dependency often complicate issues and lead to greater problems. Develop constructive patterns.

**Stress is like spice – in the right proportion it enhances the flavor of a dish. Too little produces a bland, dull meal; too much may choke you.**

**~Donald Tubesing~**

## ***Mind Matters***

- **Apply intrapersonal and interpersonal support systems:** journal, reflect and apply thinking to address run away emotions. Tap into relationships and external support systems.
- **Affirm, visualize and create positive inner dialogue:** positive internal messages ward off stress damage and set the tone for resistance and resilience.
- **Get involved in constructive activities:** spend time in relationships, volunteer work and giving to others. Isolation contributes to stress, fatigue and burnout while involvement with others refocuses thought and energy.
- **Set positive patterns:** create constructive physical and psychological habits. Cultivate preparation.

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## **#43 Perform with Nobility, Honor and Integrity**



Conscious and ethics come from awareness and understanding of moral values. They demand acting in accordance with honor and the highest standards of integrity. Principles and values begin this quest. An active, continuing understanding of professionalism underlies performance. Integrity begins with the minimal standard of doing no harm.

Nobility and honor require consistent application of these guidelines even in difficult circumstances. Without the awareness and continual reference to a moral compass, application of principle is impossible. Knowing and utilizing these standards governs personal integrity. This creates a positive reputation, heightens leadership and influence, generates inner satisfaction and enhances credibility. It goes beyond minimal compliance.

To adhere to justice and fairness, these personal standards are applied for judgment and in relationships. Awareness and management allow the articulation, performance and application. Acting with high standards produces both short and long term satisfaction. It creates sustainable advantage for both personal and professional interaction. Victory without honor is a bland dish that will never satisfy.

Integrity comes through awareness and performance. Conscience and ethical thinking link to emotional intelligence in creating positive emotional context for honesty and

## **Mind Matters**

moral behavior. At higher levels, judgment is made of right or wrong in a social context. Relationships and interaction has defined moral context and social contracts.

Ethical and moral intelligence come from the integration and application of conscience to thoughts, feelings and performance. Lawrence Kohlberg developed the theory of moral development that effectively integrates with the application of emotional intelligence.

Kohlberg's theory begins with pre-conventional morality. This generates simple compliance due to punishments, rewards and obedience to higher authorities. Performance is based on self-interest and personal incentives. Conventional morality, the next phase, is predicated on social expectations, relationships, empathy and group understandings. It is about social commitment and adherence to 'right' standards. At this level, compliance is based on relationships as well as social and cultural norms. Belongingness and group incentives dictate performance.

At the highest level of Kohlberg's model, morality moves from rights, duties and reciprocity to social contracts, internal integrity and principles. At this point, values and structures receive personal commitment. Post-conventional morality and ethics are predicated on intrapersonal and interpersonal integrity.

Some of the most applied professional standards of integrity are:

**The Rotary Four Way Test:**

- Is it the truth?
- Is it fair to all concerned?
- Will it build good will and better friendships?
- Will it be beneficial to all concerned?

**The THINK Model:**

- T is it true?  
H is it helpful?  
I is it inspiring?  
N is it necessary?  
K is it kind?

and   **The Four Agreements:**

- Be impeccable with your word
- Don't take anything personally
- Don't make assumptions
- Always do your best

**As human beings we all want to be happy and free from misery... we have learned that the key to happiness is inner peace. The greatest obstacles to inner peace are disturbing emotions such as anger, attachment, fear and suspicion, while love and compassion and a sense of universal responsibility are the sources of peace and happiness.**

**~Dalai Lama~**

### ***Mind Matters***

"Integrity - The state or quality of being entire or complete; wholeness; entireness; unbroken state; as, the integrity of an empire or territory." Sir Thomas More. Ethical standards are predicated on intrapersonal management and interpersonal performance.

Higher levels of emotional intelligence produce greater levels of moral development. In turn, this produces greater trustworthiness and credibility.

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## **#44 Exercise the Right Level of Emotion for the Right Reason**



Levels Of Anger Escalation			
Healthy	Mild	Serious	Extreme
"You're calm & happy most of the time "You get frustrated some times, but it doesn't last "You get angry very rarely, but you take effective action "You express all of your emotions in an open, healthy manner	"You are not as happy as you want to be "You feel irritated and frustrated often "You keep your feelings to yourself "You avoid conflict and have issues with anxiety and/or depression	"You are irritated most of the time "You have a lot of battles going on in your mind "You feel like a victim to the actions of others "You lash out at others too often "Your anger is stealing your joy	"You're always angry about something "You have a negative view of other people "Your anger escalates out of control "You hurt the ones you love "You may be dangerous to yourself or others

Emotions need to be appropriate. They need the right feelings, intensity, direction, and duration based on the situation and directed towards the appropriate people. Over-reactions are too dramatic. Too much raw emotion makes friends and colleagues uncomfortable. Internally, over-reactions tend to dominate and become too much of a focus. Extreme emotional outbursts are counter-productive and have negative consequences.

Under-reactions appear to lack emotion and sensitivity. They feel cold and distant. Internally, they fail to validate experience. Psychologists refer to it as 'flat affect.' Externally, lack of emotion feels aloof and uncaring. It makes relationships difficult. People expect to see some reasonable, predictable emotional response.

A lack of feeling communicates a lack of concern and involvement. In many cases, feelings need to be displayed to convey significance, intensity and urgency. When there is no apparent feeling, others don't connect with appropriate concern. In this same way, consequences need to reflect feelings and vice versa. Emotions are crucial components of messages. They convey information about the sender, situation and desired action.

Feelings express internal reality. They are rich in information. They are central to appreciating experience and life. Positive emotions are fulfilling, uplifting and energizing. Self-awareness and management allow these feelings to color performance,

## **Mind Matters**

solve problems and succeed in life. They allow empathy and social connection. Emotions are sources of information for both the sender and receiver.

Feelings are impacted by cause and effect. They are created by experience and situations, In turn, these emotions have consequences. Internally and externally, emotions are responsible for productivity, relationships, and the quality of life. Awareness of consequences both intrapersonally and interpersonally generates management, regulation and control. These are crucial to emotional intelligence.

Emotional displays:

- **Too little:** flat affect.... Conveys a lack of concern and significance; minimal interest and limited value.... Little or no urgency.
- **Healthy:** assertive, appropriate emotional display.... Feelings are displayed in a normal, measured way that communicates about the message and sender accurately. Healthy signals generate desired consequences and results.
- **Mild overreaction:** emotional response based on reaction rather than managed display... Lacks self-awareness and measured response.... Communicates active feelings and active emotions.
- **Serious over-response:** display of intense, marginally controlled feelings; consequences and outcomes receive little or no attention; feelings are dominating thoughts and performance; others are uncomfortable with inappropriate display.
- **Extreme overreaction:** uncomfortable emotional outburst; uncontrolled, undisciplined unintentional reaction; inappropriate, awkward, dangerous.

**Anyone can become angry.  
That is easy. But to be angry  
with the right person, to the  
right degree, at the right  
time, for the right purpose  
and in the right way - that is  
not easy.**

**~Aristotle~**

Emotions have cause and effect. They have impact both internally and externally. Emotional responses need to be appropriate for the message, sender, receiver and situation. Failing to manage feelings generates negative outcomes.

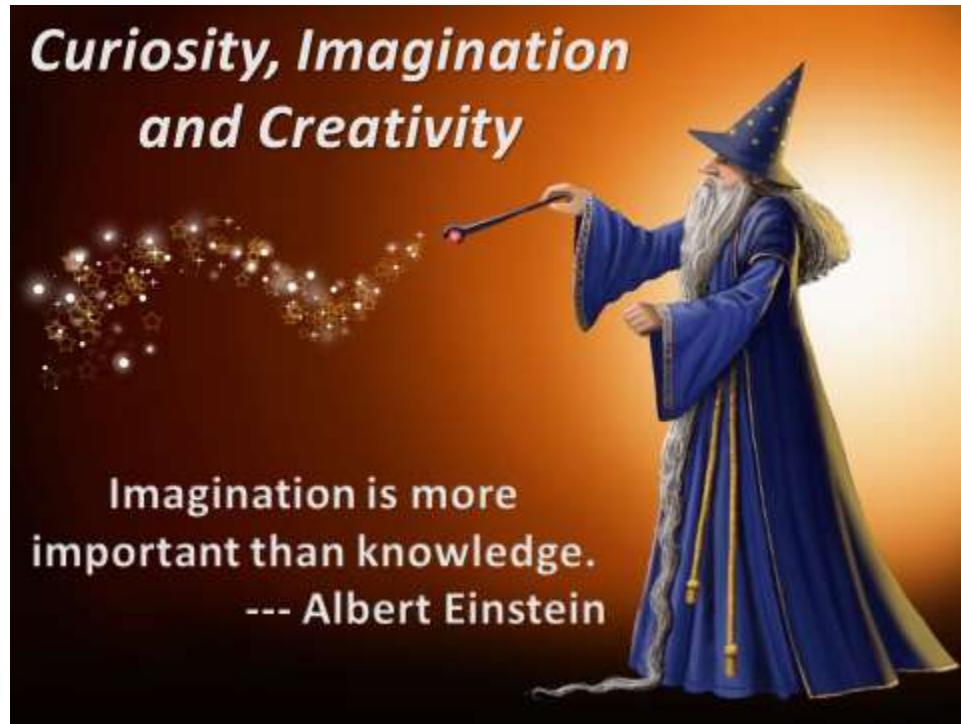
## Mind Matters

<b>Intensity of Feelings</b>	<b>Happy</b>	<b>Sad</b>	<b>Angry</b>	<b>Afraid</b>	<b>Ashamed</b>
<b>High</b>	Elated Excited Overjoyed Thrilled Exuberant Ecstatic Fired up Passionate	Depressed Agonized Alone Hurt Dejected Hopeless Sorrowful Miserable	Furious Enraged Outraged Boiling Irate Seething Loathsome Betrayed	Terrified Horrified Scared stiff Petrified Fearful Panicky Frantic Shocked	Sorrowful Remorseful Defamed Worthless Disgraced Dishonored Mortified Admonished
<b>Medium</b>	Cheerful Gratified Good Relieved Satisfied Glowing	Heartbroken Somber Lost Distressed Let down Melancholic	Upset Mad Defensive Frustrated Agitated Disgusted	Apprehensive Frightened Threatened Insecure Uneasy Intimidated	Apologetic Unworthy Sneaky Guilty Embarrassed Secretive
<b>Low</b>	Glad Contented Pleasant Tender Pleased Mellow	Unhappy Moody Blue Upset Disappointed Dissatisfied	Perturbed Annoyed Uptight Resistant Irritated Touchy	Cautious Nervous Worried Timid Unsure Anxious	Bashful Ridiculous Regretful Uncomfortable Pitied Silly

The five core emotions run left to right across the top of the table. Manifestations of each emotion based upon the intensity felt are described down each of the columns in the table.

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## **#45 Use Curiosity, Imagination and Creativity**



**Imagination is more  
important than knowledge.  
--- Albert Einstein**

Curiosity is the emotion that supports self, social and situational awareness. It seeks to learn, understand and explore. Though a fascination to discover, curiosity opens new possibilities and exciting horizons. Continuous learning and improvement are driven by curiosity. They are the vehicles to pursue knowledge.

Imagination invites dreams. It is the internal foundation that inspires, motivates and asks the question ‘what if?’ As positive emotions interface, the imagination considers possibilities. It perceives and empowers virtual worlds. Unleashed, the imagination is an energizing sense that connects reality with what can be. This is the emotional keys to opportunity.

Curiosity and imagination converge into action through creativity. Feelings energize performance. Creativity unleashes thought and feeling to exercise the mind and connect to innovation. Creativity can be the dramatic shift and advance or it can be seen in small, meaningful improvements. It is inherently tied to feeling and personality. For some, creativity is displayed in math and science. For others, in relationships and arts. The emotions that engage curiosity, imagination and creativity are the catalysts to professional and personal growth. They empower the emotions of creation and discovery.

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The positive imagination is filled with insight and possibility. It sees thousands of challenges but these adventures are filled with opportunity. Risk, constraints and limiting thoughts are dismissed when creativity inspires performance.

Creativity is a positive force that accepts challenges, assumes prudent risks, and takes necessary chances. In the face of complexity, volatility, uncertainty and ambiguity, creativity releases the imagination and curiosity to explore and discover possibilities. It manages fear and tradition through emotional maturity.

Creativity is the emotional force behind new solutions and dynamic answers. It manages change with positive thought and continuing optimism. Dopamine and opioids (feel-good chemicals in the brain), are stimulated in the face of something new.

**Every human has four endowments - self-awareness, conscience, independent will and creative imagination. These give us the ultimate human freedom... The power to choose, to respond, to change.**

**~Stephen Covey~**

## **#46 Exhibit Self-Reliance**



Self-reliance assumes inner autonomy. It accepts responsibility and relies on decisions, actions and personal performance. Self-reliance is not the same as independence. It accepts interaction but retains awareness that responsibility is ultimately personal. While teamwork, cooperation and relationships are needed for high achievement, reliance recognizes that success or failure is up to the individual. Self-reliance assumes responsibility for choices and consequences.

Responsibility cannot be delegated or shared. Rugged individualism perceives that, while others help, aid, support and facilitate, the individual makes the final decision. Execution and implementation determine success or failure.

Self-reliance internalizes drive, initiative and motivation. Effort and enthusiasm deliver consequences. Self-reliance either succeeds and moves forward, or suffers a setback and begins again with better information. Self-reliance fosters learning and improvement. Initiative channels motivation and focuses energy. It leads the way. Initiative recognizes risks but takes advantage of opportunity.

Act. Determine to succeed. Accept the accolades of victory or the lessons of defeat. But no matter what, perform with passion and enthusiasm in full expectation of winning. Tell yourself: 'if it's going to be, it's up to me.' The secret of success is boundless energy and enthusiasm. It directs action and drive to opportunity and excitement. Self-reliance

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fans the inner fire of personal vision and inspiration and targets success. Self-reliance transforms self-assurance and initiative to achievement.

Achievement, when it's based on performance, effort and effective choices, is highly rewarding. It creates emotional power to aspire and achieve even greater heights. Self-reliance assumes a high internal locus of control. That is to say, personal responsibility is ultimately responsible for success or defeat.

Make active choices to succeed:

- Prepare: be ready when opportunity presents itself
- Carpe Diem: seize the day and make the most of it
- Commit to using your time for the highest and best purpose
- Focus on the mission along with the agendas that strategy and tactics present
- Choose not to lose.... Overcome obstacles, constraints, doubts and negative thinking
- Perceive the world in a positive light that envisions opportunity and emphasizes success
- Choose to be an optimist
- Let go of negative, toxic things, thoughts, feelings and people
- Commit to learn and grow
- See success as a journey rather than a destination

**Self-reliance is the only road  
to true freedom, and being  
one's own person is its  
ultimate reward.**

**~Patricia Sampson~**

Prepare, plan, choose, and perform. Success favors the bold. Don't wait for others but embrace the challenge of winning. Decisions are measured by action. Actions have consequences. Unfortunately, the certain path to defeat and regret is inaction. Don't wait for the perfect circumstances. Seize the day.

## **#47 Start and Finish Well**



**Start and Finish Well**

Kind hearts are the gardens, Kind thoughts are the roots, Kind words are the flowers, Kind deeds are the fruits, Take care of your garden And keep out the weeds, Fill it with sunshine, Kind words, and Kind deeds.

**Henry Wadsworth Longfellow**

Develop a habit of beginning and ending with kindness. Start the day, a conversation or a project with some kind words and praise. Thinking, expressing and setting the tone with kindness creates a positive, inner feeling. It generates constructive self-awareness that focuses on compassion and good thoughts.

For others, positive words set successful expectations. They set the tone of performance and connection. They create esteem and affinity. Kind words encourage relationships, friendships, effort and connection. They communicate warmth and two-way likeability.

As beginning with kindness becomes a habit, it sets a reputation. Others become appreciative and look forward to interaction.

The mind accepts more at the beginning of something. First impressions count. Starting the day off right is important. The beginning words of a speech, book or film are far more memorable than details in the middle.

Starting teams, projects and journeys on a positive footing sets the stage for positive expectations, strong effort, and later, resilience.

Closing with kind words sets future expectations. In the same way that openings are remembered, closings offer summaries, conclusions, calls to action and powerful tools for recall. The mind connects priorities with conclusions and last words.

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Beginnings and endings are powerful. They leave long-term impact. By closing on a positive note, no matter the struggles of the exchange, the relationship is still seen to have importance. Kind words and deeds have long-term results.

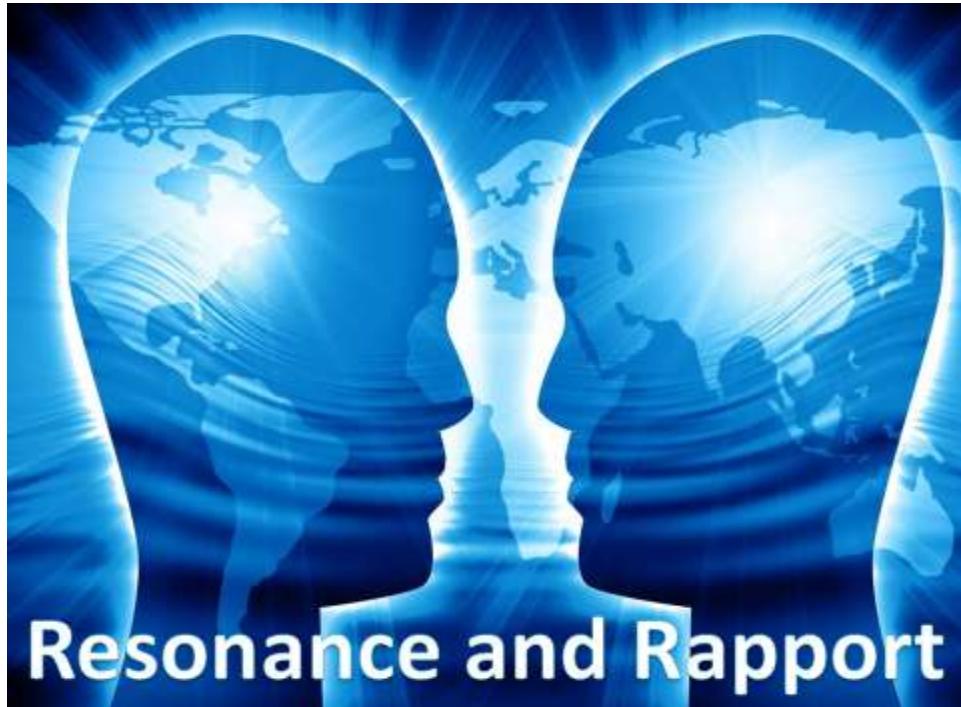
Memories are made most during beginnings and endings. By starting and closing on positive, up-beat notes, memories are made that set and frame interaction. Positive words that begin a day, conversation or discussion set the tone for interaction. Constructive, affirming comments that end the day, close a conversation or conclude a discussion create the framework for positive continuing and strong relationships.

Projects have a ‘u’ shaped curve. Emotional content tends to be most impactful at the start and finish. Effectively, this can be used to connect with both intrapersonal and interpersonal emotional power.

**Work joyfully and peacefully, knowing that right thoughts and right efforts  
inevitably bring about right results.**

**~James Allen~**

## **#48 Resonate and Build Rapport**



Resonance is deep interpersonal connection. It happens as experience, vision, principles, values, beliefs, emotions and/or mission reverberate in connection with others. At this level, empathetic connection empowers leadership, influence and powerful bonding. At the neurological level, mirror neurons mirror the thinking, emotions and behaviors of others. These create the foundation for empathy and interpersonal connection. People who experience higher levels of resonance bond and connect more quickly and strongly.

Rapport develops resonance. It is communicating on a common wavelength. Rapport develops through commonality. Coordinating verbal and body language, eye contact and body rhythm in a sympathetic, resonant way generates quick, strong relations. Topic and positive demeanor have dramatic impact. Connection becomes empowered through mirroring and other deep connection tools.

Some keys to quick, effective rapport:

- Match the conversation: stay on topic and support the communication of the sender both verbally and nonverbally
  - Show involvement through connected body language and facial expressions
  - Reflect what the sender is saying by paraphrasing and restating both the message and feelings expressed
  - Mirror what is being said by repeating key part of the message

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- Match the physical and verbal cues of the sender
  - Manage the same pace
  - Mirror gestures and nonverbal cues by sending the same or similar body language
- Be supportive
  - Smile
  - Interject
  - Support the sender and the message
- Commutate in the style of the sender: use visual, auditory or kinesthetic signals based on the sender's preference

Effective interaction is a powerful tool. It starts with intrapersonal and inter-personal awareness. With this knowledge, resonance manages communication and interaction to optimize connection. Rephrasing, reflection, matching and leading serve as the tools for both emotional and cognitive bonding. By developing continuing, dynamic dialogue through both verbal and nonverbal signals, relationships remain fulfilling and vital. To resonate and have rapport is to speak to others from their own hearts. Focus, attention, and deliberate reverberation of common topics and patterns creates bonding.

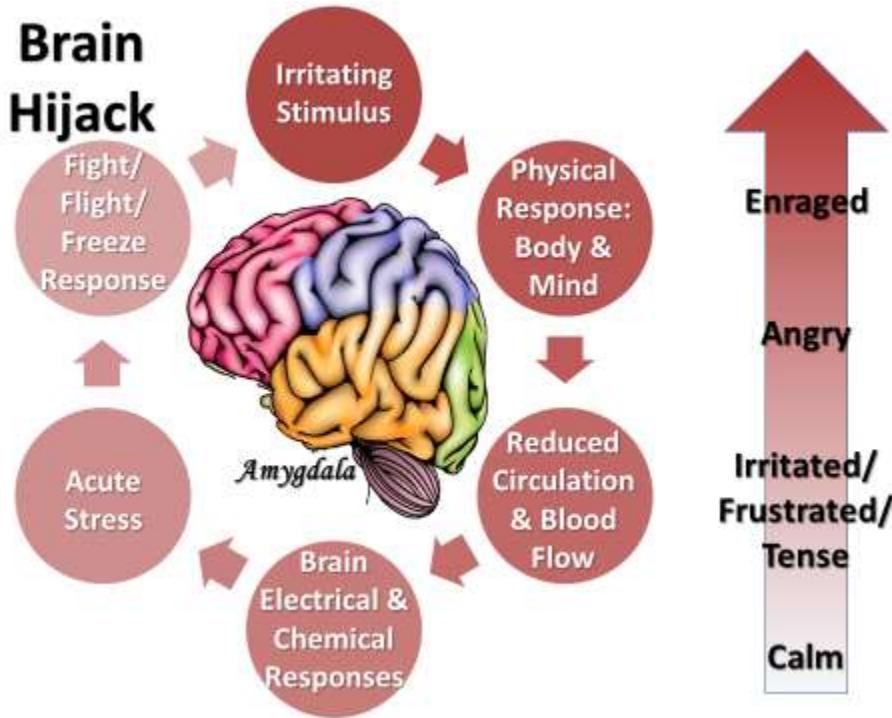
**Friendship is born at  
that moment when  
one person says to  
another: "What! You  
too? I thought I was  
the only one."**

**~C. S. Lewis~**

Rapport stays on the same wavelength and connects mentally and emotionally. It creates trust, connection, liking and harmony. Connection is based on expectations, goals, and assumptions. Acceptance and awareness create vibrant relationships.

Resonance and rapport are the tools of deep, long term, dynamic empathy. Intrapersonal and interpersonal communication create continuous, positive dialogue. This resonance leads to high achievement.

## #49 Control Emotional Triggers and Hot Buttons



Emotional responses from people which are immediate and overwhelming, and out of measure with the actual stimulus because it has triggered a much more significant emotional threat are amygdala hijacks.

Emotional hot buttons, triggers and/or an amygdala hijack are all indicators that uncontrolled feelings have overwhelmed good judgment. The brain has generated an unconsidered emotional reaction rather than a managed response.

Taking control begins by recognizing and understanding how feelings can overwhelm reason and judgment. Acknowledging that an emotional reaction has taken control empowers mindfulness to focus and re-address the response. There are physical, mental and emotional signals that emotional hot buttons are dominating rather than a planned response. Be aware that the rush of feelings has taken over.

To regain control:

1. be aware of triggers and hot buttons (they're personal and vary between individuals);
2. recognize the symptoms of when emotions begin to overwhelm judgment;
3. take control back (relax; clear the mind; become aware of physical and psychological responses);
4. focus; and
5. assume personal responsibility for response rather than reaction.

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When passions overwhelm reason, words and actions are frequently delivered in the spur of the moment. Regret often follows.

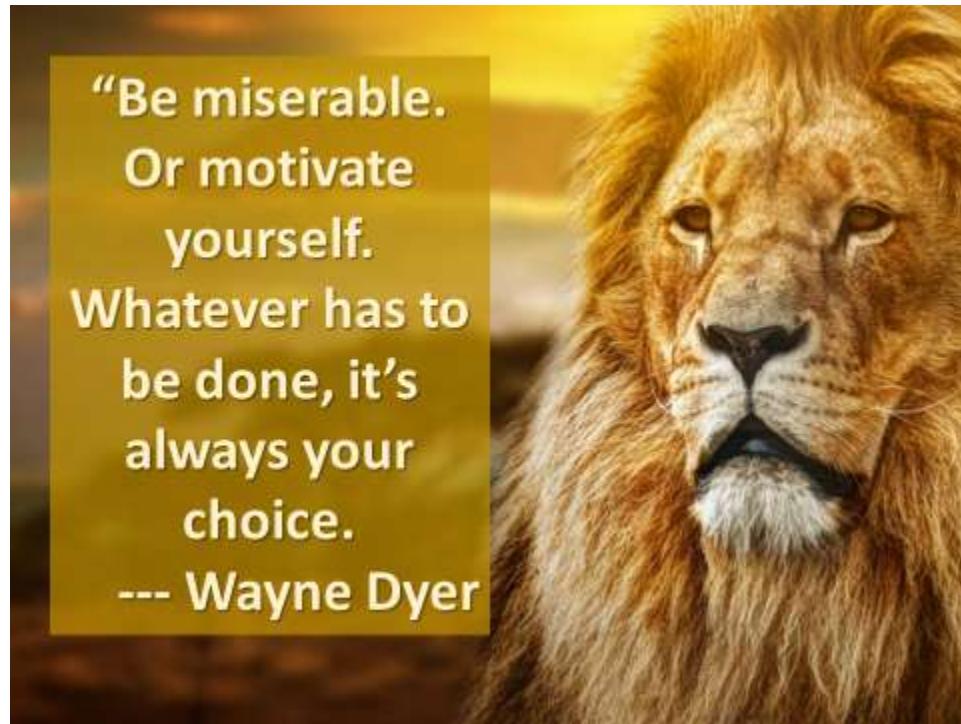
In a positive way, emotional triggers may lead to courage and heroic responses as well. In these cases, consequences and risk fail to be accounted for and performance is initiated without fear or concern for possible negative outcomes.

Emotional triggers can and should be self-set. They can have either positive or negative impacts on behavior. Taking control requires personal discipline to define and establish constructive patterns in response to emotional cues. Be aware of general emotional triggers and note personal hot buttons.

**I came to realize that if people could make me angry they could control me.  
Why should I give someone else such power over my life?**

**~Ben Carson~**

## **#50 Self-Motivate**



Motivation is the emotional attraction to or away from some particular behavior. It is the internal energy and enthusiasm to exert effort and performance. Inspiration and drives are inherently psychological and emotional. It creates activity, sustains it and determines the time to stop. Motivation is based on content, processes, and both conscious and sub-conscious goals. It comes from both intrinsic and extrinsic sources.

Motivation is guided by wants and needs. Inherently, motivation is based on an exchange. Time, effort, attention, focus, etc. are traded for outcomes. Focus on particular objectives energizes the process. When these are clearly defined, paths and performance are energized. It is a catalyst for personal and professional success. Motivation comes from internal thought and feeling. It is the emotional catalyst that guides effort, direction, performance and achievement.

While it doesn't come from outside, external factors have impact. They can be obstacles, distractions or generate internal confusion. They can also be supportive and encouraging. Achievement comes through focus and performance. Intrinsically, drives can be managed and directed. Clarity, stamina, rewards and planning can maintain initiative, direction, momentum and excitement.

Self-motivate by consciously creating the external and internal environments to support, reinforce and sustain performance. Eliminate distractions, obstacles and clutter. Motivation is personal responsibility. There are generally a wide array of competing

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motives. These tend to be dynamic and shift in both direction and magnitude. Success harnesses and directs passions. It uses their enthusiasm and excitement to achieve.

Intrinsic rewards, those which are generated in the mind and heart, offer constant, continuous reinforcement for performance. Extrinsic rewards are externally generated, tangible outcomes. As action is reinforced and conditioned through reward structures, outcomes and results become legitimate expectations.

Effective self-motivation comes through recognizing, defining, targeting and reinforcing the exchange. Setting deliberate plans fuels action, momentum and sets the pace for regular, sustainable success.

Self-motivation recognizes priorities and stepping stone objectives to high value results. Typically, important goals require extended time and effort. By establishing priorities and hierarchies, a deliberate focus can be made for long-term achievement. People who are unable or unwilling to self-motivate must be satisfied with mediocre results no matter how admirable their talents or laudable their goals.

**Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma – which is living with the results of other people's thinking. Don't let the noise of other people's opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition.**

**~Steve Jobs~**

## **#51 Tap the Power of Diversity**



In generating high quality problem solving and decision making, collaboration and the insight of colleagues promotes excellence. The marketplace and workforce are made of a myriad of different thinking patterns and cultural processes. Relating both internally, communicating, and performing at the highest levels requires tapping into the best ideas everyone has. Involvement, utilization and participation are the tools to optimize diversity.

In a positive team environment, participation is solicited from everyone. Different perspectives and alternative ways of understanding create superior customer service; improved productivity; synergy; and superior performance both internally and externally. Leaders who can get the best efforts and ideas from everyone generate dramatic results. Individuals who are fully engaged with diverse teams grow and develop at a faster rate with expanded potential.

Emotionally, diversity promotes positive feelings in the team and throughout the organization. While there are challenges in effective implementation and active engagement, the rewards that diversity produces are well worth the effort. With global competition and increasingly diverse teams, high performance embraces alternatives and thrives on different perspectives.

Diversity is about tangible and intangible differences. It is expressed internally and externally. Tolerance is a beginning but sensitivity and awareness, when cultivated, lead

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to value and appreciation. Diversity is not the end in itself. The payoff lies in the dramatic improvement in overall results.

For individual achievement, soliciting, gathering, evaluating and applying a wide array of different thinking patterns and decisions allows for critical high quality performance. Embracing personal diversity taps the energy of synergy by cultivating and utilizing a wide array of input for a variety of different, valued resources.

For individual achievement, utilizing counsel and input from external sources creates out-of-the-box thinking. It generates a far seeing perspective with a powerful application of diverse thinking.

**The greatest benefit of synergy is born in the diversity of perspectives. The highest value can be found in these variances. Too much of the same does not create change in the same way, does not produce the sweetest fruits for all, and gets old quick.**

**~Danielle Marie Crume~**

## **#52 Engage in Self-Improvement**



**Improvement:**

- Focus and Target
- Develop a Plan
- Use Visualization and Self-Talk
- Prepare Continuously
  - Learn
  - Apply
- Celebrate
- Repeat

Change is inevitable. The response to it is optional. Improvement happens as potential is realized. It is a planned application of ambition, learning, imagination and energy. It begins by targeting growth and allocating resources to achieve. By energizing self-development, possibilities can become realities.

In addition to resources, time and effort are essential. Creating a plan serves as the vehicle to create direction and focus. It is preparation for success. Improvement overcomes obstacles and distractions to achieve possibilities. Assessment begins the process by creating self-awareness and directing development.

Set a plan with three targets. Accept modest improvement but look towards consistent, regular development. Create a time frame and allocate resources to learning and application. Improvement comes through deliberate, targeted effort and continuous learning. It begins with a specifics and an agenda. Typically, habits are broken, changed or established in a minimum of twenty-one days. A plan that goes to one hundred days generates really amazing results.

Focus on creating daily sub-plans that provide a tactical framework for achieving strategic victory. Set regular priorities. Tactical and operational success lead to long-term achievement.

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Focus and attention generate remarkable results. Learn, improve and apply. As learning and improvement become the norm, improvement becomes regular and continuous. Celebrate as ambitions become reality. This reinforces and energizes the process.

Celebration and tapping into positive, supportive emotions are part of improvement. Celebration sets the tone for continuing development.

The process for assuring continuous self-improvement:

1. Become aware of strengths and weaknesses and determine areas to improve.
2. Decide to make a change.
3. Create a dream and vision to move forward.
4. Get excited and passionate about change.
5. Determine what sacrifices need to be made for targeted improvement.
6. Establish priorities and goals.
7. Take the initiative to allocate resources, set a plan, create an agenda and engage support.
8. Execute and self-lead. Set a schedule to implement growth.
9. Track progress and performance. Record change.
10. Examine gaps between the plan and actual outcomes.
11. Recognize improvements and gains.
12. Reinvent the process with revised planning and continue.
13. Anticipate and expect high quality growth.
14. Celebrate achievement (stepping stone objectives and major victories).

Continuous growth and development come through energizing the mind. Anticipation, excitement and passion fuel improvement.

The SMART system creates an effective framework for winning goals:

- Specific: well defined and clearly understood
- Measurable: subject to assessment and objective recognition
- Attainable: achievable within a given framework; important and significant
- Realistic: able to be realized with allocated resources in the specific framework given
- Time Bounded: complete with a schedule and agenda

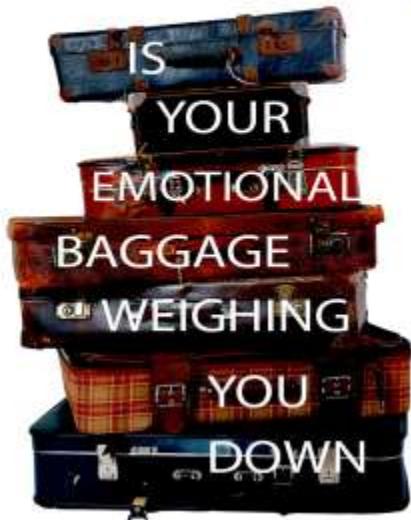
**If a brain is exercised properly, anyone can grow intelligence, at any age, and potentially by a lot. Or you can just let your brain idle - and watch it slowly, inexorably, go to seed like a sedentary body.**

**~Michael Merzenich~**

## **#53 Forgive: Let Loose Emotional Baggage**

# **Unpacking Emotional Baggage**

**Internal Resolution; Breaking Cycles; Release**



### **Releasing the Negatives:**

- Limited commitment
- Tentative emotions
- Fear/lack of confidence
- Free floating negatives
- Denial/projection
- Inappropriate response
- Selfishness, self-centeredness
- Emotional defensiveness
- Rebellion/negative assumptions
- Victim mentality
- Enabling
- Self-esteem issues

Emotional baggage is a general concern for unresolved feelings and offenses. It comes from emotional damage, abuse and hurt. In many venues, issues are deemed inappropriate or uncomfortable to discuss or work on. Inept or inappropriate structures to manage and resolve feelings generates baggage.

In new situations and relationships, emotional baggage creates a dysfunctional framework to create constructive, beneficial, sustainable bonds. To handle the wrongs, disappointments and trauma of the past, it is essential to become aware of limitations and constraints carried from the past and to release them.

Emotional baggage comes from unfulfilled expectations and/or overloads of negative information. Release begins with a coming to grips of these feelings and letting go of the shadows of the past. Primarily, this is about forgiveness. There is a deep need to forgive people, the situation, and importantly, the self.

Factors that betray emotional baggage:

- Tendencies to be highly defensive and redirect blame.... high external locus of control
- Demonstrations of timidity and aggression as alternatives to healthy assertive answers
- Feelings predicated on things that cannot be changed (past hurts and situations)
- Resistance to feedback and positive development
- Projecting past grievances through predisposition, perspective and transference

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- Nurturing resentment, anger and negative emotions directed to past offenses
- Hesitancy to commit or emotionally engage in relationships
- Fear and lack of relational confidence
- Denial and avoidance of emotional concerns
- Selfishness and self-centered thinking, communication and behavior
- Negative emotions especially regret, depression and anger
- Victim mentality and feelings of being abused
- Enabling others to persist in hurtful, controlling behaviors
- Low personal self-esteem
- High levels of inner stress, tension and anxiety

Errors and hurts from the past receive redress as learning replaces damage. The process:

- Recognizing the issue, learning and adjusting current and future expectations intrapersonally and interpersonally. This leads to management of consequences. Self-protection in the future promotes fair self-management, appropriate boundaries and legitimate relational expectations.
- Becoming self-aware and assertive. By advocating healthy interpersonal boundaries, self-worth, personal esteem and confidence generate a powerful, constructive self-image and inner positive regard.
- Make a personal, internal demand to forgive, recognizing that it is necessary for personal well-being. Acknowledge anger, resentment, hurt, pain, fear and self-doubt. Reframe negatives to positive emotions. This attracts constructive, supportive relationships.
- Forgive. This is not simply passive forgetting. It is an active decision to acknowledge an offense and generate inner healing.
- Craft an appropriate apology. Typically, there is an inner grudge for a personal error or allowing the vulnerability. An apology assumes responsibility, asks for release, and moves on. In a personal sense, this understanding is essential to deal with reality. What might have been is a regret statement. Noting errors and missteps is a learning experience but the apology allows for forward progress.
  - acknowledge... recognize the offense/error that has been committed,
  - apologize... assume responsibility and generate a heart-felt statement of regret
  - amend... make restitution, repair the damage done, and
  - avoid repeating the offense... demonstrate learning and understanding by attention to adopting better behaviors.
- Make an appropriate attitude adjustment. Replace resentment and regret with constructive emotions and habits.
- Replace grudges with improved mental models. Repent from past errors and make constructive changes.
- Sustain forgiveness with supportive structures. Create plans and develop positive relationships. Nurture positive feelings.

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- Psychologically and emotionally, move on.

**A lot of people, when they say 'forgive and forget,' they think you completely wash your brain out and forget everything. That is not the concept. What I think is you forgive and you forget so you can transform your experiences, not necessarily forget them but transform them, so that they don't haunt you or handicap you or kill you.**

**~Ishmael Beah~**

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## **#54 Take Time to Think, Feel, Meditate and Reflect**



Taking mental and emotional time-out serves to relax, refresh and renew. Clearing the mind, entering into a calmness and allowing a gentle resetting serves to create heightened self-awareness, energy, and long-term gains. It sets the tone for effective intra-personal communication.

Early morning and late night are wonderful for these quiet times. In the morning, it sets the tone for the day. It allows the mind to embrace the tasks ahead with fuller preparation and deliberate design. Having focus and energy creates superior performance and sustained quality action.

At the end of the day, quiet time promotes rest and direction for the next day. Silent focus develops a vision and plan for the future. It harnesses feelings and direction. By finishing the day with this exercise, both the conscious and sub-conscious minds can direct attention to priorities.

Meditation and quiet times are closely linked to peak performance. Releasing and renewing to mind allows for positive energy, flow and superior action. It uses the left-prefrontal cortex of the brain. The neuroscience of this activity demonstrates improved health, increased positive thinking, decreased negativity and higher emotional balance.

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These mental times out are more than idle escapes. They are focused internal moments that allow for more directed effort and performance. The results lie in heightened awareness and superior productivity.

Gains from meditation:

- 15 to 30 minutes a day enhances compassion; empowers focus and concentration; and establishes an inner sense of calmness and control.
- Thickens the brain and strengthens the connections between brain cells.
- Perspective and focus shift and become more effective for daily challenges.
- Superior management between cognition and emotion; better balance and more holistic responses.
- Enhanced empathy and compassion.
- Lowers/manages internal stress factors.
- Quiets the mind to empower control, discipline and other aspects of self-management.
- Facilitates sleep and rest.
- Regulates emotions.
- Improves focus.
- Aids in health, immunity and resiliency.

Meditation and emotional intelligence are well connected with success in all areas of life.

1. By adjusting perspective, positive choices can be made and negative ones can be dismissed;
2. Through heightened empathy, it is easier to become attuned to other people's 'vibes;' especially their nonverbal cues.
3. Relaxation and reflection empower recognition of dysfunctional patterns and habits and deliberate creation of fulfilling ones.

Organizations and successful individuals are increasingly dedicating time and effort to meditation. The benefits are clear and measurable. Improvements in resilience, focus, happiness and productivity are among the most meaningful outcomes.

**Meditation brings wisdom; lack of mediation leaves ignorance. Know well what leads you forward and what hold you back, and choose the path that leads to wisdom.**

**~Buddha~**

## **#55 Establish Credibility and Trust**



For leadership, influence and the most fundamental of relationships, trust and credibility are necessities. They are based on communication, experience, and integrity. Not only is honesty required, the intent to be truthful, transparent and candid are also critical. Evasive, compromised communication creates barriers.

Credibility is established through poise, self-discipline, competence, character, communication and a pattern of trustworthy interaction. It culminates in reputation. Although trust takes a while to develop, it can be quickly destroyed by a lack of transparency or equivocation. Credibility is a pattern. Professionally, it communicates dependability, likability and trustworthiness. Credibility comes not only through honesty but through the deliberate intention not to be deceptive.

Develop a reputation of credibility through the highest exercise of excellence, character, and a legitimate reputation for integrity. Maintain it meticulously by 'walking the talk.' Credibility is based on information, feelings and continuing performance. The truth needs to be handled with diligence and care.

Credibility and truthfulness set the tone of relationship and regulate their quality as well as power. Communicate deliberately with candor, care, transparency and integrity. When credibility is tarnished, it needs to be redressed quickly in a positive, conciliatory way. Apologies, explanations, correction and repentance are important for forgiveness and restoration.

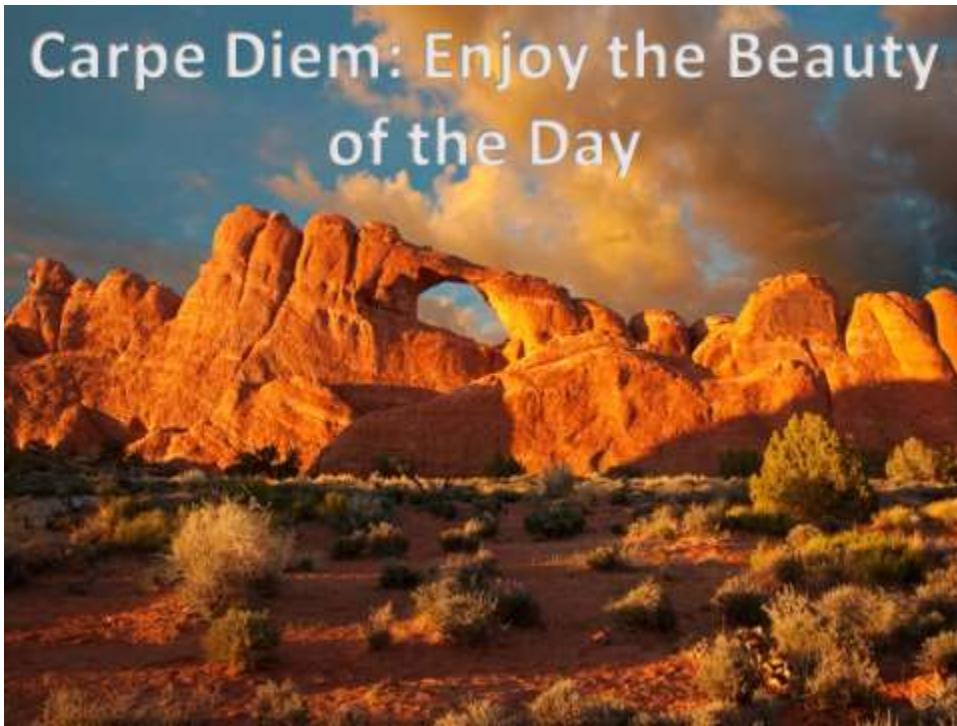
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- **Be Convinced:** If you don't believe the message you're sending, others won't either. Be excited, energetic, and enthusiastic to convey assurance. Your manner, action and overall poise speak of whether you really believe.
- **Be Consistent:** Internal consistency requires that messages be congruent. Verbal and nonverbal communications need to be connected, supportive and complimentary. External consistency requires long and short term dependability. Reputations are built on consistency.
- **Be Charismatic:** Likeable people are more readily believed. Generating warmth; good humor; affinity; and an optimistic, positive outlook enhance credibility.
- **Be Competent:** Project expertise. Master what you say. Research carefully. Read publications diligently. Get the appropriate credentials: experience, education, certification, licensing, etc. Commit to continuous learning and improvement.
- **Display Character:** The audience needs to understand that you have the ability to be accurate and a sincere desire to be honest. Breaches in trust are difficult to recover from.
- **Be Confident:** Positive thinking and an assured attitude inspire others. Confidence is faith in action. People who have self-assurance tend to be more open and transparent. Their conviction is contagious. Confident people expect to be believed.
- **Be Composed:** Having a relaxed, easy demeanor and poise expresses control. This assures and convinces. Being cool, calm and collected reflects power. It is far easier to tell the truth than to develop a credible fiction.
- **Care:** Take an interest and concern in others. Show involvement and respect. When you support the well-being of others, your credibility rises. Expressing care, concern and appreciation, shows seriousness of purpose.
- **Coordinate:** Have the right supporting materials to serve as 'proof.' Exhibits, charts, evidence and complimentary items heighten the sense of truth.
- **Confirm:** Check that the audience heard what you meant to say. Be sure to establish accurate connection.

**Your reputation and integrity are everything. Follow through on what you say you're going to do. Your credibility can only be built over time, and it is built from the history of your words and actions.**

**~Maria Razumich-Zec~**

## **#56 Enjoy the Day, Hour, Moment**



Life is filled with relationships and experience. Things are conduits to memories and vehicles to the future. Attention and focus need to be directed to the present. The past provides a framework for learning and experience. These are the tools for action. The future allows for ambition and dreaming. These allow possibilities to develop and flourish.

Emotions are always experienced in the present tense. Memories can rob the present by languishing in sensations of fondness, pride or regret. The past cannot be changed. Dreams stimulate plans, ambitions, worries and anxieties. These are the phantoms of what might be.

Enjoying the present fills the day with positive emotions. It focuses and centers on current experience. Planning and remembering have their places. Emotional sense recognizes the value of relationships and experiences. It fills the day with positives and avoids wasting time with fruitless negative feelings and recriminations.

The past remembers life; the future anticipates it. Emotional sense fills the day with heartfulness. Mindfulness is the deliberate awareness of thought. Heartfulness is the awareness, intentional acceptance and action with respect to feelings and moods. Heartfulness generates positive feelings, energy, excitement and enthusiasm.

Life is filled with moments, experiences and relationships. Those are what generate life. What counts are not the moments you breathe, but the moments that take your

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breath away. Define ambitions, pathways and mission. Follow the heart relentlessly. Avoid compromising. Live each day to the fullest.

**Know the true value of time; snatch, seize, and enjoy every moment of it. No idleness, no laziness, no procrastination: never put off till tomorrow what you can do today.**

**~Philip Stanhope, 4th Earl of Chesterfield~**

## **#57 PAVE: Emotional Intelligence for Targeted Results**



Positive, constructive emotions are goal congruent. Cultivating these feelings generates superior energy and mental engagement. By riding the momentum of these feelings, success in virtually any endeavor becomes far more likely. The key to riding this positive wave lies in staying on track and avoiding tendencies to derail the enthusiasm.

Derailing comes from doubt or letting the negatives take over. Losing focus gives them a foothold. Anxiety, worry and fear allow these tensions to drain energy and crash excitement. Keeping positive is done by creating the internal atmosphere of success. A mental visualization of achievement keeps the image of victory in the forefront. Using the appropriate language that assumes positive outcomes programs attitudes to stay positive. Putting mental energy into action sets the stage for winning.

Positive thoughts are not enough. There have to be positive feelings and positive actions. Being resolute, decisive and courageous in small matters and in big ones is being positive. Affirm the positive, visualize the positive and expect the positive, and your life will change accordingly.

Here's the secret of using emotional intelligence to achieve extraordinary results....

PAVE the path to success:

**P**lan the path.... Target results; allocate resources and set the appropriate steps

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**A**ffirm success... use self-talk and positive inner speech to verbally program achievement  
**V**isualize victory... see the steps being accomplished.... Envision the rewards of winning  
**E**xecute the plan with energy and excitement.... Perform with passion

**Fear stifles our thinking and actions. It creates indecisiveness that results in stagnation. I have known talented people who procrastinate indefinitely rather than risk failure. Lost opportunities cause erosion of confidence, and the downward spiral begins.**

**~Charles Stanley~**

## **#58 Theory E(m): Emotional Motivation.... The Catalyst to Success**



**Emotional Motivation**

**Theory E(m):**

- **Cues: Sensory Input**
- **Drives: Impetus towards Action**
- **Triggers: Anticipated Intrinsic and Extrinsic Rewards**
- **Initiative: Priming Performance towards Target Objectives**
- **Perception: Interpretation and Expectation**
- **Content and Processes**

Motivation is the intra-personal catalyst for effort and performance. It initiates the process through feelings about sensory cues. What is liked, desired, feared, etc. begin emotional drives towards or away from stimuli. These catalysts essentially regulate exchange. How much a particular outcome worth in terms of energy, effort, performance and endurance. These targeted outcomes, conscious and subconscious, are the anticipated intrinsic and/or extrinsic anticipated rewards.

Motivation is all about emotions and perceptions. It flows with conditioning and reinforcement. This inner fire fuels energy, interest, excitement and enthusiasm. It also is impacted by apathy, boredom and discouragement. This inner inspiration impacts the action that is pursued, continued or ended.

Affirmation, self-talk, planning, visualization and the right environments support feelings of anticipation and impending success. These fuel the motivation for positive performance and effort. Bad relationships, negative communication, chaos, confusion, fear and negative feelings generate low levels of effort and weak performance. Inspiration is kept high with reinforcement, celebration and focus. Motivation content and processes are the internal emotional drivers of success.

## **Mind Matters**

Emotional motivation is an internal factor. It may be impacted by teams, organizations or external factors but it is ultimately framed internally for behavior and effort.

Motivation and drive are about self-management. High emotional intelligence includes the ability to trigger motivation and apply it to productivity. Feelings at all levels are intertwined with performance. Demotivators occur as energy and performance is derailed and put off.

### **Motivators**

- Communications are positive and open; effective feedback keeps performance on track
- Team members are appreciated and respected
- Relationships are supportive and helpful
- Reward and promotion paths are well defined and fairly applied
- Clients are valued and treated to the highest levels of quality and service
- There is a legitimate sense of team accomplishment and group pride

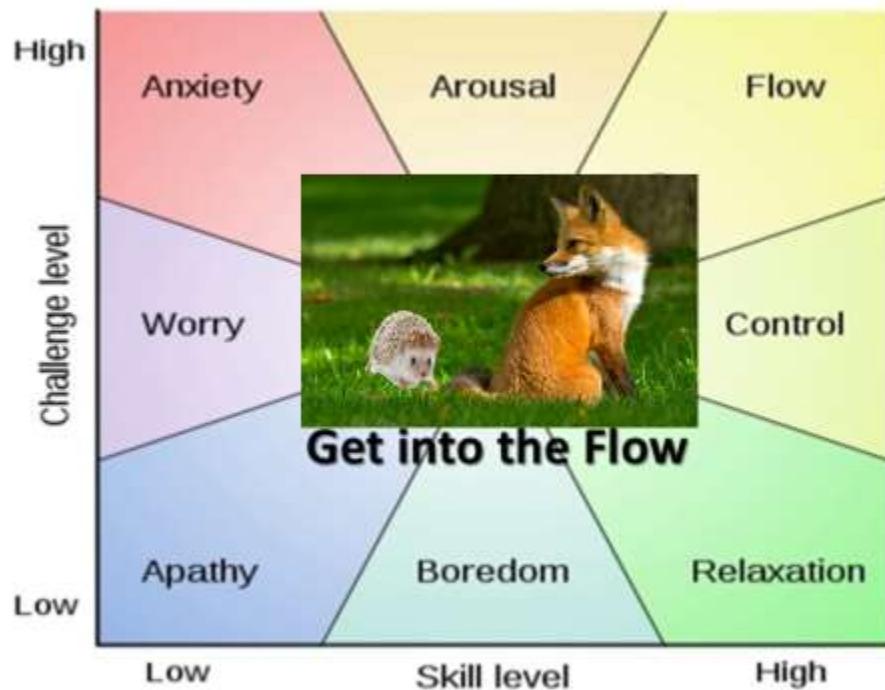
### **Demotivators**

- Information is limited creating uncertainty and suspicion
- There is questionable job security
- Employees are viewed as expendable and interchangeable
- Contact is cold, calculated and only task oriented
- Reward and promotion processes seem arbitrary and unfair
- Clients are seen as a means to an end and viewed with contempt
- Internal competition is high and counter-productive
- Ethics and integrity are questionable

**The only lifelong, reliable motivations are those that come from within, and one of the strongest of those is the joy and pride that grow from knowing that you've just done something as well as you can do it.**

**~Lloyd Dobens and Clare Crawford-Mason~**

## #59 Get into the Flow: Follow the Hedgehog



"Flow" or "the Zone" is the state where we feel in full command, perform effortlessly, and reach new heights of achievement. Not only is the output high quality, but performing feels great. Mihalyi Csikzentmihalyi found that "flow" was predicated on the challenge of the task as well as personal skill level. Superior performance is the result of engaging the mind, heart and spirit to optimal performance. Concentration, full mental engagement, and focus on the activity to the exclusion of all other distractions generates powerful results.

Getting in the "flow" comes through matching purpose, passion and performance. In his book Good to Great, Jim Collins emphasizes focus. While the fox is diverse and has a wide array of skills, he is never really excellent at any one. Conversely, the hedgehog concentrates efforts at being really good at one skill. Collins suggests that success comes from marrying passion, excellence and profit. People perform best when personal excitement meets skill. The "flow" is a result of passion meeting purpose.

Trying to master too many skills is stressful and confusing. Focused attention is a force multiplier. It connects passion to "flow." Relaxed concentration energizes. Getting in the zone takes interests and sets the parameters for action. Being content with the status quo fails to generate the eustress necessary for additional adrenaline. Conversely, overload and excessive challenges create distress and results in undue tension and pressure.

## **Mind Matters**

Being in the “flow” comes from managing inner excitement and directing it towards optimal performance on a regular, habitual basis.

Truly elite performers in any area have the ability to focus concentration and get their actions “into the zone.” Arousal, control, focus and concentration come through dedicated, concerted, sustained effort.

Performance in the flow should be tapped and nurtured. While in this high achievement mind of performance, effort, time and activity generates high return. Positive, constructive emotions set the framework for this level of excellence.

**Attention is like energy in that without it no work can be done, and in doing work is dissipated. We create ourselves by how we use this energy. Memories, thoughts and feelings are all shaped by how we use it. And it is an energy under control, to do with as we please; hence attention is our most important tool in the task of improving the quality of experience... But anyone who has experienced flow knows that the deep enjoyment it provides requires an equal degree of disciplined concentration.**

**~Mihaly Csikszentmihalyi~**

## **#60 Use Positive Self-Talk**



- Personal
- Persistent
- Positive
- Present Tense
- Powerful Imagery

Most conversation is internal. Self-talk is continuous internal dialogue that promotes or limits attitude and performance. Unregulated, most self-talk tends to be negative. It expresses doubts, fears, risk and negativity. Silence that inner critic. Positive self-talk is optimistic, encouraging and supportive. It results in intensive, high quality, targeted effort. Effective self-talk needs to be deliberately managed.

After eliminating negative chatter, self-talk should focus on affirmation and positive energy. It is powerful in generating and managing peak performance. Deliberate concentration to optimize behaviors creates messages that are:

1. positive (constructive and energized);
2. present (centered on the here and now);
3. powerful (high value, action oriented);
4. persistent (continuous and consistent); and
5. personal (crafted individually to program the mind).

Positive thinking and constructive emotional patterns are developed by continuing, managed inner dialogue.

Positive affirmation is energizing. It tells a personal story and projects continual high performance and success. Verbal cues are significant. They produce both a conscious up-beat, can do attitude as well as supportive, engaging sub-conscious thought. Self-talk is about thoughts and feelings. It begins with deliberate self-awareness and self-esteem and then amplifies these by reinforcing a constructive belief system. If internal and

### **Mind Matters**

external dynamics communicate success, behavior will be consistent with those positive beliefs yielding high value results. Language and nonverbal signals are powerful tools to shape and reinforce successful performance.

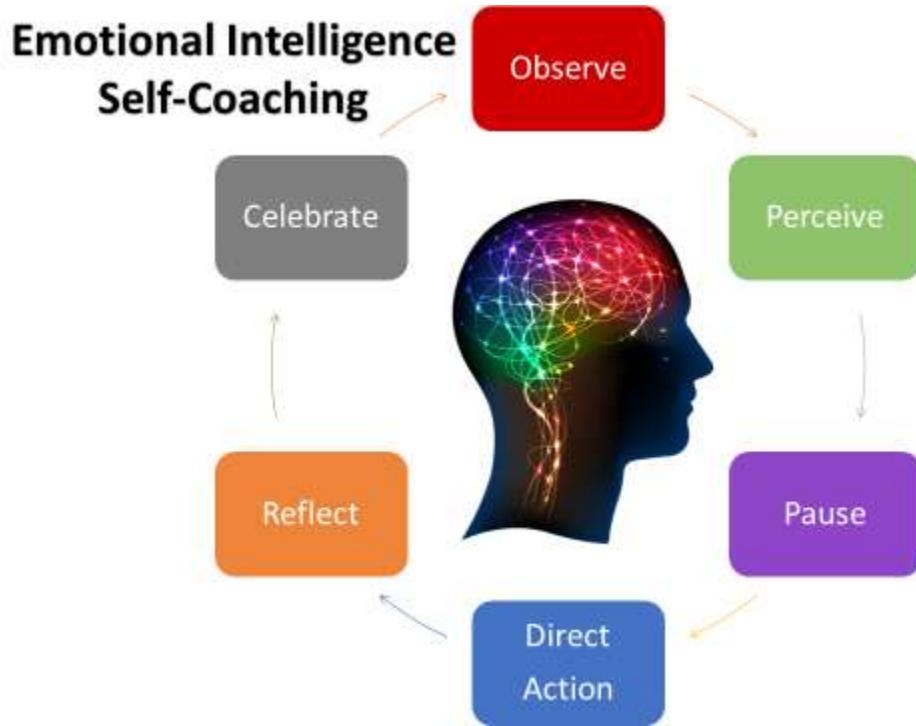
Overall, people tend to be about as happy and positive as they make their minds up to be.

Affective neuroscience notes that the brain is adjusted and transformed by emotions. Positive, constructive self-talk facilitates the neuroplasticity to develop more possibilities and opportunities. Negative self-talk creates limitations and constraints.

**We all have voices in our heads which talks to us on an almost constant basis.  
Our voices give us messages continually, and what they say to us affects us.**

**~Juliene Berk~**

## #61 Self-Coach



The ultimate responsibility for peak performance and success lie in personal effort. Coaching for continuous meaningful improvement expands possibilities and achieves potential. It begins with active, deliberate self-awareness. This comes through intra-personal observation. Thoughts and feelings provide a continuing flow of information. Awareness of interests, emotions and opinions provides dynamic internal insight. Recognition of effort and effectiveness dictate opportunities for continued learning and improvement.

Information is perceived and interpreted through sensory data but also through personal reflection. This creates context and meaning. Pausing allows time for mindful, heartful, deliberate application of information. Perception comes through internal decoding and judgment. Once feelings and thoughts are brought into focus, they direct purposeful action. This calls for self-management and regulation. Behaviors provide rich data on the effectiveness of implementation. Social and relational data serves to augment the database. At this point, reflection and evaluation allow for adjustments and new analysis. Learning and/or achievement is to be celebrated and reinforced. Modifications refresh and continue the cycle. Self-coaching is a targeted, result based process.

Self-coaching is a continuous personal development process. It captures internal and external information and applies intelligence from both thoughts and feelings. Coaching

## **Mind Matters**

serves to encourage and support the good while fostering change and growth in the areas where opportunities present themselves.

Commitment to self-coaching is an investment in success. It integrates both thought and feeling. Focus harnesses and fuels a structure for development. Self-awareness and assessment creates understanding and organization. The challenges that present themselves excite a passion and zest for achievement. As stepping stone objectives are achieved, they fuel continuing growth.

Self-coaching realizes potential, generates opportunities and expands possibilities. Vision and passion set new horizons.

**The art of being yourself at your best is the art of unfolding your personality  
into the man you want to be.**

**Be gentle with yourself, learn to love yourself, to forgive yourself, for only as  
we have the right attitude toward ourselves can we have the right  
attitude toward others.**

**~Wilfred Peterson~**

## **#62 Assert Yourself**

**Assertiveness is not about what you do;  
it's about who you are.**



**Passive > Assertive < Aggressive**

Self-awareness, acceptance, and esteem lead to self-assurance. Assurance and confidence are the tools that generate effective, assertive responses to challenging people and situations.

Assertiveness presents a position and point of view without violating the boundaries of others. Passivity or submissiveness yields personal rights and allows others to abuse and trample feelings. Instead of being the victim, aggressiveness chooses to be the villain. It violates and ignores the boundaries of others.

Assertiveness comes from healthy self-acceptance and respect. It communicates appropriate standards and tells others what boundaries are in place. It is about presenting personal information honestly, fairly and courageously. It recognizes personal rights and responsibilities and respects those of others.

Self-awareness of feelings and thoughts allows personal validation. It is expressed through assertive communication. Empathy recognizes the feelings of others and offers dignity and consideration. Assertive communication supports relationships, emotions and interpersonal exchanges.

Having a realistic, appropriate self-image, self-respect, and intrapersonal dialogue maintain a dynamic assertiveness. Assuming appropriate boundaries and effective interpersonal connection reinforces intrapersonal success.

## **Mind Matters**

Assertiveness assumes awareness and positive self-regard. It promotes boundaries and effective expression of wants and needs.

To become more assertive:

- Create clear awareness of wants and needs.
- Set fair and appropriate boundaries.
- Develop the ability to definitely say no.
- Manage negative feelings.... Avoid guilt and shame for expressing wants and needs and taking a fair stance.
- Express feelings without apology.
- Be a good listener.
- Collaborate.
- Disagree without being disagreeable.
- Recognize rights of the self and others in relationships.
- Exhibit self-discipline and control in communication and emotions.

**The practice of assertiveness: being authentic in our dealings with others; treating our values and persons with decent respect in social contexts; refusing to fake the reality of who we are or what we esteem in order to avoid disapproval; the willingness to stand up for ourselves and our ideas in appropriate ways in appropriate contexts.**

~Nathaniel Branden~

## **#63 Pay Attention**



**Passion is energy. Feel the power that comes from focusing on what excites you.**

**~Oprah Winfrey~**

How often are you distracted by bright shiny objects that take you off task? These distractions and obstacles are both internal and external. Wavering or divided attention due to lack of discipline or distraction impairs performance and generates disappointing results.

Our minds wander, on average 50 percent of the time. The exact rate varies enormously. When Harvard researchers had 2,250 people report what they were doing and what they were thinking about at random points throughout their day, the doing-thinking gaps ranged widely. The mind, if not properly disciplined, wanders off task frequently.

There are vital keys to managing effort, time and tasks:

- 1) Have a plan and agenda. Purposefully define and target clear, SMART goals (specific, measurable, achievable, realistic, time-bound) and the path to reach them. Get engaged and excited. Be inspired and motivated by the vision and objectives. Renew and reinvigorate.
- 2) Manage temptations, distractions and obstacles. Organize. Set appropriate boundaries. Create time and effort limits; schedule breaks and rewards. Coordinate efforts to optimize returns.
- 3) Self-monitor. Maintain vigilance on time and resources. Be aware of mental flights of fancy.

## **Mind Matters**

- 4) Practice mindfulness and heartfulness. Meditate, relax and reinvigorate. Maintain focus and energy.

It's easy to be distracted or lose focus. Multitasking, 'bright, shiny objects,' and a wide variety of attention breakers compromise focus. Self-awareness not only keeps the mind on task but recognizes when thoughts drift. Self-management regains direction and gets back on target with a minimal amount of wasted time.

Attention captures detail. By maintaining strong vigilance, subtle shifts and changes are noted. These become opportunities to progress or mitigate damage. Paying attention to other people communicates interest and value. It supports relationships. Paying attention to situations creates purpose and high value information.

Attention generates higher quality and superior outcomes in time spent. It empowers quality and value.

**All you have to do is pay attention; lessons always arrive when you are ready and if you can read the signs, you will learn everything you need to know in order to take the next step.**

**~Paulo Coelho~**

## **#64 Support the Team**

### **Effective Team Player**

- **Communicator:** Sends and receives communication for performance and improvement
- **Relational:** Values relationships, cooperation and interpersonal activities
- **Problem solver:** Participates in decision making and implementation
- **Supporter:** Praises, encourage and supports peak performance; makes teammates better
- **Care Taker:** Empathetic, respectful, sensitive and appreciative
- **Optimist:** Projects constructive feelings and positive expectations
- **Learner:** Dedicated to continuous learning and improvement
- **Professional:** Acts with the highest qualities of personal and professional excellence and integrity
- **Initiator:** Innovates, energizes, and drives new projects
- **Player:** Utilizes feelings, thinking and performance to promote team achievement

Teams work together for common goals and mutual benefits. Relationships, professional achievement and positive feelings are all based on some level of team success. Synergy is the dividend that comes from extra effort and interpersonal connection.

Emotional resonance and rapport supports connection and performance. Feelings drive communication and action. This two-way flow of information sets the tone for relationships. When affinity and identity are established, relationships lie at the core of success.

Social awareness is foundational to team success. High performance requires dedicated, committed emotionally intelligent individuals to be mentally and emotionally part of the team. Mutuality of spirit, thought and feeling sets the tone. Teams maximize achievement when the focus is on serving and performance rather than individual returns.

Team victory depends on getting the best effort and results from all players (individually and collectively). Emotionally intelligent teams are both self and team aware. They create a dynamic flow of positive feelings directed towards achievement. Key individuals play meaningful roles. Emotional resonance and rapport are the fibers that bind. Emotions establish the connection for team excellence.

## ***Mind Matters***

Team players experience greater internal and external motivation and inspiration. They contribute and receive.

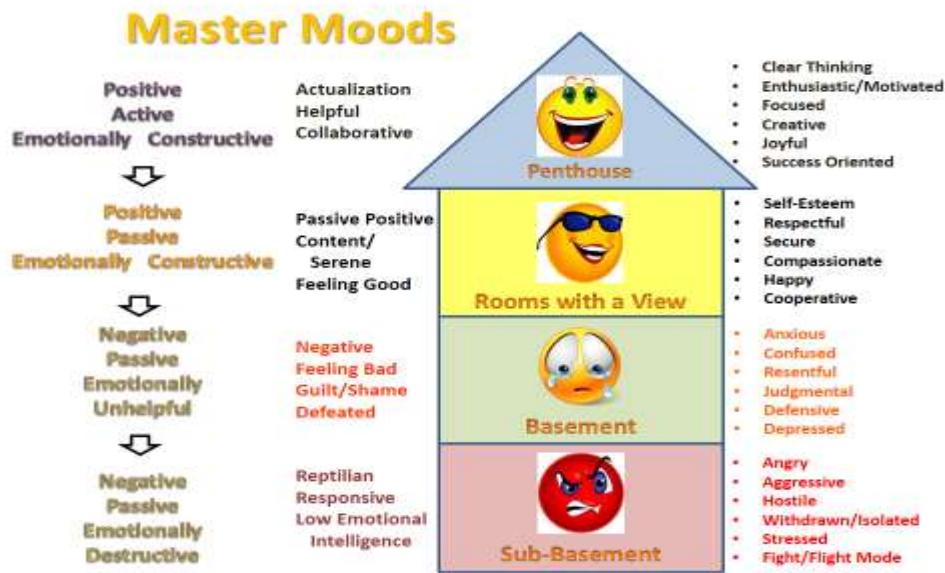
Team player qualities/mindset:

- Tenacity
- Solution-orientation
- Selflessness/self-sacrificing
- Self-improving/continuous learning
- Relational
- Prepared
- Committed/mission-conscious
- Intentional
- Enthusiastic
- Adding value
- Disciplined
- Focused
- Dependable
- Competent
- Communicative
- Trustworthy
- Collaborative
- Adaptable
- Resilient
- Positive
- Responsive
- Emotionally engaged

**Synergy is the highest activity of life; it creates new untapped alternatives; it values and exploits the mental, emotional, and psychological differences between people.**

**~Stephen Covey~**

## #65 Master Moods



Emotions create engagement or disruption at work. They are characteristic feelings that present themselves in individuals and teams. Moods are highly intense, fleeting, and sometimes disruptive to work. They can have dramatic impact on performance and relationships. Emotional episodes usually leave corresponding lingering moods. These can be individual and/or experienced by a group. Typically, these transient emotions can be noted by cognitive appraisal (awareness); bodily symptoms (physiology); action tendencies (motivation); expression (verbal and nonverbal communication); and feelings (personal, subjective experience) (Scherer).

Moods are the climate of teams and organizations. They are highly contagious and extremely dependent on leaders.

Leadership and influence are both influencers and influenced. Subtle shifts in emotions may be beneath personal awareness, but may be readily apparent to others. These signals have impact on behaviors. Anger is becoming a far more common mood. Regret, anxiety and worry also affect relationships. Negative moods hamper performance while positive ones create better responses. Humor and warmth support quality effort.

Both good and bad moods tend to perpetuate themselves, in part because they skew perceptions and memories: When people feel upbeat, they see the positive light in a situation and recall the good things about it, and when they feel bad, they focus on the downside. Hormones create objective emotional impact. Good relationships create positive moods. It's more fun to be with people who make us feel good. To have more positive moods, project constructive feelings. Strive to be optimistic, encouraging and up-beat.

## **Mind Matters**

To manage moods:

- Be aware of moods and their impact.
- Figure out the root causes. Notice triggers.
- Get over it (negative moods).
- Tap the energy (positive moods).
- Take responsibility.
- Self-manage: use some control and discipline.
- Create and adjust moods through positive mental attitudes.
- Manage inner dialogue with positive stories and anticipate constructive outcomes.
- Rest, relax, refresh.
- Repeat as needed.

Moods come and go. They are transient. Emotional management handles these and copes effectively with temporary states.

**The first principle of cognitive therapy is that all your moods are created by your 'cognitions,' or thoughts. A cognition refers to the way you look at things - your perceptions, mental attitudes, and beliefs. It includes the way you interpret things - what you say about something or someone to yourself.**

**~David D. Burns~**

## **#66 Display Sensitivity and Appreciation**



### **Display Sensitivity and Appreciation**

**“It is time for parents to teach young people early on that in diversity there is beauty and there is strength.”**

— Maya Angelou

Discrimination comes through acting with bias and prejudice. It is either direct (explicit) or indirect (implicit). Public opinion and regulation rail against these hurtful practices. Sentiment proclaims the value of acceptance and tolerance. These are set as minimum baselines. They decry exclusion and isolation while promoting open mindedness.

Acceptance and tolerance merely allow different opinions and perspectives. They fail to embrace alternative thinking or encourage diverse possibilities. Utilization, participation and involvement come through awareness, empathy and positive expectations. Sensitivity and appreciation recognize and acknowledge differences but go beyond to celebrate and explore the possibilities.

Sensitivity and appreciation acknowledge potential. They develop relationships and make deliberate decisions to embrace diversity. Relationships, teamwork, leadership and customer service that recognize and value differences are able to translate these into positive results. Awareness is not blind to differences. Actively tapping different perceptions and perspectives creates a bright mosaic. It expands resonance and rapport through involvement and engagement to create a wide array of effective responses to performance challenges.

Relationships tend to be easiest when developed with extensive commonality. Unfortunately, their potential and the possibilities they generate are limited. Diversity offers high returns and new perspectives. Its results are more than worth the effort.

## **Mind Matters**

Being sensitive, tolerant, appreciative and considerate shows others they are valued and appreciated. It sets a proactive, positive tone for collaboration and constructive relationships.

Key skills and practices include:

- Act with courtesy: manners, etiquette and politeness are important; they share information about respect and value
- Be deliberately considerate: think of others: their wants and needs; proactively, intentionally, be appreciative and show both care and consideration
- Connect with communication: relate to verbal and nonverbal signals; send and receive; listen; be supportive; offer feedback; interrelate effectively
- Have high standards of integrity: behave ethically; don't compromise morals; develop a reputation of credibility, trustworthiness and honor
- Be kind, compassionate, helpful and benevolent: look to give and serve; show care, gentleness, support and a warm, up-beat personality
- Show genuine respect: display positive regard, deference and offer sincere appreciation
- Be present: have interest, involvement, enthusiasm and a real desire to connect

Connection makes relationships both fun and valuable.

**You can have everything in life you want, if you will just help other people get what they want.**

**~Zig Ziglar~**

## **#67 Like and Be Liked**

### **Likability**

<b>Who You Are</b>	<b>What You Do</b>	<b>How You Make Others Feel</b>
Confident; poised; positive image; attractive	Communicate about common interests	Valued; respected; important
Genuine; sincere; secure; self-controlled	Smile; Use constructive nonverbals	Understood; cared for
Interested; available; engaged	Listen; focus; pay attention; repeat and reflect	Connected; accepted
Thankful	Ask questions	Personally appreciated
Empathetic; socially aware	Defer to others	Entertained; happy
Honest, trustworthy	Show manners, kindness and courtesy	Intelligent
A person of character	Touch physically, verbally, emotionally	Charming; engaging
Open, non-judgmental	Follow up; use reciprocity	Supported, praised
Similar; kindred	Like people, deliver on promises, exceed expectations	Sought out

Strange as it might seem, likability is not a gift – it's a skill set. It's predicated on who you are, what you do, and how you make others feel. Likable people are more successful; trusted; and influential. They tend to receive preferential service and treatment in a wide array of areas.

From a Columbia University study: "popular workers were seen as trustworthy, motivated, serious, decisive and hardworking and were recommended for fast-track promotion and generous pay increases. Their less-liked colleagues were perceived as arrogant, conniving and manipulative. Pay rises and promotions were ruled out regardless of their academic background or professional qualifications."

Likable people are aware of themselves and their feelings. They are in control. They project authentic, positive feelings and personal qualities. In communication, likability comes from connecting and focusing on others. It takes an active, deliberate interest. Communications are powerful and constructive. As a result of the connection, likable people make their audiences feel better about themselves. Care, appreciation and sincere resonance generate effective relationships. Likability is the result of intentional rapport. It serves as a two-way connection of positive character and feelings for mutual support and benefit. Likability seeks to serve others, then, as an indirect return, it supports personal success.

Likability comes through relationships and communication. By listening, paying attention, adapting and mirroring what others send, positive feelings grow. Likable people know how to listen, serve and develop effective rapport.

## **Mind Matters**

The keys to being likable:

- Who you are: intrapersonal
  - Authentic
  - Positive (feelings, thinking, behaviors); positive self-esteem, assurance, expectations, etc.
  - Self-managed: disciplined, motivated, controlled, etc.
  - Self-sharing: supportive, interested, engaged, available, etc.
  - Character: thankful, caring, considerate, etc.
  - Socially aware
  - Accepting; sees the good in others; positive regard
  - Eclectic: able to engage and take interest in others
  - Energetic and enthusiastic
- What you do/display: interpersonal
  - Curiosity.... Interested in others
  - Effective, active, empathetic listening
  - Managed feedback
  - Positive verbal and nonverbal communication
  - Focus and attention
  - Availability and interest
  - Support and appreciation
  - Manners
  - Honesty, credibility and integrity
- How you make others feel: (relational)
  - Valued
  - Validated
  - Understood
  - Respected
  - Good about themselves

Charisma and likability are high value qualities. They increase influence, expand leadership and facilitate a wealth of opportunities. Managing the personal and interpersonal skills crucial to being liked allows greater connection and more possibilities in networking. The basic keys lie in:

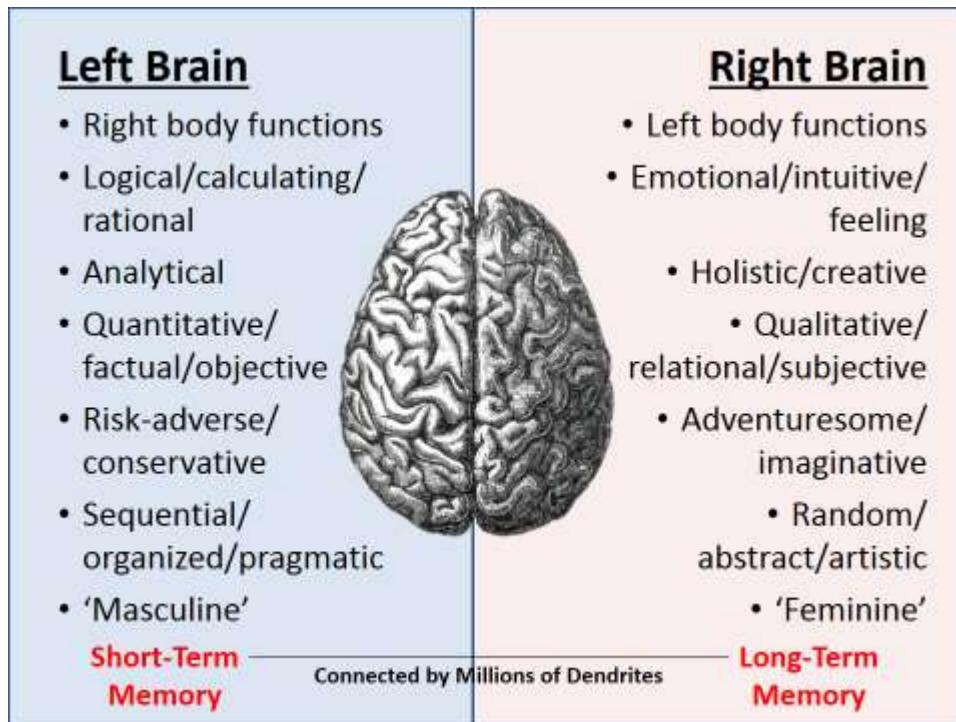
1. Authenticity/sincerity
2. Being a person of warmth and quality
3. Personal Impact
4. Extraversion
5. Availability/listening/attention
6. Communication skills and
7. Interpersonal intelligence

**Blessed are they who have the gift of making friends, for it is one of God's best gifts. It involves many things, but above all, the power of going out of one's self, and appreciating whatever is noble and loving in another.**

~Thomas Hughes~

***Mind Matters***

## #68 Think with the Whole Brain



The left side of the brain is quantitative, factual, analytical, objective, rational and objective. The right side handles feelings, relationships, imagination, creativity and subjective connections. Everyone has preferences and natural predispositions. While there is 'the whole brain' there are also personal tendencies and predispositions.

There is a misconception that everything to do with being analytical is confined to one side of the brain, and everything to do with being creative is confined to the opposite side. In fact, it is the connections among all brain regions that enable humans to engage in both creativity and analytical thinking. Broad generalizations are frequently inaccurate and/or incomplete. People use their entire brain. Most brain functions are actually distributed across both hemispheres.

Brain styles serve as frameworks for communicating and relating to different people. Treating people as they want to be treated is far more effective than expecting them to adjust and change. Understanding personal preferences also serves to highlight strengths and weaknesses. Success comes from tapping into both thoughts and feelings.

'Whole brain' thinking serves as a foundation to understand learning dispositions. Preferences create frameworks for superior development. In a similar way, these tendencies identify career and relational patterns.

## **Mind Matters**

For leadership and influence, thinking processes regulate communication and performance. They serve to demonstrate more effective ways to lead and be led as well as how to influence and be influenced. Individual patterns in professional and personal settings reveal tendencies. This subtle disclosure of information provides powerful tools in communication and developing relationships. Success comes more naturally to those who have effective self and social awareness. Awareness comes from attention to verbal and nonverbal cues. Brain styles serve as key information for stronger, faster, better connection.

The brain has automatic, quick responses. These options involve little or no conscious effort. These are programmed due to brain function, preference, high application and outright habits. The rest of the mind requires access through mental activities and meaningful, deliberate choice.

Brain lateralization and hemisphere studies focus on which part of the brain dominates thought and action. Discussion in these areas relates to communication, thinking feeling and performance patterns. There has been controversy about brain hemispheres and their associations. Neurological mapping indicates the truth is that both halves of the brain work together, bilaterally, to accomplish most functions.

Through nurture and personality, neurological pathways become established. Repetition establishes patterns. Understanding the pattern types that individuals are most comfortable with allows for the best connection and superior relationships.

**What's important now are the characteristics of the brain's right hemisphere: artistry, empathy, inventiveness, big-picture thinking. These skills have become first among equals in a whole range of business fields.**

**~Daniel H. Pink~**

## #69 Show Some Respect



Respect begins with appropriate self-image. It starts with having an appropriate self-acceptance and esteem. These allow reasonable personal boundaries and assertiveness. Self-respect supports personal values and mission. This intrapersonal relationship is shown through poise, appearance and nonverbal signals. It projects confidence and comfort with self. Self-respect does not need to be either aggressive nor submissive.

As respect matures, it presents itself in professionalism and courtesy. It recognizes and acknowledges the dignity of others. Through empathy, it communicates active sensitivity and appreciation. It includes others in healthy relationships. Respectfulness can disagree without being disagreeable. It seeks to understand and relate. It listens and evaluates while allowing emotional safety in alternative perspectives. Through openness and positive regard for others, it tolerates and includes various possibilities. Courtesy assumes appropriate tones and avoids offenses.

The next level of respect comes through function, expertise, reputation and position. It is an acknowledgement of earned, legitimate respect. At the highest level, respect is earned through visible, active performance.

Patience, appreciation and sensitivity promote an active application of the platinum rule: respect treats others as they would like to be treated: with care, sincerity, and due recognition of who they are, what they have accomplished and what they do.

## ***Mind Matters***

Showing respect demonstrates empathy and sets the tone for constructive, supportive, long-term relationships. The process begins with deliberate positive regard and a display of positive interpersonal connection.

The respect model allows for performance:

- R ecognize the value of others as well as their value and contribution
- E xpress opinions with courtesy while appreciating that others have theirs as well
- S upport and validate the experience of others
- P ractice attentive, authentic listening
- E ncourage others to voice their thoughts
- C elebrate success, effort and quality performance
- T reat others as they wish to be treated

**It is worth the while to live respectably unto ourselves. We can possibly get along with a neighbor, even with a bedfellow, whom we respect but very little; but as soon as it comes to this, that we do not respect ourselves, then we do not get along at all...**

**~Henry David Thoreau~**

## **#70 Develop Community**



**The person who tries to live alone will not succeed as a human being. His heart withers if it does not answer another heart. His mind shrinks away if he hears only the echoes of his own thoughts and finds no other inspiration.**

-- Pearl S. Buck

Emotions are contagious. They impact others and in turn are impacted. At a foundational level, they set the framework for personal feelings and performance. Relationships with others set the tone for shifts. Friendships with others can be either positive or negative.

Working in a team context can lead to synergy and high achievement or to apathy and stress. As the team takes on tasks, the emotions of the group create powerful dynamics. It can be nurturing for personal emotional intelligence or provide distractions and obstacles. Relationships, communications and actions are the vehicles for contagion.

Teams operate in organizations. They set the pace for team success. Communities serve as larger contexts for emotional intelligence. When they are emotionally intelligent, they create a positive dynamic for higher achievement. Unfortunately, their culture and climate can also have negative impacts.

Communities are primary (have a regular, strong impact), or secondary (have a passing, limited influence). They can be internal or external. Higher order success lies in optimizing the entire dynamic.

The highest returns demand deliberate learning and development of emotionally intelligent communities. These emphasize safety, positive thinking and the highest levels of emotional intelligence throughout.

## ***Mind Matters***

When deliberate communities are formed, they create both implicit and explicit standards. These rules and norms establish a baseline for interaction and performance. Communities operate within social contracts. These contracts establish implicit rules to set appropriate interaction and allow the gains of community.

Communities share values, emotions and standards. This sets climate and culture. Adherence to this social contract creates supportive, constructive performance.

Sharing generates multiple, mutual benefits. It creates a sense of belongingness, culture and direction. This brings together people with social, economic and a wealth of resources. Communities facilitate action and set standards for what creates sustainable value. Community aligns goals and sets cultural emotion.

**I am of the opinion that my life belongs to the whole community as long as I live, it is my privilege to do for it whatever I can. I want to be thoroughly used up when I die, for the harder I work, the more I live.**

**~George Bernard Shaw~**

## **#71 Visualize Victory (and Sense it): Use the Law of Attraction**



Achievement occurs first in the mind. Thoughts, beliefs, visualization and affirmation all focus on developing possibility thinking. Self-fulfilling internal systems create the positive dynamics of high performance.

Engaging senses, thoughts and feelings through imagination empowers championships. The process begins with thinking through the natural steps to achievement. There are stepping stones to victory. In the mind, these sensations can become real. Think of the sounds, the sights and the emotions. Let them touch the heart.

Energizing positive thinking comes through acting 'as if.' It anticipates and expects victory. Act with the end in mind. By being active, good things happen. Serendipity has a way of generating happy coincidences. The positive thoughts and feelings of sincere belief in achievement make success the more likely result.

A vision sets positive dynamics. It develops a sense of possibility and anticipation. Sports legends almost uniformly attribute part of their success to winning first in the mind. Positive expectations lead to high quality action. Doubts, forebodings, fears and other negative patterns set defeat first mentally.

## **Mind Matters**

Faith, the law of attraction, possibility thinking and the power of positive thought are all predicated on the power of attitudes. Motivation, attitude, inspiration and inner vision are essential to high achievement.

Winning begins in the mind and heart. Champions 'see' and 'feel' the reality of victory before it actually occurs. For the mind, this is as true as a physical event. When the time comes for physical performance, it is done with the ease and quality that practice and belief have generated.

Emotional intelligence generates the parameters essential to win. Self-awareness and self-management lead to relationships and performance at higher levels. The stronger the mental images are, the more vivid they feel, the more they lead to peak performance.

**To begin with, you must realize that any idea accepted by the brain is automatically transformed into an action of some sort. It may take seconds or minutes or longer - but ideas always produce a reaction of some sort.**

~Scott Reed~

## #72 Collaborate



Collaboration is a force multiplier. Internally, it creates both mental and emotional support. It answers needs and accelerates motivation. Externally, it provides more and better resources as well as facilitating superior performance.

Collaboration begins with willing, engaged participation. Intrapersonal and interpersonal commitment as well as positive connection creates a team identity. From identification, collaboration proceeds to performance. Team development, interaction and affinity promote relationships and effective processes. Teams are dynamic catalysts to initiatives performance and continuous improvement.

As processes mature, the rewards expand. Synergistic interpersonal action leads to enhanced and expanded possibilities. Effective teamwork translates these opportunities into shared benefits and positive results. As teams become increasingly responsive to internal and external changes, cohesive interaction contributes to motivation.

Team spirit is generated through individual and team emotional intelligence. Leadership and influence are catalysts to direction and achievement. Relationships in peak performance serve to keep emotions focused, positive and up-beat. When collaboration becomes the norm, results are more dramatic and valuable. Developing a team, working as part of a performance unit, and continuously expanding opportunities is a recipe for higher level personal and organizational success.

## **Mind Matters**

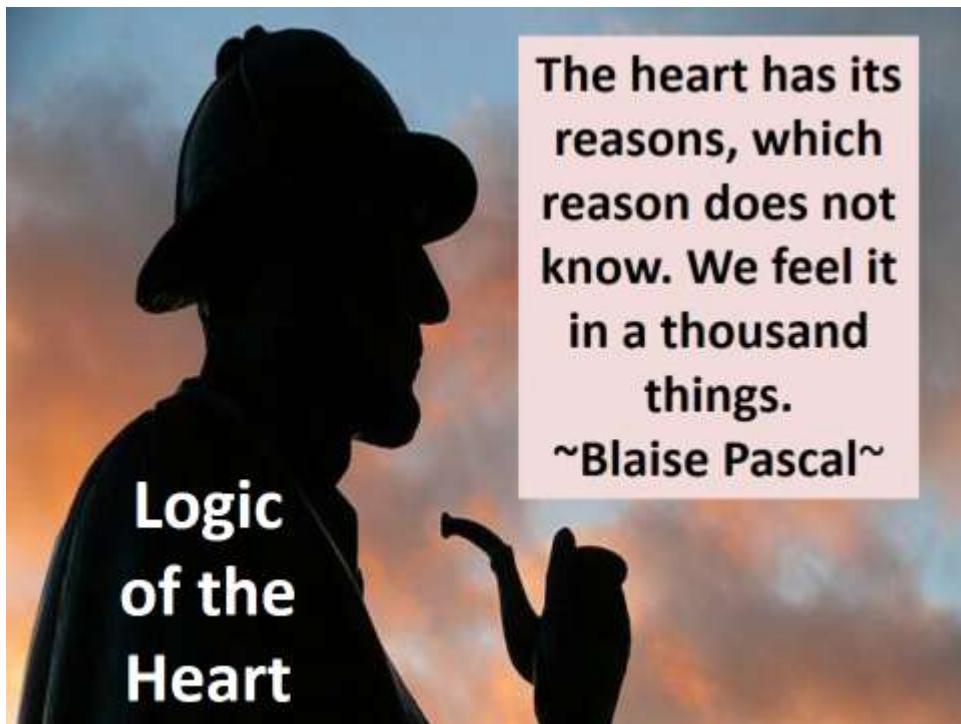
To tap the power of collaboration:

- Have the capacity to collaborate: coordinate, organize and lead the team to shared vision.
- Manage an active awareness of individual strengths and weaknesses. Use the team structure to magnify strengths and minimize weaknesses.
- Identify mutual self-interests, goals and benefits. Set the climate and culture to tap the power of group incentives (both intrinsic and extrinsic).
- Set clear definition, roles and accountability. Lay the framework for everyone to participate and contribute.
- Communicate continuously. Set the tone for transparent interaction. Listening, feedback, improvement and effective messaging create synergy.
- Manage relationships. Trust, likability, integrity empathy and respect need to be energized to support peak performance and manage conflict.
- Support transition and transformation. Be actively aware of evolving concerns internally and externally. Winning requires agility, adaptability, flexibility, patience and an openness to reasonable risk.
- Nurture positive interaction. Motivation, affinity and continuous improvement are the products of fun. High quality comes when collaboration can be enjoyed rather than demanded.
- Create storytime and celebration. Win as a unit and actively generate a positive, dynamic culture.
- Plan both short and long term. Engage everyone in development, execution and adjustment of activities.
- Deal with disasters. Be sure failures are never fatal. Make setbacks learning experiences. Fix problems, never blame. Tap into the strengths of the group for resilience and recovery.
- Focus on results and continuous improvement. Know what counts and how the group can achieve together.

**For productive collaboration adopt five principles: involve the relevant stakeholders, build consensus phase by phase, design a process map, designate a process facilitator and harness the power of group memory.**

**~David Straus and Thomas C. Layton~**

## **#73 Relate to the Logic of the Heart**



Feelings have patterns. Defined triggers set these patterns in motion. Empathy is the tool that unravels the patterns and notices the triggers. Developing both cognitive and emotional empathy allows for social awareness and interpersonal understanding.

Effectiveness cultivates positive, constructive feelings and minimizes negative, counter-productive ones. Emotions are contagious. Good ones tend to create and establish more useful feelings and the energy that goes with it. Depression, anger and less useful feelings tend to generate a downward spiral and drain energy.

Consistency and flow set the framework for emotional logic. Feelings have patterns based on personality, temperament and individual characteristics. They also generate similar trends in terms of feelings, degree and duration. Emotions generate information. They reveal perceptions, predispositions and various inclinations. These are largely programmed into the mind as habits. These feelings create internal mental models. These are the primary 'decision makers' for purchasing and all action. Feelings precede thoughts.

Emotions are impacted by reactions to internal and external stimuli. This makes them personal and highly subjective. They have far more energy and power than pure reason. Some of its major advantages:

- Arousing emotions in listeners heightens engagement and directs focus. This diverts attention from reason and concrete thought.

## **Mind Matters**

- Emotion is automatic and requires far less effort than logic.
- Emotions generate higher levels of interest leading to more enthusiasm.
- Emotions are entertaining and powerful.
- Emotional appeal is faster than rational connection.
- Feelings are better connected to relationships and memory.
- Emotions lead more readily to change than logic.

Awareness of emotional logic allows for it to be effectively used to channel energy and feeling into exciting, positive pathways. Tapping emotional logic is essential for personal and professional success. Internally, self-awareness of these patterns enables positive self-regulation. Externally, emotional logic creates understanding in social awareness. It facilitates leadership, influence, teamwork and effective relationships.

Emotional logic works in conjunction with the following rules:

### **1. Situational/Relational Emotions**

Emotions derive from situations. Generally the same types of situation will elicit the same or similar types of emotional response. Loss makes us grieve, gains make us happy and scary things make us fearful. Relationships generate situations. In a similar way, interaction with particular people generates predictable emotional patterns.

### **2. Concern**

Emotions come from mental engagement. Caring and having an active interest generate motivations and feelings. Apathy, lack of concern, inattention and emotional disengagement produce a lack of feeling.

### **3. Perceived Reality**

Whatever seems real to us, can elicit an emotional response. When stories, books or movies are effective, they create emotional reality. There is both a mind and heart connection. Conversely, when things seem surreal or impossible, they fail to energize or create an emotional response. Framing rules allow for definition of situations; feeling rules suggest the appropriate experience and expression of emotion.

### **4. Change Creates Emotional Impact**

Typically, familiarity creates a comfort zone. The status quo produces only marginal stress. Change generates stress and discomfort. Once transition has been initiated, there is an impetus to see things through. Possibilities and excitement energize continuing momentum. Chaos, confusion and shifts generate their own tensions. Risk and uncertainty are variables that either mitigate or exacerbate these anxieties. Creating clear direction, tangible benefits, minimal risk, and likely success empower the emotions of change.

## **5. Empathetic Connection**

No matter how relevant and engaging others are, feelings are individually owned and experienced. Others can relate and resonate but the feelings of a person are inherently personal. Resonance comes from feeling with but never having the same emotional experience. Mixed and conflicting feelings make connection even more tenuous.

## **6. Emotional Logic and Motivation**

Feelings have their own logic. There are reasons for action the heart understands that may escape the mind. Healthy minds experience feelings (lack of affect signals emotional disorders). They cannot be avoided. Cause and effect are good vehicles to understand action and emotional outcomes however, there are situations where cause and effect cannot be explained. These patterns may be due to subconscious conditioning or patterns.

## **7. Emotional Shift**

Feelings ebb and flow. No one is 100% positive or 100% negative. People experience hundreds of feelings a day. Some of them are quick and fleeting while others tend to endure and have some consistency. Circumstances/situations/relationships have an impact. They can create the framework for either positive or negative emotions. Individual temperament and predisposition generates the depth and longevity of emotional experience.

## **8. Feelings Color Memory**

Feelings create and color memories. The strongest links to the past come through emotional recall. Mental pathways, when infrequently used, become more difficult to find and travel. That's the essence of forgetting. Over time, there's less impetus and energy to remember hurts and bad experiences. Forgiveness helps. Time creates emotional distance to let go, relax, and recover.

## **9. Emotional Pattern**

Feelings are subject to patterns and habits. When an emotion is experienced, it generates a predictable path of action. Judgment, communication and experience influence and adjust these pathways. Cause and effect create consequences that condition, shape and reinforce emotional sensitivity, appropriateness and expression.

## **10. Laws of the Lightest Load and the Greatest Gain**

The emotional impact of an event or situation depends on its interpretation. Putting a different 'spin' on a situation can change the feeling. The law of the lightest load means people are particularly motivated to use re-interpretations to reduce negative emotions. For example we might reduce the fear of the credit crunch by generating the illusion we won't be affected. The exact reverse is also true: whenever a situation can be reinterpreted for a positive emotional gain, it will be.

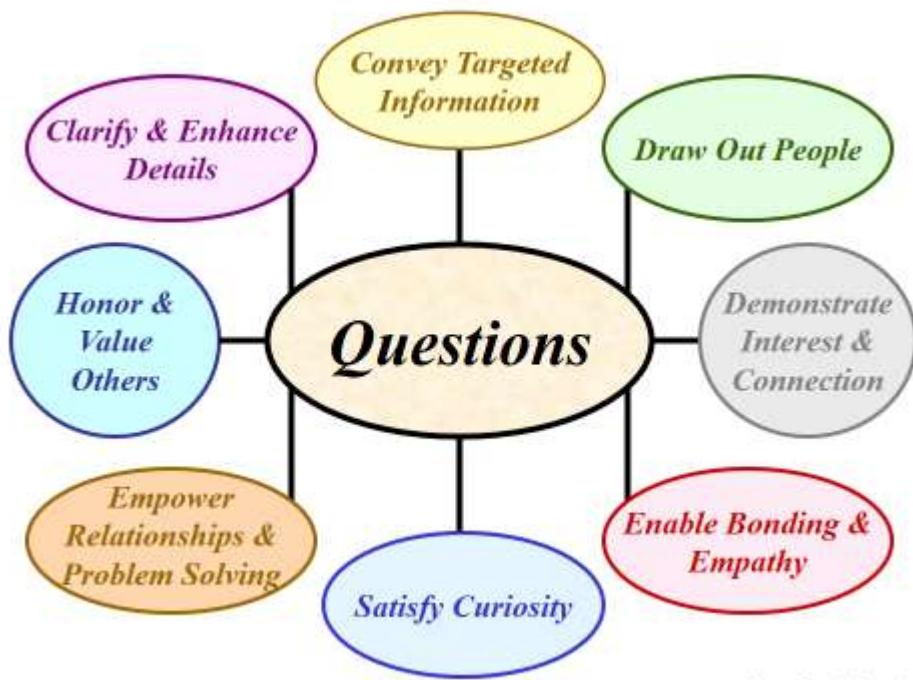
### ***Mind Matters***

Emotion, intuition, feelings and the intangibles of the heart create their own logic and patterns. They are far more forceful than reason and objective logic.

**Emotions are like a virus, a common cold, disrupting the flow of logic in people's minds.**

~Clyde DeSouza~

## **#74 Ask Questions**



Questions are powerful tools to develop empathy, awareness, relationships and to focus. Intrapersonally, most dialogue is internal and on the border between consciousness and subconsciousness. This self-talk is amenable to questions. By generating open-ended inquiries, the mind will either provide an immediate response or work on the question subconsciously. This vehicle develops self-awareness through exploration and discovery.

At a higher level, internal questions serve to answer who, what when, where and how. Individuals often have all the information they need if they generate the right questions and are patient enough to wait for the answers. Focus, ask, listen, implement, evaluate and repeat the process.

Externally, asking questions serves as a powerful tool for empathy and information. Questions display attention, curiosity, interest and engagement. They invite interaction and connection. Question types, formats and timing are key to having the desired effect. Questions complete and confirm social awareness.

High level questions establish and cement relationships. They serve in leadership, teamwork, negotiation, conflict resolution, service and influence. They are vital to communication both personally and professionally. Results come from thoughtfully generating effective questions and then, focusing and paying attention to the answers. All too often, the right question fails due to inattention and a lack of listening.

## **Mind Matters**

Question essentials:

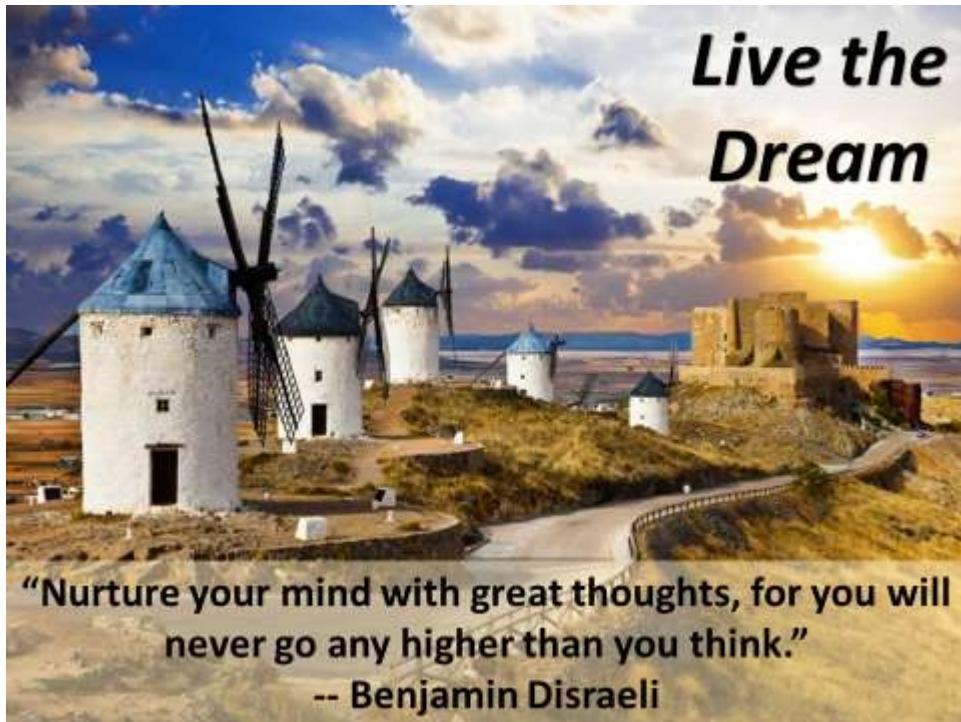
- Ask the right question of the right person in the right way at the right time.
- Be aware of nonverbal responses.
- Set an agenda. Plan particular questions. Have purpose and direction.
- Be neutral. Avoid judgmental words or tones.
- Don't ramble after the question has been called.
- Ask one thing at a time.
- Be comfortable with silence. Be patient and non-invasive.
- Accept answers.... Even if they're ones that weren't expected or wanted.
- Don't ask what you already know.
- Follow up: capture, clarify and confirm.
- After general questions, become more specific.
- Rephrase.
- Appreciate candor and honesty.
- Interruption is okay but don't interrupt.

At the end of the day, questions will determine quality of relationships, levels of involvement, direction, and the type of person you are becoming.

**Inquisitive people who are not ashamed to ask questions invariably wind up knowing more, and there is a high correlation between knowledge and the ability to make good decisions. There is also a high degree of correlation between people who get the information and people who succeed.**

**~Michael Bloomberg~**

## **#75 Live the Dream: Present and Project**



To live a dream, you need to have one. A clear, measurable, precise image of objectives is the beginning. Focusing the mind (consciously and subconsciously) on a dream sets things in motion.

Act 'as if' to take these visions and fantasies into day to day life. Follow the path that the dreams dictate. Smile and be happy. The path itself is fulfilling and energizing. There are logical emotional and thought patterns towards achieving the dream. Adopt these as part of daily mental energy. Proceed to the natural hierarchy of priorities the dream reveals.

To determine the path in face of uncertainty, brainstorm; look for guides who have been where you want to go; share the dream with friends and colleagues; do research; set up a roadmap; get motivated; get inspired; and continuously prepare.

Enjoying the journey leads to achievement. Pursue the vision every day with enthusiasm and vigor. Proceed 'as if' it was impossible to fail. With a focused, consistent, defined objective (one, not many), regular action and continuous performance lead to success. Those who succeed truly enjoy the journey.

The secret of 'as if' lies in completely conforming to the attitude of the dream. Think, feel and perform 'as if.' Develop the habit of preparing better and better. It begins by feeling fake and contrived but, as it becomes internalized daily, it is reflected in external behavior and inevitable achievement.

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Dreams mature as you do. Action creates a more vivid picture. Performance adds detail and depth. Following dreams is a lifetime journey rather than a destination. Dreams grow and expand as perspective develops vision. When dreams die, there is real loss.

**A dream doesn't become reality through magic; it takes sweat, determination and hard work.**

**~Colin Powell~**

## **#76 Adjust Expectations**



**But Accept Others when they Fail to  
Meet the Same Standards**

When setting personal standards and goals, set them high. Make them just over the horizon. Demand the best in terms of effort, ethics and integrity. Always set the bar high in performance expectations. When ambitions are not quite achieved, redouble effort. Prepare better. Create a higher personal standard than others would ask.

When others cannot live up to high expectations, adjust them. Tolerance, sensitivity and acceptance make allowances. Be self-aware and demanding but socially, be aware and accepting.

For social engagement, recognize that people and relationships will occasionally disappoint. Love and forgive. Be above holding grudges, getting angry or the wide array of negatives. Manage what can be controlled and let go of what can't be.

In providing services, under promise but over deliver. Set personal expectations higher. Over achievement leads to positive feelings and satisfying results.

Expectations should be set for short and long term. In the short run, they can be forecasted and reasonably precise. Continuously meeting and/or exceeding objectives encourages even higher ambition. A vision needs to be dynamic, exciting and energizing. In the long term, predictions are a bit more tenuous and vague but the anticipation and vision of achievement keep thoughts and feelings energized in a positive direction.

## **Mind Matters**

Self-expectations require self-care. Failure cannot and should not be either permanent or fatal. Self-care attends to legitimate personal needs. It sets reasonable safety nets that allow for a soft landing and effective restart.

Self care begins with survival. It develops the ability to provide the minimal necessities in an array of categories. These sustain rather than advance. Self care nurtures and cultivates skill sets to thrive. At the highest levels, it also promotes personal growth. Self care is about preservation, protection and ultimately promotion.

Self-care:

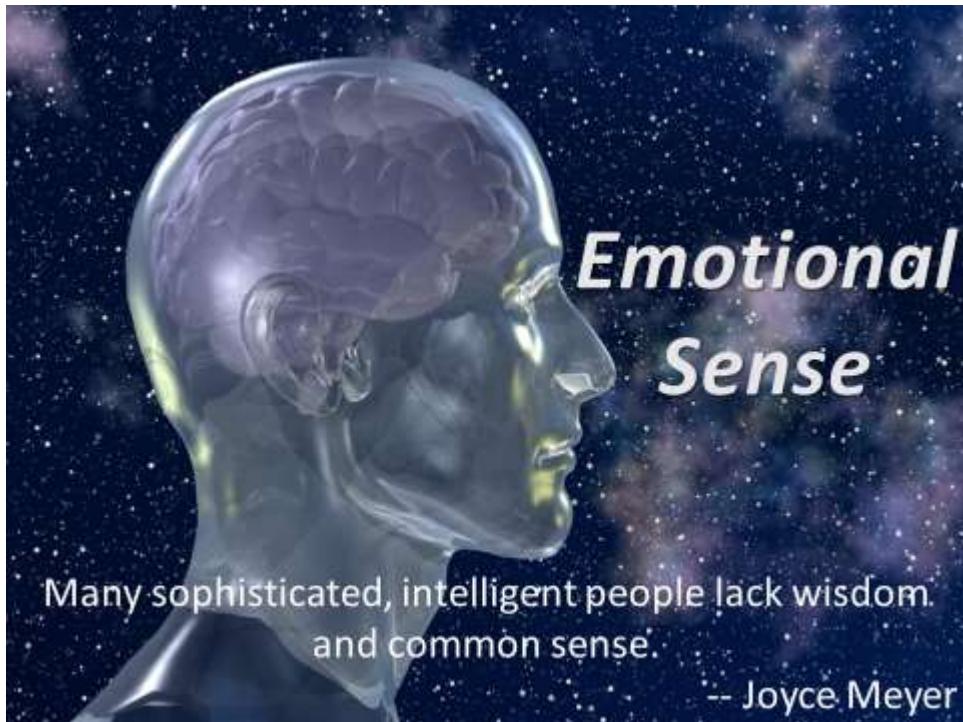
- If it feels wrong, don't do it; don't compromise the conscience.
- Think before speaking: choose words with care and caution.
- Live up to personal potential and keep inner dialog constructive
- Know feelings and impact
- Identify emotional cause and effect
- Operate with positive psychology:
- be optimistic
- nurture positive emotions
- communicate internally and externally in positive terms
- focus on positive memories and beliefs
- Maintain supportive relationships
- Create constructive balance of physical, mental and emotional
- Allow yourself to feel emotions and validate these connections
- Manage stress and impulses: take risks
- Take time to share kindness and compassion
- Act assertively

Boundaries and assertiveness set the foundations. Healthy boundaries support individual interests, freedom and positive expectations.

**Let us be about setting high standards for life, love, creativity, and wisdom. If our expectations in these areas are low, we are not likely to experience wellness. Setting high standards makes every day and every decade worth looking forward to.**

**~Greg Anderson~**

## **#77 Use Emotional Sense**



Common sense focuses on thought and acting mindfully. It emphasizes thinking through common, obvious implications of actions and their consequences. In exercising common sense, constructive behavior is promoted while destructive paths are avoided. Emotional sense follows a similar pattern. It accounts for the emotional ramifications of life. It begins with awareness and emotional literacy.

Emotional awareness is cognizant of patterns, implications and effects. It recognizes a wide array of feelings. From these feelings, it becomes heartful of common patterns that follow particular cues. Some of these patterns are constructive and supportive while others hinder performance and lead to negative consequences. Emotional sense recognizes alternatives and deliberately makes positive choices.

Maturity in emotional sense comes through experience, practice and active learning. When poor choices are made, there are negative impacts. Sadness, loss, regret and disappointment are often implications. Emotions channel back information for future application.

Well developed emotional sense is displayed in intuition, gut feelings, hunches and intangible reasoning. These come from feelings and internal awareness of cause and effect. Developing emotional sense comes from intentionally applying 'obvious' feeling consequences... How will that make you feel? How do you think that will make others

## ***Mind Matters***

feel? How would you like it if someone did that to you? Emotional sense is dynamic application of feelings to everyday consequences.

Emotional sense is derived from beliefs, understandings, and subsequent predispositions. These generate an active, contagious set of emotions. As individuals grow and mature, they develop an active set of biases that determine how they perceive the world and how they perform. Some of these biases:

- Confirmation: we see what we look for.... Input tends to confirm existing predispositions.
- Bandwagon effect: emotions are contagious, ours tend to reflect the feelings of those with whom we have the most frequent, strongest relationships.
- Blind spots: we don't know what we don't know.... We fail to recognize our biases.
- Action promotes action: performance generates more performance.
- Cause and effect: we tend not to see events, situations and circumstances as being random
- Conformity: we tend to go along with others and with past practices.... Change generates skepticism
- Empathy gap: it becomes more difficult to understand people who disagree or work with substantially different alternatives.
- Immediacy: the tendency for people to seek immediate gratification rather than a long-term payoff.
- Illusion of control: the belief that events and situations can be managed far more than they can be.
- Negativity bias: when people emphasize negative experiences over positive ones.
- Outcome bias: judging the quality of a decision/performance by the results achieved.
- Priming: working on or thinking about a project produces more related thinking and higher degrees of serendipity.

While there are wide numbers of biases, these often enable a faster, more practical way of dealing with life. There simply is not enough time nor interest in taking in all information and processing it carefully.

Emotional sense develops short-cuts of awareness and predisposition to perform. Managing and developing these senses effectively allows for higher performance and achievement. Emotional sense provides a set of heuristics, or general rules for dealing with situations and life. Typically, people judge themselves by their intentions but evaluate others by outcomes.

**It is the obvious which is so difficult to see most of the time. People say 'It's as plain as the nose on your face.' But how much of the nose on your face can you see, unless someone holds a mirror up to you?**

**~Isaac Asimov~**

***Mind Matters***

## **#78 Exercise Compassion**



### **Compassion**

- Self-Awareness
- Empathy
- Kindness
- Connection
- Positive Resonance

**"If you want others to be happy, practice compassion.**

**If you want to be happy, practice compassion."**

*- Dalai Lama*

Compassion is an inner feeling of connection and support linked to outward expressions of encouragement and kindness. This inner resonance generates both tangible and intangible benefits to both the sender and receiver. In both cases, there is an infusion of positive feelings but these emotions are accompanied by increased quality performance and heightened energy.

Compassion and kindness reduce stress (creates more DHEA: the hormone that counteracts age and lowers cortisol: the stress hormone), increase bonding, support positive feelings, heighten engagement and create high quality relationships. On a daily basis, everyone experiences struggles. A helping hand, a few kind words or as little as a smile can go far in raising spirits and reinvigorating positives.

Benevolence, generosity and kindness are external expressions of internal feelings. They demonstrate compassion. These feelings revolve around justice and charity. There is a depth, vigor and a passion in caring.

Compassion for self includes self-acceptance, forgiveness, and a joyful routine. It relaxes urges to have, consume, and do and replaces them with self-serving tolerance and the urge to go out and give.

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To energize and increase compassion: be sensitive to others; care; be mindful; resonate; reach out in kindness; alleviate suffering; promote positive feelings; forgive; be thankful; and repeat frequently.

When compassion and kindness become habits, they foster similar practices in others. The change begins in self and social awareness. It is easy to neglect kindness or focus only on oneself. These are natural tendencies. Exercising compassion takes active heartfulness. It sees and recognizes where kindness can be exercised. When kindness is experienced, it promotes superior emotional intelligence, better teams; improved leadership and better organizational results. In short, increase compassion and everyone benefits.

Compassion consists of three major requirements:

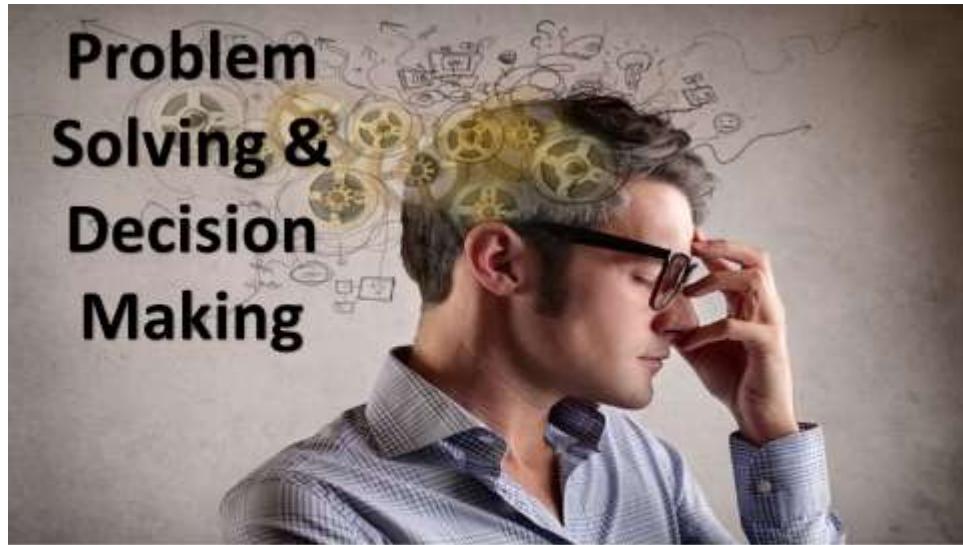
- People must 'feel' (be sensitive) that troubles that evoke their feelings are serious,
- People require that sufferers' troubles are not self-inflicted, and that
- People must be able to picture themselves with the same problems.

Compassionate emotions in relation to others has effects on the prefrontal cortex, inferior frontal cortex, and the midbrain. Feelings and acts of compassion have been found to simulate areas known to regulate homeostasis, such as insular cortex and hypothalamus. In simple terms, it is impossible to be kind and compassionate without reaping internal psychological and emotional gains.

**Too often we underestimate the power of a touch, a smile, a kind word, a listening ear, an honest compliment, or the smallest act of caring, all of which have the potential to turn a life around.**

**~Leo Buscaglia~**

## **#79 Apply Emotional Intelligence in Problem Solving and Decision Making**



**When you engage in systematic, purposeful action,  
using and stretching your abilities to the maximum, you cannot help  
but feel positive and confident about yourself.**

**~Brian Tracy~**

Management can be defined as planning, execution, organization/coordination, evaluation and control. It is about allocating resources to optimize competitive advantage and results. Leadership is about vision, inspiration, command, relationships, performance and productivity. Both require quality problem solving and decision making.

Effective problem solving and decision making takes into account both cognitive and affective information. Emotional intelligence provides the capacity to take in, evaluate, weigh and apply information in planning and decision making. It integrates heart and mind. The highest quality answers come from emotional awareness and application.

Emotions serve as the arbitrators of informational value. They acknowledge and weigh both prior experience and future expectations. Focus and balance allow for the impact of feelings on planning, execution and consequences. Feelings empower performance and generate stability. They accurately account for risks (upside and downside) and appropriately handle constraints.

In team and organizational contexts, emotions support a spirit of connection and unity. They allow for relationships and synergy. The interaction of engaged, inspired people

## **Mind Matters**

generates high quality, creative alternatives. By managing conflicts, negotiations and group dynamics, brainstorming and other techniques become most effective.

Leadership, problem solving and decision making tap into feelings to overcome inertia and obstacles. Emotional connection empowers communication, relationships and performance.

The decision making process deals with:

- Information
  - Obtaining
    - Too much/too little
  - Perceptual processing
    - Auditory
    - Visual
    - Kinesthetic
  - General memory and learning
  - Retrieval, analysis and judgment abilities
- Impactors
  - Stress
  - Impulsivity
  - Constraints
  - Risk management
  - Creativity
  - Time, effort and resources
  - Relationships
- Intelligence
  - Fluid (short term)
  - Cristalized (long term)
  - Emotional
    - Intrapersonal
    - Interpersonal
- Integration and Processing
  - Intuition/rational

Decisions lead to destiny. The Decisiveness Cycle generates success:

- Determination: to will, discipline, and control to achieve
- Decisiveness: the ability to clearly and definitively decide on a path
- Drive: the energy and stamina to stay the course and overcome obstacles
- Discipline: the ability to resist ‘bright shiny objects’ and remain on course
- Daring: taking challenges and dreaming big
- Delivery: performing with quality, excellence and professionalism
- Destiny: achieving; taking the path of a champion

### ***Mind Matters***

Emotional intelligence leads to superior decision making personally and professionally. It works for individuals and teams.

**Let's not forget that the little emotions are the great captains of our lives and we obey them without realizing it.**

**~Vincent Van Gogh~**

***Mind Matters***

## **#80 Relate to Different Personalities**



Personality is a relatively long-term set of consistent patterns expressed as individual traits or characteristics. These traits establish the structure, expression and intensity of how emotions are experienced and expressed. The most commonly used assessments are the DISC, MBTI and the Big Five Personality Model. All of these consider personality a critical component in motivation, performance, communication and behavior.

Emotions interface with personality to determine the way, intensity and culture of feelings. Some people are reserved and careful about communicating emotions while others have them constantly on display. Connecting personality to emotion empowers analysis. It provides both a frame of reference and a foundation for empathy. Even within the framework of personality, emotional intelligence will dictate effectiveness and appropriateness of expressing feelings. While feelings are associated with all personalities, their expression and significance are often different.

Personality sets the tone for friendships and relationships. Preferences in attitudes, performance and interaction determine the nature and strength of connections.

Effective application of emotional intelligence and personality models serves to connect with individuals and relate to them as they prefer. This has been dubbed: "The Platinum Rule." Emotional intelligence requires an awareness of self and others. Understanding personalities sets the tone for interaction. It allows more effective interchange and superior relationships.

## **Mind Matters**

Typically, personalities consider an assortment of salient factors. These are prevalent patterns. In conjunction, these represent a coherent whole. Personality theory displays general ways to communicate, relate, interact, perform and develop relationships. When taken in conjunction with emotional intelligence (self-awareness; self-management; social awareness/empathy; and relationship management), it provides understanding of how personalities will think, feel and perform.

DISC, Meyers-Briggs; and Big Five are some of the most prevalent models but there are a wide assortment available. Using them can understand, project and suggest performance, preference and ways of dealing with life.

Types and personality styles have been used from the early Greeks: **sanguine** (pleasure-seeking and sociable), **choleric** (ambitious and leader-like), **melancholic** (analytical and quiet), and **phlegmatic** (relaxed and peaceful) and found a strong psychological base with Jung and his archetypes.

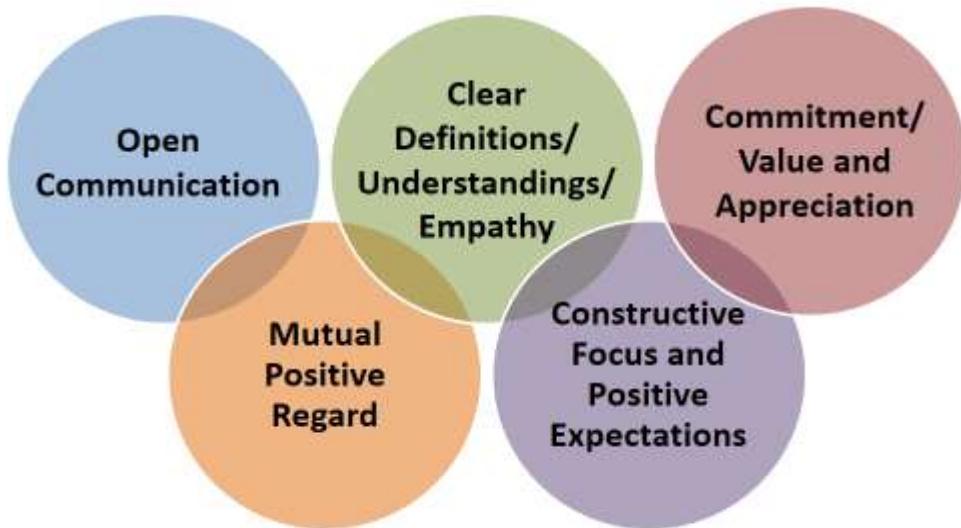
Integrating personality and emotional intelligence provides a strong construct for projecting, managing and focusing performance and group achievement.

**If you have anything really valuable to contribute to the world it will come through the expression of your own personality, that single spark of divinity that sets you off and makes you different from every other living creature.**

**~Bruce Barton~**

## **#81 Value Relationships**

### **Successful Relationships**



Successful, healthy, lasting relationships, either personal or professional, are developed through care and attention. They provide mutual benefits and gains. Mindful and heartful attention needs to be paid to:

- **Open communication:** Communication is a two-way exchange that includes verbal and nonverbal connection. Open communication is transparent, honest, attentive, and supportive. Effective sending and receiving entails listening, resonance and response.
- **Mutual positive regard:** Respect and courtesy are cues that express the value and importance of others and the relationship. Positive regard is mannerly and also constructive. It is optimistic, friendly, appreciative and acknowledging.
- **Clear definitions/understandings/empathy:** Awareness of the content and context of the relationship; its priority; the written and ‘unwritten’ rules and the associated duties and responsibilities goes far. Awareness of common thoughts, feelings and consequences is the glue that binds.
- **Constructive focus and positive expectations:** Believing and hoping for the best; praise; encouragement; support; affirmation and growth add longevity. Communication and behaviors serve to help and facilitate. Positive thinking, warmth, good humor, acceptance and approachability allow deep bonding.
- **Commitment, value and appreciation:** Dedication and availability create connection. Negotiations, conflict resolution, problem solving, acceptance and tolerance manage transgressions. The importance of the relationship forgives. Value and appreciation display sensitivity, connection and worth.

## **Mind Matters**

Relationships reconfigure the structure of the brain. The stronger, more vital, closer the relationship, the higher the impact on positive psychology. Relationships generate chemical responses of pleasure and happiness. These have a profound influence on achievement, success and all aspects of a positive life.

Some tips to make relationships fulfilling and mutually satisfying:

- Deliver **friendship**: focus on connection and positive interaction
- Live in the **present tense**: look to the here and now; avoid the past (it's not relevant)
- Find things in **common**: seek out mutual interests, ambitions and experiences; share conversations
- Be **safe**: allow people to be who they are: accept them without judgment
- **Include** others: involve them in conversations and activities; seek them out; be available
- **Give**: look to help others rather than receive; serve
- Be **self-aware**: know yourself and value what you have to offer; be confident, optimistic and constructive; become a go-giver
- **Commit**: be reliable and dependable; show loyalty; let others know they can trust
- **Invest** yourself: be involved in the achievements and successes of others; coach, contribute, support, encourage and promote
- **Maintain and repair**: fix what's wrong; improve what can be better; seek out opportunities for common experiences
- **Ask**: display interest; learn and develop greater rapport and resonance
- Give people a **fair chance**: allow others to grow and change; forgive easily; accommodate short-comings
- Be **kind and compassionate**: show generosity
- Go the **extra mile**: make exceptional efforts to be present in conversations and to be helpful
- **Don't quit**: maintain contact, connection and effort; ignore unintentional hurts and offenses, forgive quickly; be positive

In short, be the type of person you'd enjoy having a relationship with. Relationships should be more fun than work. The good news is that, without a doubt, the skills necessary for maintaining more fulfilling relationships can be learned at any age.

Relationships function like bank accounts. Short-comings and transgressions make withdrawals. Too many withdrawals result in overdrafts and ultimately bankruptcy. Time, experiences and positive interactions make deposits. When there are more deposits, the relationship is rich and rewarding.

For the development and sustaining of long-term, satisfying relationships, quality investments need to be made in others on a regular basis.

All relationships change the brain - but most important are the intimate bonds  
that foster or fail us, altering the delicate circuits that shape memories,  
emotions and that ultimate souvenir, the self.

~Diane Ackerman~

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## **#82 Dance to the Music**



Music, though it appears to be similar to features of language, is more rooted in the primitive brain structures that are involved in motivation, reward and emotion. It can be used to shift and adjust moods or reinforce and support them. Marketing takes advantage to encourage buying and speed up transactions. Offices apply them to soothe and ease tension and anxiety thus improving performance.

Different rhythms and tempos support energy and performance while others act as tranquillizers and lead to relaxation. Music can also improve concentration and learning. These many effects can be readily used in either personal or professional settings. Patterns and melodies are used both to express and to impress. Sounds stimulate memories as well as inherent feelings. Listeners are connected both consciously and at a subconscious, subliminal level. Music takes in timbre, rhythm, tone, pitch, silence, melody and harmony.

Music takes advantage of the tremendous networking that occurs between all regions of the brain. It has been discovered that the brain is highly connected to many other senses as well as more advanced, associative regions. These connections facilitate emotional intelligence in other areas.

All areas of the brain are impacted by music especially: motor cortex (rhythm, beat and motion); auditory cortex (hearing); hippocampus (memories, experience and context); cerebellum (emotional responses to music); Brocca's area (anticipation), nucleus accumbens, limbic system and amygdala (immediate emotional response).

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The effects of music on emotions:

- The emotions of music affect how the world and other people are perceived. Emotions of music can be perceived (understood) and felt (experienced).
- Music can improve creativity. Different levels of volume and rhythm stimulate energy, performance and mental functioning.
- Music improves verbal IQ and visual abilities.
- Music relates to personality and subsequent behavior. It has been seen as having association with:
  - Self-esteem
  - Introversion/extroversion
  - Gentleness
  - Relaxation
  - Industriousness
  - Emotion/reason creativity
- Music can be a distraction and/or diversion.
- Music training has significant impact on motor, reasoning and decision making.
- Training in music enhances vocabulary, communication (verbal and nonverbal), and understanding.
- Music can focus and augment visual attention.
- Active listening improves overall happiness and well-being.
- Being engaged with music enhances mental and emotional involvement with conversations.
- Listening to music reduced heart rate, blood pressure and anxiety in heart disease patients
- Sad music is enjoyable because it creates an interesting mix of emotions; some negative, some positive. We perceive the negative emotions in the music, but don't feel them strongly.
- Music facilitates wellness. It has a constructive impact of exercise, performance pacing, and generating energy.
- Singing with a group supports team building. People find it very satisfying to synchronize with one another. That increases affiliation within the group and may even make people like each other more than before.
- Music facilitates recall and memory.
- Generally music in a major key is happy, while music in a minor key is sad.
- Music relieves stress.

Music creates a subconscious connection to feeling. The mind applies tones and rhythms to connect to states and associated emotions.

**Music bypasses the brain and goes straight to the heart.**

~Dick Cavett~

## **#83 Regulate Ego/Emotion**



**An egotist is not a man who thinks too much of himself; he  
is a man who thinks too little of other people.**

-- Joseph Fort Newton

Ego represents self-awareness and esteem. It begins in childhood with a healthy sense of self, personal awareness, confidence and identity. The second phase comes with the development of ego assertiveness and defense. During this period, assurance and self-protection tools promote self-interest and minimize damage from others. These are formed both consciously and subconsciously. Drives, initiative and motivation represent the third phase. These are psychological vehicles that direct behavior towards or away from particular results. The culmination of this development lies in the creation of a strong, healthy sense of self.

Egocentric behavior comes from being self-centered and selfish. It displays emotions and awareness but fails in appropriate regulation of intensity, duration and/or frequency. The egotist is self-absorbed and neglects others. There is a lack of awareness and/or concern for others. This is displayed in insensitive, intolerant and/or tactless communication and behavior. It mistreats others without awareness, restraint, guilt or remorse.

In Freud's basic understanding of the psyche defined three basic parts: the id, the ego, and the superego. The id represents base, uncontrolled emotions and drives. It is disorganized and acts on impulse. The id seeks pleasure and is unconcerned with higher principles. The super-ego operates in accordance with integrated, higher order morals and principles. It seeks justice, fairness and virtue. In between, the ego moderates. It balances emotional drives and negative impulses against reality and 'appropriate' behavior.

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Awareness of others and relationships are best managed through a strong, healthy ego structure. Ego strength is shown through accurate perception, appropriate emotions, a positive ethical attitude towards others, and insightful, rational judgment. The ego serves to regulate self and social awareness and provide the context for beneficial, mutually supportive relationships.

Awareness of communication and behavior that is aggressive, judgmental, controlling, punitive or highly retaliatory should send inner signals that ego management needs to be strengthened.

Awareness moderates between raw emotion and cold, calculating reason. Self-management handles the balance.

Moderation is key. The mind operates best when passions are reined in by reason. Even Jung indicated that personalities generate negative aspects. He referred to this as 'shadow.' In management, awareness and regulation come from emotional understanding and maturity.

The superego is happy to give and serve. The id focuses on taking pleasure. Effectiveness manages personal needs against altruistic callings.

**It is a frightening thought that man also has a shadow side to him, consisting not just of little weaknesses- and foibles, but of a positively demonic dynamism. The individual seldom knows anything of this; to him, as an individual, it is incredible that he should ever in any circumstances go beyond himself. But let these harmless creatures form a mass, and there emerges a raging monster; and each individual is only one tiny cell in the monster's body, so that for better or worse he must accompany it on its bloody rampages and even assist it to the utmost. Having a dark suspicion of these grim possibilities, man turns a blind eye to the shadow-side of human nature. Blinely he strives against the salutary dogma of original sin, which is yet so prodigiously true. Yes, he even hesitates to admit the conflict of which he is so painfully aware.**

**~Carl G. Jung~**

## **#84 Nurture Winning Habits**



Habits are patterns that lead to results. They are fixed ways of thinking, feeling and performing. From repetition, habits are imprinted on the neural cortex of the brain. After a while, they feel familiar and comfortable. Emotions support and sustain them.

Habits occur in three parts. They begin with an antecedent, cue or triggering event. This leads to behaviors. Behaviors have results or consequences. These reinforce or establish the strength of the habit. Over time, repetition makes habits powerful. When they are goal congruent, they support success and should be encouraged. Unfortunately, many are distractions or obstacles.

Habit change or modification comes through adjusting one or more parts of the habit. Since the pattern was developed and reinforced over time, the transition away from it needs to be done through sustained effort and willpower. The beginning of the shift recognizes the parts of the habit. Reframing is done when triggers can be adjusted to alternative behaviors or substitutes. This begins by conscious action but eventually becomes subliminal. Small adjustments, or shaping are often effectively in weaning away from bad patterns.

Adjusting consequences also breaks habits. Results are both internal and external. By focusing on bad consequences and emphasizing the bad feelings generated, the pattern is weakened. Conversely, and more effectively, positive feelings and alternative patterns that are more constructive can replace bad habits. Typically, it takes from 21 to 66 days

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to break a habit or replace it with a new one. Emotions, focus and reputation create change.

Adapting a plan to implement a structure for 100 days allows for sustainable, long-term gains. In managing and reframing habits, the cycle begins with awareness. Recognizing patterns allows for their modification or elimination.

Emotions frequently fall into habits. They are impulsive, automatic, reactive responses to stimuli. Some people seem to always be happy while others are happy. These are habits. Stephen Covey identified **7 Habits of Highly Effective People**: 1) Be proactive; 2) Begin with the end in mind; 3) Put first things first; 4) Think win/win; 5) Seek first to understand, then to be understood; 6) Synergize; and 7) Sharpen the saw. Later, he added an eighth habit: Find your voice and inspire others to find theirs. He further pointed out “Power is the faculty or capacity to act, the strength and potency to accomplish something. It is the vital energy to make choices and decisions. It also includes the capacity to overcome deeply embedded habits and to cultivate higher, more effective ones.”

Arthur L. Costa and Bena Kallick promoted 16 Habits of Mind to succeed in life: 1) Persisting; 2) Thinking and communicating with clarity and precision; 3) Managing impulsivity; 4) Gathering data through all senses; 5) Listening with understanding and empathy; 6) Creating, imagining, innovating; 7) Thinking flexibly; 8) Responding with wonderment and awe; 9) Thinking about thinking (metacognition); 10) Taking responsible risks; 11) Striving for accuracy; 12) Finding humor; 13) Questioning and posing problems; 14) Thinking interdependently; 15) Applying past knowledge to new situations; and 16) Remaining open to continuous learning.

Unfortunately, there are habits that lead to defeat. Negative emotions develop patterns that make accomplishment almost impossible. Bad habits are easy to get into but hard to get out of. Typical habits of failure:

1. Needing the approval of everyone.... Trying to be a people pleaser.
2. Lacking a vision, plan and agenda: aiming at nothing gets nowhere.
3. Finding blame instead of solutions: there are always excuses and explanations for failure.
4. Fear and other negative emotions: anger, pessimism, depression and negative thinking leads to defeat.
5. Not developing the right relationships: while some relationships are outright toxic, others are a waste of time and energy if they fail to provide positive support.
6. Demands for others to perform: drama and conflict take up too much energy; synergistic relationships are important but people will disappoint. Holding grudges takes up time.

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7. Wasting resources. Time, energy and effort are precious. They need focus and direction. When resources are squandered, they generate setbacks.
8. Seeing constraints and obstacles. Negative visions are discouraging. Emphasize positives instead of limitations.
9. Dreams without action. Performance is essential to generate results.
10. Waiting for.... Initiative and motivation encourage effort. Luck favors the bold.

**This is the real power of habit: the insight that your habits are what you choose them to be.**

**~Charles Duhigg~**

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## **#85 Learn to Continuously Improve**



The methods of yesterday are not good enough for the problems of tomorrow. Effective learning is targeted and focused towards opportunities and goals. Commitment to continuous learning and development creates an unstoppable competitive advantage.

The path begins with awareness and definition. Setting the course for life-long learning works best with allocated resources, a specific agenda, and scheduled development. Setting a plan in place heightens engagement and stimulates excitement. It generates the enthusiasm of SMART objectives (specific, measurable, achievable, realistic, time-bound) and anticipated possibility.

With the plan in place, growth occurs through creating a personal program. Learning is defined through application and potential. Assessment serves to define the current position and highlight areas to change. Growth establishes the course.

Continuous learning is a habit. It converts experience and vision into a dynamic tool to expand potential. Emotions set the framework to sustain continuous learning by creating positive, meaningful internal incentives. Learning is initiated as awareness recognizes deficiencies and/or opportunities. It converts these possibilities by using development for targeted actualization.

Learning implements internal improvement. It channels effort and development. These initiatives are often facilitated by coaches, mentors, teachers or simply accountability

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partners. As learning translates into improvement, it needs to be applied for targeted results.

Learning and continuous improvement are continuing cycles. Achievement stimulates and rewards effort and investment. Success fosters even greater ambition and more possibilities for learning. Personal achievement and self-actualization come through life-long learning and continuous improvement.

Continuous learning takes place throughout life. It implements improvement and progress. Developments in emotional growth, social learning and emotional intelligence expand opportunity and stimulate further continuous learning.

Effective continuous learning systems emphasize objectives and fun. They have dynamic, progressive objectives focused on results. In short:

- Set a schedule and time frame. Learning with a clearly defined, scheduled agenda succeeds.
- Create measurable results, priorities, and stepping stone objectives. Set a path for continuing progress.
- Make the results meaningful. Determine what real benefits they will yield and the value of the outcomes.
- Develop goals that succeed. Bloom's Taxonomy provides an effective guideline: Knowledge, Comprehension, Application, Analysis, Synthesis, and Evaluation.
- Set winning programs. Involve accountability and responsibility. Choose materials, techniques and facilitation that succeeds.
- Vary programs and keep them exciting.
- Celebrate success and create bigger and better objectives.

**He who asks of life nothing but the improvement of his own nature... is less liable than anyone else to miss and waste life.**

**~Henri Frederic Amiel~**

## **#86 Cope with Negative Emotions**

### **Manage the Negatives**

- I've failed before; When \_\_\_\_\_ tried, it didn't work
- I need to wait for the right time; It's too late; It's too soon
- I can't; Someone else is better; I'm not good enough
- There's so much that can go wrong
- I don't feel like it; I'm not in the mood
- No one will help me; I can't depend on....
- Everyone else is doing it; No one else is doing it
- Things will never get better
- I can't see how to do everything; I can't do it all
- I don't have everything I need; I don't know the right people

Negatives often lead to a downward spiral. Left alone, most self-talk tends to be negative and discouraging. Doubts, fears, depression, and the host of negatives support and create more negative emotions. These negatives sap energy, damage health, heighten procrastination and generate emotional obstacles to success. In many cases, these barriers prove insurmountable. Not only are these counterproductive for the individual, feelings are viral. Anger, resentment, and the negatives lead to a personal downward spiral but they can also contribute to the failure of colleagues and associates.

Overcoming negative feelings begins with awareness and attention. Recognizing patterns and cycles empowers adjustment and change. Feelings of remorse, guilt, shame and self-pity, can be replaced with positive emotions to transform situations. Awareness allows a shift of focus. The mind can only manage one emotion at a time (although transitions can be virtually instantaneous). By taking alternative action or transitioning to some other topic, negatives lose their power.

Accept accountability. Recognize that emotions are a choice. Actively take the power back by recognizing personal responsibility and moving on. Grief, sadness and negatives give information. They are learning experiences. They have a time and place, but that time and place need to be managed.

Maintain emotional vigilance. Emotions and thoughts are continuous. The mind is active. Maintaining awareness allows for management. Catch yourself early. Performance begins with feelings, thoughts and then action. Recognize the path and make active decisions. There are always emotional alternatives.

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To overcome the doldrums of negative feelings:

- Recognize boredom and other negatives when they begin. Dealing with negatives before they become strongly implanted is best.
- Think about things to be grateful for and positive about. Replace negative thinking with positive feelings.
- Laugh, joke, do something. Energy and exercise generally leave negative feelings behind.
- Avoid wallowing in a pity party. Recriminations, guilt, shame, anxiety, worry and regret cannot be fixed. The past cannot be changed. Move on. Negatives are contagious. Don't repeat, reinforce and share them.
- Accept past mistakes as opportunities to start anew with better information. Reframe negatives learning experiences.
- Stop holding on to yesterday. Memories are fine but there's a time to move on. Focus on the present. Have some dreams for the future.
- Think of the big picture. In the grand scheme of things, how bad are the negatives? Do they really matter? Will they matter in a few days? Weeks? Years?
- Allow space and time for forgiveness. This includes yourself. Grudges are heavy things to carry. Forgive because it's the right thing to do.
- Divert your attention. Notice something beautiful, entertaining or wonderful. Refocus.
- Take some time to do something nice for someone else. Volunteer. Call a friend, be of some service.
- Exercise affirmation and positive self-talk. Control inner dialogue.
- Compliment yourself or someone else. Make your communication up-lifting and constructive. Share some sunshine.
- Think of past victories or future achievements. Dwell on success and reasons for real positive expectations.
- Sing a song, dance, read a book, watch a movie. Refocus the mind. Relax, refresh, renew, reinvigorate and have some fun. Develop habits of resilience.
- Find a new activity or hobby. Explore and discover.
- Reach out. Talk to some friends. Listen, help and get involved in supporting them. It adjusts your focus and serves.
- Get excited and passionate about something. Show enthusiasm and energy. Be active.
- Overcome excuses, apologies and regrets. It happened. Do what you need to and move on.
- Write a happy list. Identify what makes you happy and appreciate how much of it you have.
- Invest yourself in learning and growth. Spend some time improving yourself.

Holding on to negative emotions like grief and anger is exhausting. Vent emotions and move on. Overcome negatives by changing what you think, say, feel and do. Reframe and adjust to positives.

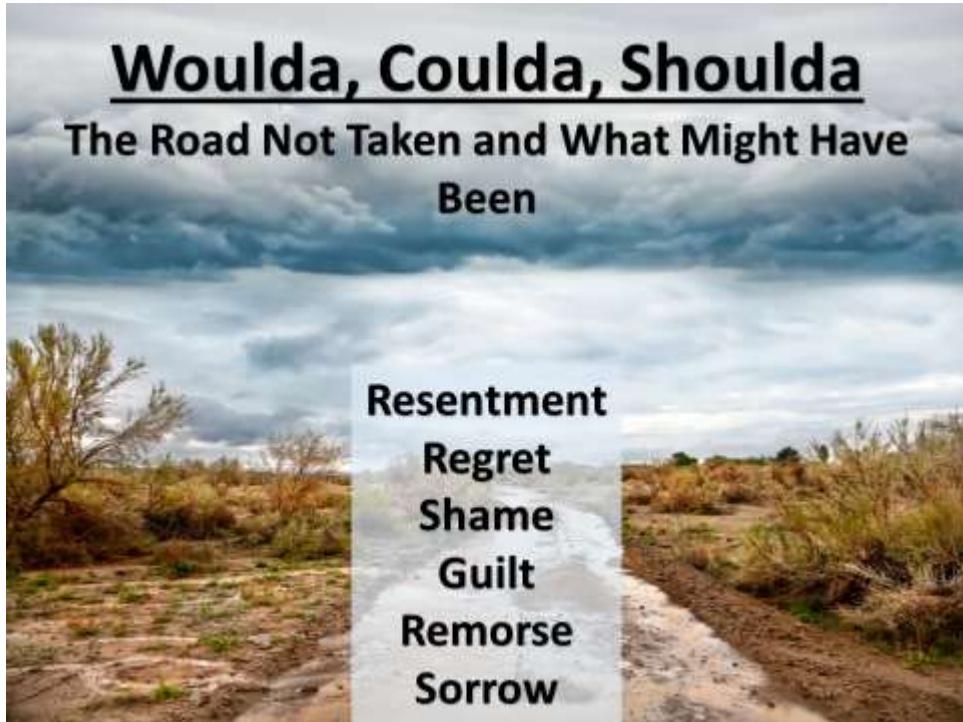
***Mind Matters***

**It's easy to get negative because you get beat down. You go through a few disappointments and it's easy to stay in that negative frame of mind. Choosing to be positive and having a grateful attitude is a whole cliché, but your attitude is going to determine how you're going to live your life.**

**~Joel Osteen~**

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## **#87 Handle the Woulda, Coulda, Shoulda of Regret**



Emotions are always in the present even though they may be created from memories of the past. Loss, grief and regrets are feelings focused on the past. They take the energy and vigor of the present and squander it by failing to let go of things that cannot be changed.

Regret also manifests itself in disappointment for the path not taken or from the consequences of decisions. This regret lies in the imagination and in possibilities never realized. In many ways, the loss of dreams is more devastating.

Moving on begins with acceptance that these feelings are from the past. Things cannot be changed. The sorrow of yesterday is only robbing today of its promise. The past serves as a learning experience. An awareness of its impact plus positive commitment can transform sadness and longing into learning and lessons from experience.

Awareness moves to acceptance and forgiveness. Others need to be forgiven for hurts and damage. This type of mercy requires a deliberate effort. Also important is self-forgiveness. This demands an internal release of anger and resentment. It's often easier to forgive others than one's self. Allowing room for recovery, renewal and resilience means that failure is not fatal nor final. Quitting is where defeat lies. By creating emotional safety, there is freedom to take risk and to move on.

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Moving on happens as the past is left behind. Life is in the present. The feelings of yesterday serve as a foundation for today's achievement. Experience and memories aid motivation, effort and effective action. Regret has five functions:

- (1) making sense of the world,
- (2) avoiding future negative behaviors,
- (3) gaining insight,
- (4) achieving social harmony, and
- (5) improving ability to approach desired opportunities (presumably because we regret past passivity).

Regret comes most from not taking appropriate risk. Inaction, procrastination and fear lead to far more regrets than any type of action.

Grief has a typical cycle (Elizabeth Kubler-Ross) that is produced through sorrow and disappointment. It is emotional processing of loss. Grief begins with:

- Loss, denial and Isolation: during this phase, there is a failure to accept and acknowledge change. Defense mechanisms buffer initial shock. It's a temporary measure to deal with shock.
- Anger occurs as an acting out of depression and negative feelings. It masks pain and vulnerability. This hostility is an acting out of resentment and disappointment.
- Bargaining tries to use negotiation to deal with helplessness and vulnerability.
- Depression occurs as the loss is fully realized. It is resentment, regret and possibly anxiety about moving on.
- Acceptance integrates the grieving process and moves on.

Moving on from grief recognizes the sorrow of the loss but has a thankfulness for having had something to lose.

Grief, regret and sorrow are natural feelings. They provide information for moving on and through difficult situations.

**Always do your best. Your best is going to change from moment to moment; it will be different when you are healthy as opposed to sick. Under any circumstance, simply do your best, and you will avoid self-judgment, self-abuse and regret.**

**~Miguel Angel Ruiz~**

## **#88 Connect with Your Audience**



Audience connection comes from active resonance and continuing empathy. This is produced through integrated communication. Application of the five A's assures success:

- **Appreciate:** enjoy the uniqueness and special characteristics of contacts; let people know you recognize their value and importance; voice empathy; listen more than speaking.
  - Relate to the demographics: age, sex, educational level and other definite characteristics.
  - Geography: where listeners are from; what their experience has been; what region they identify with.
  - Psycho/social characteristics: personality characterizes, interests, attitudes, opinions, class structure, lifestyles....
  - Benefits: what's in it for them. Gains and detriments that audiences find meaningful.
- **Accommodate:** adjust delivery to best connect and engage listeners; manage topics, messages, media, language and communication. Respond with tact, etiquette and courtesy.
  - Situations
  - Experiences
  - Education
  - Motivation
  - Agenda

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- **Accept:** take people as they are; deal with their distinctions; be aware of and adjust to their sensibilities, preferences and perceptions.
  - Sensitivities
  - Climate
  - Culture
- **Attend:** maintain an active vigilance and awareness of who the audience is; be conscious of demographics, psychographics, behaviors and geography; focus on the moment, make the listeners a priority; note shifts and changes and adjust appropriately.
  - Adjust and manage flexibility.
  - Note attention and distractions.
  - Hear both verbal and nonverbal cues.
- **Acknowledge:** connect with audience and make them feel special; recognize content, context, climate and culture.

Communication is based on making thoughts and feelings common. Intrapersonal and interpersonal awareness empower the process. Connection comes from actively being engaged and interested in the audience. It starts before communication through managing information and accentuating common patterns and interests. During presentations, connection is maintained through an active adjustment of topics and signals to maintain rapport with listeners. It is the function of quality exchange. Afterwards, connection capitalizes on the established rapport through follow-up and follow-through.

Adopt the CARE model:

- C concern:** have a genuine interest; pay attention to who people are, their interests and situation; be warm, genuine and approachable
- A wareness:** listen to the audience and their message; be aware of content, context and intent; shifts and changes are important
- R espect:** offer courtesy and interest; maintain positive regard, resonance and rapport; be safe
- E mpathy:** identify with and understand; relate to feelings and thoughts; accept and accommodate

From ancient times, the basics have been clear:

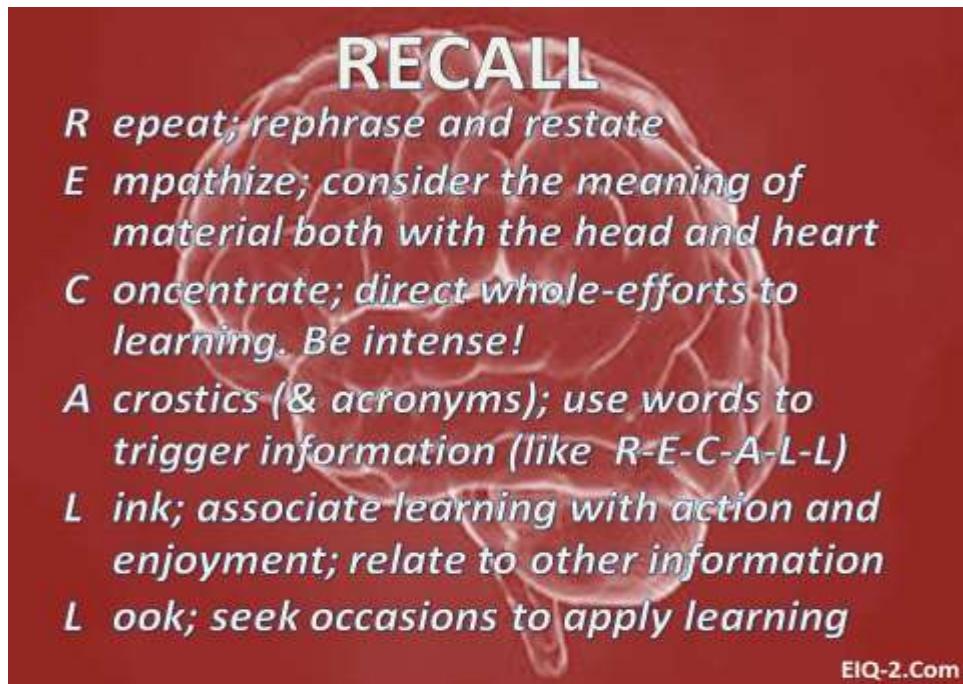
- **Invention:** having something worth saying; prepare a great message
- **Arrangement:** organization; tactics & structure of sharing the message make it vital and interesting
- **Style:** connect to the audience; have a focused impact. Think feelings, thoughts and action
- **Memory:** deliver something worth recalling. Be credible, likeable, and engaging

**Audience members are only concerned about the story, the concept, the bells and whistles and the noise that a popular film starts to make even before it's popular. So audiences will not be drawn to the technology; they'll be drawn to the story. And I hope it always remains that way.**

**~Steven Spielberg~**

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## **#89 Improve Memory through RECALL**



Memory contains two parts: information and emotion. It begins as data enters the senses. Immediately, there are feelings associated. This information then moves from sensory (less than 1 second) to working memory (less than one minute)/short term (very limited) to long term memory (up to life). For the brain, this is done neurologically both through complex chemistry and electronic transmission by synapses.

Emotions are powerful brain stimulants. They create moments that are ‘unforgettable.’ Through the technology of the mind, whenever something transpires, it is recorded. A path is then created to find this stored data. It has been said that no information is ever truly forgotten. In other words, the information is still there but the pathway to access it has been lost.

Memory leads to a change in mood to coincide with original feelings. This transition takes about 90 to 120 seconds. Emotional intelligence sets a framework to record and access memories. Information and feelings are applied to successfully respond and create the future.

Is memory organized and readily accessed or scattered and tangential? It depends on personal discipline. There are basic techniques for order that have been shown to be effective:

1. Pay attention. Make active choices regarding thoughts, feelings and memories.
2. When memories are counter-productive and generate negative emotions, move on to something else relatively quickly.

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3. Reframe bad thoughts and feelings to good ones.
4. Be intentional and focused when walking down memory lane.

The RECALL system taps into the power of feelings to improve and enhance memory effectiveness:

- R** epeat: Memory is physically stored in the mind. Repetition focuses attention and creates a stronger path to information. It makes the moment significant and vivid.
- E** mpathize: Consider internal and external relevance. Connect with both the head and heart. Feelings, experiences and moments are more readily remembered when there are deep connections.
- C** oncentrate: Direct whole efforts to learning. Be intense! If it's important to remember, pay careful attention.
- A** crostics (& acronyms): Use words and memory devices to enhance trigger information. Make the memories fun.
- L** ink: Associate learning, and retention with action and pleasure. Relate memories to other stored information.
- L** ook: Find occasions to remember and apply memories. The more it is applied, the better it will be retained.

Beware of old memories. They tend not to be completely reliable. They are often corrupted and distorted over time. If memories are significant, verify them and share them. Correct and adjust them as necessary.

Identity, self-awareness, attitude and all levels of emotional intelligence are predicated on emotional memory. It makes personality and leads to success or failure. Emotional memory is ultimately under personal control. Define things well and effectively for more constructive application and emotion.

To improve memory:

- Maintain wellness (proper exercise, diet and, sleep) while managing stress
- Connect emotionally: make it fun, meaningful, applicable and rewarding.
- Be excited, energized and enthusiastic about the knowledge.
- Use memory tools: chunking, mnemonics, etc. There are a wide array of effective tools.
- Refresh the memory. Activate cues to retrieve. Practice.
- Rehearse. Think of information clearly when it's fresh. Connect it to the mind via thought, feelings and memory techniques. Practice retrieving it.
- Minimize interference and distortion.
- Relate the data to other information; work with it; review applications; share it with others (explain it, discuss it....); elaborate
- Link it to the physical world.... Connect it to the senses; Talk about it (even internally); act upon it (use it asap)

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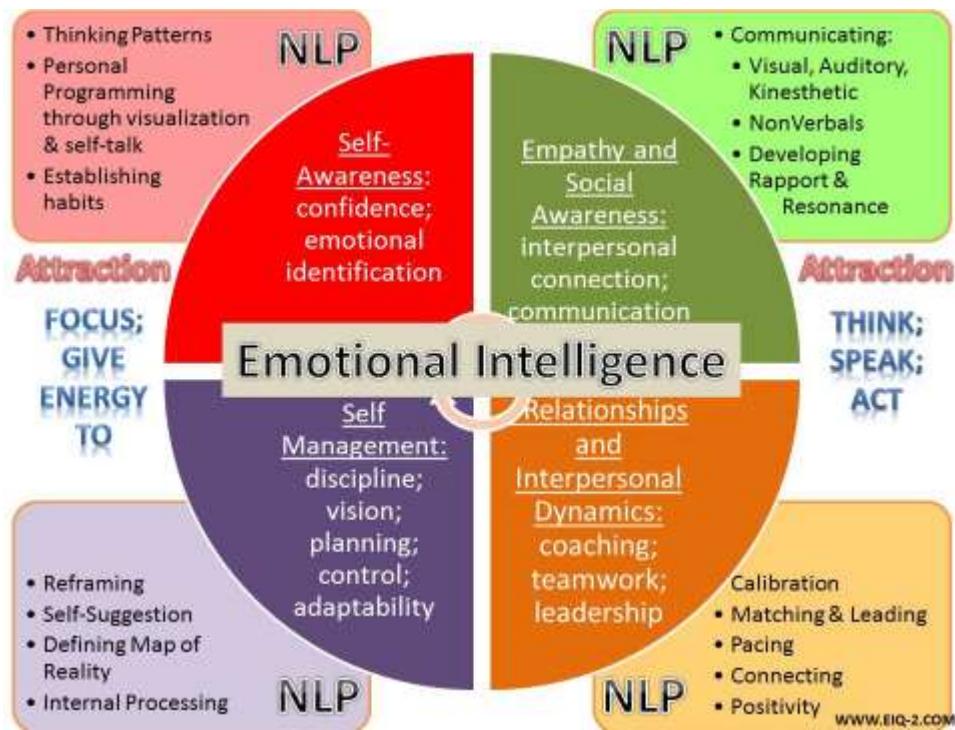
- Enjoy it. Laughter and fun empower the brain to connect more readily... tap positive associations and avoid negative ones; know what you don't know and explore
- Focus and pay careful attention

**The brain is behind the really big questions we have. Who am I, what is my identity? What is that based on? If memories are encoded in connectomes, your personality might be in your connectome. If that's the case, that's the basis of your uniqueness as a person.**

**~Sebastian Seung~**

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## #90 Try Neurolinguistic Programming



The idea of neuroplasticity is simply that the brain changes in response to experience. It changes in response to our actions; it changes in our response to our relationships and communication; it changes in response to specific training. These activities shape the brain, and we can take advantage of neuroplasticity and actually play a more intentional role in shaping our own brains in ways that may be health promoting, and ways that can cultivate well-being.

Neuro-linguistic programming shapes the mind and self-awareness through intrapersonal and interpersonal communication. Inner self-talk creates emotional awareness and sensitivity. It sets the framework for self-management and handling inner challenges. Inner NLP creates personal action and peak performance. Self-talk creates patterns and determines both how information is processed and applied.

Externally, neuro-linguistic programming captures information to empathize and resonate with others. It combines both internal and external data to shape communication as a more effective vehicle to connect relationships.

By selecting the appropriate verbal and nonverbal signals heightened rapport becomes the norm and relationships take on new power. Neuro-linguistic programming uses language (verbal and nonverbal cues) to shape both internal and external behavior. It programs the mind for thought and feeling.

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Some keys to using neuro-linguistic programming:

- Phrase affirmations and inner dialogue in positive, constructive ways. The mind ‘hears’ negatives differently. When a negative phrase is heard, the image of what is not wanted must be brought up first (thus reinforcing it) and then it is negated. Positives are far more effective.
- Anchors and cues trigger patterns of thought, feeling and behavior. Music, particular words, etc. lead to particular states of mind. Set anchors intentionally. Frame and reframe language to trigger positives.
- Focus on what you want rather than what you don’t. Develop a strong positive direction to focus thought and performance.
- Maintain an active awareness of goals and dreams.
- Gain the support of the subconscious by actively generating positive thoughts. The conscious and subconscious are in touch.
- As you begin to think about some change you want to make, ask yourself questions that relate to the different levels:
  - Environment: external factors that help or hinder
  - Behavior: actions or reactions in the context of the environment
  - Capabilities: how performance can be impacted
  - Beliefs and values: reinforcement that supports or denies constructive capability
  - Identity: sense of self, self-awareness, self-image and confidence
  - Purpose: overall mission... What for? For whom?
- Overcome fears, limitations and constraints: reframe (reconstruct) thought processes and belief systems to be positive and affirming
- Develop influence and connection through rapport: understand others, note the cues they send (visual, auditory and kinesthetic) and respond in kind
- Manage sensory awareness: take time and make the effort to apply all senses and use them constructively to create a positive, winning view of the world
- Manage outcomes: focus action, thought and feeling on the vision of success and achieving goals
- Be flexible: when something is not working, reprogram
- Test reality and perceive paths to achieve
- Expect positive results; recognize the positives that come with effective actions and peak performance
- Focus on the present and the future
- Mirror and match to connect: rephrase and reflect conversations (paraphrase and repeat); keep pace; respond in kind (use the same tempo, structure, and imagery)
- Use positive, optimistic language intrapersonally and interpersonally
- For success:
  - Know precisely what is desired: fine tune and create clear mental definition

### ***Mind Matters***

- Take action: perform in accordance with success as a foregone conclusion
- Be tuned in: note internal and external signals: take in what works and what does not; adjust and reframe
- Be flexible: adapt and adjust; revise and reframe.

**Brains aren't designed to get results; they go in directions. If you know how the brain works you can set your own directions. If you don't, then someone else will.**

**~Richard Bandler~**

***Mind Matters***

## #91 Connect by Using VAK



While people connect through all sensory modalities, they generally have preferences through which they develop rapport both faster and stronger. Recognizing and relating to these preferences creates greater effectiveness in learning, communication, influence and leadership. These styles impact how they experience and express feelings as well as thought processes.

Visual is the most common preference. When these individuals think, they tend to look up. Visuals need to see to connect. They are most responsive to body language, colors and nonverbal signals. They prefer to relate via images and pictures.

- Visual-linguistic styles prefer to connect through reading and writing
- Visual-spatial learners connect through images and pictures
- Visual images are processed 60,0000 times faster than text
- For visual learners, seeing is the primary focus; visual connection is the most powerful
- Learning that connects to the eyes through visual support, handouts, illustrations, outlines, note taking and any connection that empowers envisioning a topic and seeing it in the mind is most effective
- Language that is expressive, filled with imagery and verbal pictures connects best

Kinesthetic individuals are demonstrative and feeling. They like to express and feel things through sensations and action. Touch and physical connection are their priorities. In reflecting, they tend to look left or right.

## **Mind Matters**

- Kinesthetic individuals need touch, movement and ‘feeling’
- Kinesthetics need to be active, involved and physical; they enjoy movement and activities
- Cross-linking senses empowers mental and emotional engagement
- Kinesthetics enjoy activities that use their hands and involve behaviors
- To communicate with this type, create sensual imagery, body language and interpersonal connection

Auditory styles emphasize sounds and words. They need to hear to relate. Music and language are their focus. When thinking, they tend to look downwards. They like to listen.

- Auditory individuals enjoy hearing information (listening), asking questions, and connecting with sound
- For auditories, voice and verbal rapport are critical
- Internal and external dialogue are extremely effective
- Tell them what you’re going to say, say it, then summarize it
- Engage them by asking for information to be repeated and rephrased

To develop quick, powerful rapport, recognize the signals being sent. While everyone uses all the modalities (and connection is strengthened by connecting on multiple levels), preferences represent the way individuals prefer to connect and be connected with. By adjusting communication to accommodate audience preferences, feelings and thoughts are more vivid, more personal, more impactful and more memorable.

Given that visual, semantic, sensory, motor, and emotional neural networks all contain their own memory systems, multichannel learning engaging each of these networks increases the likelihood of both storage and recall. We have an amazing capacity for visual memory, and written or spoken information paired with visual information results in better recall. There is a greater likelihood that rapport and resonance will generate connection if connection is organized across sensory, physical, emotional and cognitive networks.

To best understand and connect with people, treat them as they like to be treated. Take the time and initiative to understand and connect through the best modalities. Links will be faster, stronger and more lasting. The effort is worth the relationship rewards.

**Tell me, and I will forget.  
Show me, and I may remember.  
Involve me, and I will understand.**

~Confucius~

## #92 Apply Power for Peak Performance



Social power is the ability to get results through people. Its application can be either expressed or implied; formal or informal; deliberate or accidental. Different types and levels of power are used with varying feelings and elicit an array of responses. Awareness and intentionality make the power more effective and the feelings more supportive.

Power is a relationship. Coercive power comes through fear and punishment. It pressures via loss through failing to comply. Coercive power may be exercised by either extrinsic or intrinsic pain. Reward power is the direct opposite. It comes through the positive administration of benefits or gains. Either of these is predicated on the 'carrot and stick' approach. They are highly limited and generally offer only temporary power. They are generally met with limited emotional support, no commitment and minimal compliance.

Legitimate power comes through positional authority. It exercises control by way of formal structures within the team and/or organization. Expert and informational power requires access to credible information and knowledge. These are somewhat tenuous if authority is challenged or expertise is doubted.

Referent power is based on likability, relationships and the interaction with others. It comes through good will and positive regard. Referent power receives the highest level of commitment and compliance. It is primarily based on internal, intrinsic connection. There are applications for all types of power. Using them should take into account situations, relationships, results and long-term emotional effect.

## **Mind Matters**

In applying power, it can be categorized by intensity, duration and directness. Effective power is judged by both short and long term results. Outcomes are both external and visible as well as internal and indirectly assessed.

Effective use of power tends to magnify it and expand possibilities. It generates both compliance and commitment and can be applied long term. Mere force is based on rewards and/or punishments. The results tend to be mere compliance and short lived.

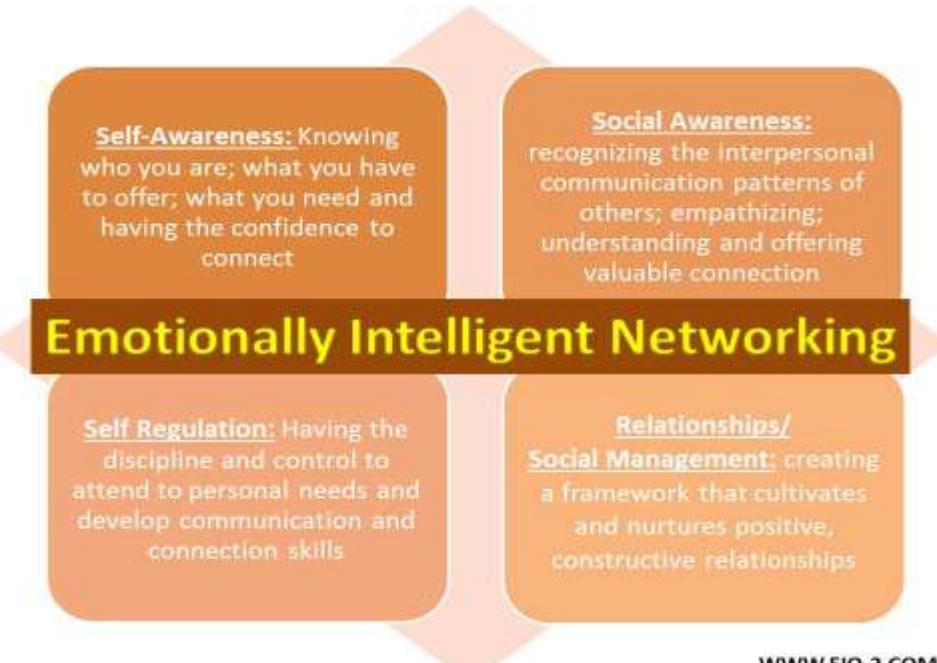
Power focused is far more effective. Purpose, planning and application allow for more application and less leakage. Focus avoids waste. Internal focus develops self-awareness and discipline. It sets the tone for control and personal presence. External power begins with a limited group of relationships. As it expands, it is shared with authority and use. Reputation becomes an important variable.

Power tends to exist far less in the physical world and much more in the mind.

**To know the pains of power, we must go to those who have it; to know its pleasures, we must go to those who are seeking it: the pains of power are real, its pleasures imaginary.**

**~Charles Caleb Colton~**

## **#93 Use Emotional Intelligence to Network**



[WWW.EIQ-2.COM](http://WWW.EIQ-2.COM)

Harvey McKay rightly suggested 'dig a well before you're thirsty.' To develop a powerful network, is to create contacts, nurture them and cultivate real relationships. Self-awareness generates the initial framework for connection. Networks are exchange relationships. In the most effective ones, both sides give and take. Quality is more significant than quantity. A good start comes from awareness of what gifts and value can be shared and what contributions others can make.

It has been contended that the average person has approximately 250 connections. To transform this into a powerful network, these need to become more than a collection of names and contact information. Both quality and quantity are significant. To generate quality, the focus needs to be on the needs and wants of others. Seek to give first (then to receive).

Time, frequency, attention and depth are important. Alfred Montaper said "All lasting business is built on friendship." Networking is a deliberate development of quality connection. It comes through work and planning. Emotionally intelligence suggests that these relationships are based far more on feelings than mere logic. Relationships are built through conversation.

Communication is the currency of success:

- Be aware and in control of yourself and your feelings
- Focus on connecting through empathetic thoughts and emotions
- Be attentive, acknowledge, appreciate and add value

## **Mind Matters**

- Set the framework for a relationship
- Communicate with courtesy, tact and rapport
- Be friendly, useful and genuine

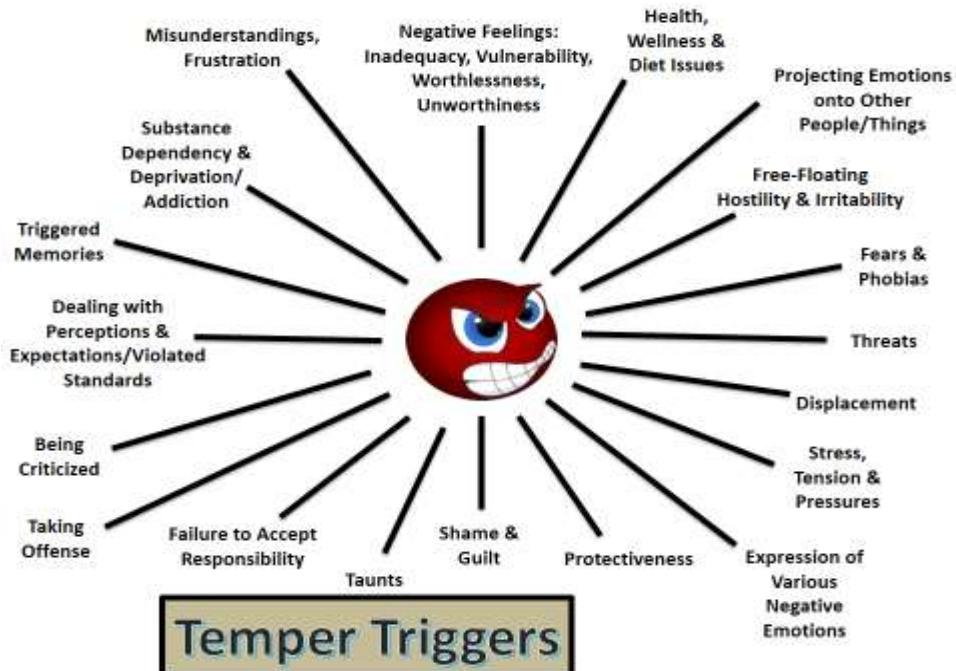
To make network emotionally intelligent, effective and satisfying:

- The goal should be to help other people.
- It's far more important to understand their needs before you tell them about your needs.
- You don't need to know the most people, just the right people.
- Don't expect anything. Just seek to be of service.
- Be prepared to contribute to conversations.
- Don't leave networking to chance. Plan it out, set an agenda, and regularly expand connections.
- Connect via personal events, conversations and social media.
- Build the relationship. Make a point to follow-up with quality interaction.
- Try to provide as much value as you possibly can.
- Start by focusing on being friendly and helpful.
- Ask meaningful questions.
- Nurture your network.
- Try to contact one person per day.
- Networking is more about listening to what people say than saying the right things.
- Arrive early, stay late and take some time to get to know people.
- Volunteer. Offer to help individuals and organizations.
- Share your passion and excitement.
- Use open, accepting language and nonverbal.
- Remember what people say.
- Offer positive feedback, constructive conversation and appropriate praise.

**The people we get along with, trust, feel simpatico with, are the strongest links  
in our networks.**

**~Daniel Goleman~**

## #94 Control a Quick Temper



"Anger is a killing thing. It kills the man who angers for each rage leaves him less than he had been before – it takes something from him." Louis L'Amour. Temper is shown in language, gestures, tone, body language and physiology. Facial tension, wrinkles, narrowing of the eyes and a cold stare communicate a warning to others.

Psychologically, the fight or flight response triggers the hormone response from adrenalin and cortisone. Initially, these create extra energy however, when left unmanaged, they create both physical and emotional tension leading to distress.

A wide variety of stimuli can trigger an anger response. It comes with high levels of passion and floods the senses. Some people have low affect and seem to control any level of anger. Others have hair triggers and seem to be overly sensitive.

As with other emotions, anger is managed through a multi-step process. Awareness is crucial. It notes internal and external signals of building irritation. A buildup can be re-channelled by integrating cognitive responses with pure emotion. Feelings provide information. By thinking of content and context, an appropriate response can be generated rather than simply a reaction. Reframing, control and discipline can manage behaviors to avoid rage and counter-productive action. Remaining cool, calm, and collected generates the best response.

Signs of anger:

- Knots in your stomach
- Clenching your hands or jaw
- Feeling clammy or flushed
- Breathing faster

## **Mind Matters**

- Headaches
- Pacing or needing to walk around
- “Seeing red”
- Having trouble concentrating
- Pounding heart
- Tensing your shoulders
- Emotional signals
- Psychological/cognitive issues

Anger can be either internal or external. Not managed, internal anger fosters negative emotions and depression. When its out of control, it's physically and socially damaging.

### **Some Dynamics of Anger**

- We become angrier when we are stressed and body resources are down.
- We are rarely ever angry for the reasons we think.
- We are often angry when we didn't get what we needed as a child.
- We often become angry when we see a trait in others we can't stand in ourselves.
- Underneath many current angers are old disappointments, traumas, and triggers.
- We get angry when a current event brings up an old unresolved situation from the past.
- We often feel strong emotion when a situation has a similar content, words or energy that we have felt before.
- Anger comes from unmet expectations and general disappointments.

### **To control anger:**

- Recognize feelings: be self-aware.
- Think before you speak/act.
- Deliberately take control: become cool, calm and collected.
- Stay physically and mentally healthy.
- Take some time away from the situation. Interrupt the anger cycle.
- Solve problems.
- Communicate: listen and use empathy.
- Leverage relationships for help.
- Be positive: exercise constructive emotions.
- Release negatives: grudges, frustration, others.
- Forgive.
- Use humor.
- Relax.

### **Ask the following questions:**

- How important is it in the grand scheme of things?
- Is it really worth getting angry about it?
- Is it worth ruining the rest of my day?
- Is my response appropriate to the situation?
- Is there anything I can do about it?
- Is taking action worth my time?

The discipline of managing and controlling anger creates inner strength and develops personal power. Handling tense situations develops the emotional skill to cope with anger in creative, constructive ways.

***Mind Matters***

**It's so important to realize that every time you get upset, it drains your emotional energy. Losing your cool makes you tired. Getting angry a lot messes with your health.**

**~Joyce Meyer~**

***Mind Matters***

## #95 Take the Risk to Create



Creativity begins with the thoughts and feelings to transform imagination and curiosity into performance. The key mental states are agility, versatility, adaptability, and flexibility. These generate the mind of change and empower connection. This is a readiness state that explores 'what is.' These cogitate through readiness and receptivity. Feelings and thoughts provide the internal dialogue of dreams and visions. This is the state that allows possibilities, opportunities, transition and shift.

The creative mind craves information. It perceives and processes head and heart information to stimulate imagination and curiosity. Questions are expressed and implied both internally and externally. Why? How? Why not? Where? When? What? Creativity searches for potential and integrates brain processes. Analysis occurs as a wide array of implications and possibilities fuel excitement, energy and wonder.

From the abstract, the mind transcends what is to what can be. Possibilities take the forefront and create tangible, concrete action. From the world of feeling, arts and sciences are produced into prototypes. The first creation is always in the mind.

Care, concentration and incubation produce. These ideas are fraught with risk and frequently fail but they set the tone for investigation and inspiration. Trial and performance transform what may be to what is. The process is cyclical. Reinforcement comes through the celebration that stimulates the mind and heart to begin exploration anew.

## **Mind Matters**

Creativity is an emotional process. It is developing something new through application, synthesis, perspective, judgment and a wide array of uses of the mind. It is displayed in a variety of ways based on personality and individual passions. Howard Gardner postulated a wide array of intelligences. Creativity is expressed differently based on each type:

- Interpersonal: people smart... Interaction with others.... Communication, sensitivity, empathy, relationships...
- Intrapersonal: self-smart... Introspection, self-awareness, reflection... Understanding of self
- Linguistic: word smart.... Language... Reading, writing stories...
- Logical/Mathematic: rational/number smart... abstractions, critical thinking... fluid intelligence and principles of cause and effect...
- Naturalist: nature smart.... The environment, science... Understanding and working with the natural world
- Spatial: visual smart... Navigation, physical relationships, visualization, space...
- Bodily/kinesthetic: movement smart... Coordination, dexterity.... Dance, athletics, physical performance...
- Musical: sound/auditory smart.... Rhythmic, harmonic.... Tones, pitch, meter, melody, and timbre...e is

The researchers concluded that how a person is feeling does affect their creativity.

1. Feeling happy, upbeat or elated is associated with increased creativity.
2. Feeling calm, serene, and relaxed isn't associated with either increased or decreased creativity.
3. Feeling anxious, uneasy, tense, or fearful is associated with decreased creativity.
4. Feeling sad, discouraged or disappointed, isn't associated with either increased or decreased creativity.

To increase your creativity you need to cultivate positive emotions and reduce negative emotions:

- Develop closer relationships
- Imagine a positive future
- Exercise mindfulness meditation
- Expressing gratitude
- Show kindness and compassion
- Exercise
- Act.... reducing avoidance and procrastination
- Release negative thoughts
- Communicate constructively

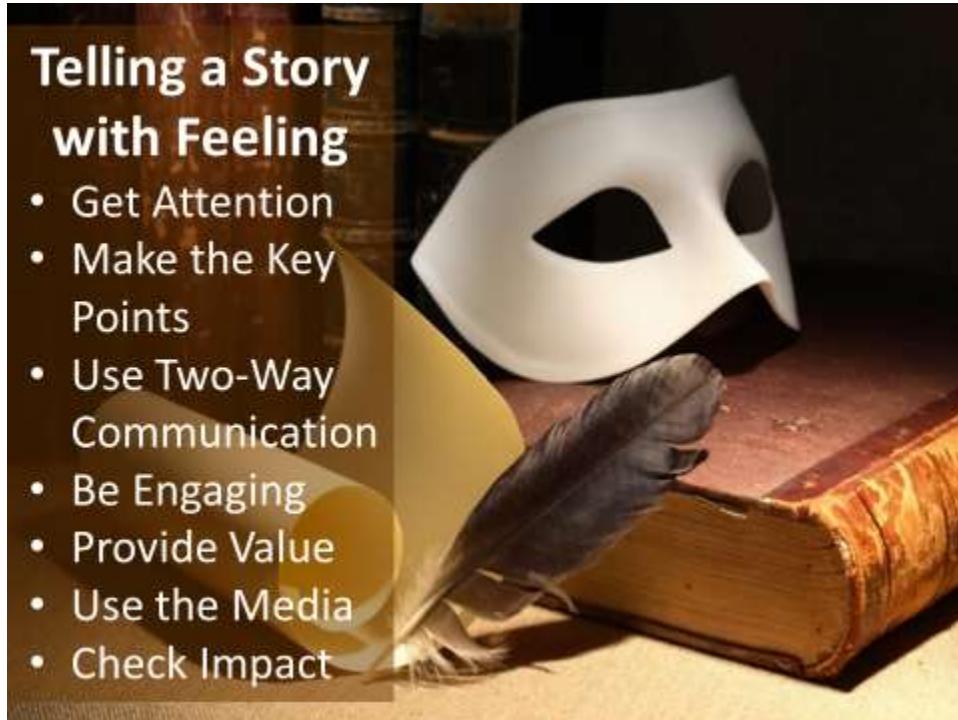
While intelligence exists in all areas, creativity emphasizes overlap and personal predisposition. Passion and energy tends to be in specific areas.

I like being surrounded by good ideas. Every single time you walk past something you like, you get a blast of happy chemicals to the brain, and I like that.

~Douglas Coupland~

***Mind Matters***

## **#96 Tell a Story with Feeling**



- Telling a Story with Feeling**
- Get Attention
  - Make the Key Points
  - Use Two-Way Communication
  - Be Engaging
  - Provide Value
  - Use the Media
  - Check Impact

People are social. We're not made of cells, we're made of stories. The mind and heart are the arbitrators of these connections. Stories that are personal and emotionally compelling engage more of the brain, and thus are better remembered, than simply stating a set of facts. The impact of a story begins with capturing and maintaining attention. Verbal and nonverbal signals engage and stimulate appeal. The more senses that are connected, the higher the engagement. Effective stories "transport" us into the characters' world. Attention is a focusing mechanism. Sometimes the focus is wide but at others, it needs to be precise. External attention creates internal resonance. Good stories have mental and emotional impact.

Stories connect the sender and receiver. They develop a dynamic, two way rapport. Listeners empathize with characters and situations. Oxytocin as the neurochemical responsible for empathy and narrative transportation.

Effective tales have purpose. They serve to develop motivation, learning, relationships, action and results. Marshall McLuhan famously wrote that "the medium is the message." By using channels effectively, visual, auditory and kinesthetic experiences can be enhanced to sustain attention, heighten engagement and create powerful connection.

Last but not least, effective stories confirm impact. They check for feedback that demonstrates success. Master stories for feelings, communication and relationships.

## **Mind Matters**

Leading and influencing with HEARTFELT feeling makes dynamics stories powerful tools for leadership and long-term influence:

- H uman:** stories that touch the warmth and heart of people are appealing. They show genuine feeling and real character.
- E xciting:** when a tale is engaging, energizing, and exhilarating, it connects listeners to the message. They identify and connect with feelings, thoughts and actions.
- A rtful:** emotionally effective tales are well thought through and powerfully delivered. Grammar, timing, language, surprise and the elements of the story draw audiences in and make them part of the experience.
- R esonant:** powerful connection comes when characters relate. The experience of the story needs to touch feelings and carry the audience. Rapport comes through identification.
- T ension:** stories need conflict. Heroes and characters need to deal with trials and create engagement as issues are resolved and solutions found.
- F ascinating:** with a beginning, middle and conclusion, effective stories set a pace that satisfies and maintains attention. The well-crafted tale is thought through and purposeful. Conclusions are complete, comprehensive and meaningful.
- E ncouraging:** when the story is uplifting, it creates a take-away that can be applied and serve to influence action. A great lasting story is about everyone or it will not last. The strange and foreign is not interesting--only the deeply personal and familiar.
- L egendary:** the best tales are re-told and shared over again. They form culture and tradition. For individuals, teams and organizations, stories generate identity, vision and achievable excellence.
- T ransformational:** when shared well, stories change their audiences. They create a sense of possibility and destiny. They enhance and expand vision and direction. When they really facilitate change, they energize progress and development.

**HEARTFELT** stories connect the sender and audience. They connect by offering a quality, powerful shared experience. Storytelling:

- Simplifies complex ideas
- Humanizes and empowers information
- Entertains, involves and engages
- Personalizes
- Creates culture and climate for competitive advantage
- Establishes credibility, likability and influence

When we receive information from a presentation the language parts of our brain that decodes words into meaning becomes activated. Listening to the tale is far more

### ***Mind Matters***

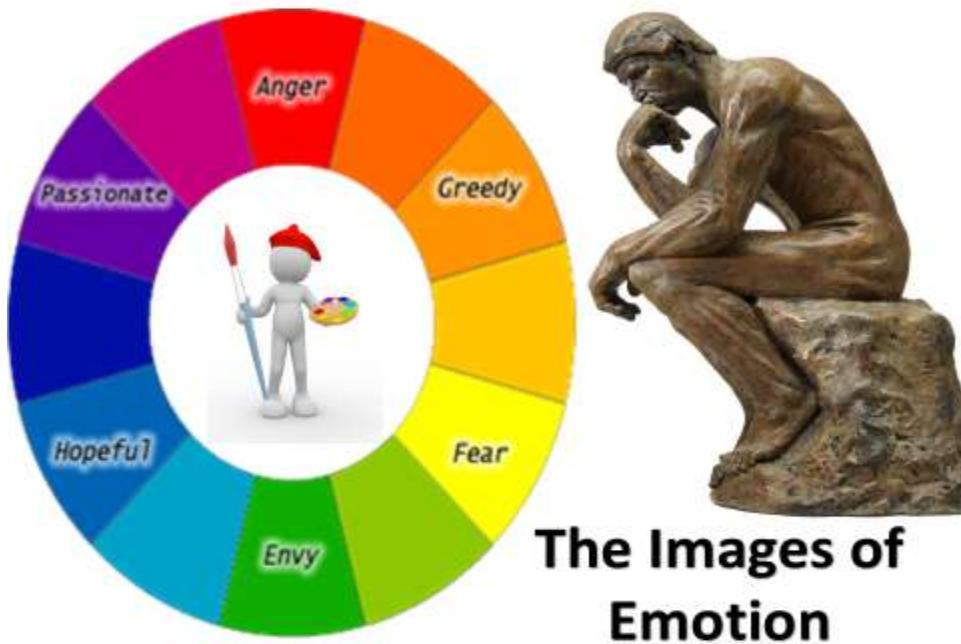
powerful. It is an experience. Effective imagery and communication connects with many parts of the mind. This interaction creates memorable, powerful links between the storyteller and the audience.

**There's basically an element of fiction in everything you remember.  
Imagination and memory are almost the same brain processes. When I write fiction, I know that I'm using a bunch of lies that I've made up to create some form of truth. When I write a memoir, I'm using true elements to create something that will always be somehow fictionalized.**

**~Isabel Allende~**

***Mind Matters***

## **#97 Select Color for Emotion**



Vision is a powerful and frequently dominant sense. It creates feelings in both a conscious and subconscious way. Textures, shapes, contrast, focus and other visual cues are responsible for transmitting emotion.

Images are perceived based on spatial relationships, color and other variables. The mind and emotions decode these visual cues based on experience, culture and training. Colors and shapes are especially powerful. They can reinforce emotional patterns, derail them, or cause shifts to different emotions. Colors gain their power through content and context.

Color and visual appearance have powerful persuasive influence. Between 60-90% of people are profoundly impacted by color representations within a framework of 90 seconds. Color improves comprehension, learning and reading.

**Impact of color:**

1. Color can carry specific meaning.
2. Color meaning is either based in learned meaning or biologically innate meaning.
3. The perception of a color causes evaluation automatically by the person perceiving.
4. The evaluation process forces color motivated behavior.
5. Color usually exerts its influence automatically.
6. Color meaning and effect has to do with context as well.

## **Mind Matters**

Some women see more colors than everyone else. Most people have three types of color receptors to see color vision, while some women have four or even five of these receptors and can see a wider range of colors.

Beyond the primary colors, grays, browns, pinks and other shades also have powerful impact.

Colors can profoundly affect emotional responses. While not everyone experiences the same emotion in response to a particular color, most people find reds and oranges stimulating and blues and purples restful. In contrast, gray, brown, black, or white tend to be emotionally dulling. In fact, studies reveal that children playing in an orange room were friendlier, alert, creative, and less irritable than children in playrooms painted white, brown, and black.

Color causes more emotion than black and white. So anything with more color in it is going to be more emotional to look at, whether it is the difference between a gold or silver sword, or a gold or silver computer. In both cases the gold is going to be more emotional.

Cool Colors are calming and tranquil:

**Blue:** the most popular of colors; a calming, professional color denoting trustworthiness, loyalty, hope, coolness, security and order; peaceful blue is soothing and calming; it may also denote depression; people are more productive in blue rooms

**Green:** a healthy, natural and growing color. It suggests wealth, luck, renewal and calmness. Green is calming, refreshing and relaxing.

**Purple:** magic, mystery and royalty. It also represents wisdom, sympathy, luxury, sophistication and spirituality.

Warm colors are active, stimulating, and generate strong emotional impact.

**Red:** a passionate, active color denoting aggression, heat, romance, danger and anger. Red is the most emotionally intense color; it attracts attention and promotes emotion.

**Yellow:** conveys optimism, cowardice and fear. Also creativity, caution and betrayal. It is a cheerful attention getter. It speeds metabolism but its intensity can be uncomfortable.

**Orange:** the color of energy, warmth and balance. It stimulates mental activity and displays growth and learning.

Neutral colors support the impact of others.

**Black:** denotes strength, quality, evil, death, mystery and elegance. It is the color of power and authority.

**White:** represents cleanliness, purity and good. It also shares innocence. In health contexts, it communicates cleanliness and sterility.

**Brown:** the color of earth; it is solid, natural and basic. It can also be sad and wistful.

## **Mind Matters**

The Lüscher color test connected color to personality and feelings. Psychologically, the findings are somewhat dubious but the connections are intriguing.

<b>Colors</b>	<b>Meanings</b>
Blue	"Depth of Feeling" passive, concentric, tranquility, calm, tenderness
Green	"Elasticity of Will" passive, concentric, defensive, persistence, self-esteem/assertion, pride, control
Red	"Force of Will" ex-centric, active aggressive, competitive, action, desire, excitement, sexuality
Yellow	"Spontaneity" ex-centric, active, projective, aspiring, expectancy, exhilaration
Violet	"Identification" unrealistic/ wishful fulfillment, charm, enchantment
Brown	Bodily senses, indicates the body's condition
Black	Nothingness, renunciation, surrender or relinquishment
Grey	Non-involvement and concealment

**Color is a very critical thing. I've found that architects don't like colors. Engineers too. And so somebody has to stand in. Because this is the finish of it. It is the emotional part of a structure.**

**~John Hench~**

Chromotherapy is sometimes referred to as light therapy or colourology and is still used today as a holistic or alternative treatment.

In this treatment:

- **Red** was used to stimulate the body and mind and to increase circulation.
- **Yellow** was thought to stimulate the nerves and purify the body.
- **Orange** was used to heal the lungs and to increase energy levels.
- **Blue** was believed to soothe illnesses and treat pain.
- **Indigo** shades were thought to alleviate skin problems.

Research has found that color can impact people in a variety of surprising ways:

- One study found that warm-colored placebo pills were reported as more effective than cool-colored placebo pills.
- Anecdotal evidence has suggested that installing blue-colored streetlights can lead to a reduction of crime in those areas.
- The temperature of the environment might play a role in color preference. People who are warm tend to list cool colors as their favorites, while people who are cold prefer warmer colors.

### ***Mind Matters***

- Studies have also shown that certain colors can have an impact on performance. Exposing students to the color red prior to an exam has been shown to have a negative impact on test performance.
- More recently, researchers discovered that the color red causes people to react with greater speed and force, something that might prove useful during athletic activities.
- One study that looked at historical data found that sports teams dressed in mostly black uniforms are more likely to receive penalties and that students were more likely to associate negative qualities with a player wearing a black uniform.
- In marketing and business contexts, colors express characteristics and have major influence in consumer selection.
- Food researchers say that when humans searched for food, they learned to avoid toxic or spoiled objects, which were often blue, black, or purple. When food dyed blue is served to study subjects, they lose appetite. Green, brown, and red are the most popular food colors. Red is often used in restaurant decorating schemes because it is an appetite stimulant.

## #98 Control Nonverbal Communication



Nonverbal communication accounts for most of how we connect with others. Paralanguage, or auditory signals account for about 38% and other sensory nonverbals account for about 55%. Typically, these signals are more open and less subject to deception. They are critical to empathy, connection and interpersonal relationships. Sending and receiving demands an accurate awareness of these messages.

Nonverbal communication cues can play five roles:

- **Repetition and reinforcement:** confirms and reinforces the message
- **Contradiction:** provides conflicting signals; sends a mixed message
- **Substitution:** provides an alternative to language. For example, a person's eyes can often convey a far more vivid message than words and often do
- **Complementing:** adds to or complements words
- **Accenting:** focuses or brings particular attention to part of a verbal message

Most nonverbal signals come from the head and facial area (specifically the facial triangle: eyes, nose and mouth area). Focus on the eyes and mouth for optimal understanding. Nonverbals are subject to individual patterns and culture. Carefully take those into consideration. When patterns change, look for reasons and explanations. It reveals that somehow, feelings and/or thinking has made some type of transition.

## **Mind Matters**

The basic types of nonverbal:

- Proxemics: social & personal space; physical & personal territories.
- Indicators: objects, symbols, colors, possessions and connections to things.
- Haptics: touch language; based on physical contact and interaction.
- Paralanguage: auditory signals; voice qualities & vocalizations (vocal characterizers, vocal qualifiers, & vocal segregate).
- Adornment/artifacts: appearance; dress, memberships, attachments, & lifestyles.
- Kinesthetics: body language; movement... neurolinguistic programming, information processing & eye movement.
- Silence: pause; quiet.

Along with the five traditional senses of sound, sight, touch, smell and taste, humans have 15 “other senses.” These include balance, temperature, pain and time as well as internal senses for suffocation, thirst, and fullness.

Communication is the currency of success.

**Beneath words and logic are emotional connections that largely direct how we use our words and logic.**

**~Jane Roberts~**

## **#99 Self-Regulate and Manage**



Self-management identifies personal passions and sets a course for achievement. It integrates self-awareness with a direction, purpose, destiny and agenda.

Systems establish processes and procedures. These structures need to be founded in accordance with principles, values and ambitions. Starting with forethought, the journey becomes an exciting adventure. Plans create systems, goals, strategies, tactics, budgets and schedules to transform a vision to a purposeful journey.

When the overriding framework is exciting and energizing, pursuing destiny becomes enjoyable and engaging. Success comes from connecting the processes with continuous, reinforcing intrinsic and extrinsic rewards. Enthusiasm and feelings create a passion to perform.

Regular discipline focuses on priorities, systems and consistent action. It actively connects processes to all meaningful areas of success. Organization and coordination maximize the return on consistent, continuous effort.

Disciplined effort evaluates the return on performance. Regular adjustment and control seeks to generate the highest returns on efforts and resources. Schedules, budgets, plans and process are subject to dynamic, continuing revision. Self-development through continuous learning and feedback expand possibilities and set objectives for success. Relationships, intrapersonal and interpersonal communication set renewal, recovery and always expanding possibilities.

## **Mind Matters**

Empathy and relationships motivate value in action. They direct self-management to generate real returns both personally and with others. Value is generated as benefits accrue through dedicated, focused performance.

Self-management is the skill set that translates dreams and potential into reality. It comes through an array of high value skills including but not limited to:

- Discipline
- Control
- Motivation
- Ambition
- Goal-setting
- Time management
- Stress management
- Creativity
- Flexibility
- Adaptability
- Change management
- Focus
- Credibility
- Likability
- Focus
- Intensity
- Reflection
- Tenacity
- Planning
- Learning/self-development
- Coping
- Resilience
- Risk management
- Problem solving
- Decision making
- Integrity
- Achievement drive
- Positive psychology
- Maturity
- Foresight
- Self-reliance
- Courage
- Execution
- Evaluation

At higher levels, self-management skills support and subordinate themselves to empathy and relational abilities.

Self-awareness and self-actualization focus development on targeted goals. As these objectives are realized, they create expanded potential and opportunity.

**Personal mastery is the discipline of continually clarifying and deepening our personal vision, of focusing our energies, of developing patience, and of seeing reality objectively.**

**~Peter Senge~**

## **#100 Pay Attention to Gestures to Discern Truth**

### **The Seven Universal Facial Expressions of Emotion**



Culture, nurture and nature translate emotion to facial expression on conscious and sub-conscious levels. There are certain consistent facial expressions that transcend ethnicity and present universal indicators of feelings. While individuals have their own special, unique expressions, the face provides overall understanding.

Facial micro gestures are momentary facial expressions that reveal true inner feelings. They are characterized as 'leakage' that reveals true feelings at exceptionally high speed. These come through the facial triangle and are sent through the eyes, eyebrows, mouth, and other facial muscles. Typically, they're brief they're only recognized in detail through some type of slow-motion replay. To discern truth from deception, there are also small triggers from body language. Posture, gestures, and a wide array of slight variations betray the intent to deceive.

Information 'leaks' through inadvertent, accidental signals that are subtlety communicated through action and body signals. Stress and tension are displayed when communication is uncomfortable, false, or forced. These mannerisms need to be considered in total, not simply as isolated signals. Body language provides a consistent whole. When there are inconsistencies, shifts and concealed signals, these betray different thinking and emotional patterns.

Hidden, subliminal signals need to be understood based on content and context. Mannerisms are subject to universal translations but also individual nuances. Pay attention and focus on the signals being sent. Listen carefully with all senses. Ask

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questions and attend to responses. This generates true empathy and rapport. Avoid judging rashly. Encourage others to use the same courtesy.

Researchers note that when concealing a strong emotion, people tend to let out “micro-expressions,” or sudden leakages, of emotion unbeknownst to themselves very briefly, in as little as a 24th of a second. A human can make over 10,000 facial expressions to express a wide variety of subtle emotions.

Micro-gestures and basic facial expressions are consistent between people and across cultures. Empathy is developed as expressions are accurately decoded and understood. About 1% of the overall population is capable of recognizing and responding to micro-gestures accurately.

As gestures communicate truth and deception, changes in animation and body language confirm these signals. To tap the personal power of the mind, gestures need to be deliberately attended to and created to conform to feelings and thoughts. While initially these links may be forced and false, there is a strong tendency for thoughts, feelings and actions to become consistent.

### **Expressions:**

**Macro:** Normal expressions usually last between ½-second and 4 seconds. They often repeat, and fit with what is said and the sound of the person’s voice.

**Micro:** These are very brief, usually lasting between 1/15 and 1/25 of a second. They often display a concealed emotion and are the result of suppression or repression.

**False:** A deliberately-made simulation of an emotion not being felt.

**Masked:** A false expression made to cover a macro expression.

### Importance of micro-expressions:

- Facilitates emotional intelligence: enhances self-awareness; develops empathy and supports relationships.
- Aids in understanding others: aids emotional awareness, sensitivity and appreciation; expands the range of ‘seeing’ feelings; allows true connection to authentic emotions.
- Reveals concealed feelings and information: gives advantage in spotting deceit; sets negotiation and communication advantage.
- Enhances likability and relationships: improves resonance and rapport.
- Expands repertoire of social skills: heightens influence, empowers conflict resolution; facilitates team building; allows superior leadership; and generates better collaboration.

**We tell lies when we are afraid... afraid of what we don't know, afraid of what others will think, afraid of what will be found out about us. But every time we tell a lie, the thing we fear grows stronger.**

**~Tad Williams~**

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## **#101 Find a Path through Emotional Chaos and Confusion**

### **Emotional Maturity**



Emotional chaos, confusion and clutter come through unidentified, mixed feelings. It is also the product of repressed, suppressed and unexpressed emotions and old beliefs that are keeping you stuck, rooted in a spot that probably no longer represents who you are or what you are capable of.

Emotional chaos and blockages comes from surrendering self-awareness for being nice, compliant, inattentive or merely subservient to others, their expectations and their agendas. Some signs of self-awareness concerns:

- There is no appropriate/available outlet to express feelings... Granted, there are places and people that are inappropriate or unsafe to express particular feelings but there should be venues to be open and honest.
- There is no sounding board for sorting out confusing and/or conflicting emotions. While internal reflection is powerful, it helps to have other people to dialogue with and to help sort things out.
- There are unmet expectations of others and high internal demands to be appropriate/ nice. It's important to have relationships that are safe, accepting and nonjudgmental. This demands empathy, conflict resolution, tolerance, appreciation, forgiveness...
- Personal needs are sacrificed due to shame, guilt or negative emotions.
- There is an inability to move on or develop a passion for the future.

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Self-awareness overcomes confusion and blockages by establishing healthy, strong intrapersonal and interpersonal dialogue. Be aware of needs and perform accordingly. As emotions are understood, integrated into personality and temperament, and managed emotional maturity develops.

The first level of maturity is highlighted by an awareness and understanding of feelings. This demands a recognition and definition of the wide array of emotions. It also establishes personal identity; intrapersonal understanding of cause and effect; self-esteem, confidence, and assurance; and an ongoing awareness of emotions.

As personal identity develops, ownership and personal responsibility recognize that feelings and patterns are choices. Emotional patterns are subject to individual selection rather than entirely contingent on external circumstances.

Intrapersonal acceptance creates an authentic personal identity. People never really 'find' themselves, they create their own framework. Self-esteem leads to self-acceptance and respect. This supports self-loving and personal promotion.

Higher maturity connects and interacts. It sets appropriate boundaries for openness and disclosure while generating the framework for closer, more intimate connection. Assertiveness, optimism and positive psychology mature with social interaction and maturity. At the higher levels, these present the tools to manage transitions, change and the setbacks of life.

**Part of spiritual and emotional maturity is recognizing that it's not like you're going to try to fix yourself and become a different person. You remain the same person, but you become awakened.**

**~Jack Kornfield~**

## **#102 Heal Emotional Hurts**



Abuse comes through words, actions, and/or neglect. It can be caused by the offenses of others or inflicted intrapersonally. It lowers self-esteem and distorts self-awareness. Abuse is experienced both personally and professionally. Some common signs:

- Humiliation, degradation, discounting, negating, judging, and criticizing
- Domination, control, guilt and shame
- Accusing and blaming, trivial and unreasonable demands or expectations
- Emotional distancing and the “silent treatment,” isolation, emotional abandonment or neglect
- Codependence and enmeshment

The abuse cycle begins with tension and frustration. It starts with communication breakdown and the 6 C's: complaining, criticizing, comparing, competing, condescending, and contending. Typically, the closer, more important the relationship, the more damaging abuse can be. Following the tension, there is an incident of abuse: verbal confrontation; emotional, psychological or physical abuse; threats; and/or violence. The abuse is both damaging and demeaning. Following the incident, there is usually some level of reconciliation and peace making. This is categorized by apologies, excuses, explanations and voiced intentions of doing better. Regrettably, the incident tends to be put in the past and forgotten. This generates a period of calm and peace but, regrettably, the patterns have not been changed. The calm is only the quiet before the next storm.

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As negative, counter-productive communication and interaction becomes the pattern, it heightens pressure and hostility. These lead to an acceleration of the abuse cycle and more intense responses on both sides. Tolerating abusive behaviors leads to escalation and unacceptable patterns. By lowering emotional intelligence, decreasing self-esteem and raising abusive patterns, outlets become more harmful and frequently lead to outright hostility and violence. Emotional abuse is similar to brainwashing in that it attempts to systematically wear away a person's self-confidence, self-worth, and self-concept.

Emotional health begins with self-awareness. 1) It recognizes and manages limitations; 2) handles clear, effective personal boundaries; 3) assertively promotes legitimate rights and expectations; 4) communicates to others when inappropriate behavior has occurred and that it is unacceptable; 5) assumes personal responsibility for interaction and exchange; 6) cultivates positive emotions, relationships, and 7) makes reasonable demands for continuing communication and relationships.

Emotional abuse creates real psychological damage. It lowers confidence, esteem and performance. Chronic and acute situations have greater consequences. Long-term situations lead to escalated damage. Emotionally appropriate connections are safe, positive and allow for reasonable boundaries and limitations.

Empathy and social awareness promote an active consciousness of emotional impact. Understanding the impact of behaviors and communication creates greater intentionality. Seeing cause and effect and resonating with the feelings of others supports emotionally intelligent interaction.

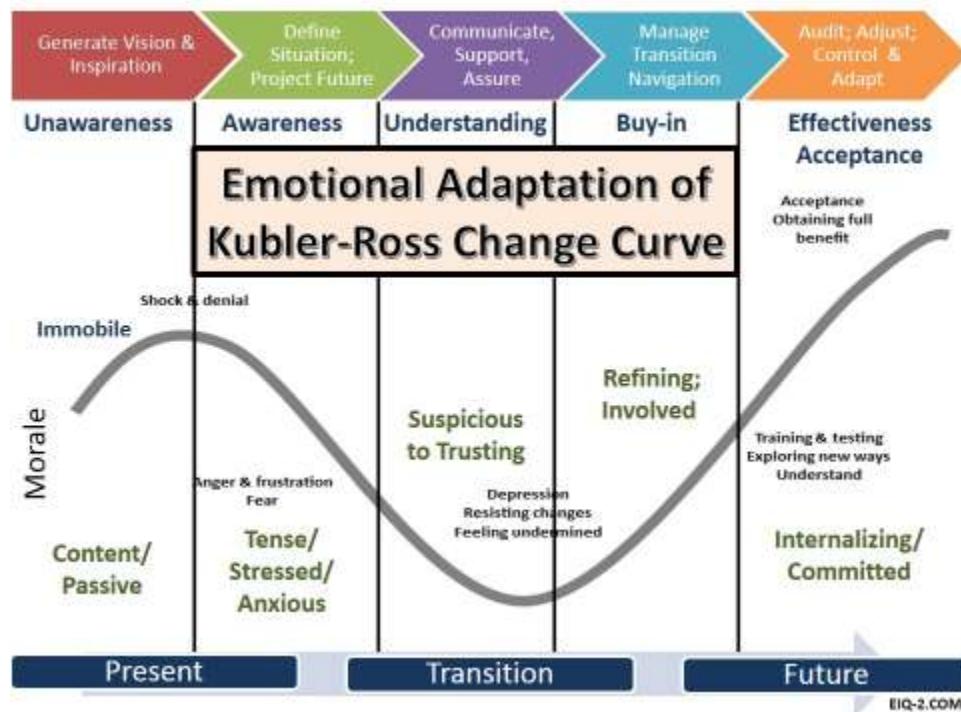
While emotional abuse does not leave physical scars, it does cause long term hurt. Sadness, low self-esteem and negative emotions come along with the abuse. Emotions produce information in much the same way as physical sensations. The hurt that abuse shows indicates that it needs to stop.

Abusive relationships represent unhealthy connection. Both the sender and receiver need to adjust their behaviors. Assertiveness is the appropriate option. Victims demonstrate low esteem and poor self-image. They are passive. Abusers are controlling and lack empathy. They are aggressive. Assertiveness is the proper answer for both sides. Early recognition and management of patterns are essential.

**If someone betrays you once, it's their fault; if they betray you twice, it's your fault.... No one can make you feel inferior without your consent.**

**~Eleanor Roosevelt~**

## #103 Manage Stress and Change Tension



Change, whether perceived as a positive or negative, produces stress. Transitions shift the comfort zone and generate feelings of anticipation and anxiety. Optimism, positive thinking and constructive emotions provide the strength and resilience to deal with change most effectively.

Managing emotions focuses change and leads to eustress and constructive energy. Preparation, perception and planning direct the engagement of stress and sets positive pathways. Priorities, structures and processes lower risk and uncertainty. They limit surprise. Through command of the emotions of change, the mind is conditioned to respond with discipline and control. A lack of awareness leads to shock and reaction. This is often a hasty, poorly thought out path that sets a negative stress spiral. The stress spiral is taxing on the mind and body.

Change has predictable, common stages. It begins with alarm and the fight/flight/freeze response. This is the initial response. It is characterized by shock, frustration, confusion, blame, fear, anger and depression (denial and resistance). These are negative stress triggers. As change is managed, it progresses to acceptance, experimentation and moving on (exploration). These are positive answers. Ultimately, it adapts creative solutions and commits to new processes. This is renewal, resilience, recovery and confidence.

Change can be a negative, stressful process fraught with anxiety and worry, or it can be positive. All change constitutes leaving the old to embrace the new. These are necessary

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losses which may be grieved. When emotions are directed to constructive paths, they generate the engagement and energy to support sustainable long-term improvement (Yerkes-Dodson Curve).

Stress and change management begin with optimism and positive energy. Planning and preparation support constructive shifts. Positive mindsets allow for stress to serve a productive purpose by stimulating thought and energy. From comfort zones and work under-load, good stress creates excitement and challenge. It supports enthusiasm to grow. Short term stress is good for the body - it boosts immune system and improves memory.

Tolerable stress allows some tension. At this level, the challenges are demanding on internal resources. Recognizing these drains transitions to effective stress management. This mitigates negative impact through planning, temporary withdrawal, slowing things down or a wide array of responses. These tools allow effective coping with the strain.

Negative stress makes change overwhelming. At this point, fatigue and exhaustion are dominating positive feelings. Resources are over-taxed. Anxiety, panic and anger lead to doubt, confusion and defeat. These triggers need to be dealt with early to avoid letting them get out of hand.

Awareness, anticipation and preparation create the emotions that transform fear, doubt and anxiety in change to optimism, energy development. Transition, shift and change is part of life. Initiative and effective management transform them to positive tools for coping with the future.

### **Chemical, Physiological and Behavioral Responses to Stress**

<b><i>Chemical Changes</i></b>	<b><i>Physiological Responses</i></b>	<b><i>Behavioral Responses</i></b>
Cortisol	Heart rate	Nervousness
Epinephrine	Blood pressure	Aggression
Norepinephrine	Capillary restriction	Forgetfulness
Dopamine	Internal “blood-pooling”	Lack of concentration
Glucocorticoids	Gastrointestinal motility	Moodiness
Blood Sugar	Pupil dilation	Nightmares
Coagulation factors	Sweating	Rationalization
Corticotrophin-releasing hormone	Dry mouth	Risk taking
Arginine-vasopressin	Muscle tenseness	Impulsiveness

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### **Physical, Emotional and Cognitive Responses to Stress**

<b><i>Physical Changes</i></b>	<b><i>Emotional Changes</i></b>	<b><i>Cognitive Changes</i></b>
Headaches	Sadness	Confusion
Backaches	Fear	Forgetfulness
Gastrointestinal motility	Anxiety	Low impulse control
Sweating	Loneliness	Distraction
Fatigue	Anger	Inability to make decisions
Shaking	Depression	“Freezing”
Sleep problems	Frustration	Loss of logic
Cramps	Panic Attack	Inability to track discussions
Vision problems	Withdrawal	Inability to retain information

**Change has a considerable psychological impact on the human mind. To the fearful it is threatening because it means that things may get worse. To the hopeful it is encouraging because things may get better. To the confident it is inspiring because the challenge now exists to make things better.**

**~Whitney Young Jr.~**

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## **#104 Consider What He Thinks/She Thinks**



Men and women display different mind and heart patterns based both on biology and on nurturing. The male brain is characterized by *systemizing* and *mechanistic* thinking. “Systemizing” is the drive to analyze, explore, and construct a system. The systemizer intuitively figures out how things work, or extracts the underlying rules that govern the behavior of a system. The purpose of this is to understand and predict the system, or to invent a new one.

In contrast, the female brain is characterized by *empathizing* tendencies or *mentalistic* thinking. “Empathizing” is the drive to identify another person’s emotions and thoughts, and to respond to them with an appropriate emotion. Empathizing occurs when we feel an appropriate emotional reaction in response to the other person’s emotions. The purpose of this is to understand another person, to predict his or her behavior, and to connect or resonate with him or her emotionally.

The difference between “mechanism” and “mentalism” is similar to the difference between “systemizing” and “empathizing.” In short, mechanism is about figuring things out; mentalism is about understanding people.

While males are taught to compete and emphasize tasks, females are encouraged to play and work together prioritizing relationships. While there are obvious individual distinctions, there are some common themes: 1) males tend to be larger thus, their brains are larger (male brains contain about 6.5 times more gray matter -- sometimes

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called 'thinking matter' -- than women. Female brains have more than 9.5 times as much white matter, the stuff that connects various parts of the brain, than male brains); 2) relationships and empathy tend to emphasize the 'right' side personalities while tasks, logic and numbers are more 'left' brain focused. More males are 'left' brain personalities; more women are balanced; 3) males tend to perform slightly better on task oriented and mathematical problems; 4) when faced with stress situations, men tend to employ 'fight or flight' tactics, while women use a 'tend or befriend' response; 5) women tend to have superior skills in relationships, languages and communication; 6) women are faster and more accurate at identifying emotions and may be better at controlling and expressing those emotions (men and women experience the same amount of emotion, but women tend to be more demonstrative); 7) males tend to have better spatial skills; and 8) Men are more likely to be dyslexic or have other language disabilities. Males are also more prone to autism, ADHD and Tourette's syndrome, while women are more susceptible to mood disorders like anxiety and depression.

When these factors come together, there are patterns for masculine and feminine communication, relationships and emotional patterns. These come from both nature and nurture. Some major distinctions:

- Women tend to be more comfortable with emotions: understanding, empathizing, expressing and feeling
- Men tend to be more direct and task oriented while women are more relational
- Men prioritize winning, control, power and results whereas women emphasize teamwork, processes and connection
- Women stress listening, feedback, courtesy and participation in communication while men are more directive, analytical and declarative

Since patterns are based both on physical differences and social context, patterns are generalizations with many exceptions. As individuals grow and mature both personally and professionally, the emotional intelligence distinctions become far less pronounced. This seems due in large part to awareness, self-management and understanding of relational demands.

**Men are motivated and empowered when they feel needed. Women are motivated and empowered when they feel cherished.**

**~John Gray~**

## **#105 Integrate Mind, Heart and Spirit**



Spirituality emphasizes higher purpose, divine order and a transcending belief system. It integrates emotional and cognitive intelligence with higher callings and eternal value. Through this, it focuses individual vision and soul with deeper, moral meaning.

An eternal vision provide perspective on moods and fleeting purpose. It provides a sense that things may be sorted out through spiritual, emotional and cognitive connection. While cognitive and emotional intelligence serve as powerful sources to gather, process and sort through information, spirituality allows for an over-riding moral dimension to provide information and authority for thought, feeling and performance.

Spirituality generates information about values, morals, conscience, purpose, integrity and the way life should be lived. While emotional and intellectual considerations provide some insights on behavior, spirituality adds a continuing, pre-emptive consideration for emotional and rational success.

Deep wisdom from the soul augments emotional intelligence. It provides a foundation for happiness, resilience, tolerance, and all aspects of emotional intelligence. For personal awareness, this intelligence offers purpose, reason and universal understanding. With a calling, self-management, regulation and passion have heightened focus. Seeing quality and value in others raises empathy and relationships to new levels. It provides the impetus for eternal and universal connection and resonance of action.

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Spirit has been connected to emotional intelligence. Work is inherently more satisfying and engaging if there is a purpose; service to others; an acceptance of moral values; and an affirmation of personal belief systems. Relationships and personal success are also much more stable, fulfilling and effective when spirit is part of the mix.

**The brain is the only kind of object capable of understanding that the cosmos is even there, or why there are infinitely many prime numbers, or that apples fall because of the curvature of space-time, or that obeying its own inborn instincts can be morally wrong, or that it itself exists.**

**~David Deutsch~**

## **#106 Celebrate with Positive Emotions**

### **Celebrate with Positive Emotions**



Research has found that optimistic thinking can aid in coping with stress, in becoming more resilient, in being more courageous, and in addition it is playing a significant role in improving one's health and well-being. Happiness, joy and positive emotions are a choice. Individuals with a pessimistic explanatory style often blame themselves when bad things happen, but fail to give themselves adequate credit for successful outcomes. They also have a tendency to view negative events as expected and lasting.

At the same time studies which examined the consequences of unrealistic optimism have found that greater optimism is associated with less preventive behavior, i.e. that sometimes a negative style might lead to being more focused, better prepared, and more cautious.

Positive emotions support benevolence, caring, forgiveness, optimism, hope, compassion, consideration, appreciation, kindness, thoughtfulness, respect, courage, admiration and a wide array of good feelings. These emotions are put into action through communication, relationships and performance.

The realistic optimist is motivated by positive feelings about the past present and future... Celebrating yesterday's learning experiences, the adventure of today, and the anticipation of tomorrow.

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Naive optimists are convinced that success will happen to them almost automatically and that they will succeed without effort. *Realistic optimists* learn to believe that they make things happen and that they will succeed. Realistic optimists stay positive and upbeat about the future even when they recognize the challenges ahead.

To be optimistic:

- Focus on positive thoughts; forget about the negative.
- Affirm and use self-talk to support positive psychology.
- Visualize achievement.
- Create a positive environment: be organized; associate with positive people.
- Communicate victory. Use language to program success both internally and externally.
- Act, don't just think about it. Be productive.
- Have a mission, plan and regular agenda.
- See the best in situations.
- Cultivate supportive, nurturing relationships.
- Adopt a positive mindset: forgive, be grateful, avoid blame, assume the best, focus on past success and the gains the future holds.
- Have fun; reward yourself, reinforce achievement; and enjoy the journey.

Positive emotions are characteristic of successful, high achievement people. Positive thinking, energy and optimism may be part of some people's personality characteristics but they can be learned. Positive thinking is a habit and choice that leads to excellence and happiness.

Martin Seligman, in his book **Flourish**, defined the good life in the acronym PERMA:

**P**ositive emotions: constructive, supportive emotions support well-being, health and success. Happiness, optimism, etc. empower enjoyment of life;

**E**nagement: empowers purpose, significance and activity with direction, agenda and passion;

**R**elationships: generate connection, appreciation and community. Relationships allow interpersonal dialogue and belongingness;

**M**eaning: sets the 'why' in life. It connects with a greater sense of mission, importance and legacy; and

**A**ccomplishment: answers self-actualization. It fuels stamina and continuing performance with a measure of success.

Respectfully, Celebration is added for reinforcement and continuation. Intrinsic and extrinsic rewards encourage greater success and foster a high sense of positivity.

**If your emotional abilities aren't in hand, if you don't have self-awareness, if  
you are not able to manage your distressing emotions, if you can't have  
empathy and have effective relationships, then no matter how smart you are,  
you are not going to get very far.**

**~Daniel Goleman~**

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# Appendices

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## Emotional Intelligence Impact

### EIQ in Action

- Solution Orientation
- Communicative
- Change Master/Adaptive
- Superior Decisions
- Team Engagement & Effort
- Resilience
- Productivity
- Optimism
- Confidence
- Motivated



- Focus on Self/Introspective
- Low Energy
- Poor Relationships
- Pressured, Stressed
- Isolated/Alienated
- Negativism
- Frustration
- Inefficiency/Ineffectiveness
- Conflict
- Health Concerns

EQ includes such things as:

- Identifying your feelings and needs, through body-awareness.
- The ability to read others' feelings, and to listen to others with empathy.
- Knowing how to express your feelings with words and/or body-language.
- Choosing when to contain (not repress) emotion, and when to communicate emotion appropriately.
- The ability to process and let go of emotion when necessary.
- The willingness to give ourselves time to feel, and to enjoy the depths of our 'selves' through feeling.
- The ability to lead wisely or follow with grace.
- The ability to honor our own limits, as well as to celebrate our talents.
- The ability to give and receive love.

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<u><b>Positive Gains</b></u>	<u><b>Negatives Mitigated</b></u>
Superior problem solving	Stress/tension/worry/anxiety lowered Bullying/intimidation reduced
Better decision making	Emotional outbursts minimized
Happier, more satisfying work	Violence forestalled
Healthier environment	Harassment reduced
Greater integrity	Discouragement/withdrawal diminished
Higher empathy/better understanding	Hostile environment lowered
Superior/lasting relationships	Personal disengagement minimized
Enhanced customer satisfaction	Illness reduced
More effective leadership	Crisis averted
Improved performance/productivity	Costs lowered
More positive results	Wasted energies minimized
Higher energy levels	Reduced fatigue/burnout
Greater personal and professional efficiency	Managed conflict/confrontation
Superior resiliency	Minimized personal chaos/ confusion
Better intrapersonal and interpersonal skills	Reduced miscommunication/ message distortion
Powerful change management/improvement	

## **Emotional Intelligence Quotient**

5: Like me/strongly agree

4: More like me than not/agree

3: Neither like nor dislike me/neutral

2: More unlike me than similar/disagree

1: Unlike me/strongly disagree

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1. I am aware of my moods and feelings.                                     | 5 | 4 | 3 | 2 | 1 |
| 2. I can accurately define my different emotions.                           | 5 | 4 | 3 | 2 | 1 |
| 3. I can express the difference between intense feelings and passing moods. | 5 | 4 | 3 | 2 | 1 |
| 4. I know what triggers my different emotions.                              | 5 | 4 | 3 | 2 | 1 |
| 5. I am aware of the impact of my feelings on my thinking.                  | 5 | 4 | 3 | 2 | 1 |
| 6. I have realistic self-confidence and personal assurance.                 | 5 | 4 | 3 | 2 | 1 |
| 7. I am responsible for my own feelings.                                    | 5 | 4 | 3 | 2 | 1 |
| 8. I control my motivation and inner excitement.                            | 5 | 4 | 3 | 2 | 1 |
| 9. My attitude reflects my personality.                                     | 5 | 4 | 3 | 2 | 1 |
| 10. People are aware of my feelings.  | 5 | 4 | 3 | 2 | 1 |

Total Score: \_\_\_\_\_ {1-10}

Divide by:   5  

Equals : \_\_\_\_\_ Self Awareness and Self-Connection Quotient

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 11. I have developed self-mastery and personal control.                | 5 | 4 | 3 | 2 | 1 |
| 12. I am disciplined and organized.                                    | 5 | 4 | 3 | 2 | 1 |
| 13. Privileged information, secrets, and confidences are safe with me. | 5 | 4 | 3 | 2 | 1 |
| 14. My life has plan, purpose and direction.                           | 5 | 4 | 3 | 2 | 1 |
| 15. I maintain a positive, optimistic outlook.                         | 5 | 4 | 3 | 2 | 1 |
| 16. I am in control of my personal destiny.                            | 5 | 4 | 3 | 2 | 1 |
| 17. I know what I want and I go after it.                              | 5 | 4 | 3 | 2 | 1 |
| 18. I am excited about the future and look forward to tomorrow.        | 5 | 4 | 3 | 2 | 1 |
| 19. I set goals, make plans and achieve targeted objectives.           | 5 | 4 | 3 | 2 | 1 |
| 20. I manage my time and effort to achieve objectives.                 | 5 | 4 | 3 | 2 | 1 |

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Total Score: \_\_\_\_\_ {11-20}

Divided by: 5

Equals : \_\_\_\_\_ Self-Management and Regulation Quotient

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 21. I have many long-term, strong relationships.                         | 5 | 4 | 3 | 2 | 1 |
| 22. In group contexts, I get along well.                                 | 5 | 4 | 3 | 2 | 1 |
| 23. I am sensitive to tone and nonverbal cues of the emotions of others. | 5 | 4 | 3 | 2 | 1 |
| 24. I am at ease hearing others express feelings.                        | 5 | 4 | 3 | 2 | 1 |
| 25. It is easy for me to relate, be considerate and empathize.           | 5 | 4 | 3 | 2 | 1 |
| 26. I have an inner sense of unwritten rules.                            | 5 | 4 | 3 | 2 | 1 |
| 27. Without being told directly, I can sense how others feel.            | 5 | 4 | 3 | 2 | 1 |
| 28. I can strike up conversations and connect easily.                    | 5 | 4 | 3 | 2 | 1 |
| 29. I enjoy opportunities to be helpful and serve others.                | 5 | 4 | 3 | 2 | 1 |
| 30. Others seek me out to discuss their feelings.                        | 5 | 4 | 3 | 2 | 1 |

Total Score: \_\_\_\_\_ {10-20}

Divide by: 5

Equals : \_\_\_\_\_ Social Awareness, Empathy and Communication Quotient

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 31. When I need to be, I am persuasive and influential.                     | 5 | 4 | 3 | 2 | 1 |
| 32. I accept feedback and critique for personal and professional growth.    | 5 | 4 | 3 | 2 | 1 |
| 33. I provide vision and leadership to teams.                               | 5 | 4 | 3 | 2 | 1 |
| 34. Others look to me for advice and guidance.                              | 5 | 4 | 3 | 2 | 1 |
| 35. I build teams that succeed.   | 5 | 4 | 3 | 2 | 1 |
| 36. I get satisfaction from personal and professional relationships.        | 5 | 4 | 3 | 2 | 1 |
| 37. I manage difficult conversations and sensitive issues.                  | 5 | 4 | 3 | 2 | 1 |
| 38. I can focus the efforts of different people into collaborative results. | 5 | 4 | 3 | 2 | 1 |
| 39. Resolution and improvement are more important than personal blame.      | 5 | 4 | 3 | 2 | 1 |
| 40. I have a reputation for championing change and improvement.             | 5 | 4 | 3 | 2 | 1 |

Total Score: \_\_\_\_\_ {31-40}

Divide by: 5

Equals : \_\_\_\_\_ Social Management and Relationships Quotient

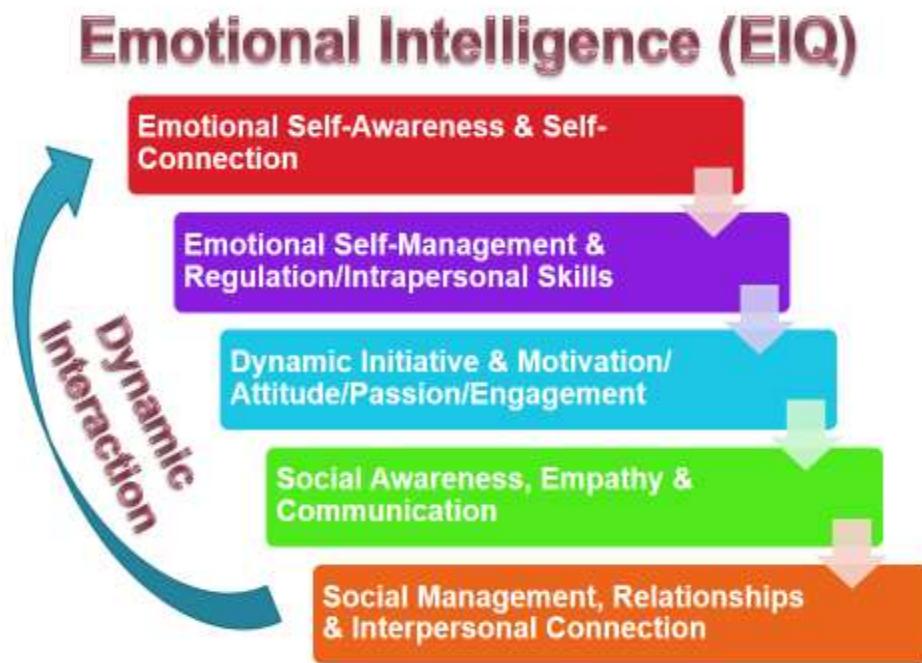
## **Mind Matters**

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 41. I am flexible and adaptable as situations change.                          | 5 | 4 | 3 | 2 | 1 |
| 42. I am focused on the current tasks at hand.                                 | 5 | 4 | 3 | 2 | 1 |
| 43. I maintain the flexibility and adaptability to adjust to situations.       | 5 | 4 | 3 | 2 | 1 |
| 44. I have the ability to transform change into progress.                      | 5 | 4 | 3 | 2 | 1 |
| 45. I self-motivate and take command of my energy.                             | 5 | 4 | 3 | 2 | 1 |
| 46. I manage stress to use it as an asset for stronger response to challenges. | 5 | 4 | 3 | 2 | 1 |
| 47. I take the initiative to achieve my dreams.                                | 5 | 4 | 3 | 2 | 1 |
| 48. When I am engaged, I focus my energy and achieve powerful results.         | 5 | 4 | 3 | 2 | 1 |
| 49. I am excited and enthusiastic to do my best.                               | 5 | 4 | 3 | 2 | 1 |
| 50. My feelings channel passion and effort to fuel effective relationships.    | 5 | 4 | 3 | 2 | 1 |

Total Score: \_\_\_\_\_ {41-50}

Divide by: 5

Equals : \_\_\_\_\_ Emotional Catalyst Quotient



Total scores of over 85 reflect high levels of emotional intelligence.

Scores from 70 to 84 are average.

Scores of 60 to 69 represent areas of concern.

Scores of 59 or below indicate significant concerns.

**EMOTIONAL SELF-AWARENESS  
AND SELF-CONNECTION**

<b>Internal emotional perception</b>	<b>Understanding others/empathy</b>
<b>Accurate self-assessment</b>	<b>Service orientation</b>
<b>Self-confidence</b>	<b>Holistic communication</b>
<b>Knowledge and recognition</b>	<b>Leveraging diversity</b>
<b>Mission</b>	<b>Political awareness</b>
<b>Values</b>	<b>Social responsibility</b>
<b>Self-identity</b>	

**DYNAMIC INITIATIVE AND MOTIVATION/  
ATTITUDE/PASSION/ ENGAGEMENT**

<b>Dynamic initiative</b>
<b>Attitude</b>
<b>Motivation</b>
<b>Learning and personal development</b>

**EMOTIONAL SELF-MANAGEMENT  
RELATIONSHIPS AND  
INTERPERSONAL CONNECTION**

<b>Self-control</b>	<b>Influence</b>
<b>Standards</b>	<b>Conflict management</b>
<b>Change mastery</b>	<b>Team capabilities:</b>
<b>Creativity</b>	<b>Leadership</b>
<b>Problem solving and decision making</b>	<b>Intrapersonal dynamics</b>
<b>Managing internal turmoil</b>	<b>Building relationships:</b>
<b>Resolution</b>	<b>Developing others/ coaching/ mentoring</b>
<b>Positivism</b>	

## 52 Ways to Improve Emotional Intelligence

### **Self-Awareness**

1. Think before acting. Consider consequences and perform with deliberation.
2. Take time to learn, define, and understand a minimum of 100 different emotions.
3. Accept personal feelings as information without judgment or rejection.
4. Connect emotions and thoughts. Think about the causes and impacts of feelings.
5. Tune into the subconscious by recognizing the physical impacts of emotions.
6. Recognize both positive and negative emotions. Reinforce the positive and lessen the negative.
7. Determine personal strengths and weaknesses. Develop realistic self-acceptance and appreciation. Have positive self-assurance and strong confidence.
8. Find things to like about yourself. Establish self-awareness and esteem.
9. Take time to reflect and understand inner feelings. Support intrapersonal effectiveness through positive self-talk; self-affirmation; constructive visualization and/or journalizing.
10. Make active decisions to choose positive, constructive feelings. Have dreams and plans for self-actualization.
11. Establish the practice of relaxing, refreshing and renewing through meditation and reflection.
12. Develop habits of inner attention. Use physical and mental senses to have an active awareness of physical, mental and emotional sensations.
13. Get outside feedback and support. Let others offer information on the feelings they see displayed.

### **Self-Management**

14. Develop habits of self-control and personal discipline.
15. Accept responsibility for behavior, communication, performance and impact.
16. Create a sense of conscience, morality and integrity and act consistently with personal values and principles.
17. Determine personal boundaries and act assertively (rather than passively or aggressively).
18. Actively set goals and objectives. Support achievement with diligence, tenacity and the personal qualities necessary to succeed.
19. Self-motivate. Generate a passion, excitement, enthusiasm and energy to pursue objectives.
20. Be likeable. Cultivate eclectic interests, be nice, courteous and someone worth knowing.
21. Have a maturity and seriousness of purpose. Provide inner direction and drive for curiosity, creativity and imagination.
22. Manage stress, effort, time and impulsiveness. Take command of personal performance.
23. Plan. Have a sense of purpose, direction and focus.
24. Maintain balance. Be aware of objectives in diverse areas.
25. Keep healthy. Manage wellness, exercise, diet, sleep and nutrition.

## **Mind Matters**

26. Actively make and execute decisions. Think, feel and perform with the best information available. Avoid regret, anxiety and worry.

## **Social Awareness, Empathy and Communication**

27. Be curious and interested in other people.
28. Avoid prejudice and self-centeredness. Actively listen without distraction or judgment.
29. Focus attention on others and what they are willing to share. Hear both verbal and nonverbal communication.
30. Be sensitive, appreciative, validating and respectful of others. Value both the person and the message they send.
31. Look for the best in others. See with positive regard. Recognize possibilities and potentials. Be excited.
32. Show support and encouragement. Display understanding through physical and verbal communication.
33. Have an inner fire to provide value to others. Develop a passion to connect, serve, and help others.
34. Demonstrate respect with words, tone and attention. Act with politeness, courtesy and etiquette.
35. Reflect on information to adjust communication and behaviors. Adapt to different personalities, situations and dynamics.
36. Offer constructive feedback, information and dialogue. Communicate positively.
37. Express feelings in an appropriate, effective way. Manage drama and presentation.
38. Test perceptions. Decode accurately, fairly, and effectively. Present feelings in sensitive, appropriate, useful, honest ways.
39. Empathize with others. Let them know and feel the connection.

## **Social Management and Relationships**

40. Involve and engage others to collaborate on mutual agendas and common visions.
41. Apply influence to promote projects and ideas that can yield benefits and create abundance.
42. Resolve conflict judiciously through attention, focus, problem solving and seeking double wins.
43. Promote change management, learning and continuous learning to optimize effective and generate high value returns. Apply coaching and mentoring to develop and expand potential.
44. Involve others through teamwork. Generate synergy through cooperation, participation and utilization.
45. Exercise dynamic, adaptable leadership to invite initiative, engagement, creativity and the best everyone has to offer both individually and collectively.
46. Establish support structures that create both intrinsic and extrinsic rewards. Celebrate achievement at all levels. Encourage effort.
47. Create environments and situations that promote reasonable risk taking. Allow failure and mistakes to be learning experiences rather than disasters.

***Mind Matters***

48. Build loyalty, commitment, identity and quality relationships through positive, contagious emotions.
49. Demonstrate change and adaptation based on listening and active connection to others.
50. Get along with difficult people in tough situations through positive interaction, empathy, dialogue, negation and emotional connection.
51. Actively expand a network where benefits and common gains can be created.
52. Use resonance and rapport to generate strong bonds and feelings of deep connection.  
Exercise availability and adaptability towards others.



## **Positive Emotions and Words**

***Language to Create, Support, Sustain and Strengthen Performance and Pleasant Feelings***

Able	Cautious	Exhilarated	Humble	Nice
Accepted	Centered	Easy going	Humorous	Nifty
Accomplished	Certain	Euphoric	High	Noteworthy
Achieving	Cheerful	Exceptional	Impressive	Open
Active	Cherished	Exhilarated	Intelligent	Optimistic
Adaptable	Clean	Experienced	Impressive	Observant
Adequate	Clear	Expressive	Ingenious	Open-hearted
Admirable	Clever	Exuberant	Innocent	Open-minded
Adored	Collected	Faithful	Inspirational	Obliging
Affectionate	Comfortable	Fantastic	Inspired	Original
Affluent	Compassionate	Firm	Interesting	Outstanding
Alive	Competent	Flexible	Inviting	Pacified
Agreeable	Concerned	Focused	Important	Pampered
Alert	Confident	Forceful	Intense	Pardoned
Ambitious	Connected	Forgiven	Invincible	Passionate
Amused	Considerate	Fortunate	Included	Patient
Appreciated	Content	Free	Intense	Peaceful
Assertive	Complete	Friendly	Invigorated	Perfect
Assured	Cool	Fascinating	Jovial	Persistent
At Ease	Courageous	Fulfilled	Joyful	Pleasant
Attentive	Creative	Funny	Jubilant	Pleased
Attractive	Curious	Gentle	Kind	Popular
Authentic	Composed	Genuine	Liberated	Proficient
Awake	Daring	Gifted	Light-hearted	Positive
Aware	Decisive	Glowing	Loved	Powerful
Awed	Desirable	Good	Loyal	Precious
Balanced	Delighted	Graceful	Lucky	Prepared
Believing	Dignified	Gracious	Learned	Present
Beautiful	Discerning	Gratified	Likeable	Productive
Blessed	Disciplined	Grounded	Magnetic	Progressive
Blissful	Distinguished	Growing	Marvelous	Prosperous
Believing	Dynamic	Glad	Masterful	Protected
Brave	Eager	Glorious	Mature	Prudent
Bright	Ecstatic	Great	Modest	Punctual
Brilliant	Efficient	Generous	Motivated	Purposeful
Belonging	Empathetic	Happy	Merciful	Playful
Calm	Enchanted	Harmonious	Methodical	Proud
Capable	Encouraged	Helpful	Mindful	Poised
Captivated	Energetic	Heroic	Magnificent	Practical
Caring	Enraptured	Honest	Majestic	Quick
Cared for	Enthusiastic	Honorable	Mellow	Qualified
Carefree	Excited	Hopeful	Neat	Radiant
Charitable	Elated	Humane	Noble	Reliable

## **Mind Matters**

Receptive	Tender			
Refreshed	Tolerant			
Relaxed	Tranquil			
Relived	Tactful			
Reserved	Temperate			
Resilient	Thankful			
Resistant	Tenacious			
Resourceful	Teachable			
Respected	Thoughtful			
Righteous	Thrilled			
Resolute	Triumphant			
Responsible	Trustworthy			
Rich	Thorough			
Satisfied	Understanding			
Secure	Understood			
Selfless	Upbeat			
Sensational	Unequalled			
Self-righteous	Useful			
Serene	Unique			
Sensible	Unselfish			
Safe	Valiant			
Sensitive	Valued			
Settled	Vital			
Skillful	Victorious			
Smooth	Visionary			
Spirited	Virtuous			
Splendid	Vibrant			
Stable	Warm			
Steadfast	Wealthy			
Strong	Whole			
Successful	Worthy			
Superior	Wiley			
Self-reliant	Wonderful			
Self-sufficient	Wild			
Savvy	Wise			
Suave	Worthwhile			
Smart	Winning			
Serious	Witty			
Sentimental	Young			
Self-confident	Youthful			
Sincere	Zealous			
Sociable				
Spectacular				

## **Negative Emotions and Words**

### **Language to Negate, Curtail and Stifle Pleasant Feelings**

Angry	Burned-out	Cut off	Distressed	Frantic
Abused	Bewildered	Cranky	Distrustful	Fatigued
Abandoned	Bitter	Crazy	Disturbed	Feeble
Accused	Blamed	Crippled	Doomed	Frightened
Annoyed	Blue	Cruel	Doubtful	Frustrated
Antagonized	Bored	Cursed	Drained	Filthy
Anxious	Brokenhearted	Dumbfounded	Dreadful	Furious
Ashamed	Bugged	Despairing	Doubtful	Finished
Adrift	Burdened	Defeated	Drained	Flustered
Afraid	Confrontational	Dead	Desperate	Foggy
Aggravated	Chaotic	Deserted	Destroyed	Forlorn
Agitated	Cold	Desolate	Discarded	Forsaken
Agonized	Confused	Defiant	Discredited	Fragmented
Alarmed	Complacent	Depressed	Disgraced	Frantic
Alienated	Closed	Decimated	Disgusted	Forgotten
Alone	Conceited	Dejected	Dismayed	Gloomy
Ambivalent	Compulsive	Deflated	Distant	Glum
Anguished	Cowardly	Degraded	Distressed	Goofy
Anonymous	Crushed	Dependent	Disturbed	Greedy
Apathetic	Critical	Desperate	Detached	Grieving
Apprehensive	Compulsive	Debased	Embarrassed	Guilty
Argumentative	Captive	Deceived	Envious	Grouchy
Arrogant	Careless	Deluded	Exasperated	Hampered
Abrasive	Censured	Defamed	Empty	Helpless
Ashamed	Chagrined	Deficient	Exhausted	Hesitant
Attacked	Childish	Defiled	Enraged	Harassed
Awful	Chided	Deprived	Explosive	Hated
Awkward	Chastened	Desolated	Estranged	Hunted
Bad	Cheap	Despondent	Excluded	Hopeless
Baffled	Clingy	Detached	Egocentric	Horrified
Barren	Clumsy	Devalued	Envious	Hostile
Bashful	Compromised	Difficult	Exploited	Hot
Bullied	Compulsive	Different	Flustered	Haunted
Beaten	Conceited	Disappointed	Fearful	Humiliated
Battered	Condemned	Discontented	Failure	Hesitant
Beleaguered	Confined	Discouraged	Foolish	Hungry
Befuddled	Conflicted	Disgusted	Floored	Hurried
Blocked	Confounded	Disrespected	Forgotten	Hopeless
Bested	Contemptible	Distracted	Faithless	Hurt
Belittled	Contentious	Demoralized	Friendless	Hypocritical
Belligerent	Contrary	Demeaned	Frigid	Hysterical
Bereft	Controlled	Dumb	Frustrated	Ignorant
Betrayed	Cynical	Dreary	Furious	Impatient

## Mind Matters

Immature	Misunderstood	Revengeful	Unsure	
Immobilized	Mixed-up	Ridiculous	Upset	
Impaired	Muddled	Rude	Uptight	
Inadequate	Mad	Repressed	Used	
Incapable	Manipulated	Sad	Useless	
Incompetent	Negative	Self-conscious	Unhappy	
Indecisive	Naïve	Self-pitying	Vengeful	
Inexperienced	Needy	Shaky	Vicious	
Inferior	Neglected	Shameful	Victimized	
Infuriated	Nervous	Shocked	Vulnerable	
Inhibited	Nothing	Shook	Vindictive	
Insecure	Obsessed	Silly	Violent	
isolated	Odd	Sore	Worried	
Insulted	Old	Sorrowful	Worthless	
Impatient	Offended	Sorry	Wanton	
impoverished	Obsolete	Stuck	Wounded	
Intimidated	Oppressed	Stunned	Wicked	
Impulsive	Outraged	Stupid	Weird	
Invisible	Outside	Subdued	Willful	
Incensed	Overwhelmed	Submissive		
Irrational	Pained	Sullen		
Irritated	Panicked	Selfish		
Indecisive	Paralyzed	Self-Sabotaging		
Indignant	Paranoid	Self-Defeating		
Inferior	Passive	Self-Destructive		
Jealous	Poor	Self-Centered		
Judged	Pitiful	Tired		
Jittery	Patronized	Tense		
Joyless	Perplexed	Touchy		
Jumpy	Persecuted	Terrified		
Lazy	Perturbed	Trapped		
Left Out	Pessimistic	Troubled		
Let Down	Pitied	Threatened		
Like a Fool	Pressured	Ugly		
Listless	Provoked	Unappreciated		
Loathsome	Put-Down	Uncertain		
Loathing	Puzzled	Uncomfortable		
Lonely	Rebellious	Unprepared		
Longing	Regretful	Uneasy		
Lost	Rigid	Unfair		
Limited	Rushed	Unfocused		
Let Down	Ruthless	Unforgivable		
Moody	Reckless	Unfulfilled		
Mean	Remorseful	Unimportant		
Melancholy	Resentful	Uninspired		
Miserable	Rejected	Unkind		

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McGinness, Alan Loy (1976) **The Friendship Factor** Fortress Press  
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Anderson, Kare (1999) **Resolving Conflict Sooner: The Powerfully Simple 4-Step Method for Reaching Better Agreements More Easily in Everyday Life** Crossing Press

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- Studer, Quint (2009) Results That Last: Hardwiring Behaviors That Will Take Your Company  
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- Parker, Glenn M. (2008) Team Players and Teamwork, Completely Updated and Revised:  
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- Brekke, David L; and Brekke, John L. (2005) Lessons from the Field: Simple Lessons on  
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- Dawson, Roger (2000) **Secrets of Power Negotiating** Career Press
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- Grenville-Cleve, Bridget (2012) **Introducing Positive Psychology: A Practical Guide** Icon
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- Barton, Brad (2008) **Beyond Illusions: The Magic of Positive Perception** Executive Books
- Cramer, Katheryn D.; and Wasiak, Hank (2006) **Change the Way You See Everything through Asset-Based Thinking** Running Press
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Davidson, Richard J.; and Goleman, Daniel (2012) **Training the Brain: Cultivating Emotional Skills (Wired to Connect: Dialogues on Social Intelligence)** More than Sound  
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- Lazarus, Richard S. (2006) Stress and Emotion: A New Synthesis Springer Publishing
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- Rashdall, Hastings (2009) Is Conscience an Emotion? University of Michigan
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- Favaro, Peter (2005) Anger Management Career Press
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- Buford, Bob P.; and Blanchard, Ken (2011) Finishing Well: The Adventure of Life Beyond Halftime Zondervan
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- Gorman, Philip (2008) **Motivation and Emotion** Routledge
- Lindenfield, Gael (2000) **Self-Motivation** Thorsons
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- Bazelon, Emily (2013) **Sticks and Stones: Defeating the Culture of Bullying and Rediscovering the Power of Character and Empathy** Random House
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### **52. Engage in Self-Improvement**

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- Domar, Alice (2001) **Self-Nurture: Learning to Care for Yourself As Effectively As You Care for Everyone Else** Penguin
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- McGraw, Phil (2001) **Self Matters: Creating Your Life from the Inside Out** Free Press
- Seligman, Martin E. P. (2009) **What You Can Change . . . and What You Can't\*: The Complete Guide to Successful Self-Improvement** Vintage

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- Dispenza, Joe (2010) **Evolve Your Brain: The Science of Changing Your Mind** HCI
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### **54. Take Time to Think, Feel, Meditate and Reflect**

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### **55. Establish Credibility and Trust**

- Allgeier, Sandy (2009) **The Personal Credibility Factor: How to Get It, Keep It, and Get It Back (If You've Lost It)** FT Press  
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WWW.SUCCESS-DYNAMICS.ORG Success Dynamics EI Blog

WWW.6SECONDS.ORG Six Seconds Emotional Intelligence (also NexusEQ and SEI) resources on organizational and educational emotional intelligence

WWW.AUTHENTICHAPPINESS.COM Understanding and applying positive emotions

WWW.CCL.ORG Center for Creative Leadership.... Not-for-profit general site... includes EI and empathy resources

WWW.EICONSORTIUM.ORG Not-for-Profit, general emotional intelligence

WWW.MHS.COM EQi-2.0 MHS emotional intelligence system, Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT), Emotional Intelligence Skills Assessment (EISA) and Benchmark of Organizational Emotional Intelligence (BOEI)

WWW.EQ.ORG Extensive resources on emotions and emotional intelligence

WWW.NEXUSEQ.COM International Emotional Intelligence conference

WWW.EITRI.ORG Emotional Intelligence Training and Research Institute... Emotional Skills Assessment Process (ESAP)

WWW.ESSISYSTEMS.COM Behavioral based system using the EQ Map; additionally, Stress, Resiliency and Team Maps

WWW.GEIPARTNERS.COM Group Emotional Intelligence; TEI Assessment... Team Emotional Intelligence.

WWW.GENOSINTERNATIONAL.COM Genos/Australia Emotional Intelligence also known as the Swinburne University Emotional Intelligence Test (or SUEIT).

WWW.HAYGROUP.COM Emotional Intelligence through Daniel Goleman's ESCI assessment; also ECI... Emotional Competency Inventory

WWW.HEARTMATH.COM Institute of HeartMath Not-for-Profit Stress and Heart Solutions

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WWW.RUSSELLMARTIN.COM Applied Emotional Intelligence for Project Management; Emotional Intelligence and DISC

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WWW.PEOPLESIMITHGLOBAL.COM Emotional Intelligence Coaching and Training

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WWW.LEADERSHIP-TOOLS.COM Free Emotional Intelligence Test

WWW.LEARNINGINACTION.COM Experiential emotional intelligence

WWW.MIKEGOSLING.COM/EMOTIONAL-LEADERSHIP EASE Quadrant Structure

WWW.MINDTOOLS.COM Mind tools for peak performance

WWW.MYSKILLSPROFILE.COM EIQ16 Assessment also SYN Personality and Emotional Ability

WWW.NEUROLEADERSHIP.ORG Biology Based Emotional Intelligence with David Rock

WWW.ODYSSEYHPS.COM TTI Emotional Intelligence Assessment

WWW.PSYCHOMETRICLAB.COM Trait Emotional Intelligence TEIQue Assessment

WWW.SDL.COM Social Intelligence focused on Consumer Behavior

WWW.STATISTICSSOLUTIONS.COM/ACADEMIC-SOLUTIONS/RESOURCES Schutte Self-Report Emotional Intelligence Test SSEIT

WWW.TALENTSMART.COM Talentsmart Emotional Intelligence System

WWW.TEAMPERFORMANCESOLUTIONS.COM Team emotional intelligence

WWW.THEEMOTIONALLYINTELLIGENTTEAM.COM TESI Team Emotional and Social Intelligence (also WWW.CGROWTH.COM)

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WWW.THOMASINTERNATIONAL.NET Thomas EIQ

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We wish to thank the people who have taken Success Dynamics' EIQ-2™ assessments. The development of the materials in **Mind Matters** would not have been possible without their help.

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- Happiness, optimism and positive psychology: Shawn Achor, Martin Seligman and Mihaly Csikszentmihalyi,
- Coaching: Michael Angier, Peter J. Reding, Thomas Leonard, Daniel Pink, Doug Evans, Waldo Waldman, Paulette Rao and Kyle Wilson
- Creating winning attitude: George Tinsley, Pat Williams, Chris Widener, Scott Schilling, Berny Dohrmann, Mark Sanborn, Jim Cathcart, Josh Hinds, Darren Hardy and George Fraser
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***Mind Matters***

As ever, if there are any errors in omission or commission, they are my fault. Blame the student not the teacher.

## **About the Author**

Robert G. Jerus, '*Professor Bob*,' is the powerful speaker, consultant, coach and trainer who has developed the Success Dynamics EIQ-2 systems. With over 30 years in management, he has worked domestically and internationally with people from the boiler-room to the boardroom.

He holds an M.B.A. in Marketing Management and an A.P.C. in Public Accounting. He also holds an M.A. in Psychology and a Certificate in Learning and Human Development Technology. Bob also has lifetime certification as a Senior Professional in Human Resources (SPHR).

Bob has worked as a sales manager, university professor, psychologist, career counselor, executive coach, author, and corporate trainer. For individuals, teams and organizations, he has provided personality assessments and associated coaching (Myers Briggs Type Indicator, DISC Profile, Herrmann Brain Dominance Instrument, etc.), Emotional Intelligence evaluation and development (Eqi-2.0, EIQ-2 Second Stage Emotional Intelligence, MSCEIT and others), as well as Neuro-linguistic Programming for peak performance.

Throughout his professional career, Bob has spoken at a wide array of associations and organizations including American Society of Training and Development (now ATD), Society of Human Resource Management (SHRM), and the Society of Emotional Intelligence (SOEI) (to name a few. A life-long learner, he has been active in conferences both domestically and internationally.

As an author, Bob has published hundreds of articles and exercises in the areas of communication, soft skill development and emotional intelligence. He has written: **Sure Fire Success; Leadership Language; Wise Communication; and Sales Savvy.**

In Universities, Bob has taught primarily Management, Psychology, Adult Development and Human Resources. The lessons and materials he has developed engage and inspire participants through experiential learning. By applying active learning, entertaining activities, fun events; and focused engagement, Bob has enabled thousands to capitalize on their potential and achieve targeted success.

As a coach and mentor, Bob is passionate about achieving peak performance, realizing potential and expanding possibilities. He focuses on purposeful achievement and sustainable success. He focuses on:

- Relationships
- Communication
- Intrapersonal and Interpersonal Psychology
- Soft Skills
- Peak Performance
- Adult Development
- Emotional Intelligence

## **Success Dynamics International: Our Mission**

Success Dynamics International facilitates the peak performance and high achievement of individuals (and subsequently organizations) through development, coaching, counseling and consulting practices by offering engaging, insightful, practical tools for targeted results.

### **Success Dynamics International: Our Values**

At Success Dynamics International we believe the values of **dedicated service; uncompromising integrity; deep relationships; courageous execution; and personal warmth and humor** set us apart in executive, team and organizational development. These cornerstones serve as our guiding principles in all products and services offered. When dealing with clients or engagements, these provide the foundation for our interaction. Internally and externally, these values serve as the core of SDI operations. We generate results with high client value.

#### **Dedicated Service**

We characterize our offerings neither by the number of clients served nor by the volume of products delivered but by the value and connection offered. As trusted advisors, we listen and deliver the highest quality answers to concerns and problems. We are focused and client centered in coaching, counseling, training and consulting. We will only recommend products and services in our client's best interests.

#### **Uncompromising Integrity**

We serve with unswerving honor and honesty. We will not compromise truth or trust even when to do so presents the easier, more obvious, less risky, more common path. We diligently offer our partners the best practices from the fields of adult learning, communication, education, marketing, management, psychology and other areas of our expertise seeking creative solutions and better answers. As collaborative problem solvers, we actively pursue courses that generate positive results and targeted development.

#### **Deep Relationships**

In each individual, we see the image of possibility and greater potential. We understand the cornerstone of organizational development and improvement to lie within people, team development and peak performance. By focusing on human factors and personal connections, we respect the personal contributions that are products of goal alignment and team cohesion. Through ongoing, continuing collaborative relationships we actualize individual and corporate potential.

#### **Courageous Execution**

From design to delivery, strategic development to implementation, we will continuously communicate with our partners to ensure that the best tools are applied to successfully achieve specified strategic and tactical objectives. We see action and change as the cures for inertia and unsatisfactory results. We believe in long-term partnerships that emphasize continuous learning, improvement and development at operational, team and corporate levels.

## **Mind Matters**

### **Personal Warmth and Humor**

People learn, grow and perform best when they can enjoy themselves and their environment. We believe in active, approachable relationships that encourage smiles and easy connection. Laughter and a high level of interpersonal enjoyment enhance activities and empower superior quality. When learning and improvement are fun, the limits are expanded. Potentials become realized.

### **Success Dynamics International: Our Products**

The EIQ-2 Emotional Intelligence Learning Systems:

1. The Empathy Principle
2. EIQ-2 Emotional Intelligence
3. EIQ-2L Emotionally Intelligent Leadership
4. EIQ-2I Emotionally Intelligent Influence and Persuasion
5. TmEIQ-10 Team Emotional Intelligence
6. ESO Emotionally Smart Organizations and
7. EIQ-CRM Emotionally Intelligent Customer Relations and Service

Each learning system features: focused development for high value results; validated assessment tools; structured active learning activities; extensive quotations; PowerPoint with facilitator notes; reflective exercises; and workbooks.

EIQ-2 for Educational Excellence: Learning systems to enhance school performance, promote positive climate and add both social and emotional development.

Contact us regarding individual, team and/or organizational assessment.

Training is available to become a Certified EIQ-2 Coach.

Success Dynamics Communication development systems available.

Support materials for **MIND MATTERS**: 4 sets of extensive PowerPoint for group/team development and focused growth. Contact Success Dynamics for quantity discounts

Contact us at [WWW.Success-Dynamics.Org](http://WWW.Success-Dynamics.Org) for your free gift!

To discuss any of the concepts of **Mind Matters**, please call us at 863-420-1929 or email  
[RJerus@Success-Dynamics.Org](mailto:RJerus@Success-Dynamics.Org)

Please contact us for effectiveness and efficiency audits, seminars, workshops, speaking, coaching, consulting and counseling services at

***Success Dynamics International; 232 Bent Oak Loop; Champion's Gate, FL 33837***  
***(863) 420-1929   [WWW.EIQ-2.COM](http://WWW.EIQ-2.COM)***

## **The Top 10 Reasons to Work with Bob Jerus and Success Dynamics International**

*Success Dynamics International* has the system that improves all aspects of communication. It uses this as the leverage to achieve both personally and professionally.

### **1. A high return on investment in terms of motivation, performance, improvement, and tangible results.**

*Success Dynamics International* focuses design and delivery on targeted, sustained results. Through a continuing dedication to excellence, our systems facilitate adult learning and high transfer.

### **2. Value in terms of immediate impact and ready-to-use tools.**

Our materials have been developed for immediate application and continuing reference. They offer positive change for people from novices to experts. Using our training generates fast, practical solutions. The tools participants are given serve as a foundation for continuous learning and improvement.

### **3. High energy programs emphasizing high involvement and interaction; experience; development; and fun.**

All *Success Dynamics* systems demand a high degree of learner participation. They are designed to create experiences that will set the tone for long-term quality. Through integrating content and entertainment, both feelings and thoughts are engaged. When people have fun, they grow faster.

### **4. Memorable training with sustained long term growth.**

People learn through visual, auditory and kinesthetic techniques. *Success Dynamics International* uses systems designed to optimize what participants recall by touching all of these senses and synthesizing the experience.

### **5. Customization to resonate with your team and needs.**

With an extensive repertoire of materials, our experience can tailor programs for specific audiences and objectives. *Success Dynamics International* is prepared to cover an extensive array of communication topics offering depth and/or breadth as targeted. We deliver programs on site, anywhere in the world.

### **6. Multidisciplinary design and methodology to relate to diverse audiences.**

*Success Dynamics International* translates expertise in social psychology, business, communication and adult learning; and experience training thousands of people into performance in whatever client context is needed.

### **7. A unique blend of research, expertise, education and humor.**

At *Success Dynamics International*, we have developed a unique synthesis to generate the highest quality in learning and results. State of the art training and development, combined with long-term practical experience, added to our own research has created a distinctive, unparalleled, people-empowering system.

## **Mind Matters**

### **8. Guaranteed professionalism and quality.**

As a partner in performance, we offer continuing coaching, training and speaking programs to facilitate continued growth. Through personalization and coaching, individual, team, and organizational success are assured. We guarantee it.

### **9. A speaker, author, and coach with international experience and success.**

With hundreds of articles published, Bob has been called upon by many organizations and different groups to heighten their effectiveness. He has worked with many diverse groups at different levels and on different continents.

### **10. A team player who enjoys performing and working with people.**

A professional who enjoys working with professionals, Bob founded *Success Dynamics International* to help people realize their potential. The focus of our development initiatives is investing in achievement.

## ***Mind Matters***

### **Category:**

Business/Self-Help

### **Headline**

A Users Guide to Mental Mastery. Gaining the Emotional Intelligence advantage personally and professionally for satisfaction and success.

### **Sales Copy/Description:**

***Mind Matters*** sets the stage to master the mind for self-awareness, focus, management and performance. Understand and manage thought and emotions to generate high returns on plans and effort. Harness the energy of emotional intelligence to master intrapersonal and interpersonal skills. Connect to develop high value, high quality relationships.

Take the EIQ-2 Assessment to evaluate your emotional intelligence

### **Mind Matters Topics:**

- Program your mind for achievement and excellence
- Command positive psychology to manage a constructive, powerful perspective on life
- Focus dreams and plans on winning
- Master intrapersonal and interpersonal soft skills
- Be more confident and assertive
- Express feelings and thoughts for results
- Self-motivate and take initiative
- Tap into the Law of Attraction emotionally
- Make more friends by being more likeable
- Resolve conflicts by generating abundance
- Gain more influence and become more persuasive
- Learn to 'read' people and not be lied to
- Become self-disciplined and controlled
- Understand and harness the power of emotions
- Empathize to create instant rapport in relationships
- Deal with difficult people and challenging situations
- Manage anxiety, fear and worry
- Focus on relationships and results!

### **The Author:**

**Robert G. Jerus, SPHR** is a consultant, counselor, speaker and author. Professor Bob spent over 30 years as a professor before devoting himself to full time communication, relationships and emotional intelligence. He is the founder of Success Dynamics International.

At Success Dynamics, he is the catalyst for communication achievement by integrating experience in psychology, peak performance, and adult development.