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Do You Feel Unworthy?

It's a debilitating, painful emotion.

By Gary Zukav and Linda Francis



On days when we are limited in our perception to the data that our five senses provide, we tend to see *emotions* as something like an appendix—useless, sometimes painful, and best removed if it becomes too inflamed.

Now that we're becoming *multisensory*—able to sense ourselves as *souls* as well as bodies, our lives as *meaningful* and *purposeful*, and the Universe as *alive, wise, and compassionate*—we can see the role of our emotions in our evolution. Emotions are messages from our souls that tell us when *fear* and *love* are active in us. Awareness of our emotions enables us to create *positive* and *wholesome experiences* (by acting with love) instead of negative and destructive experiences (by acting with fear), and to create the futures we long for—futures of *harmony, cooperation, sharing, and reverence* for life—instead of discord, competition, hoarding, and exploitation.

Unworthiness is a debilitating, chronic, and painful emotion. It also leads directly to the root of all *excruciating* emotional experiences—the pain of *powerlessness*. Every destructive, violent (to yourself or others) emotion, is an expression of *powerlessness*, and each is painful—the emotions of anger, jealousy, vindictiveness, inferiority, and superiority are painful. Beneath every obsessive thought, compulsive activity, and addictive behavior lies the pain of powerlessness. You'll always find it there when you have the courage to look for it.

We can no longer evolve without the *skill* and *courage* to experience all of our emotions completely and to act on the most *constructive* of them—no matter what is happening inside or outside of us. The spiritual path is a *conscious* and *courageous* path of emotional *awareness* and responsible *choice*.

What Is Unworthiness?

Unworthiness is the awareness of a part of your personality that says to itself, *I am unworthy*; for example, *I am unworthy of the love that I have in my life*, or *I am unworthy of the wealth that I have*, and more commonly, *I am unworthy of the happiness that I feel*. Thoughts such as *It's too good to be true*, and *This can't last forever because it is too good* are experiences of unworthiness. You feel unworthy of what the Universe has given you, that you do not deserve it, that the other shoe will fall, and soon you'll get what you deserve, which will be painful.

Unworthiness is the inmost frightening thought that *you do not belong*, no matter how much you want to belong. That *you are an outsider and will always be*. That *you are flawed and cannot be fixed*. It is wanting to be loved and feeling unlovable, or wanting to love and feeling incapable of loving. It's the feeling that no matter what you do, it is not enough, that you are incurably inadequate, intrinsically and permanently flawed. It is the fear of people seeing you as you really are—the belief that if they did, they would not want anything to do with you. All this is the experience of unworthiness.

Beneath all of this *unworthiness* is the experience of *powerlessness*—of feeling powerless to be a real

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» Do You Feel Unworthy?

part of life—to love, to be loved, to affect the world, to be heard, to be worth hearing or to have something worthy saying. It is self-loathing, self-hatred, and no matter how difficult this idea is to consider, it will not leave you somewhere deep inside, and it is excruciating. It is the most painful experience in Earth school, and everyone shares it. This is the pain of powerlessness.

The pain of powerlessness has caused us to reach outward continually, relentlessly, to change the world around us. Pursuing external power—the ability to manipulate and control—has been our way of avoiding the pain of powerlessness. Anything that we do to make ourselves feel worthy and safe is a flight from the pain of powerlessness. Every pursuit of external power—every attempt to change the world or a person in order to make yourself feel valuable and safe—is

“

We choose to act with patience when we are angry, or act with appreciation when judging.

a distraction from the pain of powerlessness. All the distractions in the world cannot uproot the pain of powerlessness inside you.

Our history is a chronicle of the ways that we've tried to escape from the pain of powerlessness, or to pursue external power. Tribes fight tribes, siblings fight siblings, nations invade nations, individuals strive to become stronger than one another, or more seductive, educated, wealthy, or famous. The pursuit of external power surrounds us. We continually try to mask the pain of powerlessness from ourselves, and others are doing the same. Driving every avaricious banker, sexual predator, workaholic, perfectionist, and all attempts to exploit anything or anyone is fear of the pain of powerlessness and the need to escape it.

Now that our perception is expanding beyond the five senses, we see the pursuit of external power for what it is and the futility of trying to escape the pain of powerlessness by changing the world. This is our new common perception: to dismantle the control of the parts of our personalities that have controlled us for so long—such as anger, jealousy, vindictiveness, superiority, inferiority—we need to look *inward*, not outward. We need to change ourselves in order to *liberate* ourselves from the tormenting experiences of unworthiness.

Spiritual partners help one another recognize when a frightened part of the personality is active—when we are striving to mask the pain of powerlessness, for example, by becoming angry, jealous, or a victim. When you are not aware that a frightened part of your personality is active, you forget to *relax* and *enjoy* yourself. You become serious, concerned, and overwhelmed. If you could *laugh* with your spiritual partners, to say *I am doing it again—part of my personality is again feeling like the most unworthy person in the Universe*, then you could all laugh.

The pain of powerlessness is now fueling our evolution differently. Instead of reaching outward to change the world in order to avoid it, we now look inward to *experience* it, to change *ourselves*, to create *authentic power*, and we act on the healthiest parts our personality that we can access in the moment. We choose to act with *patience* when we are angry, or act with *appreciation* when judging.

This change requires us to experience *consciously* all the painful impulses that create all the painful consequences in our lives when we act on them and then choose consciously to act instead from the healthiest, most *wholesome* parts of our personalities that we

can access in the moment. Each time we do this, we create authentic power. When we create authentic power again and again, we become *authentically powerful*. Each experience of unworthiness reminds us that now is the time to create authentic power.

Inferiority Is a Choice (Linda)

I felt *inherently inferior and un-worthy* from a young age. My Mom felt this way, also. I identified with my feeling of unworthiness. In fact, it felt *much better* to act inferior.

When I read *The Seat of the Soul* in 1989, I understood that my feelings of inferiority came from fear *inside* of me. Before, I felt that was just the way I was, and couldn't change.

Then, I realized: if my experiences of inferiority were coming from parts of my personality (not from who I really was), I didn't need to habitually act on their behalf! I realized that every time these parts of my personality became active, I could *choose* to act from parts of my personality based in love instead. What changed my life is my *commitment* to using my will to not act from parts of me that still believe that *I am inferior/superior* and that *the Universe doesn't really love me*. These thoughts come from parts of my personality that are based in fear. If I don't challenge them, they continue to act through me in fear and doubt, and that becomes the energy I contribute to myself and the world.

My daily practice and deepest intention is to become aware of these fear-based parts of myself when they are active in me and to choose to act from the healthiest parts of my personality that I can in that moment.

The experience of *unworthiness* without the *perspective* that allows it to be used as an instrument of spiritual growth is the same as drifting on an ocean of pain in a vessel that is seaworthy and not learning how to sail it. **PE**



Gary Zukav and Linda Francis are authors of *The Heart of the Soul: Emotional Awareness*. This article is © The Seat of the Soul Institute and used with permission of the authors. Visit Gary Zukav and Linda Francis at www.seatofthesoul.com.



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Career Stages

Create your own legacy.

By Andrew J. Blum

My career is in its later stages. I'm no longer on an endless ascent to the next role or financial threshold and I've actually achieved most things that I set out to do. While this is richly satisfying, it is also deeply disquieting. With most of my goals attained, I must boldly face the question: *what am I working towards?*

Until now, my professional effort has been focused on getting through the next quarter, succeeding on the next project, and serving the next client. Every day has been about achieving, getting or proving. With those activities mostly being managed by my team, it's time to find a different source of motivation.

Many of my clients find themselves in similar situations. Many have gone as far as they'll go in their careers, and there isn't much more that they'll achieve. Some continue to see themselves as *central doers*, and many remain focused on increasing their personal wealth, although many have more than they can spend in a lifetime. In some ways, they're behaving into a reality that was true for them 10 years ago but is no longer relevant. Just beneath the surface, many are deeply dissatisfied.

Carl Jung described this dynamic in *Modern Man in Search of a Soul*: "Thoroughly unprepared, we take the step into the afternoon of life. Worse still, we take this step with the false presupposition that our truths and our ideals will serve us as hitherto. But we cannot live the afternoon of life according to the program of life's morning, for what was great in the morning will be little at evening."

I've also worked with leaders who recognize where they are in their lives and careers, move away from the paradigm of success and achievement, and operate with a *Legacy Leadership* orientation. They see legacy not as something they are leaving to others but as a focus on their progress and impact.

We tend to begin our careers with a *short-term focus*, but, as we climb the corporate ladder, we need to shift our focus to *mentoring others* and keeping in balance *what we take* with *what we give*.

Carl Jung asserted that moving through **four stages** is essential to our satisfaction and fulfillment and to society and organizations. When leaders make these evolutions, their organizations thrive. When leaders remain focused on their own goals and needs, their organizations fail to evolve and they fail to create deeper purpose and meaning through their work—and block the evolution of next level leaders. If we look at Jung's theory through the lens of organizational leadership, we see the four stages as follows:

1. The Athlete State: Our ambition is focused almost exclusively on ourselves—making sure that we get our jobs done and making sure that we are recognized as strong performers. We compete against our peers to win and are very "I" centric. The driving belief here is *I am my results*.

2. The Warrior Stage: Most of us evolve into *Warriors* when we move into management. Our focus is on moving up the ladder and increasing our achievement and compensation. It becomes about *getting more*. We see how our intellect and capabilities will get us things, and we seek to get more for ourselves. Many leaders stay in the *Warrior Stage* and dedicate their careers to conquests and acquisitions. The driving belief here is *the more I have, the better I am*.

3. The Statesman Stage: The focus of the Statesman is others. A

sense of competition and rising to the top is replaced by generosity, grace and contribution. Money, possessions and previous achievements lose their hold, and Statesmen focus on service to their communities, however those communities are defined. The driving belief here is *I work for the benefit of others*.

4. The Spirit Stage: At this point, there is nothing left to prove. Focus moves from matters of the world to bigger questions of peace and spirit. In this stage, we are more than our bodies, more than our possessions, more than our achievements and contributions, and we find ourselves inquiring about matters of the soul. The driving belief here is *what matters most is peace*.

In answering the question of *what am I working towards?*, my focus is now about moving fully from *Warrior* to *Statesman* and integrating elements of the *Spirit* in my leadership. This means focusing more on *mentorship*, putting the needs of the community first, holding vision as paramount, and digging deeply into spiritual development.

The importance of mentorship is demonstrated by this incident in nature. In a game park in Eastern South Africa, a nature conservancy discovered 36 dead rhinos—a big loss to the park. The manner in which the rhinos were killed was baffling: they appeared to have been trampled. Elephants were the likely suspects, but this mystified park rangers because elephants don't normally kill rhinoceroses.

As park rangers explored the mystery, they discovered that indeed, young, male elephants provoked confrontation with the rhinos and killed them. The behavior was unusual, and the park had no choice but to kill the offending elephants. When they did, the attacks on the rhinos stopped. A state of peace resumed between the animals. Still, the question remained: what caused these elephants to behave so savagely?

When rangers dug deeper, they learned that all of the offending elephants had been imported from another reserve as baby elephants and were *without male role models*. As a result, when they reached adolescence, there were no adult males for them to follow. In effect, they became juvenile delinquents without supervision or strong role models to teach them.

This behavior was an aggressive aberration for the elephants and points to the need for strong mentorship, especially from good leaders who have a sense of history and of natural laws and principles. Organizations where senior leaders behave like *Warriors* are destined to create next-level leaders who don't nurture or mentor either, and their fate and future is jeopardized by this cycle.

Putting the needs of others first creates the imperative and space for new leaders to grow and ensures that these archetypes create meaning for leaders. It is the pride and focus of *Athlete* leaders that enable *Warriors* to succeed. Without the drive and ambition of *Warriors*, the community focus of the *Statesman* is impossible; and until community thrives, focusing on *Spirit* or *Consciousness* isn't realistic. Suddenly, the question *what am I working towards?* has a clear answer. **PE**



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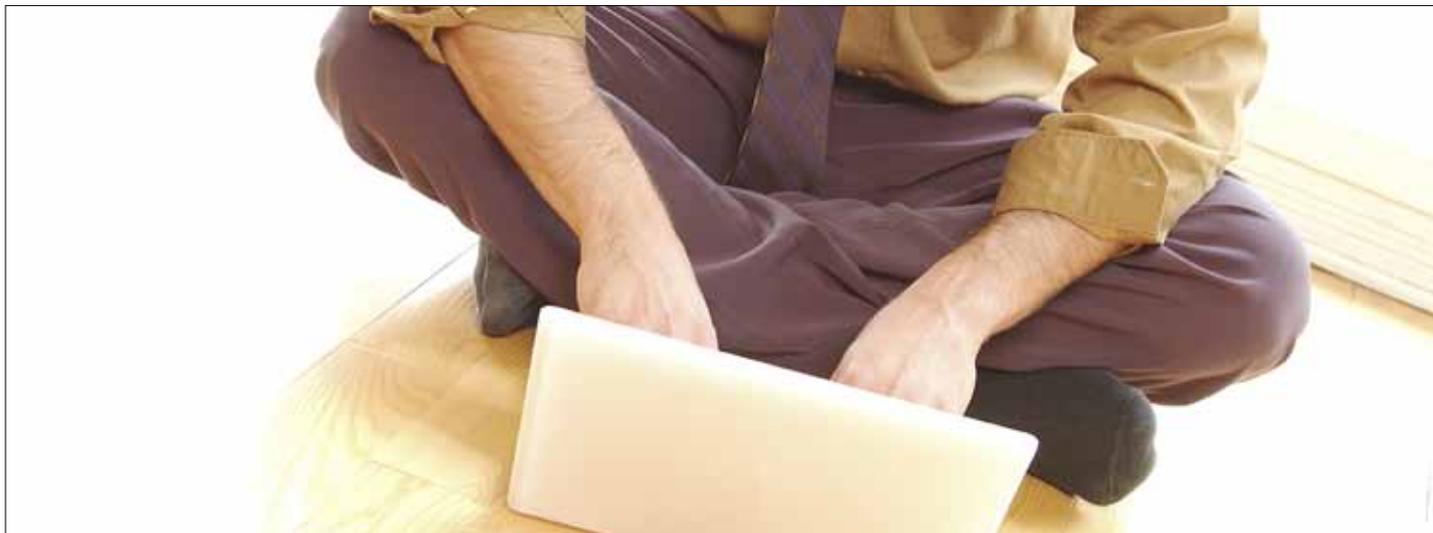


Impostor Syndrome



10 ways you can overcome it.

By Joyce Roché



Many successful people suffer from *impostor syndrome*—the feeling that you're a fraud—and that you'll be *found out* if you don't work longer and harder. You may believe others are more qualified than you, and when you succeed, you're not confident you can do it again.

Impostor syndrome strikes many successful people. It doesn't matter how many *degrees* you have, how much *money* you've earned, how many *awards* you've received, or how far up the ladder you are. Based on my experiences with overcoming *impostor syndrome*, I offer 10 tips:

1. Don't stay silent. Find a way to speak about your fears with a trusted friend, coach, mentor, partner, or therapist. Or confess your true feelings in a journal or into a recorder. One symptom of impostor syndrome is isolating from one's peers and suffering in silence.

2. Do a reality check. Test whether your way of seeing yourself and your abilities and accomplishments is realistic. Make a list of your special skills and the qualities you have that attract people to you and have gotten you this far.

3. See others for who they are. Practice seeing other people as they are, with their own needs and foibles. See their *strengths* and *weaknesses*. Learning to see and accept flaws in others enables you to see yourself in the same way, with compassion and understanding.

4. Learn to metabolize external validation. The next time someone compliments you on something you've done well, allow the information to sink in. Another way to practice this is to ask a trusted ally what your special gifts are; listen carefully and take it all in.

5. Look closely at your fear. You may realize that what you're feeling is a perfectly natural reaction to what you're experiencing. Feeling unfit for your position is partly a *conditioned emotional response to stress*. Learn to distinguish the stress of moving up into new levels of responsibility and influence from the conditioned response of impostor fears.

6. Question your work habits. Ask if trying to compensate for feeling unworthy by working harder than anyone else around you makes you feel *less like a fake*. Then, begin to consider what makes

you feel truly worthy in your own eyes.

7. Build alliances with like-minded people. Clarify your values, and build connections with who share those values. If you feel like the *odd man out*—perhaps because you're the youngest, you're a woman, or you have a different race, ethnicity, or socioeconomic background—don't give power to assumptions others may make about you. Own who you are and what you believe in. Find people who see the real you.

8. Analyze your success. Develop a written inventory of your skills, accomplishments, and experiences to understand your success. Use logic and facts to assuage your fears. This will help you strengthen the skill of *internal validation*. Successful people get validation from others, but most need it from themselves.

9. Exercise your sense of humor. Try to keep a sense of perspective and to laugh often—especially at yourself. Practice joking and relaxing at work. Stop fearing that you'll be perceived as a slacker. Enjoying your work and your life needn't be a luxury that's out of your grasp.

10. Live the life you want. If you are not satisfied with your life or job, make a change. The need to prove yourself to others keeps you stuck in a position that inhibits growth and fulfillment. Living an authentic life will help you minimize worries about not fitting in—no matter how high you move up the social ladder.

If you struggle with impostor syndrome, try these 10 tips. **PE**



Joyce Roché is a former VP of Avon; COO of Carson Products Company (L'Oreal); former CEO of Girls Inc.; board member, and author of *The Empress Has No Clothes: Conquering Self-Doubt to Embrace Success* (Berrett-Koehler). Visit www.empresshasnoclothes.com.



Employability

Create your own opportunity.



By Mark Hopkins



Driving home one hot afternoon I encountered a young cyclist, Dave, who had flatted and was walking his bike in his socks. I pulled over and told him to throw his bike in the back and hop in. As we were driving to his apartment, I was amazed by his mood. Most people in his position would be whining about his broken pump, aching feet, searing heat, but this guy was smiling and talking about what a great day it was.

I learned that he had just finished a tech degree and was looking for work. He listened as I described what our company did, and asked insightful questions about the product. He seemed *incredibly interested*. I said that our company had more demand than we could handle. In 15 minutes, Dave's optimism, interest, and winning attitude won me over. I didn't hire him on the spot, but I recommended him to my production manager, and he got the job. Was this *luck*? Maybe. Was he opportunistic? Certainly.

I see two lessons here: **1) your next big opportunity may come from a direction that you didn't anticipate, and 2) it pays to model some specific behaviors when you get the chance to interact with someone in a position to help you.**

Managers are consumed with their own challenges. They just want help solving their problems. If the solution means giving you a shot at a dream job, that's just a nice *unintended consequence*.

You need to exhibit five behaviors that cause people in positions of responsibility to think about you when they need help:

1. Become a can-do problem solver: People avoid the whiner and gravitate toward (and promote) the person who solves problems, who has the "I got this" smile when problems appear.

2. Go all in! Decide what's important to you and go *all-in*. It is extremely attractive when someone is fully committed to a cause, company, or person. *All-Inners* leave nothing to chance, managing the smallest of details.

3. Be a world class listener: Integrate what you hear with your life

experience and see what you can add to the mix. Leaders are dying to interact with people who understand their thinking and add to it.

4. Be upbeat/engaging/open: Invite interaction with your attitude and expressions. Be the person that everyone is happy to see. Wear a smile. Replace cynical comments with a *good-natured sense of humor*.

5. Strive for humility: No one likes a cocky jerk. It's enjoyable to be around *confident but modest professionals* whose performance makes it clear that they're the real deal, not their entitled attitude.

Create your own hiring opportunities by adopting these five behaviors. **PE**



Mark Hopkins is an entrepreneur, leadership expert and author of *Shortcut to Prosperity: 10 Entrepreneurial Habits* and a *Roadmap for an Exceptional Career*. Visit www.shortcuttoprosperity.com and follow Mark on twitter @10shortcuts.

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Report

Contagious Optimism

Try using positive forward thinking.

By David Mezzapelle



Optimist Creed



Catching Optimism

My life has been powered by *contagious optimism*. Having lived through challenging events and experiences, I share how my *optimism* has made it all worthwhile—for myself and for others around me. The key was my ability to anticipate positive results in advance of them happening, thus making difficult circumstances surmountable. I call this *positive forward thinking*. The anticipation of positive results I call *Life Carrots*.

A *Life Carrot* is something great out in front of you that you can reach. This philosophy has made my life a pleasure—no matter what obstacles stand before me. When I experienced financial setbacks, I found opportunities. When I experienced loss and grieving, I found life. When I became engrossed in materialism, I found simplicity. When I experienced rainy days, I found sunshine. These are all positive results from negative situations.

I'm fortunate to be able to radiate this optimism to others and to help them get through difficult situations in life with a smile and confidence in the future. Apparently my enthusiasm for positive thinking is contagious. I receive thank you messages daily from people who want me to know that I have added zeal to their lives.

One example took place years ago in Jacksonville, Florida. I was conducting interviews for a satellite office we were opening there. One candidate, Jennifer, was not qualified for the position, but I encouraged her to *stay positive* and gave her some advice that would make her more marketable. She thanked me profusely, and her correspondence included one of the nicest thank-you letters I have ever received. She mentioned that she was down about her job search and financial situation before we met but that my *contagious optimism* had altered her frame of mind and demeanor for the better. I wished her well.

Seven years later Jennifer was reading the *Wall Street Journal* and saw an article about our company. She recognized my name and decided to track me down through our website. She wanted me to know how much our meeting had impacted her life and that she continued to have the sparkle of optimism that was generated from our interview seven years earlier. After her failed interview, but with her new outlook, she secured a part-time job to fund the balance of her college education while building work experience in the process. Ultimately she was able to land a position with another technology company and had been promoted several times over the years. She was now married and had children. I was touched that our brief time together had such profound impact.

Many people ask me to bottle this optimism. I often receive calls from people, letting me know they are *psyched*. They share with me their positive outlook that they didn't have before. They feel good about themselves and find optimism in any situation.

For people in a good state, *contagious optimism* will help you appreciate what you have and how you got there. For people in a bad state, *contagious optimism* will help you realize that not far away is something real and tangible, which makes today worthwhile and *necessary*. You'll achieve a positive outlook and appreciation for today,



no matter how difficult it may be, find balance in your life, and lift weight off your shoulders. So, stay positive and make it contagious! ***Luck is opportunity meeting preparation.*** Please don't tell me that you don't have what it takes to be the next musician, athlete, or executive. *You absolutely do have what it takes.* There is no secret or special formula for building talent. There is no *right place at the right time* luck that is required. Your talent is the direct result of the hard work and practice you put in. So start applying yourself. The more you make excuses that you are not cut out for the job, the more you prove you really just don't want it in the first place.

You need to convince yourself that you are improving as you move forward. You need to visualize yourself at the pinnacle of talent. Whatever it is you are working toward, picture yourself already there. It will materialize, but not through magic. It will materialize because you have the confidence to picture yourself reaching the goal, and you are taking all the steps necessary to get there. These are mutually inclusive steps that are surmountable.

Many scholars, theologians, motivational speakers, athletes, philosophers, and industry titans have proven this. It is not some oracle or quest. It is simply the art of applying your entire self to whatever it is that you want to succeed at doing.

Contagious Commitment

Having a tough time getting to the top of your sport, career, or relationship? Stop whining and stop blaming others. Acknowledge where you are lacking and prioritize what it takes to improve. The brain and body together will accomplish the rest.

The Optimist's Creed was written in 1912 by Christian D. Larson. It is still valid today:

Promise yourself: *To be so strong that nothing can disturb your peace of mind. To talk health, happiness, and prosperity to every person you meet. To make all your friends feel that there is something in them. To look at the sunny side of everything and to make your optimism come true. To think only of the best, to work only for the best, and to expect only the best. To be just as enthusiastic about the success of others as you are about your own. To forget the mistakes of the past and to press on to the greater achievements of the future. To wear a cheerful countenance at all times and to give every living creature you meet a smile. To give so much time to the improvement of yourself that you have no time to criticize others. To be too large for worry, too noble for anger, too strong for fear, and too happy to permit the presence of trouble.*

Positive forward thinking is the ability to find the silver lining in every cloud. It's difficult to remain optimistic, easy to get caught in a *poor me* cycle if you dwell on the negative aspects of life and work—the fast pace of life, the constant barrage of emails, a 24/7 workplace. That's why you need a little inspiration—and *Contagious Optimism*. No matter how difficult or easy your life may be, you can experience meaning and happiness. **PE**



David Mezzapelle is author of *Contagious Optimism*. Visit www.lifecarrots.com.

blog



Contagious Optimism Survey

Pursuit of Happiness



A surprising choice by founders.

By Oliver DeMille

One of the most surprising events in the American founding occurred when the Continental Congress used the word *happiness* in the *Declaration of Independence*. Up to that point, the word was seldom used in great political writings. Words like *justice*, *liberty*, *property*, *honor*, *power*, *rights* and others were expected in such a document. But *happiness* was not.

George Washington said that if citizens of the United States should not be free and happy, *the fault will be their own*.

In this view, good government protects people's freedom. What they do with it is up to them—and determines their happiness. Still, the idea that governments are instituted among men to protect a person's right to pursue happiness was innovative. The view of the European aristocrats was that happiness required financial means and the comforts of leisure time—hence, it was only meant to be enjoyed by a few.

The American founders believed that happiness was the result of enterprise, and was possible for everyone. This patently American perspective provided a foundation for the American freedom experiment. It is a profound idea.



If happiness is the result of individual actions and choices, then it follows that *government's primary role is to protect the right to act and choose*. In such a view, the only purpose of government and law is to keep any person from taking these rights from anyone

else—or of enforcing restitution if such protection fails. This is the proper role of government: to protect inalienable rights (defense), and if this fails to cause restitution (justice). This was the crux of the American system, the only one that could be adopted if the goal of government was to protect “*life, liberty and the pursuit of happiness*.”

In ancient Rome, the Stoics argued that virtue is the cause of happiness, and this same view was promoted by ancient Judaism and early Christianity.

In feudal times, the meaning of *happiness* switched more to *good fortune*, taking it out of the hands of individuals.

By 1600, this was refined to mean *a pleasant and contented mental state*.

The American founding generation added to the meaning of *happiness* with the idea of voluntarily doing important things—from personal morality to economic enterprise, to family relationships, political and military sacrifice, and charitable service. They also connected these same things to the concept of *freedom*, thereby forever linking the words *freedom* and *happiness*.

The proper role of the government is to protect *inalienable rights*, and to leave everything else to the people—who will increase or lose their liberty and happiness according to their personal virtue, economic enterprise, family relationships, charitable service, and voluntary choices.

We have largely lost this view, and our freedoms. We now follow the more traditionally European perspective that great changes in society come from the upper class, experts, elections, government officials and policies.

Freedom and happiness are connected, and always up to us, whether we realize it or not. The Founders believed that the American Founding was the result of *the people*, not *a few great leaders*.



When someone tried to compliment his role in the founding, John Adams responded: “Don’t call me *Godlike Adams*, *The Father of His Country*, *The Founder of the American Republic*, or *The Founder*

“Freedom and happiness are connected, and always up to us, whether we realize it or not.”

of the American Empire. These titles belong to no man, but to the American people.”

To the extent that freedom is declining, it is our fault. Our freedoms and happiness are up to us. If freedom is declining, we have the power to do something about it, no matter how much *the experts* try to convince us otherwise. **PE**



Oliver DeMille is chairman of the Center for Social Leadership, co-creator of Thomas Jefferson Education, author of *A Thomas Jefferson Education*, and *The Coming Aristocracy: Education & the Future of Freedom*. Visit www.oliverdemille.com.



Power Posing

Do you look like a liar?

By Carol Kinsey Goman



Body Language Behaviors



10 Verbal and Non-Verbal Signs to Spot a Liar at Work

LAST MAY I SPOKE TO MBA students at Stanford on *How to Spot Liars at Work*. I told students why people lie, the kinds of lies they tell, and the high cost of deception. I also shared verbal and non-verbal cues for spotting liars, and questions to ask when developing a strategy to deal with liars. I closed with *how not to look like a liar when you're telling the truth*. I see so many candid people whose ideas get dismissed or disbelieved, simply because they don't appear to be forthright.

Body language is the management of time, space, gestures, facial expression, eye contact, stance, posture, and paralinguistics—how you say what you say. When your body language is misaligned with your verbal message, *most people will believe what they see and not what you say*.

When being candid, keep in mind **two crucial body language signals**:

1. Maintain positive eye contact. Eye contact bears no relationship to *honesty*, but most people still believe that *liars can't look you in the eyes*. If you look down, let your eyes dart, or avoid meeting the other person's gaze, people will think that you don't believe what you're saying or are being deceptive. To be perceived as open and honest, look directly at the other person, maintaining eye contact 50 to 60 percent of the time, even if you're naturally shy or come from a culture where dropping eye contact is considered polite.

2. Control stress signals. Most nonverbal deception cues are stress cues. When you are nervous, you might fidget, bounce your legs, rub your hands together, or fiddle with your jewelry. Such stress displays are often mistakenly judged as *signs of insincerity*. **Practice two ways to control stress and project confidence/sincerity:** *Power Posing* and *Power Priming*. *Power Posing* is simply holding your body in expansive, *high-power* poses (leaning back with hands behind the head and feet up on a desk, or standing with legs and arms open. This stimulates higher testosterone—the hormone linked to power and dominance—and lower cortisol, a stress hormone. And, these poses lead to increased feelings of power and a higher tolerance for risk. People are more often influenced more by how they feel about you than by what you're saying.

Power priming starts with remembering a personal experience in which you had power (or were successful). When you are primed with powerful memories, you impact the impressions that others have of you.

Honesty is the best policy—but if you don't *look* like you're telling the truth, it won't matter that you are! **PE**



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12 Body Language Tips for Career Success

Self-Limiting Thoughts

Kick the habit, step into your power

By Patricia O't



Sometimes you are your own worst enemy. As you grow up and learn how to survive the inevitable traumas of life, you also learn negative self-talk that sabotages your ability to succeed. But you can overcome these destructive thoughts.

You may face a *glass ceiling* that keeps you from reaching the summit of professional achievement. Eliminating that barricade would no doubt benefit you. The secret has been inside of you all along—you just need to learn how to access that wisdom and overcome the *brass ceiling* of *self-limiting thoughts*.

From a young age, you have likely heard an incessant stream of self-limiting interior dialogue that tells you that you are not thin enough, smart enough or good enough to succeed, find the right partner, or compete against others. This self-defeating monologue of self-limiting thoughts combines with popular culture and its barrage of messages that you can't be complete unless you measure up to *some elusive standard*.

Whether dealing with family members, coworkers, intimate relationships, or a best friend, when you feel *less than*, you often miss the path toward achieving your true potential. Blaming yourself for what someone else has done to you is, sadly, a common theme, but



this reaction is merely how you have been conditioned to respond. By gaining the right tools, you can break the cycle, become more resilient, uncover your inner power, challenge these thoughts, and stop blaming yourself for what goes wrong in your life. With the right tools, you can learn how to find your own best solutions and stop the *girly thoughts* that tell you who you are, how you should act, and that hold you back.

When you step into your power, nothing can stop you. For all of us, our private road to personal power is strewn with awful events that challenged us, boulders that unexpectedly tumble down about us, detours signs we saw at the last minute, rerouting that we must

figure out on the fly, and moments (if not weeks and years) we've gone through that no one should have to endure, actions we've taken that made us feel we might not survive. And yet to quote Lana del Ray in *Radio*, we can all arrive at a point where we feel: *nothing can stop me now*. This iconic singer speaks freely about how she became powerful, by learning how to love herself. Her lyrics: "No one even knows how hard life was, I don't even think about it now because I've finally found you" reflect her recovery and her happiness. "People will always hate, but I love myself now, and that's all that matters," she muses as she recalls her journey in finding her *resilience*.

What Lana del Ray is speaking about is our *personal power*, our *resilience*. Your personal power comes from successfully meeting, navigating, and coming out on top of your challenges from whatever source they stem: from being the oldest, the only girl, the responsible

» Self-Limiting Thoughts

one, to being the smart one, the pretty one, the one who stood out, the one who didn't, to our addiction, the abuse, or discrimination we survived.

You, like Lana del Ray, deserve to feel real good about yourself, feel confident, even feeling impressed, because you have not only survived, but in many cases thrived in the face of the numerous tests you have experienced. But you often don't feel pleased with ourselves. In fact, many times you don't even stop to consider what you have just accomplished when you have been challenged. For each of us, our challenges are different—whether it was speaking to our son's teacher, listening to our mother's pain, driving into a new part of town, telling our partner *enough*. Somehow, it is so very complicated for us to embrace the resilient part of who we are.

Yes, our power can ebb and flow. It surrounds us, it lifts us, and it appears to vanish, but we know it is still there. But to consciously walk around feeling it? Yes, we've all had the experience of hearing "you're so powerful" from a loved one, an employer, a friend, and simultaneously feeling our inner response of "no, I'm not."

Recognition is always a humbling experience. You have been trained to say "who me?" when your special qualities are noticed. So, to notice what is right with you is a challenge—a much bigger task, than fixing things for others, than helping out your friends, your family, shining at work. Because if you feel your power, then you need to own it, prompting you to answer the "who me?" that comes to mind, with the "Yes, you!" And of course, this is uncomfortable.

Having heard this from friends, family members, patients, and having felt this in moments within myself, I've wondered why do we become uneasy when we hear what is obviously a compliment. Or is it?

Something about another acknowledging that they see our power can feel so very threatening, but to what? What does being seen as

powerful often provoke such a response? Could it be that being *powerful* doesn't jive with our culturally reinforced image of how a woman should be seen? Could it be that being seen as strong, that loving ourselves as Lana del Ray sings, doesn't comfortably fit with what has been drilled into our head that we are really vulnerable, that we are the loving party, but not capable of self-love, and to the assumed statement that we can be only one or the other, one culturally acceptable, and the other not as much?

By doing this we can choose to *step into our power*, and have a life *sweet like cinnamon*, as Lana sings. We can allow ourselves to be complicated, nuanced, maybe not so predictable, even to ourselves. We don't need to live in a box, and to put our power in one.

Like the pebble in the pond, by releasing ourselves from being defined by others, we not only affect ourselves and our future, but in doing this, we can knowingly influence the next generation of women in our lives—our daughters, sisters, aunts, mother, nieces, cousins, the women in our office, our apartment building, our town. How to do this? . . . Begin to embrace your resilience, and own your own power. **PE**



Patricia O'Gorman, Ph.D., is a psychologist, coach, speaker and author of *The Resilient Woman: Mastering the 7 Steps to Personal Power* (HCI Books). Visit www.patriciaogorman.com.

blog



12 Steps to Self-Parenting

Article



Quizzes on being a resilient woman

From Vision to Reality

Create a strategy, then implement it.

By R. Kay Green

Why is it so very easy to put off tomorrow what can be done today? Your *genius ideas* will never become reality if you don't properly strategize and implement. You must pay attention to both—strategy and implementation must coexist. You can't have one without the other. If one component is weak, so will be the other. Strategy and implementation are interdependent.

Strategy is your plan of action that you develop in order to achieve your vision. It's all about preparing for a position, gaining an advantage, or spotting moments and points in time when you can better yourself. Strategy—the route you take to becoming a winner—requires diligence and hard work. Whether preparing for a new career, starting a business, or progressing inside your company, you must sit down, analyze the situation, brainstorm on outcomes, and devise tactics to maximize your position. Without this important component, your hopes of winning diminish to almost zero.

When you don't take action on your vision, you don't get what you want. The same is true of when you go into something blindly. When you dive into something headfirst without considering *strengths, weaknesses, opportunities, and threats* (SWOT), you set yourself up for failure. Without a SWOT analysis, you don't give yourself a fair chance to succeed. Strategy is your vision for the future; implementation is your 110% effort to make that vision a reality.



Take Four Steps

The most effective way to unify strategy and implementation is to talk yourself into the strategy's validity and the implementation's inevitable success. No matter who you are or what you intend to do, you should **take these four steps**:

1. Do not procrastinate. Procrastination can kill any strategy. If you haven't yet taken the time to create a plan, what are you waiting for? If you have a plan in place but you haven't set the ball in motion on finding funding, what are you waiting for? If you have the funding and the assets you need to put your strategy in motion, what are you waiting for? Taking it slow and wanting to make sure you've considered every variable is one thing; using that as an excuse for inaction is entirely another. So stop thinking so much because you're too worried about what the competition is doing. Stop talking about how great your idea is and start doing what needs to happen today to get things up and running. Don't dwell on the *why-you-can't*, concentrate on the *why-you-can*.

2. Prepare a budget. No strategy is complete without an accurate financial projection. No implementation works if it suffers from a financial shortfall. Write a plan. Pitch it to the people you need for financial or conceptual help. Go after angel investors. If you're fortunate to have family and friends wealthy or talented enough to help, ask for their help. Don't fear money. It is surely the ultimate means to making your dream a reality, but it also tends to begin feeling like an obstacle. With a sound plan in place, you can start your implementation with the knowledge that the money will be there when you need it (or at least, you have contingency plans in place when the money grows tight).

3. Tell yourself, "I really don't have a choice." If you keep focusing on the *what-if's* and the doubts, you'll never get anywhere.

But if you can convince yourself that you have no choice but to take the leap, you will be implementing effectively in no time. If you're thinking about switching careers, what's stopping you? These things can be overcome. Waiting for that bonus? How much money is your happiness worth? Waiting for a better opportunity to open up? What if it doesn't? How long are you willing to hold out? Eliminate everything that stands in the way of positioning yourself for the future.

4. Have a contingency plan. Nine times out of ten, your strategy fails because you fail to take into account all possible negative outcomes. The surest way to submit to this common failure is start implementing without at least one contingency plan—the *What-If* plan. No amount of planning can predict every possible outcome, so why pretend that you are capable of leaping into a situation with perfect foresight? You know the importance of going in with a Plan A, B, and C, and yet you may tend to approach even the most major situations in your life with only a Plan A. Develop a realistic, measurable, and timely back-up plan. As you know, setbacks are bound to occur. It's not a matter of *whether you will make mistakes or encounter unforeseen outcomes*—it's a matter of *how you deal with them*. If you beat yourself up over the failure of Plan A, you'll never get anywhere. If you immediately switch to implementing Plan B, progress will continue.

Be proactive as you strategize and reactive as you implement. Do this, and you will move forward. Strategy is dreaming; implementation is doing. Remember, nothing happens without both. **PE**



R. Kay Green, Ph.D., is CEO/President of RKG Marketing Solutions. Visit www.drkaygreen.com or email Brittany Calhoun, Publicist, bcalhoun@drkaygreen.com

The Asking Formula

Ask for what you want

By John Baker



Do you ever have trouble asking for what you want? Do you feel frustrated when you don't get what you don't ask for? Have you seen people be more successful at asking for what they want?

We often hem and haw and hope that people will give us what we want—or do what we want them to do—if we give them enough hints.

I created *The Asking Formula* because I was tired of people wasting my time not getting to the point. I was frustrated with salespeople not asking for the close. I was weary of endless presentations and non-ending meetings. And, I was through with training that didn't really change behavior.

What is The Asking Formula?

Confident people know how to persuasively and courageously *ask for what they want*. They follow a six-step, repeatable process called *The Asking Formula*.

- 1. Know what you want.** Control the agenda and be bold.
- 2. Ask for what you want.** Start with "I am asking for . . ."
- 3. Show what you want.** Two-thirds of your audience want to learn visually.
- 4. Develop best reasons.** Why would your audience want to give you what you are asking for?
- 5. Stop talking.** Give your audience a chance to say "yes."
- 6. Share.** Only provide supporting documents if needed. This is meant to be simple, but it is far from easy to implement.

Most people sabotage their effectiveness (and personal image) by practicing bad asking behaviors. The Asking Formula is about installing a culture of productive and forthright communications that provokes action and gets things done. If it were easy, everyone would be doing it.

"The leader of the past knew how to tell, the leader of the future will know how to ask." —Peter Drucker



Why are so many people unable to ask for what they want? How many times during the day—in a sales call, presentation, or meeting—is it vital for you to ask for something that you want in order to achieve your goals? As a consultant, I witness the results of **poor asking** first hand: Failed sales calls,

poor decisions, misunderstandings, damaged credibility, endless meetings and presentations, lost time, wasted resources, lack of influence and confidence.

The *Asking Formula* is a simple way to get immediate results, deliver clear solutions, gain confidence, and generate faster growth. It empowers you to implement the most effective process for structuring persuasive communications and to achieve your objectives. Instill in yourself a *bias for action* that gets things done. Super-charge your influence and improve results. **PE**



John Baker is America's Asking Expert and creator of *The Asking Formula*. www.theaskingformula.com



Stress Relief



It only takes five minutes.

By Lauren E. Miller

Ask yourself: What do you do to prevent the behavior of others from destroying your inner peace and confidence? To guard against emotional flare-ups as a result of negative feedback? Is your inner peace destroyed when people do not listen to you, interrupt you, overlook you, don't recognize or appreciate you? Don't call you back? Email you back? Like you back? Respond to your text messages?

Answering these questions reveals where you get stuck within the drug of approval, expectations, and assumptions. Take back your ability to maintain inner calm and confidence, no matter what people do or don't do around you.

As you maintain inner peace and confidence no matter what surrounds you, your ability to come up with creative solutions to the bumps in your road will expand rapidly.

Do you believe that life is for you or against you? Your *reticular activating system* is your best friend or worst enemy. It will hunt and gather information from your life that backs up your choice of focus and beliefs. Do you think you can or can't? Do you believe *all things are possible* or that *nothing ever works out for you*? As you choose to show up for life, life will show up for you. *Belief and action*, choosing thoughts that back up your desired reality, create your reality.

Invite you to practice two stress solutions to help your emotions move through your body so they don't get stuck and create havoc:

- **Thymus thump.** Take your fist and lightly tap on your thymus, located 2 to 3 inches down from the U-shaped dip at the base of your neck. As you tap on your chest, exhale rhythmically, *HA HA HA, HA HA HA, HA HA HA, HA HA HA*, until you push all of the air out of your lungs. Continue to thump lightly on your chest as you inhale deeply. Repeat this technique for three to five minutes. You will experience clarity of thinking and renewed energy.

- **Moving and shaking therapy.** This healing technique is used to release inner toxins, emotionally and physically. The term *just shake it off* refers to letting something go that is holding you back. Yet, you are now rigid as you have grown into your adult experience. What happened? Perhaps you received a message that said, "Stop squirming. Sit still!" You made the connection that random, sporadic movement isn't safe. However, consider life as flow and movement in nature. Creation responds to the elements around it, like the wind and the water. Flexibility and flow allow for expansion and growth. Do you want health and vitality to return? Start reconnecting with movement daily. How many new ways can you move through your day? Return to the playfulness that accompanies exploring different ways to move in this world.

Shaking—a release and dance between the rest and arousal states—has profound healing benefits. You can shake your body

Related Articles



at any time. You see athletes doing this before games to loosen up. The next time you experience a negative memory, an emotion, or a perception, including your inner critic, try shaking that part of your body and imagine being moving that emotion or memory down through your legs and arms, and right out of your hands and feet. Do this several times until you feel the inner calm return. After shaking it off, return to the rest cycle. Lie down, preferably outside on the grass. Do an internal scan, and look for any remaining fear, doubt, or worry. Imagine the residue from any negative emotion flowing out of your body into the energy of the Earth. Allow fears, doubts, and worries to be consumed by the earth's energy. The next time you feel inner anxiety, practice shaking it off!

Three Additional Tips

Spiritual Tip: Many times you *burn out* half way through your day as you frantically try to meet the needs of everyone around you. You are not aligned with what you value most in life—taking care of yourself. You forget the strength contained within your soul. Anytime you play the victim, you remain stuck. When your priorities are clear, your decisions are easy in terms of how you spend your time. Take 4 minutes every hour to breathe deeply three times, humming as you exhale to break the monkey chatter in your head. Focus on what does not need to be fixed: your connection with God, the truth that you are enough just as you are, your worth and lovability. When I went through cancer, I took breaks during the day to reconnect with my

awareness that God was moving through me, empowering my weak body with the ability to choose life and love. Because I nurtured the strength of the Holy Spirit, I was never alone. Remember that *you are first and foremost a spiritual being*, connected to God, having a physical experience.

Emotional Tip: It's easy to attach your self-worth to your *to do list*—clinging to the belief that without some particular thing or outcome you can't be happy. Practice reconnecting to the source of happiness that doesn't rise and fall based on achievements, recognition, and *to-do lists*. Your emotional state flows directly from your feelings of worth, love, safety and connection. When you question these, you will be emotionally bumped. When you experience *overwhelm*, ask

“
Practice reconnecting to the source of happiness that doesn't rise and fall based on achievements, recognition, and to-do lists.

yourself, where do I feel inadequate and incapable? Have I attached my self-worth to something outside of me? My children? Spouse? Position? Identify where you feel threatened and remember that you are worthy, capable of handling any situation, loved and accepted just as you are—not because your children have accomplished certain things or that they listen to you or because you can do it all, simply

because of who you are. When you feel *emotionally overwhelmed*, try this: tap on your thymus located 2 inches below the U-shaped dip at the base of your neck and say, “I have faith and confidence in God and my ability to handle this situation, my future is secure, I am secure” repeat this statement while you tap for 1 to 3 minutes.

Physical Tip: Make time to work out. Try the popular burst training workout which can be done 3 to 4 times a week in less than 15 minutes. Choose 3 to 6 physical exercises that you like. Do each one as fast as you can for 30 or 60 second burst/rest intervals. For example, you run in place as fast as you can for 60 seconds and then you rest for 60 seconds. Complete 3 to 6 intervals first thing in the morning if possible, and experience the benefit of increased energy, clarity of thinking, decreased cortisol levels, and 36 hours of fat burning. This is the perfect busy schedule work out! **PE**



Lauren E Miller is founder of Stress Solutions University.com, a stress relief expert, speaker, Master NLP Practitioner and bestselling author of *5 Minutes to Stress Relief* (Career Press). Visit LaurenEMiller.com.

 Download a free chapter of **99 Things You Wish You Knew Before... Stressing Out!**

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Boost Productivity



Pretend you have Type 1 diabetes.

By Andrew Deutscher



We are now putting in 20 percent more hours than in 1970, and diminished resources are the norm, leaving us feeling *overwhelmed and distracted* with increased complexity and demand. The world is getting smaller and technology faster, yet the number of hours in a day has not changed.

One way to be more productive is to take care of yourself—and encourage others to do the same. As the father of a son with type 1 diabetes, I suggest that you take care of yourself *as if you had type 1 diabetes*. You know that you can't take your well-being for granted. My son's diagnosis and care have changed my thinking. I've since met many people with type 1 who live productive and satisfying lives under the pressure of a chronic disease. They know *their first priority is their own well-being*.

Pretending that you have type 1 diabetes is a good way to produce healthy behaviors. People with a chronic disease know that they need to consider their capacity before they take on any task. Employers are looking for people who *manage themselves* when change is the norm, priorities shift, and workloads increase.

• **Maintain energy.** Food is fuel; its main purpose is to nourish us with a steady source of energy. Managing our blood sugar during the day is integral to being effective at work: at 3 p.m. you should feel similar to how you feel at 10 a.m. Those with type 1 diabetes must ensure they have *steady blood sugars* or risk severe lows and highs, dramatically impacting their mood, focus and effectiveness. To boost your energy, try eating whole foods 5 to 6 times daily, including two 100- to 150-calorie snacks.

• **Be more resilient.** If you had to prick your skin 10 times a day to check your blood sugar, you'd be tougher. This practice gives you critical information about *where you are* and *what you need to do to feel and perform better*. What challenge can you take on to build your resilience? It's likely the things you are putting off now because it's not immediately gratifying or somewhat painful.

• **Persevere.** Barbara Anderson, professor of Pediatrics and a veteran in the type 1 field, uses the term *disease burden* to signify how trying and difficult managing diabetes can be, and how that directly builds emotional and mental states over time. As a result, those with type 1 diabetes become stronger in their perseverance. They are also deeply connected to a sense of purpose, making it much more likely for them to take care of themselves physically, emotionally and mentally. What's your purpose?

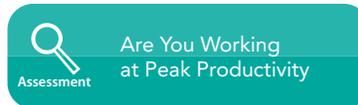
• **Stay focused and aware.** Our attention is under siege by distractions. We work in contradiction to the *ultradian rhythm*: intense focused exertion for a time and then recovery. We work best in 90-minute increments. Asking yourself every 90 to 120 minutes how you're feeling *physically, emotionally and mentally* allows you to listen to your needs. You're more likely to reach for sugar or coffee or serve up your own stress hormones under demand if you are not *checking in with yourself* every two hours.

• **Sustain yourself.** As you burn energy during the day, you need to refuel in the form of glucose and oxygen. Working long hours and prizing hard, continuous work is leading to exhaustion, poor health and burnout. We need to spend and recover energy. By modeling *self-care behaviors* in those with type 1 diabetes, you will honor the need to replenish, recover and ultimately, be healthier and higher performing.

Imagine you have type 1 diabetes or chronic disease. You will then see how to sustain yourself. **PE**



Andrew Deutscher is a speaker for The Energy Project, author of *Typecast—Amazing People Overcoming the Chronic Disease of Type 1 Diabetes*. Call 646-334-4381 or email Andrew@mytypecast.com.



We're Still Too Fat

5 myths misinform weight loss.

James L. Hardeman



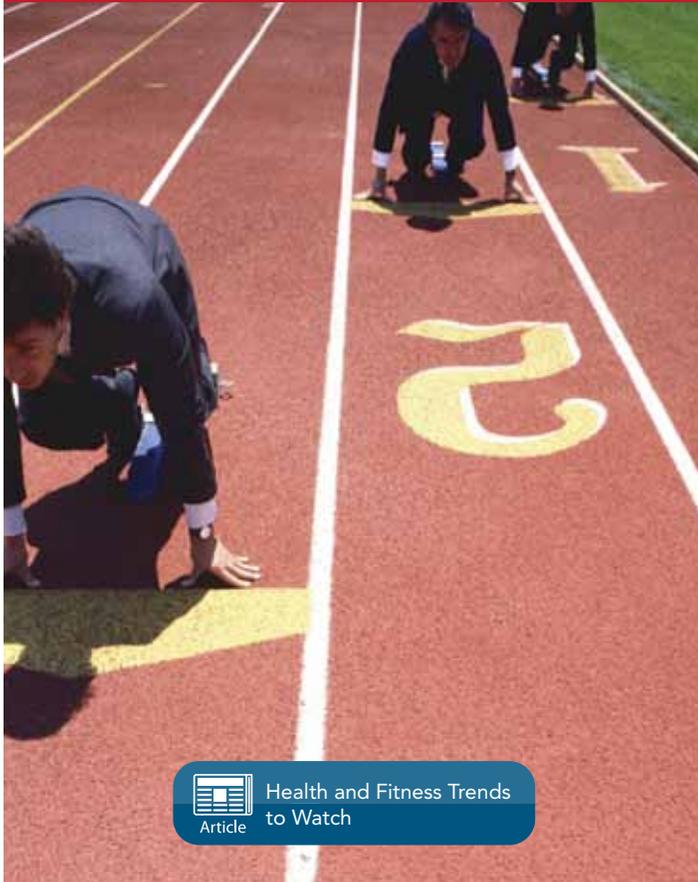
WE'RE NOT THE MOST OBESE nation anymore. Mexico has surpassed the U.S. as *the fattest nation* (70 percent are overweight, one-third are obese, and diabetes accounts for 70,000 deaths a year).

But this doesn't mean our health has improved. I've seen firsthand the consequences of *unhealthy habits* during my 30 years as a practicing physician. We still haven't dealt with our national epidemic of fat-based disease. In my guide to looking younger, I debunk *five myths* that hurt dieters:

• **Myth 1: 30 minutes of exercise three times a week is sufficient.** Moderate exercise may work for the 25-year-old with a reasonably healthy diet. When we're young, our basal metabolic rate (BMR) rages like a furnace; but our BMR decreases 2.5 percent each decade after age 25. That means we have to make up for that decrease with better eating habits and more exercise to maintain a healthy weight. For those who are older, overweight or obese, a stronger commitment is necessary (one hour of exercise five times a week).

• **Myth 2: Gaining weight with age is healthy because it's natural.** Metabolism slows with age, causing many to put on the pounds.

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However, maintaining your *Ideal Body Weight* (IBW), which factors in height, gender and frame size, will keep you feeling and looking younger if you *don't* slowly gain weight over time. Also, casually accepting some weight gain over time can lead to massive weight gain considering our largely sedentary lifestyles and easy availability of quick, fatty meals.

• **Myth 3: Drink at least eight glasses of water per day.** We possess a sensitive thirst center in the brain (hypothalamus), which responds to dehydration and tells us to drink water. The amount of water needed for each person varies; so you don't need to set a target—your thirst will tell you. However, drinking plenty of water may decrease appetite, and water should always be chosen over sugary beverages for satiating thirst.

• **Myth 4: Diet books keep you slim.** Diets typically entail temporarily altering eating patterns, losing a bit of weight, and then going back to old habits. This has created many diet books. It all boils down to the *Intake-Output principle*. People who stick to diets lose weight because *they limit the intake of calories*.

• **Myth 5: Taking vitamin supplements daily makes you healthy.** A balanced diet generally provides all required vitamins and minerals needed, with three *possible exceptions*: vitamin B12 for those who eat no animal products, folic acid for women of childbearing age, and, if blood tests indicate deficiency, vitamin B12 and vitamin D in the elderly. **PE**



Dr. James L. Hardeman, a practicing physician for 30 years, is triple board certified and author of *Appears Younger than Stated Age*. Visit www.jameslhardeman.com.

blog

Search for Work

Address five key questions.

By Karen Okulicz



T help people survive and thrive in difficult career transitions, like getting back on your feet after a layoff or when making a career change by choice or out of necessity. I have traversed the world of unemployment (twice in three years), and acknowledge the trials of keeping a great attitude—the single personal trait to maintain for a best and peaceful life. Many people look to make changes in their career and start a new job search.

To avoid wasting time and put yourself on the path to creating the best opportunity of work to your liking, answer **five key questions** (the Five Ws):

1. WHERE do you want to work? Why apply to companies with long commutes into the city, if you don't want to work in the city? Why send resumes to locations and companies that don't interest you, are too far away, or meet your personal needs. Why are you spending time this way at all?

Every age has different responsibilities. If you are single and have no kids, you may enjoy a job on the road. But if you are married with kids and want to see them and your spouse every day, you need to adjust your *Where* to fit. With *employment flexibility*, you need to decide to make it work for you. Answer the question *Where* so that you identify what is best for your personal needs.

To get a closer fit, ask yourself: How will you get to this place (by

car, bus, train, walk, bike)? What will be wearing when you get there? What time will you get there? Do you want to work days, nights, or swing? You need to know these details for each *Where* you consider and think about the work offered.

2. WHO do you want to work with? You do have a choice. Who will you be working with at every place of work you consider? Maybe you would like be on a team or enjoy like-minded people. Maybe you prefer large structure, or maybe you work best alone, in the field with little interaction or close supervision. Do you work with the same people daily or will you have mix of contacts?

Ask these detail questions and get the answers so that you can make a good decision, know what you are getting yourself in to, and are not surprised and chagrined by who you spend most of your time with each day.

3. WHEN do you want to be WHERE and with WHO? The answer is NOW. Get up. Get moving. Make the call and visit. Go to where you want to be. Volunteer for a day and see if that *dream work* will suit you. Spend some time observing and studying the new workplace, what you will be wearing, and who you will be working for and with. You must acquire knowledge and data so you can visualize and create a complete picture, enabling you to make a decision that it fits your needs. What-ever you're doing now, at this moment, will determine and create the future success. Every moment is a crucial step in getting from where you are, unemployed or in a dull job, to something better, more fulfilling, flexible and rewarding. So, get the answers now.

4. WHY do you want to work? The answer determines the outcome of your search. Is it for the fame and glory? Do you need to get something part time until your book is picked up by a publisher? Do you

need to work full time until the kids graduate from college? Do you need to work for the money and health benefits only? Are you just trying to get out of the house and be a part of the world? Are you looking to save the world? What's in it for you?

5. WHAT do you want to be? Three different work choices can lead you choose to the perfect WHAT.

- **Job.** Give time, energy and muscle for money. It's something that you get to pay the bills. A job you take until you finish school, apprenticeship or whatever. It helps you cover expenses. It may be mentally or physically demanding, but its rewards are financial only. It is *'doin' what you gotta do' to just get through.*

- **Career.** You go to school for training and acquire skills, knowledge, expertise, perhaps a specialty or a trade. You may find yourself in a career because you felt you may like it or it was suggested to you. It may be challenging for you, but you think there could always be a better way to go. You may like your career, but be glad to retire someday.

- **Life's Work.** This is the pinnacle of employment! You get to do something you love. You get to choose where, what and with who. You get to have passion for the things you do. You get to love what you do and lose yourself in this work totally. A career maybe a life's work but, a job will never become one.

Working is not a life sentence—it is a choice. All of us want to work in something that fits us and fulfills us. If you are stuck, not sure what to do or what you want to be, ask yourself, "On your worst day of work, what did you say to yourself on the way home?" The answer gives you clues to what to adjust. Did you say: I have to get out of here. I can't work with these people any longer? I want a break from this schedule, commute, routine, commitment. I want to make my kids' baseball games, soccer practice, ballet class. I want time for (). I need a break from ()! I would love to find—a closer commute, better hours, more interesting projects, better salary. I need to learn ()—*fill in the blank.*

Pay attention. On your worst days, you get the best clarity out of what bothers you. Issues can be dormant and hidden for long time. On the worst day, what needs to change comes to the surface. So pay attention. Realize what is not right for you. Focus on where you are now and what needs to be adjusted. This knowledge must give you a new direction—a new path to build something better. What do you do?

Answer the five questions. Write the answers down. Doing so will create physical movement that helps you move forward. You want to use the new feelings and discoveries help you change the current situation. Write it down. You are gathering clues to what is next. What direction are you to take?

Probe for answers. Whether you are *unhappily employed*, or *under-employed*, or *unemployed*, you must focus on the answers. Take pause. Let the questions rest. Take care of yourself. Spend some time on your favorite hobby. Don't use food, or alcohol to cloud over your thoughts. Think clearly and focus.

The answers may lead you to feel uncomfortable. You may have to leave your comfort zone or leave people you care about. You might not go back to something you once loved doing. The *Five W's* give you the best clues to the best approach for you. *Get the answers*, and make the adjustments. It is simple—and simplicity breeds success.

PE



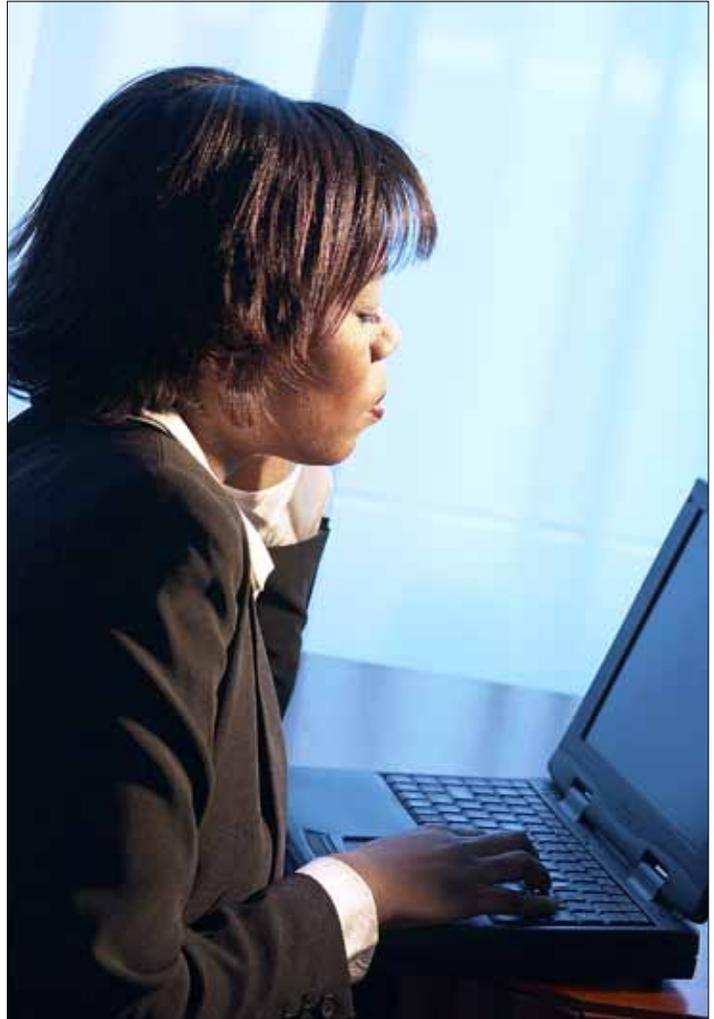
Karen Okulicz is the author of three motivational books, *Try, Decide* and *Attitude*. Visit www.Okulicz.com, call 732-681-6755 or email karen@okulicz.com.



10 Bad Habits

These keep you in debt.

By Danielle Warchol



It's hard to get out of debt. Even when you're trying to get out of debt, the little things you do every day without thinking conspire to keep you there.

You may feel that no matter how hard you try, you'll never pay off all debt and expenses. Your *daily habits* could be keep-ing you buried in debt despite your best intentions. Here are 10 common ones.

- 1. Spending more than you have.** It's easy to spend more money than you have—by writing a check, swiping a card, or ignoring the balance in your bank account. Just because you have money in your bank account, it doesn't mean you have to spend it as it may be allocated for other expenses.

- 2. Making impulse purchases.** Impulse purchases keep you in debt. You might really want to stop and get that pastry or that new tech gadget or piece of clothing, but buying those items on a whim is contributing to your debt. If you tend to make *impulse purchases* daily, take steps to seriously curb this habit so that you don't put yourself into even more debt.

- 3. Buying things you already own.** Do you need to buy lunch or dinner at a restaurant when you have food in your house or apartment? Do you need to buy coffee when you can make it at home? Do you need to buy more clothing when you have a closet full of clothes with

» 10 Bad Habits

the tags still on? Stop buying things you already own and focus on using what you have. If you are purchasing things without realizing that you already have them, you might de-clutter your house.

4. Buying things you don't need. This habit contributes to wasting money you should be saving. When you make a new purchase each day, reassess whether or not you really need that item. Instead of buying it without a second thought, take a moment to determine whether or not you're wasting money on something you don't actually need.

5. Using credit when you have cash. It's easy to swipe a card and figure out later how much was spent. When you carry cash, you're limited to the money you can spend on one purchase. While it's great to have a credit card for emergency purchases, using one for everyday items could be why you're racking up the bills. Try only using cash for daily purchases to limit how much you buy and reassess what you're buying.

6. Not tallying how much you spend each day. Tallying daily purchases is a good way to count how much money you spend in one day. You'll find that you're spending a lot more money than you need to be spending daily. This can help you figure out how to eliminate money from your daily spending habits.

7. Not putting money aside. Putting a little money aside daily is a great way to help your debt problem. It doesn't have to be a large amount—it can be anything from spare change in your wallet to a dollar a day. A small amount goes a long way when it comes to saving, and anything you can do each day to contribute to paying down your debt is worth it.

8. Not budgeting. Budgeting isn't only for monthly or yearly financial plans. You can set a budget on a day-by-day basis. This is a great way to keep you from overspending or wasting money on

impulse purchases.

9. Not being consistent. It's easy to make a huge deposit into your savings account one month, but to not save for 11 months. Consistency will help keep you on track with your savings plan.

10. Not knowing how much money you have. If you're not aware of the amount in your bank account, you risk of spending money you don't have. Knowing how much money you have enables you to keep better track of your spending habits and help you steer clear of falling even deeper into debt. **PE**



Danielle Warchol is a freelance writer. This article is from her column in SavingAdvice.com.

Manage Your Money

Teach your children three

 By Cary Siegel



As a father of five teen-agers, I try to teach my kids lessons on *personal money management* for three reasons: 1) schools teach them absolutely nothing about money management; 2) the example set by our society is to spend more than they make (*debt is good*); and 3) it is one of the most important skills they need to take into adulthood.

Set the right example for your children when it comes to money management. Here are three of every dad's *must teach* financial principles:

- **Live below your means.** You may want to have *everything now*, but wait until you can afford it. If you make purchase things you can't afford, you'll quickly begin a downward spiral that will continue. When you wait until you can afford something before you buy it, you'll enjoy your purchase all the more, and have money to save and invest. Over time, your money will grow, and give you financial security. Living below your means doesn't mean *living badly*—it means *living smartly*. It means you prioritize your spending and focus on what's most important to you.

- **Develop a written budget and evaluate it every month.** This is not painful—it's simple—and it must be done. You can't manage something you're not tracking. More money must come in every month than goes out! My simple budgeting process takes a half-hour every month and facilitates developing, tracking and analyzing. The analysis is so

important: *Where did you spend too much? Where didn't you spend as much? What else do you need to include next month? What is in your emergency fund? What are your financial goals for the next 12 months?* You'll always have tradeoffs!

- **Save and invest 50 percent of every salary increase.** This easy principle requires a little discipline. You were living on your old salary before you got a raise. You can have the best of both worlds. You're going to live better, but why not invest some for your future? Most people don't do this because they get behind in the first place, spending more money than they make. You just can't do that. If you employ this principle, you'll do well financially over time.

Following these three personal money management principles enabled me to retire at age 45, and I now teach these principles to my children. Most adults don't follow these principles because they've been told that *debt is okay!* I've told my teenagers (and nephews who are in their 20's), if they follow these three principles, they'll become adept at personal money management.

Talk with your children about *personal money management*. From experience, we all know that it is an issue that causes much pain. **PE**



Cary Siegel is a former executive and brand manager, speaker, and author of *Why Didn't They Teach Me This in School? 99 Personal Money Management Principles*. Visit www.whydidnttheyteachmethisinschool.com.

blog



Real Success

It's like driving a car.

By Terri Maxwell

Success is one of the most elusive and least understood concepts. Second only to *love*, success is written about, preached, taught, and lusted after by millions, yet it remains one of the most difficult concepts to explain.

Much like love, success is relative, and each of us defines it differently. For me, *Success is Freedom*. To work when I want, from *where* I want, and *with whom* I want. It's the freedom to travel, dine at fine restaurants and enjoy the *toys*.

My favorite toy is my car. I like to drive fast, and doing so in a car that is the epitome of high-performance luxury is the ultimate expression of freedom. I've learned, however, not understanding the nuances of driving a car will cause you to steer off course. These *two driving lessons* I learned changed the trajectory of my success.

• **Look where you want to go:** In 1999, I bought a Honda S2000, one of the most hyped car introductions in history. The S2000 had the first red start button. That simple change—from turning a key to pushing a single button—put the power at your fingertips. For my birthday, my employees at FlashNet gifted me with a driving lesson at Motor Sports Ranch, a race track for fast, every day cars. You strap in with a race car instructor, and take your fast car on a track to experience speeds up to 150 miles an hour. I was in heaven. The instructor drives your car around the track first, teaches you a few lessons, then straps you in to see how well you learned the lessons.

One lesson I learned changed my life. The instructor said: “Your car will follow your eyes. Wherever you look, the car will go. If you look at the wall, you'll hit the wall. If you look to the left of the wall, the car will veer left. Always place your vision on where you want to go, rather than where you are.”

Place your vision on where you want to go, rather than where you are. I knew that lesson well (my grandfather had taught me “You get what you focus on”) but to experience it in the driver's seat and to feel the car physically follow my focus was a visceral, life-changing experience. As we neared a hairpin turn, my tendency was to focus on where I didn't want to go—*into the wall*. We tend to focus on our fears, and on the problems of life, and that wall was creating a problem as my car came closer to it at breath-taking speeds!

“Shift your focus to where you want to go—if you look at the wall, you'll hit the wall,” the instructor commanded. Hard as I tried, I could not stop looking at the wall. The fear in my chest was overwhelming until finally, less than *3 inches* from the wall, the driver grabbed the steering wheel and navigated us to safety.

“Stop the car,” he said. “Terri, the car follows your eyes. It goes where you look. Focus on where you want to go, not where you're afraid you'll end up.”

I GOT it. I revved the engine, and sped off down the straight-away, breaking the 100 mile an hour mark, as I neared the next turn. As I leaned into the turn, the car naturally moved closer to the wall. My instructor reminded me: “Put your focus on where you want to go.” As I shifted my focus to the left, I could see the inner rim of the track and the next point in the turn, and instantly the car moved away from the

wall! So lesson one for driving a car, and achieving success: *Keep your focus on where you want to go, not where you are afraid you'll end up.*

2. Your perspective changes with the view. I was about to head off to college, and had saved enough money to buy my first car, a Datsun B210.

I loved that little car! Although I knew how to drive, my grandfather wanted to give me a few tips. We got into the car, and as we were driving down the highway he asked, “Do you notice how big the windshield is?”

I said, “Yes. So . . .” He followed, “If you knew where you wanted to go, would you use the windshield or the other mirrors?”

“The windshield, Gramps. That's the only way to see where I am going.”

He said, “Good. Now look in the rearview mirror. What do you see?”

I was getting a little nervous, because cars were whizzing past me, and I wasn't totally comfortable yet driving on the highway.

“I see stuff behind me. What's the point, Gramps?”

“Now look in the side view mirrors. What do you see?”

“I see the stuff behind me, and the cars that are passing me.”

He pressed, “Does the stuff behind you look the same?”

I responded, still not getting it. “Yes. Well . . . No, actually, it doesn't. It's from a different perspective.”

He said, “Great, pull over for a second.”

And then he grabbed my face and made me look him straight in the eyes, with his steel blue eyes piercing my soul. “Terri, driving a car is the same as achieving success. The first step is to *spend more time looking out the windshield at where you want to go*. The second step is to occasionally look at the smaller rearview mirror to remind yourself where you've been. The key is to not spend too much time there, because where you've been is behind you. But the third key is to also view your past from a new perspective. The past won't guide you to where you want to go, but if you use the side view mirrors, you'll gain a different perspective on your past, and it will help you navigate both where you want to go, and anything blocking you from getting there.”

And, with that perspective, I headed off to college with new found wisdom on how to achieve success: 1) Spend more time looking forward, at where you want to go, then looking back at the past. 2) Occasionally, check the rear-view mirror to remind yourself where you've been, but more importantly, how far you've come. 3) Use the side view mirrors to look at the past from a different perspective, and to observe what's passing you by, **WITHOUT** taking your eyes off of where you're going.

Success is like driving a car. And, just as my love affair with luxurious, fast cars, so it is with success. I prefer ridiculous abundance, and I want it fast. Unfortunately, success doesn't always show up that way, but the key is to remember to *look where you want to go*. **PE**



Terri Maxwell is a consultant, speaker, founder of Succeed on Purpose, and coauthor with Tim Houlne of *The New World of Work: From the Cube to the Cloud* (Inspire on Purpose Publishing). Visit www.newworldofwork.com.



Father Hunger

His absence affects his daughters.



By Dee Louis-Scott



Much has been made about the effect on boys whose fathers are not around to help raise them, but the consequences are very tangible in the lives of girls, too.

Even though my father was in my life until his passing, I did not understand him, and it was always an *emotionally distant* relationship. The men I married were emotionally distant; much of my time was spent chasing their love, time and attention. The problem was that I never experienced a *true partnership between a husband and wife* as a girl.

New polls suggest *father hunger* continues to alter the family structure in the United States. A recent Associated Press poll finds 42 percent of women would consider having a child without a partner. Also, more than 24 million daughters and sons in America live in homes without their father, according to the U.S. Census data.

I know fathers and mothers who are unmarried, yet both are very proactive in their children's lives and are by all accounts doing a great job with their kids. Unfortunately, the number of fathers living outside the home of their children often reflects a lack of participation from most of those fathers.

A girl's first love is her father, and if he has abandoned her, she will find herself in romantic relationships that are similarly unhealthy later in life. While writing the book on the extraordinary life of my mother, Mattie Fisher, who was married five times and who didn't have a relationship with her father until midlife, I realized just how formative a father's role is in his daughter's life.

If a father treats his daughter like a princess, she will demand better treatment in her romantic relationships, but if he treats her poorly, she will come to expect that and even seek it out in future relationships.

For women whose fathers have provided a poor example, I offer these relationship tips for women who want to break the cycle of unhealthy partner-seeking:

- **Consider your relationship with your father:** Ladies, what kind of

chemistry do you have with Dad; do you even have a relationship with him? How might this be influencing your romantic decisions? Take an in-depth look at the relationship between you and your father. A painstaking review will help you avoid sabotaging a current or future romantic bond. The first (and probably the hardest thing to do) is to recognize and define the problem, if any.

- **Take time for you:** Get up every morning with the thought that you are rebuilding your life. Reward yourself, perhaps with a massage, a good book or a long bike ride. While reflecting in your solitude, think about the role you played in the failure of your relationship. Consider your past relationship mistakes, and be honest. Remember, as long as you make it the other person's fault, you will remain a victim.

- **When you are ready, ease back in to new relationships:** Take a little longer than you normally would to get to know someone. Enjoy the dates and learning about each other. See your potential partner as they are and not how you want them to be, because *when we are in a low place it's easy to put a high value on a person's potential*. Trying to change a man is a bad idea; relax and enjoy getting to know more about him to decide whether you're compatible just the way he is. **PE**



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blog



Podcast



Dreams Come True with Tenacity and Hard Work

Play Up, Give Back

Apply 10 insights to mentoring.

By Vaughn L. McKoy



Assessment Six Key Ingredients of Effective Mentoring

Mentorship changed my life—even saved my life. *Playing up* in sports and in life earned me multiple degrees, prestigious awards, coveted jobs and valuable relationships—but *mentorship* was the reason I *played up*. Inspired by my mom and others, including my former principal at Eastside High School (the one played by Morgan Freeman in the movie *Lean on Me*) in Paterson, NJ, I embarked on a personal mission to *give back* and help people achieve their goals through mentorship programs.

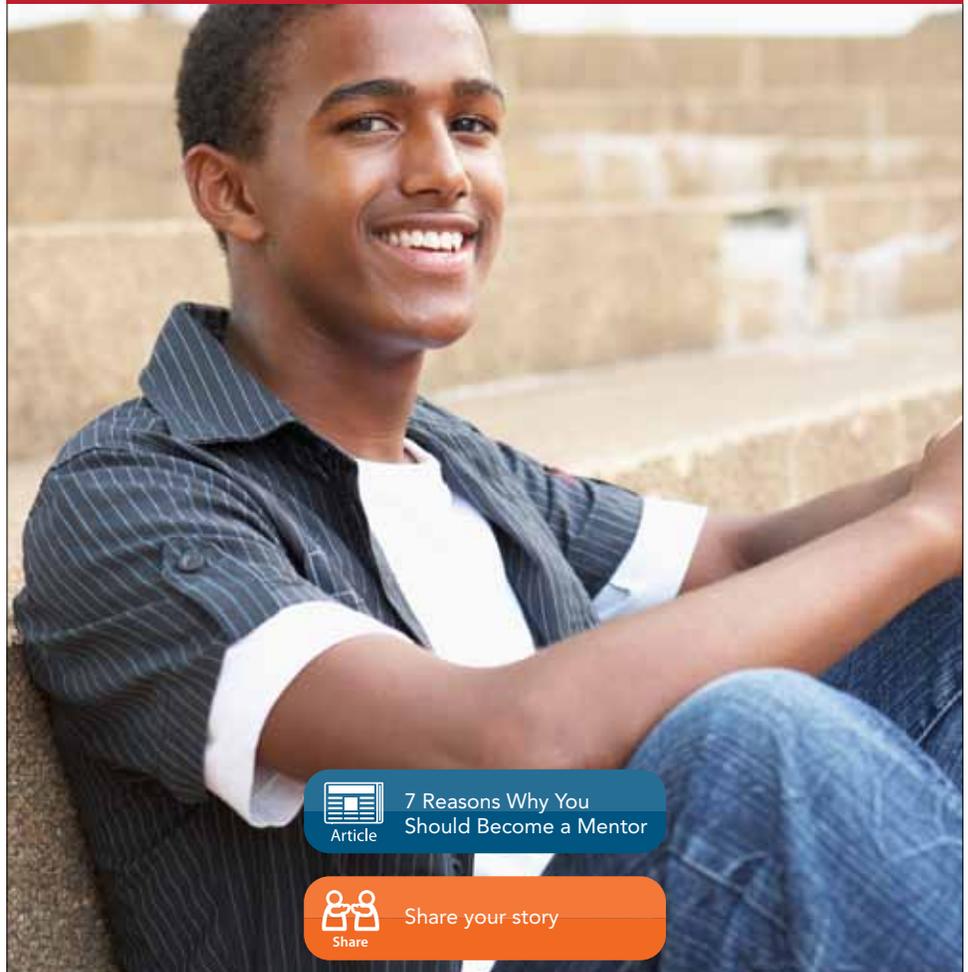
Mentors helped me survive the streets and escape poverty, drugs, crime, prison, and death. Over 44 years, many men and women played crucial roles in my life. From little league baseball coach Tom Fields, to school teacher Karen Ligouri, to casino magnate Arthur M. Goldberg, each contributed to my rise from *public housing* to *public service* through mentorship.

“Adjust to changing circumstances, even if they pull you away from plans or out of comfort zones.”

Here are **10 key insights** about mentoring from a mentee’s perspective.

- **Vulnerability:** Slowly expose your weaknesses so that the mentor can better equip you for independence and success. Let your guard down so your mentor can build you up.
- **Adaptability:** Adjust to changing circumstances, even if they pull you away from plans or out of comfort zones.
- **Accountability:** Account for your actions, good or bad, with the mentor who’s in a superior position to judge your actions, provide encouragement, or initiate correction.
- **Responsibility:** Take charge of the relationship by doing things within your control and sphere of influence. The mentor has something you want or need, so show initiative and own the development of the relationship.
- **Reliability:** Increase the confidence of the mentor that you’ll be there and ready when opportunity knocks (no mentor wants to be embarrassed).
- **Confidentiality:** Become a safe place for the mentor to share ideas and feelings. You must be *trustworthy* to move beyond a *surface relationship* to *real depth*.
- **Invisibility:** Know when to retreat. Learn the art of being felt and heard but not seen all the time. Mentors need a break because it

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takes time and effort. *Knowing when to fall back* will make mentors want to spend time with you.

- **Credibility:** Develop *integrity*, *expertise*, or *authority* in certain matters, and *personal charisma* or *dynamism* that causes mentors and others to treat you in positive ways.

- **Creativity:** Discover new ways of interacting with a mentor. For example, one of my mentors liked to lift weights, so we met in the weight room and talked while we trained.

- **Opportunity:** Look for openings to publicly and privately display your gratitude and show appreciation for the mentor’s investment in you.

Examples of misguided youth and adults are endless, but they don’t have to be hopeless. And, you can help provide that hope to others.

PE



Vaughn L. McKoy, JD, MBA is a corporate lawyer, executive at Public Service Enterprise Group, speaker, and author of *Playing Up*. Visit VaughnMcKoy.com.

Reinvent Your Body



You can do it in just three months.

By Deepak Chopra

I encourage you to reinvent your body by making practical use of research in well-being. In just three months, you can achieve four goals:

1. **You can up-regulate your genes** and change the activity and expression of 500 genes to decrease the likelihood of heart disease, inflammation, autoimmune disorders, and cancer through lifestyle choices.

2. **You can remodel your brain** by: quieting the reactive brain through self-awareness, observing your reaction instead of reacting; optimizing the emotional brain for self-regulation and homeostasis by cultivating the emotions of love, compassion, joy, and equanimity; enlivening the cerebral cortex via self-reflection, meditation, curiosity, imagination, insight, intuition, creativity and choice-making.

3. **You can create a daily program** that focuses on restful sleep, restful awareness through meditation, daily exercise, healthy food with the highest concentration of phytochemicals, social engagement, and healthy relationships.

4. **You can focus on other aspects of well-being** including community well-being, financial well-being, and career well-being.

Your body is a *process* not a structure. Your body is an energy and information field. Your *genes* are not deterministic (with certain exceptions). You can turn your genes on and off, lengthen your telomeres,

“The true self has advantages that stem from expanded awareness, and the true self achieves things that the ego falsely claims only it can achieve.”

and change your brain structure. You can change your relationship with time; and *awareness is the key to reinventing the body*.

Laying the Groundwork

You face a choice in how to live. One choice is to follow the demands of the ego. The other is to live from your *true self*. In modern society, 90 percent of people live automatically as the ego dictates, having little experience with the *true self*.

The *ego* stands for *constricted awareness*, the *true self* for *expanded awareness*. When your awareness is constricted, you have a limited viewpoint. You are tied to habit and conditioning. Your access to new ideas and solutions becomes restricted. Choose to have *expanded awareness*. The claim of *I, me, and mine* rings hollow when you discover that the ego-personality masks much insecurity and anxiety.

Today we have an advantage over all the saints, sages, and seers of the past. They did everything in their power to persuade people to walk the path of transformation. No one starts with a blank slate. Since the ego-personality is always firmly in place, you have to transform your ways of thinking, speaking, and doing to become your *true self*.

Neuroscience can point to specific areas of the brain, as new connections between neurons are formed, as new ways of thinking lead to new pathways. Thus transformation isn't seen as rare—*your brain*



is being transformed constantly.

Long-term brain changes depend on repetition, reinforcement, and attention. What you pay the most attention to will determine how your brain looks 10, 20, or 30 years from now. The *input* that you repeat will also have a profound effect, and so will the things that get reinforced by positive outcomes. Every skill requires attention, repetition, and reinforcement. An *inflated ego* is the *skill* of making yourself *the only one who counts* in any situation.

You transform the brain and live from the true self by: becoming less attached to your limited point of view; being more flexible and



open-minded in your thinking; bonding with other people emotionally; taking responsibility for actions; turning intentions into fruitful results; cultivating reverence, respect, and kindness; exploring the depths of love; learning the value of selfless service and compassion; becoming more creative;

and opening up to new solutions.

The *true self* has advantages that stem from *expanded awareness*, and the *true self* achieves things that the *ego* falsely claims only it can achieve. Be clear on these points; otherwise, you associate *ego* with *ambition, success, status, and power*, while denigrating *spirituality* as *passive, detached, and unworldly*. *Expanded awareness* is the secret to success.



Deepak Chopra, MD, FACP, is Founder of **The Chopra Foundation** <<http://www.choprafoundation.org/>>, and author of 70 books with 21 New York Times Bestsellers, and co-author with Sanjiv Chopra, MD, of *Brotherhood: Dharma, Destiny and the American Dream* <<http://www.amazon.com/Brotherhood-Dharma-Destiny-American-Dream/dp/0544032101>> and co-author with Rudolph Tanzi of *Super Brain* (Harmony).



Secret to Success?



Make others successful.

By Tim Brown



We don't have many rules at IDEO, but we do have some cultural values that we take seriously because they make our teams more effective. We prototyped these values for *two decades* before we printed them. One value is to *Make Others Successful*. This might not seem like an obvious value for creative types. We often think of *creativity* as a competitive sport. The person who racks up the most ideas is the *most valuable player*. Unfortunately, not all MVPs are team players.

We find that people who are obsessed with their own ideas aren't very good at collaborating with others. And if you're trying to solve complex problems—which we're often asked to do—you need *multiple minds* working together to arrive at the best solutions.

Helping others to be successful benefits you, too. Even the most brilliant person occasionally gets stuck. In a culture that values the *lone genius*, where politics and rivalries rule, no one is motivated to help that person get *unstuck*. Projects stall and good ideas languish. In an ecosystem where helping others is the norm, everyone benefits. When you need it, help is only an email away.

During job interviews, I listen for a couple things. When people repeatedly say *I*, not *we*, when recounting their accomplishments, I get

suspicious. But if they're generous with giving credit and talk about how someone else helped them in their progress, I know that they give help as well as receive it. It's also a good sign if they've spent time teaching. Nothing proves one's commitment to making others successful like teaching students. To me, teachers are the real MVPs.

To make others successful at work, you might try these ideas: create titles that celebrate their expertise—monikers like *Social Media Maven*, *Video Auteur*, or *UXpert*. Instead of throwing talent into the deep end in a new office,

invite them into the family through programs like annual flu shots, office parties, and team-building exercises such as fitness challenges or community food drives. Relieve the pressure on people to provide for their own security by banding together to offer a robust package of benefits, financial services, discounted healthcare, and retirement planning. We need top talent to progress. And if we don't create inclusive, supportive environments, people won't bring their best work to the table. Remember: Ideas don't make companies great, people do. **PE**



Tim Brown is CEO of IDEO. Visit www.ideo.com.

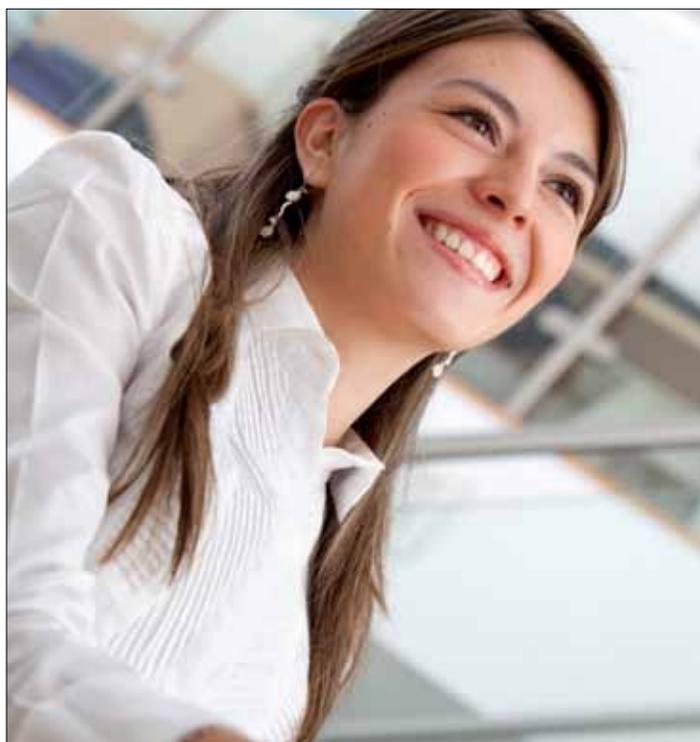
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Personal Promise



Four keys to commitment

By Brian Moran



In fifth grade, I yearned for a new 10-speed bicycle. It was a beauty: metal-flake green paint with racing tires and a black leather saddle. The problem was it cost \$100—a lot of money for a 10-year-old kid. But that didn't stop me. *I had to have that bike*. So I did *anything and everything* I could to earn money. There was no way I was not going to own that bike.

At times, I thought about quitting. What kept me going was a *mental picture* of riding that bike—the definition of *freedom* for a 10-year-old! I'll never forget how excited I was buying the bike and how proud I was as I rode it.

When you determine to accomplish something meaningful to you—and pledge to do whatever it takes to make it happen—you make a *commitment*—a *personal promise* with yourself. Keeping promises with others builds strong relationships. Keeping *self-promises* builds character and esteem. *Commitment is the state of being bound emotionally or intellectually to some course of action.* The *personal connection* is key to what you will get when you fulfill your commitment.

Commitment is key to high performance, and yet when things get difficult, we may focus on other activities. Often our interest wanes. There's a difference between *interest* and *commitment*. When you're *interested* in something, you only do it when circumstances permit. When you're *committed*, you accept *no excuses*—only results. You do things that you would not ordinarily do. The question of *iffades*—the only question is *how*. Commitment is powerful.

Here a **four keys** to commitment:

1. Start with a strong desire. To *fully commit* to something, you need a clear and *personally compelling reason*. Without a strong desire,

» Personal Promise

you'll struggle when the implementation gets difficult. With a compelling desire, *insurmountable obstacles* are seen as *challenges to be met*. The desired result needs to be meaningful enough to you to get you through the hard times and keep you on track.

2. Take keystone action. Once you have an intense desire, identify the core actions that produce the desired result. You must now *participate*, not just *spectate*. It's what you do that counts. A few core activities—one or two *keystone actions*—ultimately produce most of the results. So, you identify the one or two keystones and focus on them.

“

Commitment is the state of being bound emotionally or intellectually to some course of action.”

3. Count the costs. Commitments require sacrifice. In any effort there are benefits and costs. You may claim you desire something without considering the costs—the hardships that you must endure to achieve your desire. Costs can include time, money, risk, uncertainty, discomfort. Identifying costs allows you to choose whether or not you'll pay that price. It is helpful when you are paying the costs to recognize that you anticipated this and decided it was all worth it.

4. Act on commitments, not feelings. At times you won't feel like doing the critical activities. We've all been there, getting out of bed at 5:30 a.m. to jog in the cold can be daunting. During these times, you

must *act on your commitments, not your feelings*, to build momentum; otherwise, you'll continually start over, or give up. Learning to *do the things you know you need to do regardless of how you feel* is a core discipline for success.

It is difficult to commit to anything for a lifetime. Even keeping a promise for one year is challenging. With *The 12 Week Year*, you are only asked to make 12 week commitments. You then *reassess your commitments* and begin again.

Our commitments shape our lives, create lasting relationships, drive results, and build character. Making and keeping commitments starts a constructive process that is self-reinforcing. **PE**



Brian P. Moran is the New York Times bestselling author of *The 12 Week Year*. He is founder and CEO of The Execution Company and is a sought-after speaker. Visit www.12weekyear.com.

blog



Experience
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Gratitude Experiment

Being thankful has three benefits.

By Doug Vermeeren

My documentary film, *The Gratitude Experiment*, focuses on how awareness and acts of gratitude can positively transform any situation and improve life experiences, both professionally and personally. The film demonstrates through individual stories the powerful effects of gratitude on people's lives.

When introducing *positive psychology*, I quote author Robert M. Pirsig: “The truth knocks on the door and you say, ‘Go away, I'm looking for the truth,’ and so it goes away. Puzzling.”

Positive psychology calls us to be as concerned with *strength* as with *weakness*; as interested in building the best things in life as in repairing the worst; and as concerned with making the lives of normal people fulfilling as with healing pathology.

People can become suspicious when you tell them that they can change their lives with a simple shift in perspective; it can seem too good to be true because it's an uncomplicated answer to many of life's challenges. I'm just one of many who have experienced a measurable life change with gratitude. I feel that everyone deserves that opportunity.

Three areas in life can be positively transformed with the power of gratitude:

• **Attitude:** Gratitude can help us overcome any problem or hardship. It gives us perspective on what's important, what we truly value

and what we have right in front of us. In our small corner of this vast universe, we find the most miraculous thing of all: life. No matter what situation we are in or worries we face, we can always be grateful that we are alive on this beautiful planet. There is a world of possibilities open to whatever attitude we bring to it. Today we can give thanks for everything we have and share what we are grateful for.

• **Health:** The positive thinking triggered by our gratitude has proven health benefits, including strengthening the immune system, reducing stress and depression, reducing risk of cardiovascular disease, better coping skills during hardship and increased sense of well-being, according to the Mayo Clinic. These are measurable health benefits.

• **Relationships:** Given our social nature, we are hard-wired to work, communicate and interact with each other. Most of us understand the value of *being there* for each other, especially during hard times. However, it's also crucial to be *proactively positive* during normal or good times, as well. Positive reinforcement during good times reinforces bonds and assures a friend, family member, or spouse that you'll be there during hard times. A neutral response to good news from a spouse, for example, implies apathy and the responder is less involved in the other's life. Embrace *the good stuff* in your life, and in the lives of others. **PE**

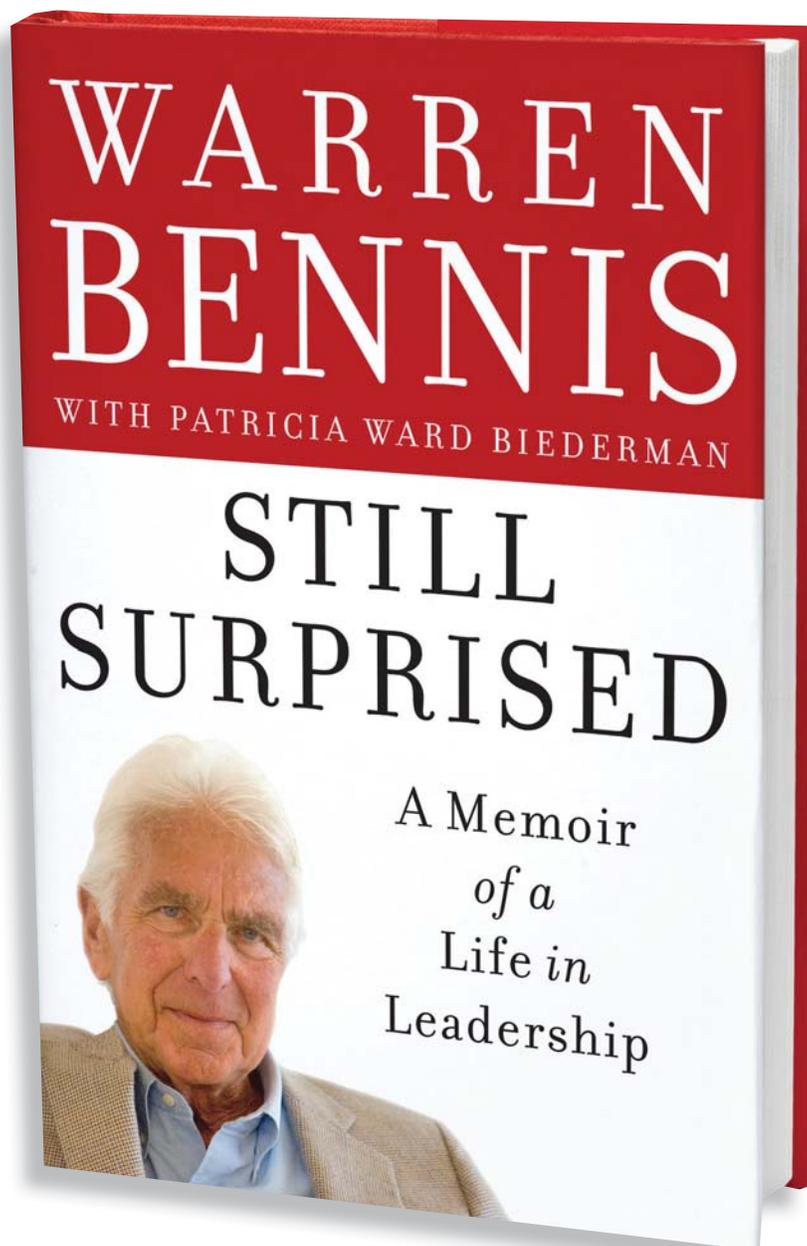


Doug Vermeeren is a movie producer, author and director of *The Opus* (www.theopusmovie.com), and his new documentary film, *The Gratitude Experiment*. Visit www.thegratitudeexperiment.com.

ACTION: Try the gratitude experiment.

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