

# Emotional Toughness E-book

Welcome to [www.DrGreggSteinberg.com](http://www.DrGreggSteinberg.com). My philosophy is that when you master your emotions, you will master your world. To master your emotions, you need to master certain key emotional strengths. This emotional toughness e-book introduces emotional mastery through the development of these emotional strengths. As with our physical strengths and fitness, we must maintain and build our emotional strengths. The greater we can develop our emotional strengths, the greater is our emotional control over our world, and ultimately, the greater chance to our happiness and prosperity.

There are 6 emotional strengths which make up emotional toughness and these are :

- 1) **Emotional Awareness:** This is your road map. You must be aware of which emotions energize you and which drain you. When you understand when your energies peak, you can capitalize on those periods. You also need to know when it's time to recharge and refuel.
- 2) **Emotional Preparedness:** Events rarely go as planned. You must be emotionally ready for any difficulties that may arise. To be successful, you need to plan for the best, but prepare for the worst. Bad events will not drain your energies when you're ready for them.
- 3) **Emotional Bravado:** Fear creates negative energy, which can block your journey or, at least, slow you down. Winners channel the negative energy of fear into a positive action, an opportunity to grow.
- 4) **Emotional Connectedness:** We must be fully connected to the moment, or we may get lost on our journey. Successful individuals focus their energies in the here and now. Once we are fully engaged in the present, our life gets that much sweeter.
- 5) **Emotional Drive:** To reach the top in any field, knowledge is not enough: Intention is not enough. To get results, we must be proactive and take action. But action requires boundless energy and a committed heart.

- 6) **Emotional Balance:** Success is a long journey. It will take much more than winning to sustain our hunger. We need balance as well as meaning and purpose to make this long trek to the top.

These six emotional strengths create the sections for this e-book. However, we are only going to give you a few chapters. The rest of the chapters are in the emotional toughness course at [www.emotionaltoughnessuniversity.com](http://www.emotionaltoughnessuniversity.com) and are regularly part of my seminars and keynotes. Also, at the beginning of this e-book is the Emotional Strength Assessment Tool (ESAT). The ESAT is a paper and pencil assessment that measures all six emotional strengths in about ten minutes. This allows you to see which strength you may need to work on to improve your emotional toughness.

ESAT (Emotional Strength Assessment Tool)

1. I know why I perform at my best

1	2	3	4	5
Totally Disagree		Agree		Totally Agree

2. I enjoy speaking in front of my peers

1	2	3	4	5
Totally Disagree		Agree		Totally Agree

3. I set challenging goals at work

1	2	3	4	5
Totally Disagree		Agree		Totally Agree

4 I feel out of balanced in my life

1	2	3	4	5
Totally Agree		Agree		Totally Disagree

5. I concentrate better than my peers

1	2	3	4	5
Totally Disagree		Agree		Totally Agree

6.I am energized every day

1	2	3	4	5
Totally Disagree		Agree		Totally Agree

7.I am confident about my abilities

1	2	3	4	5
Totally Disagree		Agree		Totally Agree

8.I do not know why I perform terribly on certain days

1	2	3	4	5
Totally Agree		Agree		Totally Disagree

9.At times, I have lost my passion for my job

1	2	3	4	5
Totally Agree		Agree		Totally Disagree

10.I do not like making mistakes

1	2	3	4	5
Totally Agree		Agree		Totally Disagree

11.I use my strengths often

1	2	3	4	5
Totally Disagree		Agree		Totally Agree

12.I am able to handle bad breaks

1	2	3	4	5
Totally Disagree		Agree		Totally Agree

13.I allow pressure to get the best of me

1	2	3	4	5
Totally Agree		Agree		Totally Disagree

14. My job is making a difference

1	2	3	4	5
Totally Disagree		Agree		Totally Agree

15. I am distracted often

1	2	3	4	5
Totally Agree		Agree		Totally Disagree

16. I am very creative

1	2	3	4	5
Totally Disagree		Agree		Totally Agree

17. I focus on what I can control at work

1	2	3	4	5
Totally Disagree		Agree		Totally Agree

18. I do not have a plan when things go bad

1	2	3	4	5
Totally Agree		Agree		Totally Disagree

Emotional Awareness questions 1, 8, 11

High=12 or above

Med= 9 or above

Low =6 or above

Emotional Preparedness questions: 7, 12, 18

High=12 or above

Med= 9 or above

Low =6 or above

Emotional Bravado questions 2, 10, 13

High=12 or above

Med= 9 or above

Low =6 or above

Emotional Connectedness questions 5, 15, 16

High=12 or above

Med= 9 or above

Low =6 or above

Emotional Drive questions 3, 6, 9

High=12 or above

Med= 9 or above

Low =6 or above

Emotional Balance questions 4, 14, 17

High=12 or above

Med= 9 or above

Low =6 or above

## Emotional Awareness Section

First and foremost, champions know who they are and what makes them tick. They know what emotions drive their engine. They know when they peak in their energies and how to harness that power. Winners like Lance Armstrong develop plans to harness their strengths to be successful. Champions like Tony Gwynn understand what got them there, and at times, go back to the basics to get back to the top of their games. Emotional awareness can help you to develop a roadmap that guides your life journey

Do you know your energy cycles? Are aware of his strengths and true talents? Do you know what gets you in the flow and what causes you to choke?

The following section shows you how to find your flow as well as helps you to develop a vision based upon the principles of self-awareness. Once you have a plan based on your true self, the steps of the journey are easy.

## Chapter: *Cycling with Energy*

Place two fingers on the side of your neck and get your pulse. Did you feel the rhythm of your beating heart? This is the rhythm of life.

This rhythm is within us and all around us -- the ebb and flow of tides, the migration of the birds, the moon orbiting the Earth and the Earth orbiting the Sun. There is a heartbeat to the Universe.

Thomas Edison had the pulse of the inventing world at the turn of the 20<sup>th</sup> century. He was renowned for his incredible output (1094 patents) and incredible work ethic. It is thought that he would work for days without sleep -- but that is a myth.

The truth is that Edison knew his internal rhythms—he was aware of his working cycle and used this to his advantage. Edison was a notorious nap taker. He would crawl up on his desk and use his favorite chemistry books as his pillows. He allowed himself time to re-throttle. Edison knew he needed time to rejuvenate his body and his mind for the incredible work that lay in his future.

Some people lack the intuitive sense of internal rhythms as Edison had. Instead, they just run hard and fast, believing if they do not, the competition will pass them by. Tim Howard, a sales executive, had this difficulty. He would schedule as many appointments as he could in a day. While Tim was moderately successful, he felt his biggest problem was his inability to connect with many of his clients.

As he and I worked together on this problem, we discovered that Tim was scheduling important clients when he was naturally cycling down in his energy— Tim was trying to go full-throttle when he should have been re-throttling in his energy levels. As a result, he was faking his energy during important client meetings which made his actions look faked and forced. His clients read those subtle clues as a form of distrust, decreasing his chances of a successful interaction.



To turn Tim's business around, we created a plan that allowed him to become more aware of his energy cycles. The plan also helped Tim match his important activities to the appropriate times in his day. When this occurred, he exuded positive energy at the correct times, which helped him develop a greater connection to his clients.

Knowing when to go full-throttle and when to re-throttle will be a significant key to your longevity as well as success in the world of business. The following drills help to capitalize on your energy cycles using a 3-step energy management plan:

**First step: Discover your cycles**

Dr. Richard Carlson wrote many self-help books, including the bestselling ***Don't Sweat the Small Stuff***. He only wrote very early in the morning, when he was peaking in his creative energy. While he accomplished many tasks during the day - as a psychologist, consultant, and speaker, Carlson learned that the crack of dawn was his best time to fulfill his destiny as a writer.

To maximize productivity, you must first pay attention to the rising and falling of your energy cycles. Is your energy soaring in the morning? Does it take a skid after lunch? Do you have a second wind in the evening? Awareness of your energy is the first step to harnessing it.

To accomplish this task, develop a scale which rates your energy. Allow "0" on the scale to signify a period when you have very little energy. Make "100" on the scale to indicate when you are completely revved up with great energy. Mark your scale in 10 point increments, describing each incremental step with a simple sentence such as "moderate energy" or "good energy".

Next rate your energy levels in two-hour blocks for each day (See Chart A below). Do this for one week. For instance, you may find your energy peaks from 8-10 in the morning. You then take a bit of a slide in the mid-morning, and then peak after lunch only to discover another slide around 3 pm. Or, you

may find that you are revved up in the afternoon, but only percolate with a bit of energy in the morning hours.

While most individuals will have a few peaks and valleys throughout the day, everyone is unique. Knowing when your energy soars, as well as when it droops, is the first step in learning to harness it.

### **Second step: Create an energy list**

Most successful individuals create a “to-do” list. They may create this list before they leave work, and these tasks relate to what will be accomplished the following day. Or, they may create their list as the day’s first task.

Try something new: create an energy “to-do” list: Quantify each activity on the list in terms of three different levels of energy: high, moderate, and low. (See Chart A below). As an example, meeting an important client for the first time can require a vast amount of energy. Meeting with a disgruntled client and resolving a key issue can be very draining as well. On the other hand, making cold calls, or writing a proposal require moderate energy; simple analysis and warm calls can be low energy tasks.

### **Third step: Match your tasks**

The third step of the plan is to schedule your tasks for the appropriate time of day. Based upon the previous two steps, place the most demanding energy tasks in the times when you have the most energy. Position moderate energy tasks to when you begin to slide in your energy. Do low-energy tasks when your energy levels have bottomed out.

# Chart A

## **Step 1: Discover your cycles**

Rank 10-100 (in ten point increments)

	Mon	Tues	Wed	Thurs	Fri
8-10					
10-12					
12-2					
2-4					
4-6					

## **Step 2: Create an energy list**

High energy

Moderate energy

Low energy

## **Step 3: Match your tasks**

	Mon	Tues	Wed	Thurs	Fri
8-10					

10-12					
12-2					
2-4					
4-6					

Your peak energy periods are precious. Safeguard them for the demanding activities that will be most profitable to you. Save the tasks that require very little mental and emotional energy for the times when you begin to slide. You can still be highly effective if you accomplish simple tasks during your low energy periods.

Knowing when to sprint and when to slow your pace will help you finish the day with a quality of accomplishments.

### **Readjusting your peak periods**

An important question I receive at many seminars is whether you can readjust the timing of your peak periods-The answer is yes!

Antonio Ravette, a concert violinist, would get up early in the morning, around 6:30 am. After the above analysis, we discovered that he would peak at 9 am and again at 3 p.m. Antonio was recently hired by the Nashville Symphony which usually starts their performances at 7 p.m. at the Shimmerhorn Concert Hall.

To remedy this issue, we had Antonio sleeping until 9:30 a.m. That would push his cycles to peak 3 hours later-to a time when he needed to be surging in his energy cycles.

If you need to readjust your cycles, perhaps sleeping a little later may do your energy some good.

## Chapter: Vision Guides Destiny

Driving to spring training in Florida, the famous baseball player and manager Yogi Berra and his wife were terribly late. They were driving all night and Yogi's wife fell fast asleep. To make up for lost time, Yogi took a short cut that eventually turned into a dirt road with more dirt than road. His wife suddenly awoke, very startled and said to Yogi, "Honey. I think we are lost." Yogi always ready with a quick quip, replied, "Yeah but we are making great time".

Without vision, you may get somewhere, but most likely it will be the somewhere you don't want. Vision guides your destiny. It did for Gary Player. As a young lad growing up in South Africa, Gary had the vision of his greatness. Gary would stand in front of a mirror and say over and over "You are going to be one of the greatest players of all time". Gary Player's vision shined very brightly, and guided him to become one of the greatest golfers of the 20<sup>th</sup> century.

Vision can create our end point-even if one does not currently exist. When Tommy Burnett entered University of Virginia in 1993, he declared to his professor that his vision was to be a special effects expert on a Star Wars movie. Unfortunately for him, the last Star Wars movie was made ten years earlier.

Given that predicament, most people would choose another direction-Not Tommy. He had a vision of bringing to life his favorite science fiction characters on the silver screen and making them appear real. He read everything he could get his hands on regarding how to create special effects and how to program these effects. He became an expert on a new computer programming language called Python.

Fortunately, Industrial light and Magic, the company owed by George Lucas which creates Star Wars movies, needed someone who knew Python. Tommy was their man and was hired to develop special effects for the Star War movies in 1999, 2002, and 2003. Tommy's vision created his destiny.

Our vision is our light. We all need this light-in a sense, it is a survival mechanism. Psychologists discovered that when mice were placed into a tub with no way out, they would stop swimming after 45 minutes and drown. However, if the mice had a light shining upon them, they would continue to swim for 36 hours. The mice were motivated through the darkness by a vision of light.

Vision guided Christopher Reeves throughout his darkest hours-his vision was the light at the end of his tragic tunnel. Christopher Reeves rise to fame was fierce, propelling him to the top of the Hollywood game in the 1970's. Then tragedy struck. During an equestrian competition, his horse threw Reeves who landed on his neck, His injury was so severe that he was paralyzed from the neck down. But Reeves had a vision that would guide him through the next ten years-at his forty-third birthday party he announced that he would stand up and make a cheer at his 50<sup>th</sup>.

This vision propelled him across the globe, making countless speeches and pleads for money for spinal cord research. He was dedicated to find a cure. Unfortunately, this vision did not come to fruition, and he did not stand to toast his friends on any birthday following the accident. Sadder was his death at the age of 52 of a heart attack. However, his memory and his vision still guide his foundation to find a cure in the future.

In his book, *Power of Purpose*, Dick Leider interviewed hundreds of people in their seventies and eighties. He asked them two simple questions: "if you could live your life over again, what would you change?" and "What is the wisdom that you would pass on?"

One of the most frequent answers given was that they would have had a better vision for their life's direction and that this vision would have made a difference.

Those answers from our elders send a clear cut message-Find a vision for your life that has meaning. According to the ancient philosopher Seneca, when a man does not know what harbor he is sailing for, no wind is the right wind. Zig Ziglar, a present day motivational guru,

has noted that the happiest people he knows are those who are working toward a vision whereas the most bored and miserable people are drifting along with no worthwhile objectives in mind. They sail with any wind.

The issue with vision is twofold; First, many people do not know their true vision, and second, their career choices are not in line with their true vision. Becoming aware of your true vision and having that vision aligned with your career may be the most difficult task a person can accomplish, but it is essential. The following drills will help:

### **Don't wait for your mortality sandwich:**

Deborah Winger called it “a mortality sandwich”. When she was young, she had planned to be a researcher for criminal investigations. As Winger describes it-she wanted to be an investigator just like in the show CSI. Then she had a terrible but fortuitous accident with a truck. It was an accident in which she had a clear look at her mortality. This situation made her change directions and follow her true vision-to be an actress. And as we know, she has had a incredible career, starring in such megahits as An Officer and a Gentleman, Urban Cowboy, and Terms of Endearment.

Don't wait for your mortality sandwich. Eat life up!

### **Aligning your career with your vision**

Finding a better direction was easy for John Sculley. When Steve Jobs was looking for a man to hold the helm and steer his new company, Apple, he approached Sculley. At that time, Sculley was president of Pepsico and had a wonderful career. However Steve Jobs approached him and asked him if he wanted to make sugar water all his life or change the world-the choice was easy for Sculley. He wanted to make a meaningful difference, so he left and joined Apple so that he could help change the world.

Are you struggling to align your career with your vision?

The first step is to create a purpose statement. A purpose statement is a vision about what we believe will give meaning to your life.

To develop an effective purpose statement, here are a few questions to guide you:

- Who do you admire and why?
- What have been some great contributions to our world?
- What do you see as meaningful?
- What significant contributions would you like to make to the world?

The next step is to list your values. Martin Luther King Jr. once stated, "I do not want to have the finer things in life-All I want to leave behind is a committed life. King valued a committed life, a life dedicated to changing human rights.

What do you value most? These may include money, civil rights, creating a useful product, helping the homeless, or other values such as creating a better world and/or better environment for our children. List 10 of your key values.

Now here is the kicker. Pick 2 or 3 careers (or different jobs within your current career path) that you think are in line with your true vision. Write a persuasive paragraph for each career, as you would be writing to a friend, and tell this friend how your purpose statement and values are aligned with this particular career.

The paragraphs that are a difficult write-that is, the careers that had to be bent and pushed to fit into your statement and values, are probably not a good choice. This career choice is out of sync with your true vision. On the other hand, the paragraph that was the easiest write-the one that was the best fit for your purpose and values, will be the correct choice and a step toward following your vision.



Henry David Thoreau once stated, "We only hit what we aim at". I would add-We need to know where to aim-this chapter will point you in the right direction.

# Emotional Bravado Section

Winners have emotional bravado. They fear not. When they do face a difficult situation, they channel that energy into a positive. Winners such as Jack Nicklaus know how to turn pressure into pleasure. Furthermore, champions face their fears in order to reach the top of their game. They feel the fear but do it anyway. More importantly, champions like John McCain often risk failure to discover who they truly can become.

Do you know how to translate fear into joy? Are you willing to fail so that you can learn from those experiences? Do you fly in the no-complaint zone?

This section sheds insight as to how we can use our fears as well as failures to propel us to the next level. From reading the chapters, you will be able to fail forward.

## Chapter: Turn Pressure into Pleasure

Everyone gets nervous, you—me—even Tiger Woods and Michael Phelps. We all get butterflies when the situation is important to us. The difference is how we view this nervousness. Great athletes thrive under the pressure. They have command over their butterflies and make them fly in the correct formation. In essence, the most successful people have learned to turn pressure into pleasure.

Brandt Snedeker's perception of a tough golfing situation has led to his great success. Brandt Snedeker was an All-American at Vanderbilt University and then voted as PGA rookie of the year in 2007. Even as a young college star he basked under intense pressure and mentioned that when he misses a green, Brandt gets excited to get up and down and make a hard-fought par. He sees it as an enjoyable challenge. Brandt turns pressure of the moment into a pleasurable experience.

On the flip side, many amateur golfers turn a pleasurable experience into an excruciating pressure-filled moment. If they miss a green, they are worried about not getting up and down and ruining their score. They should be enjoying their day on the course, but instead they are worried about what others are thinking and about their score. They turn pleasure into pressure, and subsequently, their play is negatively affected.

How we interpret the situation, whether we see it as a challenge or see it as a fearful endeavor will greatly affect our emotions. Ralph Waldo Emerson knew that a twist of viewpoint can turn moments of despair into moments of triumph when he wrote, "To different minds, the same world is a hell and a heaven." What matters most is how we interpret our situation. The labels we give a situation can radically alter our mood.

Take this example. Your child slams the door on your finger while getting out of the car, but you believe on accident.

How will you feel? Most likely, you will be brimming with pain and perhaps a bit of anger.

But, if you believe your child slammed the door purposefully, you will be exploding with anger with very little thought of pain. Twisting our interpretation will change our emotions.

This performance principle works wonders when controlling our energy levels. Successful people label situations in ways that will increase their excitement and enthusiasm for their job. The following drills help show you how to command your butterflies to fly down the path toward excellence:

### See pressure as an honor

Players who get to make the last shot, have the most pressure. But in most cases, they have earned it. The coach wants them to take the last shot because the player is seen as someone who can win the game. They are seen as gamers and that is an honor.

Have you ever been asked to stand above the crowd-perhaps it was to conduct a special meeting or give the keynote at the next conference-Don't see it as added pressure, but rather, be honored.

### Create a story

Many of us work with people or situations that are toxic and drain our energy. Luckily, you can shut off this drain by reinterpreting the situation -- by creating an effective story.

One client I worked with John Ashland, an architect, wanted to be relieved from an important project. The principle owner of the project, Dr. Boyle, was acrimonious, crotchety, and driving him up the wall with his negativity and complaints.

Instead of leaving the project, I suggested to John that we make up a story about Dr. Boyle. Most importantly, I told John to think about this story every time he interacts with Dr. Boyle. Here is the

story we created: “When Dr. Boyle was a young boy, he was fishing on the ocean with his best friend, Ed. A storm was approaching and Ed wanted to turn the boat toward shore. But Dr. Boyle refused, saying that the storm would miss them. It didn’t. The storm caught them, capsized the boat, and Ed drowned in torrential waves. Dr. Boyle has lived with that torment all these years.”

As a function of this twist in viewpoint, John and Dr Boyle’s relationship changed. John began to see Dr. Boyle with compassionate eyes instead of eyes full of contempt. In kind, Dr. Boyle began to respond favorably to John and their friendship began to flourish.

Do you have a Dr. Boyle in your life? Do you have a client, colleague, or boss that is an emotional drain?

If so, create a story to decrease this drain on your energy. First, describe the person with a few basic sentences. Next, create a story about this person in a more favorable light, or from a more compassionate viewpoint. Most importantly, before you interact with this person, think about the story you created.

This story will change your perception of the relationship, and as a result, your energy drain will be plugged.

### [Share the Experience](#)

When I was asked to develop a mental toughness segment for the hit show “Dancing with the Stars”, the pressure was on. I knew 20 million viewers would be watching and I felt the pressure to perform well. But instead of believing that I had to prove how good a sport psychologist I am, I saw the show as an opportunity to share my knowledge and expertise with the audience. Proving is about outcome- and believing you have to prove your self-worth boosts the pressure dramatically. However, sharing is a joyous state. Believing my knowledge is a gift to the audience allowed me to thrive in the glow of pressure. My twist in perception allowed me to feel a calmness when we shot the segment.

At certain times in a career, many business professionals will speak to an audience, big or small. Whether it is to sell a product to a client, or pitch an idea to colleagues, speaking in front of groups can be very anxiety-provoking to many.

To reduce this nerve wracking experience, twist your perception in the right direction. Do not look at the situation as proving your self-worth, but rather, you are sharing with your audience a valuable commodity. In that sense, your anxiety decreases, and at the same time, you are in step with your message.

## Chapter: Get Rational

When Sandy Koufax first came to the major leagues, he believed that he had to be perfect to strike out batters: Sandy believed his pitches had to be as accurate as throwing darts. That of course, is not true. But this irrational belief in such precision caused Sandy to feel excessive pressure. Ironically, by trying to get precise, Sandy was losing his control. Ultimately, his belief was causing a decrease in all his potential on the mound.

To overcome this belief, his catcher, Norm Sherry, explained to the young Koufax that he could get batters out by widening his target. Rather than use the mitt as the target, Sandy was told to pick up Norm's body as the frame of reference for the pitch. With a wider target, Koufax no longer tried to be a dart thrower. Sandy just let it go-With this change in belief came a Hall of Fame career.

Carl Jung, the most famous psychologist this side of Sigmund Freud, once declared, "perfection belongs to the gods: the most that we can hope for is excellence". Carl Jung is right: Being perfect is impossible, in fact, this type of thinking is irrational, and can cause undue anxiety and neuroses.

Albert Ellis took this premise one step further and developed Rational Emotive Behavior Therapy. Put simply, Ellis proposed that it is our irrational beliefs that cause us to have excessive anxiety. To reduce our neuroses, we must make our irrational beliefs become more rational or realistic. When we accomplish this process, we open our channels for human growth. The follow drills illustrate how to achieve our excellence by becoming more rational in our beliefs:

### **Rationalize the problem**

Ellis proposed a list of irrational beliefs that we typically have that block us from attaining our potential and gaining in our personal growth. These include such beliefs as:

- 1) I must be liked by everyone
- 2) I must appear competent at all times
- 3) I must solve all my problems, today.
- 4) Success to me is all or nothing
- 5) Life should be fair
- 6) It is a catastrophe when things do not work out as planned

Do you have any irrational beliefs from the above list? If so, they could be causing you undue stress and anxiety, as well as limiting your potential at work. To change your irrational beliefs into more rational ones, follow this simple 3-step procedure:

1. Make a list of all your beliefs that cause stress at work.
2. Go through the list and analyze whether these beliefs are grounded in reality. Ask yourself why this belief is true. Ask yourself if this belief is based in fact. Sometimes this belief will be true while other times it will be based on just an opinion.
3. Ask if these beliefs are blocking your performance at work. Are these beliefs blocking your success? If they are, perhaps it is time to change-to make them more rational.

Here is an example of this process based on the irrational belief, "I must be liked by everyone":

Mark Jenson was in sales for a manufacturing company and got promoted to manager because he was a superstar salesman. He took the job, thinking it would lead to his advancement and more money in the long run.

However, Mark had difficulties at the job. When making managerial decisions, Mark was too overly concerned about what his subordinates would think about him. He always questioned his own



decisions-Was the workload fair? What if he told them to do a task they really did not like to do? What if he said something they did not like?

Mark never could be commanding enough and appeared wishy-washy to his employees. As a result, his direct supervisors demoted him back to sales and his advancement was put on hold.

For Mark Jensen, he had the irrational belief that he had to be fair to everyone. This belief is not grounded in reality because sometimes the workload will not be fair. Also, Mark believed if he was not fair, he would lose his friends at the job. If they really were his friends, they would understand his dilemma for work distribution. Those worries created great stress on his decision making and ultimately impeded his success. Most importantly, if Mark Jensen came to the realization of his irrational beliefs, he would still be a manager and on his way to bigger and better positions.

Like Mark, you too may have the irrational belief that “everyone must like you” and this is inhibiting your progression at work. Check to see if any of your beliefs are blocking your growth at the job. The following are a few other irrational beliefs that may be obstacles to your success:

### ***Fear of failure***

Many of us have heard or read that the number one fear in our culture is the fear of public speaking. You may get overwhelmed and freeze up for every presentation, even the meaningless ones.

Why?

You are afraid of looking foolish-of appearing incompetent. Yet, that is an irrational fear. If we look at public speaking, most of us are not professional speakers, so you will make a few mistakes when presenting to colleagues or clients. That is normal and commonplace. Yet, we are so guarded against mistakes, believing we will be viewed as incompetent if we do mess up.

Centuries ago, William Shakespeare wrote “Present fears are less than horrible imaginings”. We believe that it will be a horrible experience if make a few flubs, and so we allow these irrational fears to cause excessive anxiety and ruin our presentation.

Next time you are giving a speech or presentation-be rational. Know that making a few mistakes is not so horrible but rather realistic for everyone.

### ***Irrational Rejection***

The fear of rejection can also be irrational. We do not apply for that better job or seek promotion because we are afraid of failing, of being rejected. We are in an ego-protection mode-we do not allow ourselves to fail and thus do not put our skills and abilities on the line. We stay within a comfort zone and never progress.

Next time you have the possibility of being rejected-ask yourself, “What is the worst thing that can happen?”

The answer may rationally surprise you.

### ***Acting as if it were Life or Death***

Dean Smith, the great basketball coach at University of North Carolina, once said that if all the things that we acted on were truly life and death situations, there’d be a lot more dead people around. What Dean Smith was speaking about was that we tend to over-exaggerate our situations. Some of us have the irrational belief that many situations in our typical day are life and death, or at least we act like that-This in turn causes excessive anxiety.

Try this mental exercise. Recall five events in the last month that you acted “as if it were life or death”. For instance, you were going to be late for work so you raced through traffic, as if it were life or death. Or, you were running late for a key meeting so you were rude to a colleague. Next, ask yourself if

they were really that important? Were these events really life threatening? Did you exaggerate their importance over what might be actually more important (such as your safety or the feelings of others)?

Next time these five situations arrive in your life, and many will probably happen again, just tell yourself, this is not life or death. Be rational and you will be able to stay calm and composed.

# Emotional Connectedness Section

Champions like Michael Jordan have mastered the emotional strength of being connected to the present moment. They have learned to live fully in the present and focus their attention on the target, pure and simple. Winners like Carl Lewis know when to be engaged but also can stop thinking too much in order to perform at the highest level: They just react and let go.

Do you wonder why you can become so easily distracted at meetings and at the dinner table? Do you have a problem of letting go of past events so they creep into the present? Are you better at reacting and trusting your gut than over-thinking?

This section teaches you how to live fully in each moment, and when you learn that essential skill, your moments will get that much sweeter.

## Chapter: Zen and the Art of Business

Phil Jackson is known as the Zen Coach of basketball. He drew from Native-American religions and Buddhism to help guide the Chicago Bulls to six world championships and the Los Angeles Lakers to another three consecutive titles. In his book, *"Confessions of a Hardwood Warrior"*, Coach Jackson describes how he encouraged his players to follow the principles of Zen and live in the moment.

One of Jackson's most famous pupils, Michael Jordan, took this philosophy to heart both on and off the court. Being in the moment helped Michael to stay passionate about playing hoops throughout his cherished career. Michael Jordan noted that being purely wrapped up in the moment empowered him to play basketball without any self-criticism or inhibition of any kind. When he played, Jordan did not worry about losing because failure exists in the future, decreasing any pressure. His past did not exist either, which made the sting of missed shots quickly disappear. By living in the now, Michael could steer all his energies toward his greatness.

The philosophy of Zen can lead to excellence in business. One leader in the financial world who follows such an approach is Suzie Orman. Wearer of many hats -- CEO, author, speaker, TV star -- Suzie Orman has mentioned that she usually does twelve different tasks every day to help sustain her company and her business empire. Poignantly, however, Suzie Orman stated that she focuses on only one task at a time. Orman's focus is purely wrapped into that one venture, not the other eleven. Her Zen-like mentality has helped her achieve immense success.

Do you wonder why it is so difficult to live in the moment at work as Michael Jordan did on the hard-court? Do you question why you cannot concentrate all your energies on one task like Suzie Orman? Do you wish you could be more emotionally connected in your life?

The answer may lie in your concentration habits. Many of us practice being distracted. Take David Cook as a prime example. He lives the life of the everyday multi-tasker. At the office, he usually talks on the phone to one client, while he monitors another client's account on his computer. At the same time, he contemplates what will be said on his next phone call.

Then, when David gets home, his wife begins to talk about her day. But David parks his thoughts back at work, to the three phone calls he forgot to make. When David's son starts talking about his soccer playoff game this weekend, his thoughts jump into the future; he wonders how to rearrange his travel schedule to make that key game.

David has trained himself to become emotionally disconnected from his moments. Now when David is talking to clients on the phone or during a face-to-face meeting, his mind wanders. His clients are aware of this problem, and some relationships have soured because of it. Ultimately, David's habit of multi-tasking has made him less effective in this high-paced business world.

Are you just like David?

The great Olympic hurdler, Edwin Moses once said "You develop concentration in training. You can't be lackluster in training and concentrate in a meet". As with David, most of us are lackluster in our concentration training. In fact, our concentration habits can become our enemy. Instead, we need to invest in the now. To be successful, we need to take care of the moments, to immerse ourselves in the moment. There is an old Buddhist saying, "When an individual tries to catch two birds with one stone, he usually ends up not catching any". The following drills illustrate how to capture the heart of the moment:

## Do the dishes

The skill of being in the moment necessitates practice. In his book, *Peace is Every Step*, Buddhist Master ThichNhatHanh proposes a mental exercise to develop such a skill. It concerns doing a mundane task: washing the dishes. Next time when you are washing the dishes, don't rush through them. Immerse yourself in the moment. Feel the warm water on your hands. Notice the rhythm of your hands. Observe how the bubbles in the water glow and have their own magic. Feel the texture of each dish and appreciate its artistry. Enjoy the simple action of doing dishes. When fully engaging in a mundane task like washing the dishes, you will find it much easier to focus when the event seems less humdrum and more meaningful.

### **Develop a trigger sentence**

Habits can be weakened with wiser responses. The right words at the right time have proven to be wise methods to enhance better focus for my clients.

Charlie Glenn, an office manager, came to me because he had a very difficult time letting go of problems. His mind would be cluttered with distracting thoughts throughout his many meetings.

We decided to implement a trigger sentence to enhance his ability to become more emotionally connected to the moment. Charlie was a former high school pitcher and loved the movie, "For the Love of the Game". In this movie, Kevin Costner plays the role of an aging major league pitcher who has a unique gift. When he says the phrase, "Clear the mechanism", he can completely block out any distractions. As soon as he says those magical words, all the fans fall completely silent. More amazingly, all he can see is the catcher, batter and umpire, as if they were placed within a tunnel.

Charlie decided to use the same catch phrase. Whenever Charlie found his thoughts parked in the past, he would say, "Clear the mechanism". Eventually, this personalized trigger sentence helped Charlie develop the habit of being fully engaged in the present moment.

Create your own catch phrase. It could be, “Clear the mechanism”, or something more personalized. Whenever you want to focus, at home or at the office, simply say your phrase. Eventually, you will override your poor concentration habits and replace it with one of full engagement. A simple sentence can be a smart, easy way to improve your concentration.

### **Savor the moment**

Try this exercise: Get a Starburst or some other flavorful candy. Unwrap the candy, place it into your mouth and then close your eyes and enjoy all its flavor. You probably noticed how intense the flavor is.

Moments in time are like that: When we are fully engaged, the moment is that much sweeter.



## Chapter: Develop a Post-Event Routine

In 1992, I was fortunate enough to attend the University of Florida for my doctorate in human performance. Also fortuitous was that Lisa Raymond played tennis for the Gators at that time. Being a tennis fan, I would watch Lisa and the Lady Gators play many of their matches.

Lisa played #1 for the Gators and was clearly head and shoulders above most of her competition from other schools. While her physical skills were dominant, it also became apparent that she conducted herself on the court differently from her competitors. After the point was over, Lisa went thru the same routine time and time again. As an example, when waiting to return serve, Lisa would look at her strings, take a few studder steps, and then take some deep breaths. Interestingly, her competitors rarely exhibited such consistent behavior between points.

Lisa Raymond proceeded to win both the 1992 and 1993 NCAA woman's single championships. She has since gone on to win four singles titles as a pro as well as won all four majors in doubles competition.

Jim Loehr, a sport psychologist to some of the greatest tennis players, discovered that the behaviors following the end of a point were the most crucial to tennis success. Moreover, Loehr discovered that tennis players who spent their time with a consistent routine played their best under pressure whereas tennis players who varied their routines were more likely to choke under pressure.

Further, according to Loehr, a consistent routine lowers the heart rate (HR) to an effective level. Lower HR helps players to get refocused and let go of negative thoughts. In addition, energy levels are enhanced. With lower HR, players can play harder for longer periods of time.

In contrast, players with inconsistent behaviors are hurt because their HR is throttling too high for too long. With higher HR comes a decrease in energy-leading to a decrease in performance for

longer matches. Inconsistent routines create choking because players do not manage their physiological responses effectively.

While business professionals may not have to work on getting their heart rates down very quickly, they will benefit from what transpires between meetings. A poor performance or failed event at the start of a series of sales calls can lead to anger and frustration for the rest of the day.

To prevent this continual downward spiral, you need to incorporate a post-event routine after each meeting. A post-event routine is a series of effective thoughts and behaviors after an event. More importantly, these thoughts and behaviors will put the executive back on a positive track following a negative event.

On many days, a salesperson or professional may have upwards of 5 meetings per day. If we do not engage in any procedure following a bad event, we are doomed to let those events creep into our current situation. We need to evaluate what just happened so that we can move on to the next situation with a clear mind and heart. The post-event routine will help you to let go of the past and get refocused for the future..

The following is a post event routine based on Loehr's system that incorporates the three "R"s:

**Release;**

After a poor event, you must release any negative energy that has built up in your system. Ken Flach, winner of the US Open, Wimbledon and Olympic Gold medal in tennis doubles, would walk up the doubles alley after every point. He would never walk down the middle of the court to retrieve the balls.

According to Ken, this series of actions helped him to release any pent up frustrations from the previous points.

While you may not be able to walk down a court following a client interaction, you can still use a release technique to your advantage, especially after meeting with a very difficult client. This can be accomplished by taking deep breaths or making a tight fist for three seconds and then opening your fist while seeing the energy dissipate. These are just a few suggestions for a release mechanism. Find one that works for you.

### **Reimage**

Billy Jean King had a different routine between points. During her changeovers, she would use that time to re-evaluate and visualize what she had to do next. This action, she believed would allow her to take control of her matches.

For your meeting, do the same as Billy. Re-evaluate what happened and visualize what could have been done better. This will allow you to let go of the past and focus on the present, which leads to the next stage of the routine

### **Reset:**

The last stage of a post-event routine involves resetting your mind and body for the next task at hand, which could be imminent. The reset procedure could simply be a self-statement such as 'next client'. When said, the salesperson is no longer parking their thoughts in the past but rather spending all their energy on the next client. Or, it could be statement such as "refocus". Find one that fits your needs and use it in your routine.

Mark Twain once quipped that golf was a good walk spoiled. It will only be a good walk spoiled if you let the bad shots ruin your day. Your days in business will be a good day spoiled if you allow

previous bad events to seep into the rest of your day. The post-event routine is one of the most important strategies that can contribute to you having a great day, unspoiled by the past.

# Emotional Drive Section

To become a champion in any field, knowledge is not enough. Intention is not enough. To get results, action is essential. But action takes motivation, commitment, and high levels of energy.

Champions like Michael Phelps gain drive from their passion while other winners such as Jie Zheng get supercharged from their pride. Winners know that the secret is in the dirt: Excellence comes from our hard labors. But the drive to excellence comes more than just from work-It also comes from giving ourselves to others and champions like Kirk Douglas have discovered this principle through his kind actions.

Are you passionate about your life? Are committed to excellence? Do you put forth the effort needed to break through a plateau? Do you give as well as receive?

This section focuses on creating boundless energy being committed to the cause of excellence. The chapters illustrate how to find passion and pride in ourselves, essentials to becoming a winner in life.

## Chapter: The Secret is in the Dirt

In the early 1950's, Ben Hogan began to dominate golf like no other had done before. In 1953, he won the 3 majors he entered and won 5 out of the 6 events he competed in that year. He missed the PGA championships because of a scheduling conflict, and thus may have been the only player to win the Grand Slam.

Ben was the man in golf. As such, everyone wanted to know his secret.

Was it his new grip? Some have mentioned that he rotated his grip a bit to the right to prevent his hook (or as Ben called it-“his terror of the field mice”). Some have mentioned that his weight shift had gotten better, while others have pointed to his shortened swing.

Ben would never reveal his full secret, but only allude to it. Ben Hogan would simply say, “The secret is in the dirt”. Ben was notorious for beating balls before it was fashionable. Hogan said there were not enough hours in the day to practice everything needed to become a great player. Hogan learned that the only true secret in golf is hard work.

All the greats have the attitude that the road to excellence is paved with hard work. Bill Bradley takes it one step further- He believes that his excellence came from working harder than the next person. Bill Bradley has achieved the highest level of excellence in all he has done. He was a Rhodes Scholar from Princeton, a former professional basketball star as well as a U.S. senator. Bill said he learned this life lesson from one of his favorite coaches who told him, “When you are not practicing, someone else is, and given equal ability, when you both meet, he will win”

Bill Bradley has written that his work ethic has carried over to many other areas of his life from academics to politics. To this day, Bill still believes that no one can out work him.

Most of us do not see the journey it takes to master an art, sport, or business- We only see the endpoint. The famous Vladimir Horowitz once said, "If I don't practice for one day, I will know it. If I don't practice for two days, my wife knows it. If I don't practice for three days, the world knows it". Every great success story has one facet in common-hard work.

### **Double it**

How much effort do you apply do your profession? To your career? Is it really enough, or are you just getting by? Are you just putting in half the effort that you need?

One time after both Gary Player and Ben Hogan had shot a 75 at the U.S. Open, Hogan said to Player, "You're going to be a great player. How much do you practice?" Player proceeded to explain what he did on the range and for how long. Hogan then stated, "Double it!"

Next time you are not succeeding at a task or in your career, ask yourself how much time did you really put forth to be successful. Be honest-did you pay the price?

Then tell yourself, "Double it"- Hogan would be proud of you.

## Chapter: Get a Mentor

The day had finally arrived. After 27 long years, Tommy Lasorda was offered the job as head coach for the L.A. Dodgers. One of the first actions after learning of his new position was he walked into the office of General Manager, Al Campanis, and gave him a well-deserved hug.

Al had taken Tommy under his wing from the start and mentored him along the way to become the Dodger's manager. First, Al made Tommy a scout to learn about the tools of talent detection. Also, Al made Tommy a minor league manager to learn about teaching younger players on both the mental and physical aspects of the game. Campanis also helped Lasorda become a coach on Walter Alton's staff (his predecessor) to learn about the other players in the National league. Al Campanis had given Lasorda all the guidance he needed to finally get his dream job.

From science to business to sports, people on top of their game usually had a mentor that helped them achieve their great success. Sir Isaac Newton once said that he could see farther by standing on the shoulders of giants. One of those shoulders belonged to Sir Edmund Halley, of comet fame. Halley challenged Newton to think through his original notions and to use mathematics and geometric figures to clarify his ideas. Furthermore, Halley not only encouraged Newton to write his famed work *Mathematical Principle of Natural Philosophy*, but also edited and supervised the publication. Without Halley, Newton would be only a footnote in time and space.

Tiger Woods is also a giant in the game of golf, and he too stood on the shoulders of his good friend, Mark O' Meara. Mark took Tiger under his wing when he first came onto the tour. O'Meara gave advice on the many nuances of tour life, playing the role of big brother to the young upstart. O'Meara helped Tiger settle into the rigors of the PGA tour, and helped to create a superstar.



Do you have a mentor?

Whichever field you are vying to achieve at the highest level, finding the right mentor is essential in developing your career. Here are a few suggestions for selecting a mentor:

### Don't feel guilty

Many people may feel guilty that they are taking a mentor's valuable time and energy. While that may be true to a point, mentors also benefit from the relationship. It is a win-win.

Billy Jean King has mentioned that she mentored many of the younger players of her generation, such as Chris Evert and Martina Navrottilova. King taught the younger players how to act with the media as well as how to deal with the pressures of being number 1 in the world. But being a mentor helped Billy Jean King in numerous ways. These younger players woke her up to new ideas such as the belief that there should be higher standards as well as more money for woman athletes.

Don't feel bad if you ask someone to be your mentor-they will benefit as much as you-maybe more.

### Change Mentors

In his book about the development of talent, Gordon Bloom discovered that skill development follows a certain pattern. Most people are usually mentored by 3 different individuals. As the person progresses, they seek out a more experienced mentor.

In your case, work with a mentor for a given time frame (e.g. 6 months) and you then may want to work with another who can develop other skills that you may need in the future. For instance, you may want to work with a mentor who can develop your sales skills and another who may be able to develop your leadership skills, and another to help with your emotional intelligence skills.

### **Mentoring as friendship building**

Is there someone in your office who you just cannot connect with, but believe it is important to have a better relationship? Do you want someone to appreciate you more?

Ask this person to be your mentor. Psychological research has shown that people like someone with whom they have helped. Mentoring is all about helping, so it is a great tool to develop friendships as well as gain better knowledge.

### **Mentors can appear everywhere**

Raymond Chandler is known as one of the great mystery writers of all time and wrote numerous movies, one being the *Big Sleep* with Humphrey Bogart. In one of his earliest movies, Raymond was paired with an old-time writer from the silent era to complete a script. Raymond thought he was a young hot shot and had no desire to work with what he deemed as a “has-been”. The director had the pair each write their own version of a scene about the fall of a marriage. Chandler, who was a wordsmith, wrote great dialogue between the husband and wife which intimated how their demise was imminent. The director thought the work was overkill-too many notes. Instead he went with the scene written by the “has-been”, who wrote a simple scene of the couple in an elevator. The couple was dressed immaculately with the husband wearing a fedora. A young attractive girl entered the elevator, to which the husband took off his hat. When she left the elevator on the next floor, he put his hat back on-indicating a clear rift in their relationship.

Chandler learned a great lesson about screenwriting from this “has-been”--show don't tell.



# Emotional Balance Section

Real champions make a difference, in every venue: Tiger Woods leads a life that has meaning outside of the golf course. Balance also comes from acceptance. Champions like Annika Sorenstam and Paul McCartney let go of factors outside of their control when events do not go as planned. Winners such as Venus Williams have balanced their life's portfolio with many wonderful activities. Champions value more than just winning, but prize their integrity and honor.

Do you have a life full of balance and perspective? Do you accept the bad with the good? Do you value integrity in all your decisions?

This section shows how to find serenity in a chaotic world.

## **Serenity now**

Give me the strength to accept the things I cannot control

The courage to change the things I can control

and the wisdom to know the difference between the two.

The Serenity Prayer by Reinhold Niebuhr

Annika Sorenstam has become an internationally recognized sport superstar. She attained this status when she mustered up the courage to compete against the men on the PGA tour.

For weeks building up to the event, she made numerous appearances on a variety of television shows, from David Letterman to the Today Show. Everyone wanted to know why she was competing and whether she would play on the men's tour as a permanent fixture.

During the week of the event in Fort Worth, the eyes of the world fell upon her. Media came from every part of the world. Her press conferences took hours to complete. Reporters bombarded her with questions from thoughts about the course to whether she believed she could make the cut. The world wanted to know the mind of Annika.

The pressure was immense, to say the least. Annika mentioned that the pressure was analogous to all four majors rolled into this one tournament.

But true to form, Annika applied her great mental game to this incredible moment. She focuses on the controllables, in her golf and in her life. Annika disregards what is out of her control. Annika has stated that once the ball leaves her clubface, she ceases to worry about it. She cannot control whether the ball will take a bad bounce or good one, so she removes that concern from her mind.

Annika played amazingly, outscoring 18 men. While she still missed the cut, something magical did happen for Annika and the game of golf that week.

Teresa Shiping used the same philosophy as Annika when the shake up came to the financial world in the last decade. From 1994-1998, Teresa worked for companies that went thru five different mergers-yes five. But each time, she didn't worry about who would be her new boss, whether she would like this person or vice versa. All Teresa did was focus on what she could control-hard work, good networking, preparation, and great time management. According to Teresa, focusing on factors within her control allowed her to manage her emotions most effectively-to be resilient to change, to stay positive, and to withstand all the pressures. In turn, she believes her great attitude about her controllables allowed her to transcend to the top of her game-Today, Teresa stands tall being one of the senior vice presidents at Ivy Funds.

In actuality, Annika and Teresa became champions in their field because they both used a form of the Serenity Prayer to achieve their wonderful success. As this prayer dictates, when you can accept any outcome, and let go of factors outside your control, you will find serenity in your life. Annika and Theresa used this philosophy to alleviate some of the incredible pressure and gained the great respect and admiration in their worlds, respectively.

William James, the foremost psychologist at the turn of the 20<sup>th</sup> century, remarked that the art of being wise is the art of knowing what to overlook. The following drills help you to become wise about finding your serenity:

### **Slam-Dunk Drill 19: Find your serenity**

Let the Serenity Prayer be your advantage at work. Finding serenity at the workplace involves a three-step process. First, you must gain the wisdom to recognize the difference between those factors

in your business life over which you have control and those factors in which you have limited influence. To accomplish this, list all the worries you have at work (see worksheet below, step 1). These worries can include such items as what other co-workers think about you, what may happen to your company (such as a merger), whether there will be layoffs, and the economy. Next, place the worries in two categorical boxes; Can control and Cannot control (see worksheet, step 2)

With the worries you placed into the “cannot control” box, be like Annika and find the mental strength to accept those factors over which you have limited or no control. These factors are outside any influence you have, so just let them go.

If you find yourself continually thinking about these “uncontrollables”, use this psychological tool. Write these worries on a piece of paper. Then crumple up the paper and throw it in a trash can. When you start thinking about those problems, say to yourself, "Stop-in the trash can". Do this every time you begin to think these unproductive thoughts. Eventually, you will be able to throw away all your “uncontrollable” worries.

Now here comes the courage part. With the worries you placed into your “control box”, devise one strategy for each of those worries (see worksheet, step 3). For instance, you worry about getting a raise. While you cannot control whether the boss will actually give you more compensation for the hard work, you can control facets contributing to a raise. For instance, you could have a strategy that you will take on extra work, work late if necessary, and make sure your work exhibits the highest quality. Following a specified strategy will not only help you achieve desired goals, it will also give you a greater sense of control over the situation, ultimately reducing your anxiety.

When you learn to let go of factors you cannot control and focus only upon aspects within your control, you will discover your serenity at work.

Serenity Prayer worksheet:

**Step 1: Create a Worry list**

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

**Step 2: Place worries into either cannot control box or can control box**

Cannot Control

Can Control

--	--

**Step 3: Develop strategies for can control worries**



1. Can Control worry:

Strategy:

2. Can Control worry:

Strategy:

3. Can Control worry:

Strategy:

4. Can Control worry:

Strategy:

5. Can Control worry:

Strategy:

## Conclusion: Hit it out of the Park!

The scene was the first game of the 1988 World Series. The Los Angeles Dodgers were at bat playing the heavily favored Oakland A's. The famous Dodger manager, Tommy Lasorda, made a surprising move at the end of the game. He summoned Kirk Gibson to the plate as a pinch hitter. Although a great player, most experts believed that Gibson might not even suit up for this game because he was so badly bruised and battered from season play.

But Gibson believed that he would play and mentally prepared himself for this game while still in the locker room. He would be facing Dennis Eckersly, the Oakland ace, and knew him quite well because of their many encounters. Calling upon his previous positive experiences, Gibson created a vivid and realistic imagined scene with all of Eckersly's nuances. Also, Gibson imagined the extreme pressure of the situation-with the fans going nuts and all the cameras flashing at his every move-yet he still performed brilliantly.

Straight out of a Hollywood movie, Gibson limped from the dugout to the plate. It was bottom of the ninth inning with two outs. The Dodgers were trailing 4-3. To add to the excitement, the count became full. All Tommy wanted from Gibson was a hit, but Gibson did more. He blasted a game winning 2-run homer, and with that momentum, the Dodgers went on to win the series.

Kirk Gibson hit it out of the park because he mastered his emotions under pressure. He was mentally and emotionally prepared for the moment and he became a legend in baseball for it.

Are you ready, mentally and emotionally, for all the challenges you will face in this battle we call work?

More than 2000 years ago, the philosopher Epictetus wrote that no man is free who is not a master of himself. It is my hope that this book will give you the tools to become free of fear and negativity-to become a master of your emotions. Think of this book as your guide on the journey toward excellence. Read it again and again: once may not be enough. There are many skills in this book that take time and patience to master. But once acquired, these skills will empower you to achieve at the highest level and hit it out of the park again and again and again!

I leave you with these simple thoughts on your way toward excellence:

Find your passion

Create your path

Make the commitment

Enjoy the journey

## Chapter: Choose your Attitude

Our attitude is a choice. Sometimes, we forget that simple yet powerful awareness tool.

Nonetheless, one of the most difficult tasks is to keep that sweet feeling when our performance has taken the train south for the day.

The greats, however, always are the conductor of their positive emotions. Take the amusing example of Willie Mays. Willie, known as the “say hey kid”, had a ephemeral smile on his face. A former teammate recalled how one day at the start of a big game, Willie declared to the guys, “This is going to be a great day, I’m going 4 for 4. No doubt about it”. Mays then went to the plate and readily struck out looking. He came back to the dugout and told his teammates, today is a great day, I’m going 3 for 4. When he failed to get a hit, he then proclaimed to his teammates, that he was going 2 for 4 on this day. Then he grounded to third on his next at bat and proceeded to the dugout telling who would listen that he was going 1 for 4 on this glorious day. Later in the game when he was robbed of a base hit on his last at bat, he smiled and said “Tomorrow is going to be a great day. I’m going 4 for 4.

Once after a big loss by his Packer’s team, a reporter asked Vince Lombardi how he was going to deal with this loss and what was he going to say to his players. Lombardi turned to the young reporter, and said, “Son, we do not lose this game, we just ran out of time!” No that is choosing to be positive about the clock!

No matter how poorly you are performing, you can always choose to focus on the positive. It worked for Tom Watson on his victory at the U.S. Open in 1982. Most remember his remarkable chip-in on the seventeenth hole, but most important to his victory was the little known event on the seventh hole. Here, Tom missed a two-foot putt. It didn’t even touch the cup. But that did not get Tom Watson down in the dumps, instead he merely told himself that even great putters can miss an occasional easy one.

Winners like Willie Mays, Vince Lombardi, and Tom Watson know their attitude is a choice, and choosing the correct one will affect their future performance. But they have discovered nothing original. Centuries ago, the founder of modern philosophical thought, Rene Descarte, wrote that we have the capacity to think whatever we choose-to have thoughts that are either self-liberating or self-defeating. More recently, Victor Frankle wrote in his book, Man's search for meaning "Every human has the freedom to change at any instant. The last of the human freedoms is to choose one's attitude in any given set of circumstances".

We have a choice to remain positive about the economy, our job, even our boss, regardless of circumstances. If you make the correct choice, then the chances are much greater that you will become more effective at your job and happier in your life. The following tip will help you to become a better conductor of your attitude:

**Have an early morning happy hour:**

When most people wake up, they rub their eyes and then begin to think about all the tasks they must do in the day. When this list is overwhelming, and on many occasions it is, you may want to stay in bed.

Instead, choose to have an early morning happy hour. Try this exercise-when you wake up in the morning, focus on three things you are thankful in your life. It could be your spouse, your children, your health, your upcoming vacation-Focus on something that puts a smile on your face. You will find that when you make this choice-happiness will fill your cup on the early hour.

## Chapter: Fill your Mind with Golden Nuggets

On his first job as an assistant sports editor for the Montpelier Leader Enterprise, Fred Bauer received an intriguing letter from a fan. He opened it and read, "Sweet piece of writing on the Tigers. Keep up the good work". It was signed by Don Wolfe, who was the well-known sports editor of the rival paper-The Toledo Blade.

At that time, Fred was only a teenager and getting paid 15 cents a column inch-but that letter was priceless-To Fred, it could not have been more exhilarating to get those kind words from such a seasoned professional.

Fred kept this letter in his desk for years until it got rag-eared. When he doubted he had the right stuff to be a writer, he would reread Don's note and walk on air again. This letter paved Fred's career with golden confidence.

Joe Montana, the famed quarterback, kept a bag of gold nuggets in his head and used one to win the 1989 super bowl. The San Francisco 49ers were three points down against the Cincinnati Bengals with two minutes left to play. They needed to march 90 yards to the goal line. In the huddle, Joe told his teammates " This is just like '81".

Those words in the 1989 huddle allowed Joe and the other 49ers to recall a gold nugget-a very similar pressure situation in which they had succeeded. When they were playing the Dallas Cowboys in the 1981 NFC championship game, the 49ers needed to drive the entire field in the last minutes of play. With just a few ticks left on the clock in 1981, Montana threw the famous pass to Dwight Clark for the winning touchdown. That winning image-that gold nugget-gave them a sudden jolt of energy and bolstered their confidence in 1989, which carried them to victory over the Bengals and to another Super Bowl championship.

Recalling successful experiences is paramount to developing a strong mental game and mastering your emotions. Individuals who can replay key successful moments in vivid detail have an enormous advantage against those who lack this skill.

As with Montana, numerous situations exist in your life when you scored that important business win. Most account executives can recall a presentation that went flawlessly, a textbook intro, a concise service offering, a quick negotiating and then a mutual agreement to do business. Deposit these gold nuggets into your memory bank, and like Montana, make withdrawals when needed. In that way, you will be rich in mental and emotional toughness. Here's additional ways to fill your mind with gold nuggets:

### **Develop a victory log**

Sometimes our memories can fade or be suspect-So do more than just keep these golden nuggets locked in your mind. Keep them in a victory log.

After a great event with a client (e.g., a perfectly handled objection, a brilliant closing statement), record the happening in a journal called a victory log. Also, record the time and date. Refer to this journal every few days as Fred Bauer did for a quick bolt of energy and as a way to boost your confidence.

### **Collect victory moments**

Be a collector of golden moments. If you inked a great transaction, have the finalized lease, purchase order, or commission check framed. Or, after a stellar business meeting, grab a token that reminds you of that moment. Perhaps it was their company pen. Keep it on your desk and allow this token to be your golden nugget of confidence. However, grabbing the purchasing agent's crystal paper weight is probably not a good idea.





