

GRIT – THE REAL SECRET TO SUCCESS

Do you want to be more successful? Then you need to get more grit. Years of research by Dr. Angela Duckworth shows that grit is a better predictor of long-term success than IQ or talent. Paul Wong agrees by saying, "Nothing can replace persistence. Grit always beats talent in achieving your life goals."

Various studies have shown that men with higher grit levels are more likely to stay married; children with higher grit are more successful in the Scripps National Spelling Bee; grit predicts persistence and achievement in the US Military Academy at West Point. Research by the University of Sheffield showed that grit has a significant effect on work performance. People with grit stick to their jobs longer, are more committed to their employers, and work harder.

What Is Grit?

Sebastian Bailey (the President of Mind Gym Inc.) defines grit as "passion and perseverance for long-term goals. It's our ability to remain unshaken in pursuit of objectives and our stamina in the face of adversity." In other words, grit is about holding steadfast to a goal even when there are bumps in the road and progress toward the goal is slow. While talent, luck, and intelligence matter to success, in the long run, it appears that grit matters more.

How Do We Develop More Grit?

The good news is that we can develop more grit in ourselves. The three keys are:

Practice

To help develop grit, practice the Hard Thing Rule, which has three parts:

Part one: Select at least one hard thing that requires daily and deliberate practice. It could be taking a university class, starting an exercise program, or writing a book.

Free Grit Score! How gritty are you? You can get a feel for your grittiness by taking the 10 Question Grit Scale questionnaire found at the website www.AngelaDuckworth.com.

Part two: Do not quit, especially on a bad day. You must choose a period of time — for example, a semester or a season — and stay committed during that time.

Part three: Only you are allowed to pick your hard thing. Nobody picks it for you because it would make no sense to do a hard thing you are not interested in.

Purpose

Dr. Duckworth has found that the "grittiest" people tend to have developed their passions from personal interests and also from the broader purpose to contribute to the well-being of others. This altruistic motivation to help others coincides with the Servant Leadership philosophy that many of us aspire to practice.

How can we develop more of a purpose? Here are three ideas to consider:

1. Reflect on how what you're already doing can make a positive contribution to the world. Ask yourself how the world can become a better place — and then draw connections to what you are already doing or could do. Consider the volunteer work you have been involved with. I have served and worked with a number of non-profit organizations, and all of them benefit society in some way.

2. Think about how in small but meaningful ways you can enhance your connection to your core values. One approach is to think about the intrinsic benefits to the work we do. For example, a person who works in the mail center is doing more than earning a paycheck; they are helping people to communicate and be successful in meeting organizational and personal goals.

3. Find inspiration in a purposeful role model. Dr. Bill Damon is a developmental psychologist who has studied purpose for more than 40 years. He suggests we ask ourselves: Can I think of someone whose life inspires me to be a better person? Who? Why? It could be a family member, historical person, or someone else who sets an inspiring example. I have been blessed with several role models in my life, including my father, who modeled the joy of volunteerism to help others.

Optimism

Grit depends on the expectation that our own efforts can improve our future. Here are two suggestions to help develop an optimistic outlook:

Adopt a growth mind-set. A growth mindset leads to optimistic views of

adversity, leading you to seek out new challenges and become stronger. Margaret Thatcher inspires by saying, "You may have to fight a battle more than once to win it."

Practice optimistic self-talk. We can be aware of negative thinking and intentionally make a conscious effort to look for the positives in all events that come our way.

How Do We Develop Grit in Others?

The best environment to strengthen grit in others is one that promotes confidence and self-belief and actively develops a culture of social support. Recognizing and celebrating grit is important because rewarding a moment of grittiness in one team member can foster it in others. There are two key ways to create a culture of grit on our teams: by working to shift people's mindsets and by developing others' ability to handle stress.

To change mind sets, Sebastian Bailey suggests the following:

- ▶ Look at the big picture. Charles Noble counseled, "You must have long-range goals to keep you from being frustrated by short-range failures." Grit is focused on the long term — remaining committed as well as pushing past challenges. As we know with any long-term goal or project, interest can sometimes wane. Leaders can help to keep people engaged and committed by continually reminding them of the journey and the end benefits.
- ▶ Encourage others to increase their sense of control. Constantly focusing on things outside our control is frustrating. Instead, help people to focus on what they can control or at least influence.
- ▶ Empower employees to be open to change. Grit is not about following a single course of action no matter what. Being flexible and seeing obstacles as a challenge, not a threat, is the key to creating a culture of grit.

- ▶ Allow people to work through their emotions. Emotions like confusion and frustration come with being human and are not signs that we should give up. People with grit sometimes feel confused or frustrated, but keep going despite them. Leaders can set a positive example by being transparent with some of our frustrations and keep going despite them. By doing so, we will inspire our team members to do the same.

We can use stress to develop ourselves and our team members. This requires that we create an environment where trying but failing is acceptable. I agree with Albert Einstein when he said, "Anyone who has never made a mistake has never tried anything new." Pursue an environment where trying something but failing is seen as a chance for learning, growth, and opportunity to learn how to overcome challenges. ■



Wes Friesen is a proven leader and developer of high-performing teams. Wes and his teams have earned multiple awards from a variety of organizations over the years. He has extensive experience in leadership and management roles, in both the business and non-profit worlds. He is also an accomplished university instructor and conference speaker. His book, *Your Team Can Soar! Powerful Lessons to Help You Lead and Develop High Performing Teams*, can be ordered from Xulonpress.com/bookstore or wesfriesen.com

FIRSTLOGIC® DQ10

**OUR INDUSTRY-LEADING
POSTALSOFT® PLATFORM GETS A
HIGH-PERFORMANCE NEW RELEASE**

Fully USPS SHA-256 Data Compliant



Powered by the SAP CASS™ and NCOALink® platform, Firstlogic DQ10 will increase operational efficiencies and improve customer satisfaction. For **better file preparation, US address cleansing, data cleansing, and matching** choose Firstlogic® DQ10.

**AVAILABLE ON-PREMISE, IN-CLOUD AND
WORKFLOW. THIS NEW RELEASE INCLUDES:**

- FirstPrep®
- ACE®
- DataRight IQ®
- Match/Consolidate®

Request Your **FREE Demo**
at FirstlogicSolutions.co

THE THREE RS APPROACH TO BUILDING GREAT RELATIONSHIPS

Want to be a more effective manager? An important key to our leadership success is to develop great relationships with our team members and develop an environment where they are motivated to excel. The three Rs approach, if consistently applied, will help us develop relationships and create a motivating work environment. The three Rs consist of:

Recognition: Recognizing people for who they are and recognizing the value of the work they do.

Rewards: Providing tangible and intangible rewards to individuals and teams, thereby showing our appreciation for their accomplishments and results.

Respect: Showing respect for each person and their innate value as a fellow human being.

Let's drill down and look at some key concepts related to these three Rs.

Recognition and Rewards

I agree with Dale Carnegie when he said, "People work for money but go the extra mile for recognition, praise, and rewards." Research over the years has led to the development of what some have called the "Greatest Management Principle in the World" — you get what you reward. Sincere, regular, and positive recognition and rewarding of desired behaviors is common sense — but not common practice. A Gallup poll of thousands of employees found that 65% claimed to have received no praise or recognition the past year!

Everyone likes to be recognized and shown appreciation. William James was one of the most respected psychologists who ever lived. After a lifetime of research and practice, he concluded that most people's greatest need is the need for appreciation. Ongoing recognition and praise makes a person feel appreciated, important, and stimulates the intrinsic motivation to excel. Gallup research

Research over the years has led to the development of what some have called the "Greatest Management Principle in the World" — you get what you reward.

found that individuals that receive regular recognition and praise:

- ▶ Increase their individual productivity
- ▶ Increase engagement among their colleagues
- ▶ Are more likely to stay with their organization
- ▶ Receive higher loyalty and satisfaction scores from customers
- ▶ Have better safety records and fewer accidents on the job

On the other hand, a survey by Robert Half Associates showed that the number one reason for leaving a company was "limited recognition and praise."

There are specific actions we can take to improve our recognition practices. Following are the top 10 ways to motivate employees (adopted from recognition expert Bob Nelson's book, entitled *Motivating Today's Employees*):

1. Provide personal thanks. Mark Twain said he could "live for two months on just one compliment." J.R.R. Tolkien was quoted as saying, "Kind words cost little, but are worth much." A landmark research study showed the number one thing that employees wanted was "full appreciation for work done."

2. Make time for employees. What kind of message do we send when we meet

with and listen to employees? We are sending the message that we care. John Maxwell captures the importance when he says, "People don't care how much we know, until they know how much we care."

3. Provide specific feedback. Employees want to know how they are personally doing and how the department and organization are doing. Also, catch people doing things right and thank them!

4. Create an open (and fun) environment. Having an open, fun, and trusting environment helps build a sense of camaraderie and encourages new ideas and innovation.

5. Provide information. Carla O'Dell was on the mark when she observed, "If you don't give people information, they'll make up something to fill the void." The reality is, if we don't provide information, a vacuum is created, which is filled by the "rumor mill" — which is invariably negative.

The heralded former CEO of Portland General, Peggy Fowler, emphasized the importance of communication when she suggested the three keys to being a great

manager are "communication, communication, and.... communication."

6. Involve employees in decisions. Involving employees in decisions that impact them results in buy-in as well as better quality decisions.

7. Reward high performers. Promoting and rewarding people based on their performance (not politics) sends the right signals. Also, dealing with poor performers so they improve or leave strengthens the team and really helps morale.

8. Develop a sense of ownership. Provide employees a sense of ownership in their work and in their work environment.

9. Give chances to grow and learn. Most employees desire to grow and learn —

and helping them recognizes their contributions and potential.

10. Celebrate successes. Taking the time to celebrate the successes of individuals, the team, and the organization builds morale and the motivation to strive for future successes.

Many of us have good intentions to show more recognition — but often fall short. Here are a few ideas to help build recognition into our regular routines:

Use a "to-do" list or daily planner. At the beginning of the week, write down the names of your team members and others you intend to recognize during the week ahead. Catch someone doing something right, recognize them, and then mark your list. On your planner, you can record birthdays, anniversary dates with the company, etc.

Use email and/or voicemail. Send positive, personal messages to let someone know you appreciate their work. At the end of the day, leave a positive voicemail thanking them for their excellent work that day, and express appreciation for them being on your team. I guarantee when they come to work the next morning and that's the first thing they hear, they will have a great day!

Use thank-you notes. Have a stack of notes readily available so you can send handwritten notes on a regular basis. One manager told me she has a standing appointment for one hour on Friday afternoons that she uses to write notes and do other forms of recognition.

Let me close with a quote from Saint Paul: "Give everyone what you owe him... if respect, then respect; if honor, then honor." (Romans 13:7). Good luck to you as recognize, reward, and respect your employees and let them know how much you appreciate them! ■



Wes Friesen is a proven leader and developer of high performing teams. He has extensive experience in leadership and management roles, in both the business and non-profit worlds. He is also an accomplished university instructor and conference speaker. His latest book, *Your Team Can Soar! Powerful Lessons to Help You Lead and Develop High Performing Teams*, can be ordered from www.Xulonpress.com/bookstore or www.wesfriesen.com (under "Book") or an online retailer like Amazon or Barnes & Noble. Wes can be contacted at wesmfriesen@gmail.com.

SmartAddresser

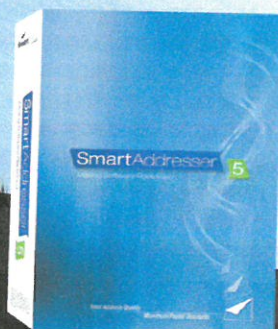
5

"Where SmartSoft has the edge over the competition is their support team."

— Anderberg Innovative Print Solutions

"Thanks for knowing what it takes to create customers for life."

— AlphaGraphics, Atlanta



- Premium Postal Software for mailers of all sizes
- Powerful Deduplication Tools, Move Update, Mail Tracking, Palletization & much more
- Excellent Customer Support
- 30-day Money Back Guarantee

**SAVE MONEY off
your current software & get
up to 4 months FREE!***


SmartSoft

contact@smartsoftusa.com

888.227.7221

*Must provide paid invoice for current subscription to a competing software package to qualify. Contact SmartSoft for a list of eligible software.

COACHING: OUR TOOL TO HELP PEOPLE REACH THEIR FULL POTENTIAL

One of the great privileges we have in leadership roles is the potential opportunity to help develop and grow the people we are trying to serve. One valuable tool we have is coaching. Ian Berry hits on the value of coaching when he observed, "Coaching is a unique process of human development, one that works to change a person's life for the better and help him/her achieve a number of specific objectives."

Coaching in simple terms involves a coach working with a coachee in order to help the coachee improve and be even more successful. We often think in terms of sports coaches, and we know that even the world's greatest athletes rely on coaches to help them develop and become better at what they do. Coaching also applies to the business world and to our personal lives — we can all benefit by both giving and receiving coaching.

Let's start by looking at the traits of a good coach before looking at a simple coaching model and concluding by examining the keys to successful coaching.

Ten Traits of a Good Coach

All of us have the potential to be good coaches that can benefit those we are trying to coach. I suggest the number one trait for a coach to be successful is to really care about people and have a desire to help them grow and develop. I concur with Byron and Catherine Pulsifier when they declared, "The best coaches really care about people. They have a sincere interest in people."

Let's explore the following list of 10 specific, desirable traits for us to intentionally pursue and practice:

1. **An Organized and Committed Approach** Use some of the tips in this article and elsewhere to develop a thoughtful approach to your coaching.

2. **Process-Oriented** Develop a process that includes important characteristics such as having standards and goals, monitoring, and feedback.
3. **Participative Feedback** Feedback should be encouraged and flow both directions.
4. **Objectivity** Try to be impartial and rely on actual results, not only subjective assessments.
5. **Knowledgeable/Skills** A good coach has knowledge and skills in the areas where she is coaching.
6. **Balanced/Fair** The best coaches provide lots of positive encouragement and feedback. Good coaches also provide corrective input but not too much, which can be discouraging.
7. **Flexible** A good coach exhibits flexibility and adjusts to meet the needs of the coachee.
8. **Patient/Tolerant** Patience by the coach will help the coachee feel less stressed and more supported when mistakes happen.
9. **Tough/Firm** There are times when a coach needs to be tough and provide constructive input. Jack Welch speaks to this by saying, "Good coaches provide a truly important service. They tell you the truth when no one else will."
10. **Realistic** The best coaches realize that we all have limits to how far we can develop — very few become the "Michael Jordan" of their profession.

The GROW Coaching Model

One popular model to help us be good coaches is the GROW approach. GROW is an acronym defined as follows:

G = Goal Setting The coach works with the coachee to define short and long-term goals.

R = Reality The coach helps the coachee explore the current situation and present reality — both positive and falling short of meeting expectations.

O = Options Here the coach helps identify and evaluate different strategies and actions to meet the intended goals.

W = Will This is where a commitment is made by the coachee — what will you do, and by when?

The 10 Keys to Successful Coaching

Following are some practical keys to help ensure a mutually beneficial coaching experience:

1. **Set challenging and clarified expectations.** At the onset of a coaching engagement, it is essential to clarify expectations of both the coach and coachee. And since the purpose of coaching is to help the coachee improve and be more successful, mutually defining what success looks like is important as the next key emphasizes.
2. **Create a vision that inspires.** Defining what success looks like includes creating a vision of the future — a future that inspires the coachee to want to take the journey to achieve that vision of being a better person. Ara Parasheghian spoke to the role that coaches can play when he said, "A good coach will make his players see what they can be rather than what they are."
- 3) **Build ownership and commitment.** The coach needs to help the coachee own the coaching process and vision and be committed to work at having the vision become reality. Gordon Dryden observed, "People will exceed targets they set themselves" and we know that is often the case.
4. **Build accountability.** At the heart of the coaching relationship is a mutual accountability of the coach and coachee to each other and to following the expectations and pursuing the vision that have been set.
5. **Create a development-focused partnership.** The primary focus on the


coaching partnership should be on the development of the coachee. This doesn't rule out secondary benefits such as developing deeper personal and professional relationships.

6. **Ask, don't tell.** The most effective coaching takes place when the coach leads the coachee to discover and learn what they can on their own. Asking open-ended questions is an effective tool a coach can use. Phil Dixon illustrates this when he shared, "Probably my best quality as a coach is that I ask a lot of challenging questions and let the person come up with the answers." An example of an open-ended question could be, "How would you like to grow this month?"
7. **Listen deeply.** After asking open-ended questions, it is imperative to listen deeply. Listening deeply includes focusing on the person and clearing your mind, giving full attention including attentive body language, asking clarifying questions, and restating back key messages to ensure your understanding.
8. **Don't be judgmental.** Coaches should avoid the perception of being judgmental as it will cause coachees to clam up and not share their full thoughts and feelings.
9. **Provide good feedback.** Effective coaches provide continual feedback, primarily positive but also corrective. Feedback should:
 - ▶ Be timely. Ideally it should occur as soon as practical after the interaction, completion of the deliverable, or observation is made.
 - ▶ Be specific. A statement like "You did a great job," although positive, is too vague for future growth. We need to be more specific about what was done well or what should be improved for the future.
 - ▶ Focus on the "what," not the "why." Avoid appearing judgmental. Start with "I have observed ..." or "I have seen..." and then refer to the behavior. Focus on the behavior and not the person. Describe what you heard and saw and how those behaviors impact the team and others.
 - ▶ Use a positive and sincere tone of voice. Avoid a tone that exhibits anger, frustration, disappointment, or sarcasm.
10. **Focus on moving forward positively.** Staying positive and focusing on pursuing the vision of improvement and growth benefits the coach and coachee.

Pete Carroll is a football coach who has led his teams to college and pro championships. He encourages all of us that coach by saying, "Each person holds so much power within themselves that needs to be let out. Sometimes they just need a little nudge, a little direction, a little support, a little coaching, and the greatest things can happen." My best to you as you help your teams and employees reach their full potential! ■



Wes Friesen is a proven leader and developer of high-performing teams. He is also an accomplished university instructor and conference speaker and is the President of Solomon Training and Development, which provides leadership, management, and team building training. His book, *Your Team Can Soar! Powerful Lessons to Help You Lead and Develop High Performing Teams*, has 42 valuable lessons that will inspire you. Wes can be contacted at wesmfriesen@gmail.com or at 971.806.0812.

pitney bowes 

EngageOne® Video Engagement. Evolved.

- Enhance how your customers interact and engage with mail.
- Increase direct mail ROI with Interactive Personalized Video.
- Support mobile engagement.
- Improve customer satisfaction and retention.

Use EngageOne Video for Video in Print (ViP) and get a 2% discount* on eligible postage.



Experience it now at
mypbvideo.com/npf

Plus, visit us at National Postal Forum
Booth 413

*USPS 2017 Promotions and Incentives
usps.com/business/promotions-incentives.htm

THE POWER OF PARTNERSHIPS!

Want to be a more successful leader? Want your team to be even more successful? Then you and I need to tap into the power of business partnerships. Steve Jobs was right on the mark when he said, "Great things in business are never done by one person, they're done by a team of people." Let's take a look at maximizing our partnerships with two key sets of business partners: internal service providers and external vendors (aka suppliers).

INTERNAL SERVICE PROVIDERS: OUR VALUABLE INTERNAL PARTNERS

Internal service providers include all the staff functions that provide services that benefit us and our parent organizations. Examples of internal service providers include Purchasing, IT, Human Resources, Finance and Accounting, Legal, Facility Management, and Corporate Communications, among others. The level of support from these internal partners can make or break the success of our operations. How do we ensure we get the optimal support we need to have us and our teams excel? Following are five key tips:

1. Promote the "same team" mindset.

Our operational teams and the internal service providers all work for the same parent organization. We can coalesce around the common vision, mission, and values of the organization and realize that our mutual success requires us to work together effectively. Sometimes we may need to explain to providers how helping operations excel will ultimately benefit them and the entire organization. For example, my teams have pursued a variety of cost initiatives such as maximizing postal discounts that, with the help of internal partners, have saved our parent company millions of dollars over the years. Saving money benefits our company's customers, shareholders, and employees — a true win-win-win!

2. Build positive relationships. I have previously written about the 3 Rs approach to building great relationships. The 3 Rs include recognizing people for the value they add; respecting people for who they are; and rewarding people in tangible and intangible ways. One example of recognizing and rewarding internal partners is to provide pizza or other food to providers that have helped you (everybody loves the "f" word — food!). On an individual level, a thank you email to a person who has helped you with a copy to their boss is always greatly appreciated!

3. Ask for help. I have found that when I ask for help from an internal provider, I almost always have received a positive response and great assistance. When we humble ourselves and ask for help, almost everybody will feel honored and respected, and if we already have a positive relationship, the path has been paved. Asking for help leads into the next tip.

4. Acknowledge their expertise. Service provider professionals have often earned college degrees and/or professional certifications and have developed expertise within their chosen field. Acknowledging the hard work and knowledge they have gained shows proper respect. And when people are respected, they tend to rise to the occasion and live up to the positive expectations placed on them.

5. Help internal providers whenever we can. A healthy partnership is a two-way street, built on mutual respect, trust, and support. There are times when a service provider needs help from us to do their jobs well. For example, the finance and accounting team sometimes needs our support when developing budgets, forecasts, and understanding variances. As operational managers, we are busy with our own tasks, but we should always try to be very responsive to financial processes, timeframes, and questions. They appreciate the support, and when

we need their help, we will reap what we have sown.

VENDORS: OUR VALUABLE EXTERNAL BUSINESS PARTNERS

Bill Gates shared, "Our success has really been based on partnerships from the very beginning." I have found that to be true and have been blessed to have had great relationships and support from many vendors over the years. Some people view vendors as necessary adversaries — I view vendors as necessary and valuable business partners. By developing valuable partnerships, we can benefit by gaining reasonably priced goods and services, keep up with the latest technology and best practices, and receive strong support to maximize our success. Following are seven valuable tips to help maximize our partnership with our vendors:

1. Develop a "win-win" mindset. In a healthy vendor relationship, both the vendor and the business being served come out ahead and gain value. I, and other operational managers, have found that a good vendor can add significant value above what we can accomplish alone. Vendors can provide a range of goods and services more efficiently and cost-effectively than we can ourselves. Vendors can provide helpful advice to help us excel, and can step up and provide the extra support we need when unexpected problems occur.

2. Build positive relationships. The 3 Rs approach mentioned previously applies. Vendor account managers often receive little positive recognition from their customers. Some of my fondest memories are times when my supervisors and I showed appreciation for an account manager. For example, an account manager named Brian came in on a weekend to help correct a problem on a server so that we could get our work done that Monday. The department supervisor and I were very appreciative,

and that following week we met with Brian. In addition to verbal thanks, we handed him a framed certificate of appreciation and a gift card. Brian was choked up — and said this was the first time in his long career that a customer had shown him this level of appreciation. Priceless.

One tool to consider for your key vendors is to mutually build a vendor scorecard. The vendor scorecard could cover a few key metrics from your contract and/or service level agreement (SLA) where you can provide a rating (e.g. exceeds expectations, meets expectations, or does not meet expectations) and relevant feedback. This scorecard could cover a quarter, six-month period, or a year.

Another suggestion is to have a regular periodic meeting with your key vendors (perhaps quarterly). At this meeting, you can review the vendor scorecard and have two-way sharing and feedback. The sharing time can include covering what you are hoping to accomplish in the days ahead and asking the vendor to share ideas and feedback for us.

3. Pay our bills on time. Vendors have a business to run like we do. Paying our bills on time and following all the terms and conditions in our contracts is fair and the right thing to do. Treating our vendors like we hope to be treated is a good standard that leads to mutual respect and trust.

4. Explain our vision and goals. Why explain our vision and goals to vendors? By doing so, we provide opportunity for them to offer ideas and assistance to help us accomplish our ambitions. Vendors often have other customers that may have similar goals as us — and vendors often have a range of goods and services that can help us be successful.

5. Find out what the vendor needs from us. Helping the vendor be successful is good for them and us. We can maximize the relationship with our vendors by asking them what they need from us, then providing it. Vendors appreciate the spirit of partnership and mutual support and will reciprocate when needed.

6. When mistakes happen, don't point fingers. In a healthy vendor relationship, mistakes are viewed as learning opportunities and provide the basis for improving our future operations and performance. Promptly remedying the mistake is important, and then having a good dialogue to decipher lessons learned is also valuable. We can then move forward to improve processes and controls to avoid recurrence of this mistake and other potential related mistakes.

7. Refer a trusted vendor to others. Vendors obviously appreciate being referred to other potential customers, and that will enhance our relationship with the vendor and our peer operational managers. Word of mouth referrals are a real win-win for the vendor, us, and the peers that may end up using the vendor. ■



Wes Friesen is a proven leader and developer of high-performing teams. He is also an accomplished university instructor and speaker and is the President of Solomon Training and Development, which provides leadership, management

and team building training.

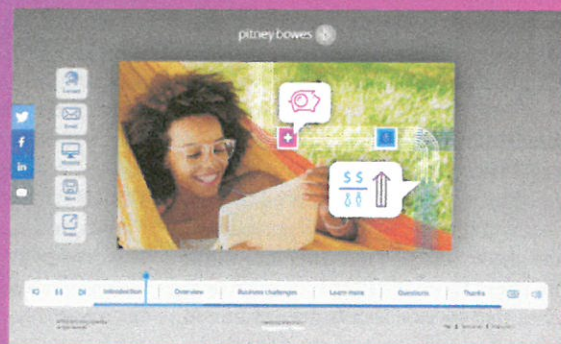
His book, *Your Team Can Soar! Powerful Lessons to Help You Lead and Develop High Performing Teams*, has 42 valuable lessons that will inspire you. It can be ordered from Xulonpress.com/book-store or an online retailer like Amazon or Barnes & Noble. Wes can be contacted at wesmfriesen@gmail.com or at 971.806.0812.

pitney bowes 

EngageOne® Video Engagement. Evolved.

- Enhance how your customers interact and engage with mail.
- Increase direct mail ROI with Interactive Personalized Video.
- Support mobile engagement.
- Improve customer satisfaction and retention.

Use EngageOne Video for Video in Print (ViP) and get a 2% discount* on eligible postage.



Experience it now at
mypbvideo.com/print17

Plus, visit us at PRINT 17
Booth 848

*USPS 2017 Promotions and Incentives
usps.com/business/promotions-incentives.htm

INFLUENCE: THE PATHWAY TO POSITIVE RESULTS!

Brendon Burchard is the highest paid motivation and marketing trainer in the world. He summarizes the key to success by stating, "What makes us successful over the long-term has a ton to do with our social interactions and the influence we do or don't have with other people." John Maxwell — the top selling leadership author — emphasizes that "Leadership is influence, nothing more, nothing less." Our life experiences support the importance of influence to get the positive results we seek. Let's explore important tips to help us develop greater influence with people in our lives.

Following are 15 ways to develop greater influence, derived from a range of experts:

1. **Communicate an optimistic, empowered mindset.** Positive psychology researchers Michelle Gielan and Shawn Achor recently wrote, "Our research shows that choosing to communicate an optimistic, empowered mindset to people around you — especially in the face of adversity — drives positive business outcomes." One tip to having an optimistic mindset is to start your day with focusing on information that motivates and inspires you. One disheartening statistic: Just three minutes of negative news in the morning increases our chances of having a bad day by 27%!
- Another tip is to carefully choose our closest friends — people that are positive, competent, and of good character. Jim Rohn advises, "You are the average of the five people you spend the most time with." A final tip is to invest time reading from good books that will edify, grow, and develop you — I start with the Bible and read many other books over the course of a year.
2. **Smile, even if you are feeling down.** You may have heard the expression "fake it until you make it." The same principle applies when things go wrong

or you are feeling down; smile and it will put you in a better mood. By smiling we release endorphins (happy hormones), ease bodily tension, and encourage people to smile in return.

3. **Be grateful.** Happiness is contagious. A great way to be happy is to be thankful for all the things (e.g. relationships, health, experiences, responsibilities, meaningful possessions, etc.) we have. We often focus on what we don't have or on the things that are not going as planned, so we forget to be thankful. Making a daily habit of being grateful for everything we do have will give us a positive attitude that will rub off on other people.
4. **Be honest.** Honesty is truly the best policy. The truth seems to always come out eventually, so we might as well as be honest all the time. By being honest in tough situations, people will come to trust and respect us, and our influence will grow.
5. **Always do your best.** We gain respect from people when we do our jobs the best we can. People appreciate leaders and co-workers that are dedicated, dependable, and work hard. Doing our best gives us a positive sense of self and purpose and sets a good example for those on our teams.
6. **Always say "please" and "thank you."** Good manners are a passport to better relationships. People will go the extra mile when treated with courtesy and respect. Having good manners shows people we care about them and puts the Golden Rule of treating others like we like to be treated into action.
7. **Avoid gossip.** As you know, gossip is common in most workplaces, but it also can be the most demoralizing thing we can do while at work. Participating in gossip undermines our trust and respect with people, and can spread negativity throughout the team and

organization. Instead, don't get involved with gossip. Talking about others behind their backs is never a good idea and will diminish our influence with others.

8. **Be diplomatic.** People will say or do things that irritate us, and the key is to stay calm and objective. Saint James encourages us to "be quick to listen, slow to speak and slow to become angry." When we remain calm, we stay in control of the situation and set a good example to others.
9. **Become genuinely interested in other people.** Dale Carnegie wisely observed, "You can make more friends in two months by being interested in them, than in two years by making them interested in you." The best way to make quality, lasting relationships is to learn to be genuinely interested in them and their interests.
10. **Be a good listener; encourage others to talk about themselves.** Want to become a better conversationalist? Become a good listener. To become a good listener, we must actually care about what people have to say. One of the tenets of Stephen Covey's *7 Habits of Highly Effective People* is to "Seek first to understand, then to be understood." Good listening includes eye contact and affirmative body language, asking clarifying questions, repeating back to ensure understanding, and avoiding distractions (e.g. phones, TV, computers, etc.)
11. **Give credit to others when credit is due. People like to be appreciated.** Sheri Dew advised, "Having influence is not about elevating self, but lifting others." After years of study, esteemed psychologist William James concluded the number one need for most is the need to be appreciated. People like to know the work they are doing is being noticed and they are doing a good job — so tell them. When we express sincere appreciation, it makes them feel

good, builds trust in our relationship with them, and improves morale.

- 12. Make the other person feel important — and do it sincerely.** We love to feel important and so does everyone else. Roy T. Bennett was right when he said, "One of the best ways to influence people is to make them feel important." We have already mentioned a few ways to help people feel important. Another way to help people feel important is to provide recognition. Recognition can come in many forms: verbal, texts, emails, handwritten notes/cards, certificates of appreciation, experiences (e.g. sports event, concert, movie), gift cards, money, promotions, special training or development opportunities, special assignments... the list goes on.
- 13. Show you are glad for others. It's great to see people doing well, but**

often we get busy and don't express our happiness for them. Showing you're glad means actively helping them to celebrate their successes. Saint Paul encourages us to "rejoice with those that rejoice." There are many ways to celebrate and rejoice with others, including sending flowers, verbally saying "well done!," sending an email or text, or giving a card or hand written note. When we make the effort to show we are glad for others, we build greater connections and relationships.

- 14. Stay neutral and objective when things go wrong.** Life and work consists of both good times and bad times. We can lead with positive influence when we navigate through the peaks and valleys with hope and optimism. This includes remaining calm, neutral, and objective as opposed to blaming and being emotional

and subjective. We earn the respect of others and have more influence when we model positive behaviors in the light of negative circumstances.

- 15. Be respectful of other cultures.** We work in increasingly diverse workplaces. Part of that diversity includes working with many people of different cultures and ethnicities. By getting to know other people's traditions, foods, and beliefs, we can develop a respect and appreciation for who they are. Every culture has something positive we can learn from.

Respected leadership expert Ken Blanchard wisely reflected, "The key to successful leadership today is influence, not authority." I wish you my best as you develop even greater influence with people and achieve even greater results! ■



Wes Friesen is a proven leader and developer of high performing teams. He is also an accomplished university instructor and speaker and is the President of Solomon Training and Development, which provides leadership, management, and team building training.

His book, *Your Team Can Soar! Powerful Lessons to Help You Lead and Develop High Performing Teams*, has 42 valuable lessons that will inspire you. Wes can be contacted at wesmfriesen@gmail.com or at 971.806.0812.

Eliminate the Pain of Certified Mail!

ConfirmDelivery specializes in helping organizations produce their certified mail with an efficient, fast, postage saving program. ConfirmDelivery clients simply access our web based solution to create an address sheet then mail it in the provided envelope. (SIMPLE) You can produce one or thousands at a time from an address file.



Start Saving Time and Postage Today!



Simplify the Procedures



Enhance Tracking



Expedite Proof of Delivery

ConfirmDelivery™
by Engineering Innovation, Inc

Dave Mier • 888.960.6245
sales@confirmdelivery.com
www.confirmdelivery.com