



Achieve Your Goals Podcast #132 - Emotional Intelligence 3.0: Transforming Results through Relationships (with Jon Berghoff)

Nick: Welcome to Achieve Your Goals Podcast with Hal Elrod. I'm your host, Nick Palkowski, and you're listening to the show that is guaranteed to help you take your life to the next level faster than you've ever thought possible. In each episode, you'll learn from someone who has achieved extraordinary goals that most haven't. He's the author of the number one bestselling book *The Miracle Morning*, a Hall of Fame and business achiever, an international keynote speaker, ultramarathon runner, and the founder of VIPSuccessCoaching.com, Mr. Hal Elrod.

Hal: Achieve Your Goals podcast listeners, hey, it's Hal Elrod. Today, I have a really special treat for you. This is something I thought about doing and really intended to do for a long, long time. Today, finally the stars have aligned for a few different reasons. You're going to get a special treat in that you're going to get an actual episode, a module of the Best Year Ever Coaching Program. If you're not familiar with that, Jon Berghoff and I run a group coaching program known as Best Year Ever Coaching. I've run it for about three and a half years. I've brought Jon in to increase the value and uplevel the whole

program about a year ago. I thought about using one of our episodes, it's a paid program, but giving you a taste of it for free.

It just so happens I'm camping in the mountains right now for the 4th of July. I don't have a good internet connection. I'm really limited on what I can do with audio right now. It's a win for me in terms of convenience, and it's a win for you because you're going to get, what I feel like the most powerful call that we've run, the most powerful Best Year Ever Coaching call that we've run this year so far in 2016. Actually, this is run by Jon Berghoff. It's called Emotional Intelligence 3.0: How to Transform Your Results Through Your Relationships.

The feedback for this particular call was arguably the best feedback I've ever gotten or some of the best feedback, I should say. I'll give you an example. One of our Best Year Ever Coaching members Paul [Cantu 00:02:12], this is what he said. He posted in the Facebook group, our members only group for the Best Year Ever Coaching Program after the call. He said, "What an awesome call today with Jon Berghoff. So many takeaways from today on Emotional Intelligence. Really grateful for the understanding I gained from being on this call and feel as though I can put many of the practices in use immediately both in my personal and professional relationships. Thank you, Jon!!"

You are absolutely in for a treat. Now, by the way, pause this recording. If you haven't done so, you can actually download the handout for this call. There's always a handout for our Best

Year Ever Coaching calls. You can download the handout for the call in the email that I sent out announcing the call. It will also be at the show notes page. If you go to HalElrod.com/podcast and look at episode, I believe this is 132. It's the most recent episode. You can get the show notes and click the link to download the handout [to complete 00:03:16] while you listen to the audio. If you're driving, don't worry about the handout. Keep your hands on the wheel. Keep driving.

If you are interested in checking out the Best Year Ever Coaching Program, we actually have a \$1 trial right now. You can go get a seven-day trial of the program. See if it's a good fit for you for \$1. That's at BestYearEverCoaching.net. That's BestYearEverCoaching.net. With that said, I will leave you to enjoy and get incredible value from Jon Berghoff with Emotional Intelligence 3.0.

Jon:

The topic for this particular Best Year Ever Coaching call is emotional intelligence. Emotional intelligence. I do feel like it is a bit of a bold, audacious goal of my own to be here with you today and to talk about emotional intelligence. I say that because emotions are a topic to me that, on hand, are a mystery. I think that emotions are complicated. I think that emotions are very much a part of our moment by moment experience of life as human beings. In no way do I want to claim that what we're going to do today is have you get off the call, and you will fully be able to master every aspect of managing your emotions, the people around you and the entire universe of emotions. Maybe that will happen. If it does, let me know and that's great, right? I don't think that's going to happen.

What I am excited about around this topic is the impact that it can make when we become more aware of the role that emotions play, and we begin to understand some very simple, practical ways of moving from being aware to actually managing with that awareness in mind. I can tell you from personal experience, I can think back, gosh, maybe 16, 17 years now, when I first was introduced to the idea or the importance of being able to manage our emotions. I was just a young sales rep selling Cutco as many of you know. I'll never forget some of the early lessons that I was taught about the value of being able to understand and work with our emotions.

What's interesting is that was 17, 18 years ago. I fast forward to today and I think about for myself in my life and I think about many of the mentors and the teachers that I've had and whether or not it was consciously spoken about. I realize that the ability to work with our emotional intelligence is one of the most liberating and one of the most empowering skillset that we can develop.

In fact, there are some things that I'm going to share today that are not on your handout. If you have a pen handy ... A lot of this stuff is unscripted and so I don't always know where we're going to go. I'm realizing right now it might help to give all of you a little bit of a historical perspective on the concept of emotional intelligence. Let's break intelligences into three types of intelligence. By the way, if you study or research the idea of multiple intelligences, you'll find that there's thinking out there that says there's all different types of intelligences. I like to actually think of them as three different types of intelligences.

Historically, we've known for a long time that there's a way of measuring our intelligence that we call IQ. In other words, it's our intellectual capacity. There's a few things about IQ that are worth noting. I would encourage you to research this on your own. I'm not reading this off of any notes that I have, so don't hold me to this as an exact scientific or historical explanation of IQ. It's just my recollection of what I've learned over the years.

One of the things that's interesting about IQ, our intellectual capability, is that it is very well accepted that our IQ is something that doesn't necessarily change a lot in our lifetime. Our IQ is something that many people believe you can measure it when you're young. While you might be able to strengthen your neural capacities, your capacities within your brain, our IQ is actually something that generally stays fixed. I'm not here to debate whether or not that's true or how true it is, but that is a widely accepted understanding around our intellectual capacity.

There is an interesting trivia point on IQ. Our IQ across all of humanity collectively, as far back as they have data on this, and I think this goes back maybe 60 or 70 years, has been increasing every 10 years. It has increased collectively so I guess that's good news, right? We are actually all getting a little bit smarter.

About 15 years ago, the positive psychology movement, which was spearheaded by a guy named Martin Seligman, was born. He was already a figurehead in the field of psychology. When

he was asked to become the leader in the space of psychology, he took a step back and he said, "Hey, I've got a major problem with the entire field of psychology." He said, "My problem is if you look back, you'll find that most of the research, most of the studies, most of the publications on psychology are all about studying problems, and what's wrong, and what's broken." He is actually the single person who drew a line in the sand and said, "Let's change that. Let's start to study what works. Let's study happiness. Let's study positivity." That was right around the year 2000.

Right about the same time, there is a guy named Daniel Goleman. He wrote a number of books on emotional intelligence, but he wrote one particular book called Primal Leadership. Primal Leadership, it's a book I'd encourage any of you that are listening right now to go check out at some point. Primal Leadership was really the introduction to the world of emotional intelligence and the role that it plays as a leader and how important it is. You'll find in that book that there's an abundance of research that's been done that has proven that our emotions have a major impact on every single outcome in our world professionally. Now, that's a big, bold claim to make. You don't have to believe me. I'm just telling you go look at the research.

There's one study that has shown ... I think they went around the world, and they evaluated groups of people that work together. They found that it didn't matter, industry, organization, size of business, it didn't matter the country or culture, they found that if you look at a group of people, that their emotions over time will harmonize. That their emotions over time will start to align with each other.

Then they also found that the leader of an organization or of any group of people had a really significant measurable impact on the long-term emotions of that group. Then if you connect that to all the data and all the research that tells us, "Hey, look, if you are actually able to become more aware and more capable of managing your emotions, we now know empirically without a shadow of a doubt that our performance as entrepreneurs, as individuals trying to achieve our goals will go up."

There's some fill in the blanks on your handout. I don't know if they're actually left as fill in the blanks or not. If they are, I'll tell you what they are. There's one set of research that talks about how top performers that have ... 90% of all top performers have a really high emotional intelligence. Another set of research talks about how emotional intelligence is responsible for 58% of your job performance. Then there's another statistic that, again, is just a fill in the blank there. That people with a high emotional intelligence make \$29,000 annually more than their counterparts, same role, same function, same job who have a lower level of emotional intelligence. The research goes on and on and on, if you want to investigate it on your own.

I just wanted to take just a minute before we started to tell you that this idea of emotional intelligence is a big one and it's important. Our ability to grasp it is significant in achieving our goals, and having our best year ever, and making a quantum leap. I'm excited about what we're going to talk about today. Any questions that you have, please jot them down. You can

bring them to me at the end of the call, and I will gladly help if I can, and I'll gladly tell you if I have no idea how to help you around this topic.

If you have your handout in front of you, there's some foundational frameworks that I want to teach today around emotional intelligence. I'm actually combining several different teachings, and I'll tell you where all these came from for me, so that you can start to understand what is emotional intelligence and what does it mean to actually have competency or skills in the areas of emotional intelligence.

Daniel Goleman, who made this concept popular, he brought it to the world, and he brought it to the business world, he has a framework. He calls it the Emotional Intelligence Competency Model. I'll tell you right now, if you Google it, you'll find a million different explanations of it. I'm actually going to give you a variation, my variation of explaining it.

I have been very privileged and it's one of the reasons I'm so passionate about this topic. In that when I attended a business school, an executive MBA program here at Case Western through their School of Management, I had an experience where I showed up to one of my classes and the class was about leadership across an organization. The professor's name was Richard Boyatzis. I remember thinking, "God, I feel like I've heard that name years ago."

I'll tell you a crazy story. I go home from my first day where I had Richard. Dr. Boyatzis is one of my professors. I go to my library. I find a cassette tape series. It tells you how long I've owned this content. It was the cassette tapes for the book Primal Leadership. I looked on the cover of the cassette tape and I see that Daniel Goleman, who's often credited as the inventor of emotional intelligence, he co-wrote that book with none other than Richard Boyatzis. I actually brought the tapes and showed them to him. He's like, "I've never even seen these." It was really cool for me to be mentored, there's only 19 people that were in that program, by a guy who, like 13 years ago, was pivotal in my personal development.

This model, this Emotional Intelligence Competency Model is a great way of understanding emotional intelligence. If you have your handout, I'll walk you through it. If you don't, it'll still be easy to follow along. The model is very simple. It starts with the end in mind, which if you're looking at it on the handout, you'll see there's four boxes. The box on the far right or the top right, if you want to fill in that blank, the word that we're filling that in with is relationship. Relationship. In other words, the emotional intelligence model basically says that, "Look, the name of the game is our ability to manage relationships with other people." If you stop and you think about it, this is obvious, right? If you're in sales, your capabilities of relating with others, there's nothing more important, right? If you lead others in any fashion, whether you have a team of one or a thousand, your ability to manage those relationships is essentially your most important capability. You could argue that, right?

The emotional intelligence model says, "Hey, look, the name of the game is the ability to manage your relationship." The remainder of the model, if you follow it on the handout or just follow what I'm saying, explains what is the role that emotions play in helping us to be exceptional at managing our relationships. The box that comes right before that or the step that comes right before that, you have to think of it as four steps in a sequence, the final step is the ability to manage relationships.

The step that comes right before that is what we would call social awareness. Social awareness. What Daniel Goleman taught the world years ago is that you can actually measure this, and you can actually develop this skillset. That our ability to be socially aware has a direct correlation on our ability to actually manage relationships.

Now, let's stop here and think about what does that really mean, social awareness. Well, let me give you a quick, simple explanation. Social awareness, a good way of thinking about it, it's simply the ability to empathize with others. It's the ability to be aware of somebody else's feelings and emotions, right? The more aware we are of that ... I think about myself and just examples in my world. I think about how every single day my awareness of how somebody else feels. I think about it with my wife or with my kids and how if I'm not aware and I'm not sensitive to how they're feeling, what happens is by blocking that awareness, my choices of how to interact in that moment might completely miss the mark on what's really needed.

In a professional setting ... I sit in meetings all the time and I'm sure many of you can relate to this. You might be in a meeting with one other person. You might realize, "Wow, this person has a certain energy about them. It just doesn't quite feel right." Right? Well, if you had that happen, that's an example of social awareness.

What I'm going to encourage you to think about today is I want you to imagine that the ability to detect, and to distinguish, and to discern what's going on with somebody else, it's not like a yes or no. It's not an either/or. It's not a binary thing. It's not I either know what's going on or I don't. I would like to tell you that it's a sliding scale and that it's infinitely, have perpetually, it's a never ending sliding scale. In other words, it's one thing to just feel that something is going on with somebody, but it's another to actually be able to label it or to be able to discern how intense it is. More importantly and even more complex, and I'm sure a lot of you can relate to this, especially if you're an entrepreneur, or business setting, or even just any social setting, when you enter into a group environment, now all of a sudden you have all the complexity of one human being multiplied by everybody.

I can tell you that when I go into a room ... This my life right now. I'll walk into a leadership [team 00:18:05]. I'm there to facilitate. It could be as few as 10 senior leaders of an organization, and it could be as many as 40 to several hundred people in one room. When I ran the Best Year Ever Event, I'm literally trying to detect the collective emotions of the room. I'm trying to recognize that in my role whether I'm the facilitator, the communicator, the presenter, the leader that I have a lot of

power and I have a lot of influence in shaping how the emotions in that room will evolve.

I want to invite all of you today to recognize that one of the fastest ways to be better at influencing groups of people of any size is to be able to tap into your own emotions because, at the end of the day, there's a lot of science that has proven this to be true, when you or when I step in front of a group, within the first 30 to 60 seconds, an emotional resonance has been set. In other words, if I project a certain sort of confidence, or a positivity, or a lightheartedness, or a level of inspiration just to be there, within a minute or so, the rest of the group does not have a choice but to actually take on and adopt a lot of my emotion. Again, that might sound crazy and like this pie in the sky idea.

I will tell you all day long there's a never ending abundance of research that has proven it to be true. Being socially aware is about recognizing the power that we have and recognizing that whatever is going on with other people, we need to be aware of it and then we need to be willing to try and do something with it. We'll talk more about that in a few minutes. I just want to lay this groundwork first. I just want to invite you to make it a priority when you step into a room to become aware of the emotions of others.

In fact, I'm going to go totally off script. This is all off script, but I'm going to go totally off script, and I'm going to tell you about something else really interesting that neuroscientists have just discovered in the past few years. I know this because

they're doing this right here at Case Western. In fact, Richard Boyatzis is the head of this research. One of the things that he has found is that when few people are in a conversation or two or more people, it doesn't matter, when the conversation is focused on a task, as an example, what's our goal? What are we working on? What are the problems to be solved? What are the finances of the situation, the economic? In other words, when we get task-focused, we go into a certain part of our brain.

Here's what's really interesting. We literally have been doing MRI scans to prove this. You could find a little bit about this research online right now, but it hasn't yet been publicize. If you're here as a Best Year Ever Coaching member, you heard it first and you can remember that. What we now know, and this has always been believed to be true but now it's being proven through brain imaging during conversation, is that when we're focused on a task, when we're working on a business problem, or some sort of transactional conversation, the part of our brain that has all of our relationship building or strengthening capabilities, in other words, the parts of our brain that are able to be socially aware and able to manage relationship, they actually temporarily shut down. They temporarily shut down.

Now, you might be wondering, "Well, that doesn't sound good. If that's true, then why is it that our relationship don't all fall apart?" Well because what happens is, in the brain, we actually go back and forth between the task network in our brain and the relational networks in our brain. One of the things that we have found, and we know this to be true, is that if we start off too much in the task mode, what happens is we can become incapable of moving back into the relational mode.

Why is this important? Many of us, and I can relate to this, often times will step into a meeting, or a business setting, or even a family relationship, and the first thing we want to do is just tackle the problem. The first thing we want to do is talk about what's going on, right? Often times with a spouse, we can get into this rut where it turns into a business relationship where everything is transactional. Hey, who's going to pick up the kids here? What are we doing for dinner?

Here's the problem. Those task-oriented conversations, they are disabling momentarily the relational modes in our brain. One of the things that we know is that if we want to make sure that we're honoring the relationship and the relationship building necessity within our relationships, we actually are far better off if we start off on the relationship side of the conversation, if we start off by honoring how does somebody feel right now, when we start off by checking in there, by starting from a place that might make the mood a little bit more inspiring, or aspirational, or just connected to how people feel versus too quickly going into the task. The brain does have the ability to bounce back and forth between the two.

I just want to make the point that it's very common, especially in a business environment, especially for entrepreneurs where all day long you're trying to manage tasks, to swing the pendulum too far and to not realize, "Hey, you know what? If I'm spending all day drilling through tasks and working my ass off, I might actually be leaving a trail of terror with my relationships and I don't even realize it."

This has a lot to do with social awareness. The reason I just shared all that with you is because what I want to do is to make sure that this community, this group within this coaching program becomes a group that realizes, look, we have to acknowledge the importance of being socially aware. If we're socially aware, we now completely elevate our ability to perform anywhere where humans are involved. I don't know about all of you, but I haven't found a way to pull humans out of the equation.

Let me finish telling you about the Emotional Competency Model. It finishes with the ability to manage relationships. What is it that allows us to manage relationships? Social awareness. Now, that part of that equation is all about other people. All of you probably already figured out what does the first part have to do with. It has to do with ourselves. If you're filling in the blanks, the second step in the sequence is our ability to actually manage ourselves, right? What is the capability that allows that? That's the first fill in the blank or the first step in the sequence. It's what we would call self-awareness.

I'll just one time walk you through this Emotional Intelligence Model from self-awareness. That awareness enables us to manage ourselves. The ability to manage our own emotions and our thinking, that's what allows us to become socially aware. That social awareness is what allows us to be confident or even excellent at managing relationships. What's really interesting is when you look at this model, it shines a spotlight on something that you can't ignore. It shines the spotlight on the reality that it

all starts with our own emotions, and we can't ignore that. I hinted it that earlier when I talked about some of the research that has proven that, not only do groups align collectively with emotions, but they also will follow the emotions of a leader.

The next thing I want to talk about here is what does this mean to actually become more self-aware. Now, Julianna Raye, who is a dear friend, and a mentor, and someone who we have introduced to this community in the past, and probably will again soon, is a leading teacher and thought leader on the topic of mindfulness. She's been an apprentice for 19 years beneath Shinzen Young, who is the inventor of Mindfulness, with a capital M, that has been studied at Harvard and Carnegie Mellon and continues today to be researched by these great institutions.

One of the things that I love about working with Julianna and exploring mindfulness is it's not just about mindfulness or meditation because everybody says that's a good idea or because I want to have less stress in my life, which it does help with that. I realized that if I can actually elevate my capabilities in managing my mental attention, there's a direct correlation that continues all the way through the chain effect of every single relationship that I have, personally, professionally, clients, partners, team members. You can keep going with it. It all starts with my own self-awareness and my ability to manage my attention, to manage my emotions which just starts with being aware of them.

If you have your handout, you're going to notice that there is ... I didn't make it a fill in the blank with all of these blanks. You will notice that there is a very simple visual called the mood elevator. To give appropriate credit, I first learned this from Larry Senn, who wrote a book called *Winning Teams, Winning Cultures*, which I think is a great, great book. It's not organized in a way where I refer it often as, hey, from start to end this is a great book on transforming your culture. Within it, it has some nuggets that I think are profound. Larry Senn, *Winning Teams, Winning Cultures*.

One of the things that he talks about is what he calls the mood elevator. He uses this visual description if you ... If you're not looking at it on the handout, I'll describe it. Imagine a vertical list of emotions where the top half of the list of the emotions are all the positive emotions that you could think of, of emotions like gratitude, or wisdom, or creativity, or resourcefulness, or hope, appreciation, patience, humor, lightheartedness, playfulness, flexibility. Then the bottom half of the mood elevator is what we would consider what I would call the resistance emotions from impatience to irritation to worry to defensiveness to judgmental, self-righteousness, stress, anger and depression. These are not all inclusive list, obviously. I think the point here is just to recognize that we have certain moods and emotions that we can reside in that sit in the top half of this mood elevator. They do vary in intensity. Then we have certain moods and emotions that we can bounce back and forth in around the bottom half of the elevator.

I'm going to lead all of you through a really simple exercise right now, and then I've got a few more points that I'll make. Then I want to open up for questions because I really believe

the best value I can deliver is when I start addressing your specific questions around emotional intelligence. You better have them ready, everybody. Better have them ready.

I want you to turn to the third page in your handout. There should be a picture of a wheelbarrow. Now, if you've been in a training, meeting I'd run before or you're one of my strategic planning clients, you've seen this and done this. If you haven't, that's great. What I'd like you to do as an exercise right now in real time, if you have this picture of the wheelbarrow in front of you ... By the way, if you don't have the picture in front of you, I am not going to attempt to describe the picture. I could. Well, you know what? As soon as I said that, I'm like, "Wait a minute. That's a challenge for myself, right?" Those of you who are looking at it are like, "I'd love to hear you try and describe this, Jon."

It's a silhouette of a wheelbarrow. If I had to describe it, it doesn't look like a normal wheelbarrow, I'll say that. It looks like something that if you weren't holding onto it, maybe it would tip over. It doesn't have a traditional handle. It looks different than what most people would think of for a wheelbarrow. That's all I'm going to do there because I'm going to try and honor those of you have the handout, so I'll make this really quick.

Then when we open up for Q,A, I'll let you chime on what actually happened when you did this exercise. It's interesting, even if you don't have the picture, to hear what happens for other people. What is your perception of this wheelbarrow?

Write down three to four quick sentences. Just three to four quick observations. Do it quickly. I'm going to give you no more than 20 seconds. It could be anything, any observation you want. There is no right or wrong, good or bad here. Three to four observations about this wheelbarrow. All right.

Now, that you've written down your three to four observations ... I'm giving you a few more seconds to finish that. Write them down. Write them down. Make sure you write down at least three or four to do this exercise. Now, that you've written them down, what I'd like for you to do is I'd like for you to give a rating to each of your observations. You're either going to rate your observation as positive. If you said something like, "Hey, this is an awesome wheelbarrow. This thing is going to rock," that's a positive ... Obviously, we're using the honor system here, right? You can evaluate your own observations however you want.

If you said something that's neutral like, "I'm not sure how it will work," or, "It's white," or, "It looks interesting," those could be considered a neutral observation. If you had a positive observation out of your three or four, rank it. Give it a +1. If it's a neutral observation, just give it a zero. If it's a negative observation like, "This thing is not going to work, this is a train wreck. It's poorly designed. Terrible idea. Out of balance. It's broken." Then give yourself a -1 on that observation. Either a +1, a zero or a -1.

Now, here's what's interesting, if you were to add up your score ... I've done this exercise literally around the world on four

different continents with, I don't know, hundreds of different participants at this point. The most common average of all the scores is somewhere between -1 and -3. Usually folks look at this and they say, "It looks a little out of balance. It looks like it might not work. It looks like it could be a little bit dysfunctional." That's normal. I remember the first time I did this exercise, I think my score was like -2, right?

Well, let me actually tell you what this really is a picture of and then this will bring everyone back, if you don't have the handouts, back to something you can all work on. I'm going to tell you that this is a silhouette of an actual type of wheelbarrow that is used in heavy construction. It's actually used as part of a pulley system. It actually is a really valuable innovation that has enabled construction of really large buildings.

Now, that you know that, you actually that it's a highly functioning, valuable, innovative, technological advancement in the world of wheelbarrows, now that you know that, here's a lesson to takeaway from this. My guess is that the majority of your collective observations about this were probably, "Hey, this might not work. This looks like it's out of balance. It's broken."

I want you to turn back to page two, if you have your handout. If you don't, at this point, I'll still be able to bring you back in through my description so that you can follow along from this point forward. If you're back on page two, remember we talked about this mood elevator, which is a great way of thinking about self-awareness just to begin to identify, and discern, and

detect, and distinguish where are we on the mood elevator. There's one particular emotion, if we could call it an emotion, there's one particular mental quality that Larry Senn believes and I fully believe this.

I have found that this has solved a lot of my own problems in my relationships. I find that when I have problems in my relationships or in my business, it's because I am lacking in this particular emotion or this particular quality. This particular emotion or this particular quality, when people ask me if I had to pick one and I could only live with on for the rest of my life, now, I would have to say love, but moving love aside like if there was one emotion that was going to drive me as an entrepreneur, or an achiever, or a leader, or an innovator or a problem-solver, I'm giving away some clues here, I would tell you this is the one mental quality, the one mood, the one emotion that I really truly believe allows us to move from the resistant place of emotions or the negative emotions to the positive emotions. If you want to fill in the blank, if it is a blank, I can't tell on your handout if it's a blank or not, it's the emotion or the feeling of curiosity. Its the feeling of curiosity.

I will tell you right now that if there's one thing that you can take away from this call today it is that the willingness and even the development of the habit of showing up to conversations through a place of curiosity, it will not only result so many problems that we all create, but the emotion, or the mood, or the mindset of curiosity, it actually neurologically transforms our ability to create. It changes our ability to dream. It changes our ability to innovate. It transforms our abilities to solve problems. It absolutely elevates our ability to collaborate with others. I can tell you this is something that I teach all the time, and I see

it at work, and I fail at it everyday that one of the biggest reasons we fail when we're trying to collaborate with others is because as soon as we're trying to solve a problem with somebody else whether it's a client, a customer, a strategic partner, anyone in our world, a spouse, often times we immediately have differing opinions.

You may have heard me talk about this from prior calls, but you'll notice that when we're talking about emotional intelligence, this is like the name of the game. This is not in any of the handout, so if you can capture all these ... I'm just going to go for a minute here, okay? One of the challenges that happens when two people are trying to solve a problem or create a better future is we automatically naturally are going to have conflicting ideas. I will tell you that having conflicting ideas is not only normal, it is necessary and it is actually the source of creating a better future. However, more often than not, it doesn't turn out that way.

More often than not, when two people are working together, if we don't have healthy ground rules, if we don't have self-awareness and social awareness built-in to how we interact, here's what often happens unfortunately. I put myself on this bucket every single day. As soon as two people share an idea that they don't align with each other, what happens is we go into a mode of defensiveness or controlling where what happens is we perceive somebody not liking my idea as they don't like me. Now, it's not even about the ideas anymore. You may remember this in one of our prior calls. Anytime two or more humans interact, there's three things at stake, right? You not only have the task that's being talked about, but frankly that's

the thing at stake that has the least that's going on within a conversation.

The second level is the relationship. Often times as soon as we have a disagreement with somebody, we don't know how to respond because we're just concerned about the relationship. It's why we will choose to change our opinions, which sometimes we shouldn't, or just not assert our opinion because it's like, "You know what? I actually value this relationship more than the task at hand. I'm just going to make my opinion subservient to theirs and I won't say anything." Then the problem is people walk out of meetings and they start saying, "God, we should have talked about this. We should have brought this up or somebody should have said this, but we didn't because we're worried about the relationship."

The other thing that's at stake is our own self-identity, right? Whenever we have a disagreement, or there's a point of tension, or an objection with the client, with a partner, with a spouse, now we're worried just about ourselves because we have to feel like we have to protect our ideas. Then what happens is it all leads to a downward spiral of defensiveness and being controlling.

I want to give all of you a really cool set of tools and techniques to turn this around in any moment, any situation. It starts by realizing you can't always control your mind. That's something that I had given up on, I think, at least a decade ago. I think it was Luanne Oakes, who wrote the book *Sound Health, Sound Wealth*, who I learned this from. As human beings, we should

give up on trying to control our first impulse because it can be a losing attempt. For me, it is. What we can do is we can always choose our second thought which what that really means is once we become aware, then we can now decide what to do. It's not until we're aware that we can do something with it.

If you've ever found yourself in a relationship, professional or personal, where everything I've described so far you can relate to and there's some point of tension in place, geez, how do I get out of this? How do I deal with this? The first step is being able to label what's going on. The first step is to be able to say internally, this that self-awareness, "Okay. I am being defensive right now." As soon as we can label it, what happens from a mindfulness perspective, just the act of being able to label it alone is liberating because the ability to label it now allows us to not become a victim of that emotion. When we label it, by the act of labeling it, we're stepping away from it a little bit.

I hope you don't mind me going intensely deep into this stuff but it works. It's not that complicated once you understand it. As soon as I can label this is what I'm doing, it allows that emotion to start to fade away. The emotions come and go like waves. They don't just show up and then disappear. They come and go.

I have learned that the fastest way to get it to go away, it's just to be able to acknowledge it, right? I can accelerate having it go away by after I label it, I then can ask myself ... Okay. I now know what's going on, right? I'm in the disempowering state. I'm becoming defensive. I'm becoming controlling. Now what I

can do is I can trigger myself to get curious. The fastest way to do it is to use a question. One of the fastest questions to allow myself to move from being defensive, controlling, disempowering and where ...

By the way, can any of you relate to this? Have you ever been in one of these kinds of conversations where there's tension, and you don't have the emotional awareness, and it's really not a conversation anymore? It's not really a dialog. It's more like a two-way monologue. It's like I'm just preparing to say what I'm going to say. Then while you're saying what you're saying, I'm trying to craft how I'm going to say what I'm going to say. That's called a two-way monologue. There is no collaboration there even if when we have the illusion of thinking we're actually solving a problem.

What I want to do is I want to flip the whole thing. I know that curiosity is my trigger for that, right? I found for me that I'm not really good at going from angry to enlightenment. I'm not good at going from stressed out to appreciating everything in the moment. For me, it's delusional. What I have found is I can take small steps. There's a quote, "The man who moves a mountain begins by carrying away small stones." I think it's Confucius. I have found great comfort in managing my own emotions and realizing I can't control the first one. When it's time to control the second one, I now realize what's going on, just step by step, right? I get frustrated if I try and get positive and then I think, "Shit, I can't be positive right now. It's not going to work."

I start with curiosity. The fastest way to start with curiosity after I've become self-aware ... Now, I'm managing my thinking, right? I had to be aware first before I even knew how to manage it. Now, what I'm going to do is I'm going to ask myself a simple question. I'll give you some examples of the kinds of questions that I'll ask that will move me from becoming controlling, and defensive, and creating this tension to actually aligning with somebody and then elevating and creating an even better outcome than the two of us could have figured out combined. The question I'll ask is what is our shared purpose? What is our shared purpose? If it's with my wife and we're debating something, and I'm getting defensive and controlling, I'll stop and ask myself, "Wait a minute. What's my shared purpose? We're in this together. We're in the same team. I'm behaving right now like we're on the opposite team. I got to remember we're on the same freaking team."

Same thing works in business. You have two people debating over how to solve a problem. Sometimes we just have to stop and in our minds we have to ask ourselves, "Wait a minute. Why am I even sitting here? What is the purpose that we both have that we can connect to? How can we elevate now to that?"

Sometimes what I'll do in a business setting if I disagree with somebody is I'll say, "Hey, look. Right now, I think the best thing we should do is agree to disagree. Let's also stop and ask ourselves what is that we both want out of this? Let's reconnect to our shared purpose." What happens is now we move from a deficit conversation to an aspirational conversation that says, "Look. Here's why we're both here." What is our shared meaning? Why is it that we're both here? That's an example of just using curiosity to move us back into this place.

Then I'll give you another technique to use if you're in a situation where you realize ... Let me just call this out as it is. For many of us we have certain relationships or certain situations in our lives where when we step into them because of our past, we immediately go into a negative state. I'll tell you right now. I have partners that I work with ... By the way, it's not Hal. It's not [Roman 00:43:39]. It's probably not anyone of you know. I have folks who I work with who I will tell you as soon as I think of their name, I move on the bottom half of the mood elevator.

I have to admit that to myself. I can't be delusional. If I'm delusional, then what happens is I show up and I treat that person like crap. I realize that it's because of how I'm allowing my emotions to determine the relationship, right? I have people. I also have certain types of meetings that I go to where when I walk into that meeting, I have a history where it has the tendency to trigger me to move down on the mood elevator.

A good exercise for any of you to do before you're done today or right when you get off is to write down who are the people or the situation that have a tendency to move you into the bottom of the mood elevator. Then you can actually craft out some questions you can actually yourselves so that when you step in to that situation or conversation the next time, you can flip it around and make it a lot more positive. You can be self-aware ahead of time so that you know what tool you're going to use to manage yourself. Let's be real. When our negative emotions are high, our intelligence goes low, right? The time to think through this, ironically, is actually not in the moment, right? In

the moment, our negative emotions are high, our intelligence is low. When our negative emotions are high, we shut down the part of our brain that does all the thinking we can do.

The best way to be emotionally intelligent is to actually do some homework before you step into a conversation or a situation that tends to drive you down and to give yourself ahead of time, "What question am I going to ask? I know when I see blank person, he's going to make me feel this way so I have to remember to ask myself, 'Hey, what is it about this person that I actually respect, and admire, and appreciate? What are these person's strengths so that I can talk about that during the conversation? What are the shared goals that he or she and I have together, so that I can start the conversation from that perspective?'" Right?

Here's a really good one is if I have a person or a situation, often times I'll use this question for myself in the moment when I realize I'm not happy with how things are going and my emotions are not positive, is I'll ask myself, "What can I learn right now?" This comes from curiosity. What can I learn from this moment? More importantly, what can I learn from that person? One of the things that I will tell all of you right now that I have learned in my lifetime is that it is the moment, and the situations, and the people who have the habit of causing my emotions to go down the most that I can learn the most valuable lessons from. Those moments and those people, they are my greatest teacher if I am smart enough to ask that question. If I don't ask that question, they will not be my greatest teacher. They will be my greatest detriment and they will continue to be a source of a downward spiral in my life. That frankly is what

happens for most people but not all of you because you're on this call today, right?

Think about who are the people, what are the situations and think about the questions that you can ask. Write them down. Ask them before you step into the situation so that you're building that habit and I promise you you're starting by becoming aware ahead of time. You're now managing yourself. It's going to elevate your social awareness and your ability with those relationships, too.

I'm going to make one more point. A lot of this is in the handout. This is from years of this being a topic that I had taught. I believe in the power of this so much. I think it's important. By the way, I am going to plant the seed. I got to do this. This is just really smart marketing. I believe in three critical types of intelligence: IQ plays an important role in our work, EQ, our emotional intelligence, which has emerged in the last 20 years.

By the way, one of the things I have not said yet today that I want to say now that I hope it gives you hope, and I hope you've actually found this to be true just by being on this call is that all of the research and all of the evidence that we have shows that unlike IQ that does not change and it is difficult to change it, EQ, our emotional intelligence is actually fairly easy to develop these competencies, which might be surprising to you. It was surprising to me. If you think about this last 30, 45 minutes we spent together, for some of you, you may have gotten some tools that are going to totally elevate your ability to

work with your emotion. I don't know what I could teach that would just elevate your IQ.

I do believe that there's a third type of intelligence, and this is a way of planting a seed for you to come back to a future call when I eventually tell Hal we should do this call. I believe in something called spiritual intelligence. Now, let me see how many people drop off the call here. Sometimes when we use the S word, we lose people. I'm not talking about spiritual intelligence in terms of a religious sense. I'm talking about spiritual intelligence in that I really believe that spiritual intelligence is the ability to give meaning to our lives. It's our ability to give meaning and to identify our values. It's also the capability that allows us to really evolve who we are as individuals.

When I run a call on this, I'll share with you some of my teachers and resources that I've learned a lot from this. I actually believe that everyone from those who are talking about megatrends in the business place who say that spirituality and business is one of the top megatrends right now. Those that are talking about purpose at work, they're all saying the same thing. I do believe that is a third type of intelligence. That when you look at IQ and EQ, either of those address our ability to give meaning, and purpose, and to clarify our values, and to clarify how we evolve ourselves as human beings. That is a future call I'm excited to run at some point.

Let me finish with one more thought for those of you because I know there's a lot of you who are entrepreneurs in this space or

there's a lot of you whether or not you call yourselves entrepreneurs, you realize that these tools we're talking about through these calls are really critical in your ability to grow your business. I want to leave you with this and this is something that when I worked at the Vitamix Corporation ... They first hired me as a consultant to redesign their sales training program and to coach their senior managers. The first thing I realize is they're already great at what they do, at selling so I took a different approach where I said, "I'm just going to go study everything that's great and then make sure we're duplicating that."

The other thing that I realized is that one of the things their very best sales people were doing intuitively when they were selling is what I would call selling at an aspirational level. When we actually rewrote their sales training book, I wrote an entire chapter on the psychology of selling. Really, it was all about the role of emotions when we sell something. I want to leave all of you with this to think about. If you're a student of Tony Robbins ... I first learned this concept 17 years ago when I went through an Influence Mastery three-day course. They stopped running it, I think, 14 years ago. Now, you can get it on tapes, but it used to be a live three-day program. I'll never forget being taught this whole idea that people don't buy anything because of logical reasons. If you've been taught this, you know the formula, right? That people justify their purchases or we justify our decisions with logic, but ultimately we're driven to decide based on our emotions.

If you think about what drives us to make decisions and if you use Tony Robbins' model ... He talks about human needs. You start to think about it and it's like, "You know what? That

makes a lot of sense." We might justify with logic, but ultimately what drives us to buy is the need to feel a certain way. Maybe it's to feel more certainty or significance. In our country, those needs drive more buying decisions than any. I'd go around the world, I'll tell you there's countries where those don't drive decisions. It's really interesting.

What is fascinating is this concept that I'm talking about right now, I have taught it to a group of Japanese business people. They didn't speak English. We had a translator. Instantaneously, it made sense to them. The principle is sound across cultures and across industries. What drives different cultures isn't always the same.

Here's the lesson I want to leave all of you with. If you lead others, the number one job of a leader is to influence, is to inspire. Number one job of a leader is the ability to inspire. If you sell something, your job is to inspire. It's to inspire somebody to see something differently, to do something differently, to make a different decision, right? Well, at the root of what changes somebody's behaviors is ultimately shifting some sort of emotional shift. I want you think about whatever it is that you sell or whatever vision you're trying to sell to others. I want you think about what are the three levels of explanation that you're giving to people.

Here's a great simple framework for you to take away from this call. It has everything to do with emotional intelligence in an entrepreneurial setting. First of all, you have features, right? We all know that one of the most common mistakes that we all

make when we're new in selling or in leading is trying to convince somebody to do something because of the features. Hey, you should come to this meeting because we're going to do blank. You should buy this product or invest in this solution because it has blank feature. We all know that that would be a rookie mistake to make. We all know that people don't just buy because of features but ultimately because of the benefits, right? It's like if I'm trying to sell a drill bit, am I selling the drill bit? No, I'm selling the whole. I'm not selling the drill bit. We're selling the benefit.

Well, I'm going to tell you there's two types of benefits and this is how I'm going to finish this. I'm going to tell you there's what we call logical benefits. This will save you time. This will save you money. This will improve your health. This will give you a better life. You might think, "Well, that's more than logical." Well, no. What elevates it is when you go from a logical benefit to an emotional benefit which is when you go from, hey, here's the feature. The feature is blank. That really matters because it will do this for you. What that really means is you're going to feel this way, right? That's what we call the emotional benefit. I will tell you this is a technique that I can't tell you how many different places we've used this in crafting whether it's a sales presentation or inspiring somebody to make any kind of decision. What drives people are the emotional benefits.

I'll give you a little trick as kind of shortcut. If you're wondering how do I make sure that I'm selling at the emotional level, there's a phrase that we like to use. I've taught this to so many sales people and they love it because they're like, "Yeah. I could forget the whole lesson but if I just remember this phrase it always works." The phrase is this. It's literally to tell

yourself to say out loud while you're selling something or trying to persuade somebody of something to say the phrase: here's what that really means, or here's why that matters to you, or the phrase and that matters because, or the phrase the reason why that matters is because of blank. When you say that, it actually forces you to move up of that buying ladder from feature to benefit to possibly a more emotional benefit, right? Just a simple technique I wanted to share.

At this point, I got to be respectful of time. I haven't even looked at the clock. My gosh, 3:08. All right. If you have a question, I think there's a way for you to raise your hand. Q&A session started. Let's see. How does it work? There's a way for you to raise your hand. If any of you know how to raise your hand, then do it. Then you'll be able to tell me. Q&A. I think you press *6. Try that out. If you have a question, somebody hit ... Hit *6 only if you have question. Maybe it's not *6. Somebody did it. All right. Perfect. Whoever is it, area code 919-535, you just raised your hand. I'm going to call on you so you can at least tell us how you raised your hand. Hold on one second here. All right. I've just opened up the line. Who is this? Do you have a question?

Mike: Hey, Jon. It's Mike Merry. I'm here. What you do is you hit *6 and then it says, "If you want to ask a question, hit one." You do that. It puts you in queue. It will notify you that there's a question.

Jon: Mike, thanks man. Awesome. Can I help you with anything?

Mike: I'm interested in getting your take on something. What you were talking about where you can't always control your first impulse and what we want to do is label that, acknowledge it and essentially dispose of it by replacing it with a positive response or a positive emotion. There's a lot of theory in neuroscience that suggest that the more often we do that, that we literally rewire our brains, right? They have this phrase, the synapses that fire together, wire together. If we work on doing that over time, won't that inherently begin to change our first response? I'd love to hear your thoughts on that.

Jon: Yeah. I'm so glad you said that. By the way, since you brought this up, I'll share with you the first time I was exposed to that idea. It was a guy named Bruce Lipton who wrote a book, I don't know how many years ago, decades ago, called the Biology of Belief where exactly what you're saying. It talks about the science behind this. Mike, I will say I agree wholeheartedly. I believe that the way the brain works ... I won't start labeling all these chemicals. What you just said, yeah, when our synapses fire, there's a chemical called ... I just said I wasn't going to name the chemical and I'm doing it. Something called myelin.

Mike: Myelin, yeah.

Jon: I fully believe that it's like every time you have a thought, it's like you got a shovel and you're digging a trench or it's like you're digging a hole in the sand. Every time you have that

thought, you're digging deeper and deeper until eventually it becomes so easy for that thought to happen again and again. I fully align with that. I fully agree that we also experience atrophy, which is if you don't do something, it's harder and harder for your brain to do something. I fully align with that.

The reason why I still will say to myself, "Hey, look. I can't always choose my first thought," is because I believe that I think it's a way of not judging myself. If I said it's standard and I say, "You know what? If I know that I can reprogram my brain, then that's my standard I should set." Then I still have a negative thought. Well, then I might start judging myself. That's one of the things I've learned is how important it is when I do have a thought, that I'd catch it and I realize, "You know what? I'm not doing so great right now."

For me, I found that one of the fastest ways to still deal with it is to start letting go of the self-judgment because that's one of the reasons I'll hang on to it is because I'm just dwelling in beating myself up which just seems to just magnify the feeling. That's why I shared that thought. I'll remind myself I can't always control that first thought, but I at least know I can always control my second choice or second thought.

I don't know if that answers your question, but I'm totally glad you asked that because that is something that I do believe in, what you said.

Mike: Yeah, thanks. I just want to back up what I already thought by hearing you say it. I appreciate that.

Jon: That's cool. Thanks, Mike. Good to hear from you. Hey, if there are more questions, you can press *6. I'm happy to share any reflections or thoughts at all around this topic of emotional intelligence. It's a crazy topic if you think about it. Every question is good question if there are any at all. My apologies, too. If any of you happen to be trying to ask and my control panel, I'm messing it up. I shouldn't say that. Wow. The questions are raining in. All right. Let me start here. I don't see the name but I will say-

Shariza: I think that's me.

Jon: Shariza, what's up?

Shariza: Hey. I'm not sure that I am putting my question correctly so I'm just going to spit it out what I'm thinking. When you were talking about starting meetings, or going into calls, or going into something, you do have a task you want to accomplish. Let's say you have a scheduled call with a coaching client. Maybe there's a gray area between what the purpose of the call is. What are your thoughts or questions that you would ask yourself or your client around how they're feeling to inspire the brain, how you said, to inspire the brain connect on the relational level and to also make sure that there's outcome in the call? You're not just connecting and skipping over the task?

Jon: Sure, sure.

Shariza: Does that makes sense?

Jon: Let me paraphrase. Let me you ask you to do this. Can you restate your question a second time and just do it with more brevity because my guess is ... It's to help me. It might have been perfectly stated. Restate it in like a sentence or less.

Shariza: Okay. Let's say you don't know the exact outcome the you want out of the coaching call with the client, how do you skip over the task side of like, okay, well, what is it that I can I help you with and also blending in the relational aspect to connect with each other and still provide a solid outcome?

Jon: Great, great, great, great. I'm going to tell you story to answer your question. It's a story about the first time that I went overseas to do business in Japan. I did some research. I probably did not as much as I should have. I met with some consultants. One consultant, who was the most helpful, he sat me down. He's like, "Let me just tell you how Americans do business, and I'll tell you how Japanese people do business." He goes, "Americans, the first thing they want to do is get down to business. Then they get down to business and then somewhere along the line they stop and figure out, if at all, how do we feel about everything." He goes, "When you go to Japan, just consider it the opposite order."

A funny story is I go to Japan for a week. They take us out to dinner every night, the most amazing restaurants in the world. Every night, we have an amazing time. We're building relationships. They're taking me into their home. I'm meeting their children. We're cooking meals together. We're doing these trainings during the day. On the last dinner of the last night of the last meeting of the week, they bring up the most important task. I'm like, "My god. It's just like the guy said it was going to happen."

I share that story because there's a give and a take, and there's an important balance to strike. What's important to recognize is that when you're showing up to a coaching call, often times the client, they think they need a certain type of call. They often think, "Okay. Man, I'm just hoping that in the first few minutes, I hope Shariza just changes my world, right?" They might have a tension, or a concern, or in a meeting setting somebody might think, "Let's get into the task quickly because we're so accustomed to inefficient meetings that we worry that if we don't get into the task quickly, we're going to waste time." Part of what I'm always trying to balance and what you have to balance is knowing that there's that tension but also knowing that what's going to actually allow you to be more efficient is to connect relationally and to get people comfortable before you say, "Hey, let's talk about how to get the most out of the call today, right?"

I had a call earlier today where it was a negotiation with a strategic partner. I'm just getting to know this particular person. I just made a note to myself. I'm like, "Look, before we get into

this, let me just make sure that he and I talk about our families." Everyone listening might be going, "That's it? That's all you're here to tell us, talk about our families?" Look, sometimes when it's the most tempting to get tactical, it's when it's most important to start relational.

You know what I said to him? I just said, "Hey, Matt. Look, we've got some important stuff we're going to cover today. I'm looking forward to that." I said, "Look, I know you and I both have had a lot going on. I just got to tell you my world has been crazy." I just said, "How you doing? How are things in your world, man? I'd love to know just how you are as a person before we get into ... " That's all I said. He talked and then I talked. It turned into seven minutes about our kids. Then it was like, "Man, we can talk about this forever." Then I started asking him for advice. I'm like, "Hey this is great. Let's get into our topic." It set an emotional tone that was really healthy.

I'll tell you a setting where I do this where it's not always ... It's not as easy when you don't just have one person. I walk into board meetings where I face people. I know every time I walk in, they're all thinking the same thing. They're thinking, one, "This guy is half my age." They're thinking, two, "This is going to be biggest waste of time we've ever had." They're upset at who ever brought me in. I have to treat it that way.

One of the things that I do is I give the appearance of getting into the task because that's what they think they need, right? What I hide inside of that cheese, you have to hide the medicine inside the cheese, is I will do it in a way that is relational. I

would say to that group, to that board, I'd say, "Hey, look, I really respect all of your time. In fact, I respect it so much that what I'd love to do is just immediately dive in. The first thing we'll do to dive in is have each of you just go around the table and share who you are, this is for me and what your greatest aspiration is out of the meeting." I'll even say, "What is it that you enjoy most about working together as a group?"

The irony is I couch as let's be efficient and get started. Yet, the actual dialog is framed where it'll have to be relational. It'll either be what are you excited to get about the meeting or what is it that you enjoy about working together? I'll couch that as this is a way for me to get to know all of you so I can be respectful of how we work together. I pre-framed it as, "Hey, let's be efficient and let's get started."

Sometimes you have to be relational but where they think it's task-focused. In fact, I did this in a meeting just last week where I was leading a strategic session. I didn't know if everyone was sold on the purpose for being there. This is an example of being relational. Some of you might think, "Well, this is task-focused." Being relational also means just getting people focused positively on what's going on. What I did is I broke them ... There's a group of eight and I broke them into teams of two. I said, "Hey, the first thing I want to do is I just want to understand why this meeting is important. If you could take all 30 seconds in groups of three, share with each other why this topic that we're going to address is important to you. I'd like to see if we have a shared understanding of why this is important." I have them spend five minutes talking why this is important. Then I had them share it verbally out loud.

What happens is by having them talk together, I'm actually building their relational capacity because a lot of meetings start not by having people connect with each other. Then also the choice itself of discussion was putting them in a positive frame because they were reinforcing why they were glad to be there. Again, I'm trying to counter this, man, this is a problem. We've got to solve problems. We got to focus on the task. It's going to be just inefficient. There's a lot of ways of trying to be relational to counter everyone's desire to be task-focused. Does that help at all?

Shariza: Yeah, totally. Totally. Thank you.

Jon: Shariza, anyone that you coach is privileged to be coached by you. I know that.

Shariza: Wow.

Jon: It's totally awesome.

Shariza: Thank you.

Jon: Thanks for your question. All right. I'll meet you out here. All right. I'm just going to try and go down the line. I see there's

three or four questions. Next up here, I just unmuted somebody 214-548. Please go ahead.

Becky: Sorry I sound a little scratchy throat. I'd really enjoyed this. I thought I had a good grasp on emotional intelligence from some, I don't know, TV specials or something. It really hit me what you said about the wheelbarrow and your first response is critical. I realize that my first response in life in general to everything tend to be critical.

Jon: Did you learn that from your dad or your mom?

Becky: Probably my mom.

Jon: Yup, me, too. Sorry I interrupted. I just figured out to call that out.

Becky: You should be worrying about that.

Jon: Yeah, yeah.

Becky: Everything is wrong. I'm an English teacher, an English tutor. I do the universe with the red pen in hand. I don't mean to sound like I'm bragging but I'm really, really smart IQ-wise, but I'm

bad at people because I want to get things done. I even know how to fake being good with people, but it's too hard to do that in my personal relationships. I'm afraid that the people I love the most have really won the blunt of notice everything wrong first and then try to remember to get around to say nice things. [inaudible 01:09:13] my close relationships. I've become really aware of it. I'm working to correct it. I'm old. I'm 61. It's a long time I've felt this way. Do you have a shortcut trick like some way to just keep it front of mind? I don't know. Meditation or-

Jon: Yes, yes. First of all, if you don't mind, what is your name please? You can use a pen name if you want.

Becky: I'm Becky. Becky.

Jon: Becky. Becky, first of all, thank you for your willingness. I just want to acknowledge that you claim you're old. I claim you are now aware, right? You have an awareness. You have an awareness or a wisdom. Becky, I will tell you, I can relate so directly to what you're talking about. In fact, my wife, if she was here, would gladly confirm how directly I can relate and how directly she can relate to those in your life. I will tell you that I am far, far from anywhere close to having figured this out.

One of the things that I try and do is knowing that I, in the past, have had this tendency to be judgmental first. One of the things I do is, first of all, acknowledge for myself that's also a strength, right? In fact, look at you, right? Your ability to discern, to find

what's wrong or what's missing, well, that's what makes you exceptional as a teacher and you know that, right? It's important to recognize that often times our greatest strengths are also the source of our greatest deficiencies. The reason why I called that out is because we can swing the pendulum too far and say, "Well, gosh, I should just shut this down." Then we're not really being more of who we are.

I think really what we need to do, and this is what you're asking and what I imagine you're already becoming aware of, is how do you use that strength, that ability to discern, and to distinguish, and to judge something where it's important? Then how do you become more conscious about shutting down that way of doing things when you're in a relationship where that's not what serves it?

I will tell you, for me, one of the things that I have to do is my commute. I'm blessed. It's like a four-minute commute. Sometimes I turn it into 15 minutes just to fix my head. On my commute home, I will often just have a conversation with myself. I will just talk to myself about, "Hey." It's always questions. I always start with, "Okay. What questions do I need to ask myself now?" I usually don't know the answer and then I'm like, "Well, okay. How do I want to show up at home and what way of showing up is going to really serve my family the most?" I realize it's loving and accepting whatever I walk into. That's all that matters. All they need is me to connect.

When I don't do that ... I show up and I see that my one year old, my four year old and my six year old have made a mess, I

might see what my wife hasn't done during the day not realizing she's literally accomplished more as a mom than I do ever in a day in business. When I do ask those questions, you know what happens? I walk in and I give my kids a hug. I give my wife a hug because I'm reminded that all they need and want is connection. That's what that relationship needs right there.

Becky, I would just say start to think about, look, this area of how you approach things, this is a strength. Where do you want that strength to help you and where do you want to let that strength sit on the sidelines? Sometimes it also means when you become conscious of this ...

Right now when we hang up, I want you to think about a relationship in your life that's really important where you haven't showed up the way you want to. I want you to write that person a note. For you, it will help to write the note. To write them a note and to say, "Hey, look. I am aware that the way I show up doesn't always serve our relationship." Tell that person, "I would really love if the next time that we interacted, that we talk about ... " Then I want you to come up with a positive conversation topic like something like next time we talk or next time we share a meal together, could we talk about our four favorite memories together? I'll come up with mine, you'll come up with yours and we'll see if they match or what they are. Could we share each other what was our best moments of 2015? Just come up with a really simple positive aspiration for a conversation with somebody. It could be like, hey, next time we ...

You don't set it up. Don't send them the note. If you can remember when you sit down with that person, start the conversation from a place of strength. Say, "Hey, whatever we're going to talk about right now or whatever we have to deal with, can I just start by telling you here's something I really love about you? Here's something I really appreciate about you."

Becky, if it helps you, write that note to somebody and then call them. Read the note out loud instead of sending it or write it and then read it to them in person next time you see them. Now, this will be an extreme for you. It's going to totally make your brain go crazy, but it might really help. These are the couple of things that I've done on occasion. Probably could do more of it in my world. Does that help at all?

Becky: Yes, it does. Thank you.

Jon: Thank you for chiming in. Awesome. Hey, I see that we have Robert Murray. Robert, it's cool to hear from you, buddy. Any questions that [inaudible 01:14:52] for you?

Robert: Hey, Jon. How's it going? Great.

Jon: Awesome.

Robert:

One of the things I ... First of all, I found this session really helpful so thanks. It was very informative. One of the things that I noticed is when I'm in a networking situation and I'm in a bad place, that basically every interaction that I have will go south very quickly. They just won't work out. You'll walk out of the [thing, it's 01:15:21] like I know this is going to be a disaster or I'm coming from a place of need. If I could just find one person who could become a client, that would be great. It just completely ruins it because of my negative take on the situation. How do you get into a state when you're aware of that going on in your head? When you're not in a good place, how do you get in a state so you could turn that around and get into a better situation where you're interacting with people on the right level?

Jon:

Yeah. Great question, Robert. My guess is that's a question many of us on the call can relate to. There's a couple of things. One is if there's a situation in your business, and in your case networking is probably a continuous, never ending activity that's part of you building your business, if there's something that is going to be a continuous activity and it's a high priority, then that means that's an area where you really do want to build in some rituals before you continually step into that setting. Even if someone else is listening and they're thinking, "Well, I've got a high priority area that I feel I show up pretty well every time," I would still tell you to create a ritual if it's a high priority area so that you can elevate even more how we show up. That's the first thing, Robert, is create a ritual.

The ritual could be an affirmation that you read to yourself before you step in to every networking setting. I'm here to

serve. I'm here to give. I'm here to elevate. I'm here to connect, whatever you come up with, right?

Robert: Right.

Jon: That's one thing is creating a ritual. The other thing is having a plan B. The plan B is it's a form of a ritual. If you find yourself in that moment, you're not in a great state, to me, what I do immediately is, and this sounds funny to some people, but I change my physiology. Usually what that really means is if I can, I'll exit the space and all I do is focus on my breathing because I have found for me that if I start by focusing on my breathing something usually happens where it will usually deepen and it will flow. When it begins to get deeper and slower, what's happening is my physiology at a place that I really consider it the source for me is now getting a lot more grounded and centered because all of our emotions ...

We didn't talk about this today. Emotions are a physical experience. When any of us are in a bad place, whatever that label is, you can actually find that emotion in your body literally. If you say where I am feeling this? You can find it, right?

Robert: Yeah.

Jon:

I have found that the fastest way to resolve that, for me, if I can, is just breath work. Often times, that's something I do ... [inaudible 01:18:18] is not what you just said but if I get nervous. I'm naturally an introvert. If I had a choice, I'd be alone in the woods all day long every day. In fact, I am alone in the woods everyday for like an hour and a half. When I'm running a big event, I still get nervous. The thing that I have eventually learn to come back to is just my breath and some simple mindfulness techniques that I've learned from Julianna over the years. That's another tool, for me, that is a plan B. I find that it's like a reverse ... It's like a backdoor into my emotion. If I just acknowledge my breath, slow it down, deepen it.

Then at that point, go back and do an empowering ritual whether it's an affirmation or some questions to redirect why is this moment important to me? What strengths do I have to bring to others right now? How could I elevate this meeting and the value that I bring and the value that I create and capture more than any other way? Come up with some intelligent question that you don't have a choice other than to have those questions change your state, right?

Robert:

Right. Perfect. Great. Thank you.

Jon:

Thanks for a great question, Robert. Good to hear from you, buddy. All right. I'm going to move on here to ... Let me see if I unmuted it. Area code 323-633.

John: Jon, this is John [Lanza 01:19:46]. How are you doing?

Jon: Hey, John. How are you?

John: I'm good. I was at the BYE, the event in December. It was fantastic. This call is great, too, so thank you.

Jon: You're welcome.

John: I'll keep mine short. I actually just wanted to piggyback off. You guys were talking about, myelin. I don't know. You probably have read The Talent Code by Daniel Coyle. It's less of a question, more of just an information. If anybody wants to find out more about what myelin does, they talk about how it's the secret to skill, and they talk about a concept called deep practice. I just thought I'd throw it out there because it's absolutely a terrific book that people might like in this group.

Jon: That's great, John. Totally relevant. Thank you for doing that. Yeah, yeah. The Talent Code, wonderful. Thank you for sharing that. That's great.

John: Sure, sure. No problem.

Jon: Awesome. All right. It looks like there might only be maybe one more question here unless I'm misunderstanding the panel. If anyone else has one ... I seem to just stay on the call. What is the number here? Area code 817-419, go ahead. I thought I just opened up another question. If your phone number is area code-

Robert: Yeah. Actually you might ... This is Rob Murray again. You might have unmuted me instead of the 817.

Jon: All right. Hold on. Well, maybe. I suppose. Thanks, Rob. All right. Is there another question here area code 817-419? Maybe not. Let me try this. All right. Maybe I just unmuted it now or maybe that person's question was answered. All right. Well, hey, at this point, [crosstalk 01:21:38]

Regan: Hey, it's- [crosstalk 01:21:38]

Jon: ... if anyone has any other ... There we go. I'm sorry. I thought I messed up. Please. How can I help?

Regan: No, it's all good. The mic wasn't working. This is Regan up in Eugene, Oregon.

Jon: Regan, awesome.

Regan: I think Shariza's question actually answered a lot of it. I just wanted to know when we find ourselves in a situation and a negotiation or a situation where we start to see things going off track and the other person doesn't really know about emotional intelligence or isn't asking themselves what the purpose of our meeting is, how do we facilitate us getting back on track?

Jon: Yeah, that's a great question.

Regan: Without specifically asking let's get together in our purpose.

Jon: Without telling them how inferior they are as a human? I'm just kidding.

Regan: Exactly.

Jon: You could hand him a copy of this phone call and say, "You should check this out. This would really help." No, you can't do that. I think that's one of the great challenges of being socially aware is when we start to recognize how others are showing up. If I had a really perfect formula for this, it'll be awesome. When we start to recognize that, hey, others are showing up in a suboptimal way, but it's not appropriate to call that out, that's where it's really important to have as part of your toolkit the ability to guide the dialog. At the end of the day, one of the fastest ways to shift the feeling in the room is by being the one

who is asking the questions that is guiding the dialog so that whether or not others know what's happening, they ...

That's probably why the question from earlier may have helped you because the example I gave is they don't know because I'm not telling them, "Hey, I'm doing this to shift the mood in the room." Actually sometimes I am. I'll just tell them, "Look, my belief and all the research I've seen says that if we talk about this or do it this way, we're actually better off. If you don't mind, let's talk about this." Sometimes I'll do that. When you can't do that, that's where it's important for you to be prepared ahead of time when you come into ...

You asked about a negotiation. I've dealt with negotiations where there's a lot at stake. Sometimes what I'll do is I will make sure that I am the one that kicks off the conversation because if someone else kicks it off and they are not socially aware or they don't respect the importance of the social awareness in the room or between the two of us, then it could get to a point where they might start a conversation and I can't redirect it and I am stuck, right? That's why it's important to be willing and to be and prepared to take the lead. What does that actually look like? Well, what it means is when I'm sitting down, I know there's a lot at stake and I don't have a relationship where I could say, "Hey, let's start from a positive relational place."

Part of it, and this is just old school selling, is start by building rapport by having a list of questions about their world and have a series of questions that you can build on. Even if the first one

is, "Hey, I know we've got a lot to get into. How you doing? How's your world been?" It's amazing by just calling out, "Hey, I know we got to talk about this, but, look, how are you doing? Let me just check in what's going on in your world or what are you excited about," or it can be more specific because you know about their world, or their business, or their lives. It's amazing how often as soon as people get to talk about what's going on in their world, it shifts the tone of the conversation because the thing that people care most about is themselves. If you ask them to talk about what's important, or exciting, or going on, or interesting in their world, they will.

One of the other things that I will do is I will often prepare like a little, mini speech at the outset of the meeting. Nowadays, I probably don't prepare it as much as ... I just do it intuitively. I can remember literally dozens and dozens of situations where I've rehearsed literally a one minute comment that I'm going to make where it's literally how am I going to open up and frame this meeting? Sometimes just by being the one that says, "Hey, look. I just want to start by saying, look, what we're here today is to figure out how to create the very best possible future together. Before we get into all the details, one of the things I'd love to do is maybe take a moment and have each of us just share like what's most important to us around this? What would make this an ideal outcome for you?"

Just by framing that, look, we're both here to create something positive together, in and of itself, can start to shift the conversation. Then by inviting folks and saying, "Hey, look, what's important to you? I want to make sure that ... Look, I've got stuff that I want to present to you. You've got stuff you want to say, but let me just start by asking what matters more

than anything? What matters more than anything and what does success look like? If we have a positive outcome here, what's important for you? How would you like this to go and how would you like for us to interact as we have these dialogs and conversations?" You'll notice it's not about some overt manipulation of people's feelings as much as it is being other-centric, focus on others and giving them the space to talk about what's going on and to let them explore what the shared purpose is.

I don't know if that helps at all. Does that help?

Regan: Super helpful. Thank you. Absolutely.

Jon: Awesome. It's a great question. I have many war stories from negotiations where it was rough. It was very rough. In fact, I'm going to share one of them right now just for fun. I think there's one other question but I'm going to share a war story. The story is ... No, I'm not. I'm going to answer the question. I can't get into that story. It'll take me five minutes. That was more for me than for everyone else, I think. All right. Let me open up another ...

Regan: [inaudible 01:27:48].

Jon: Did someone else just get unmuted or no?

Paul: Hello.

Jon: Hello. Who's this?

Paul: Paul [Cantu 01:27:58] in Seattle, Washington.

Jon: Hey, Paul. Paul, I just have to say, I love seeing how you hold yourself accountable to the world by showing us how you keep track of making 400 phone calls in a day. I'm honored that you're- [crosstalk 01:28:15]

Paul: [crosstalk 01:28:15].

Jon: Yeah, yeah. I love that. How you doing, man? How can I help?

Paul: I'm doing great. Well, you can help me because what I wanted to know is if you have some tips or some tools that you might be able to share with me because I need to make these grand number of calls everyday almost. I take one day off a week. My time is really, really valuable. If something happens, something really negative happens ... I had a really bad day yesterday. One thing was business and one thing was personal. It just totally more or less debilitated me three or four hours. I had the most unproductive evening, and I didn't get my calls done to a great

extent. What are some tools that you can give me if something really negative happen to not let it just totally throw off your productivity for a really long duration of time that day?

Jon:

Yeah. That's a great question, Paul. I had that happen. What's today? Wednesday. I had that happen on Monday. I actually had something go on in my world where I had to cancel half a day of meeting. After I say that, now, I'm like the least qualified to help you, right? I'm just going to tell you that happens. I'll speak for my experience, Paul. When that does happen, I think one of the most important things for me is just honoring it. I've learned this a lot from Julianna who I, years ago, hired as a private mindfulness coach. That sometimes it's actually really healthy to just sit with negativity, right? How funny is that to say at the end of a call on emotional intelligence? It's good to just sit with it.

Sometimes if we have something really drastic happen and we try and manipulate or use the technique to become positive, I don't know about you, Paul, I found that sometimes it just makes it worse because now it's like I can't get positive so now I'm like an idiot and I'm broke. I can't even fix myself. I feel even worse about it, right? I guess that's where allowing it to come and go can really help. I do believe that using these techniques can make it so that the time that it pulls us out can be less and less and less. That's part of it is just the commitment. Part of it is the commitment to just making it a habit. Anytime we have a thought that moves us into a place of disconnection, or resistance, or a negative emotion, to just catch it and to be in the habit of catching it, acknowledging it and letting it fade away. That, in and of itself will help.

Then, again, for me, it's acknowledging with myself that it's part of life. It's part of the human experience. Sometimes just the acknowledgement of that, it helps me to have a perspective and sometimes what happens, Paul, is right when I have that perspective, what happens is I realize, "Wait a minute. I've had this before. I've turned out okay."

For me, when I get overwhelmed, I got a lot of responsibility on my plate, I have to stop and go, "You know what? I got to remember that I seemed to always get through this." I never had one where the world ended because sometimes we treat these things that way. Just by acknowledging, hey, it is what it is, I feel like crap right now and then stepping back and having perspective or maybe you might call it fate. Hey, look, I'm going to look back on times in my life where I had things like this and I see to have found a way through. Why don't I give myself permission to find a way through a little bit quicker this time? I found that, for me, helps a lot.

I'll just reiterate something I said earlier that I really believed in which is changing our physiology. Here in my office, I have a yoga mat. Before a key meeting, I do five minutes of yoga. Now, for all of you that want to make fun of me, I will tell you it's my secret weapon. I don't care what you do. I'm just going to tell you it works. I literally believe that doing five minutes of yoga literally changes who I am as a human being in that moment. I've done it for so long that I can just tell you when I do it, it transforms me. Now, look, Paul, you or anyone else, maybe it's not yoga.

Anytime you can shift your physiology ... I believe that our emotions are locked in our bodies physically. That's why I've had yoga instructors over the years who said, "Hey, look, if you want to get rid of this tension in your life emotionally, you got to do this stretch." These emotions get locked in your shoulders. These emotions get locked in your hips. I'll literally do a hip stretch. I stand up and it changes how I feel. Whether or not any of you want to buy into that or believe in it, it's been true for me so I do think, Paul, that changing your environment and your physiology has got to be one of the tools that you use to get your blood flowing, anything that can change you physically in addition to whatever else I said before that. Maybe open another bottle of wine and you'll be fine.

Paul: That's all awesome stuff. I really, really appreciate it. Thank you.

Jon: I appreciate you, Paul. Awesome, buddy.

Paul: Looking forward to seeing you in March.

Jon: It's going to be great. It's going to be great. Hey, I have a request. Can I make a request of all of you who are still on the line. I can see there's still quite a few, I don't know, 20 of you or so. I have one request and the request is if you've got value from this today, please, please, please, go somewhere on the Best Year Ever Coaching Facebook page and talk about it. Let

me tell you why I'm asking for that. I don't need that for my own personal affirmation. I have a feeling that this helps some of you in some way.

The reason I want you to do that ... Please. This is going to help others. There are a lot of folks who have invested to be a part of this coaching program. Now, many of them will go listen to the recorded calls. There's many who, because of their lives and life happening, they won't listen to these calls. I really feel compelled that if somebody is investing something, I really want to figure out how can we make sure that these people, yourselves included, are getting value? That is what keeps me up at night [around 01:34:46] anything I do. I need your help, all of you. Post a comment saying, "Hey, you got to listen to this call. It was good stuff." If you want to try and say something about it that's great, that's great.

Do it so that it inspires others to want to listen to the call because I think, and if you agree, these are topics that can change each of us individually. They can change our relationships. I think we live in a world, and a time, and a place where we need our community and the extended community to develop these skills. Imagine if every meeting everyone of us showed up with a level of respect for however everybody felt. It sounds funny to say that but if you sat through this call, you realize, "Man, we're going to create better outcomes." We know that. The science tells us that.

Please help me in helping your peers on the Best Year Ever Coaching Facebook page or whatever page where we post this

stuff, please make a comment under the post for the call or something so that others are inspired to come listen to it. There's nothing that bothers me more than folks that are paying for something, and they're not being reminded or they're not aware of how to get the value out of it. That's a request.

Since I can see there's still a bunch of you here, I'm just going to start selling stuff. All right. I'm in sales first. Let's see how quickly you fall off as I do my sales pitches. No, I have one sales pitch. Jon Vroman and I are running an event called the Speaker Trainer Experience coming up in March. Actually, I can see half of you on this call are going to be there. This is just as much about getting you excited about what you've already signed up for.

For those of you that are curious, if any of you speak professionally, you're in a business where you give professional presentation or your ability to thrive and grow has to do with your ability to communicate in a professional setting, or if you aspire to be a professional speaker, or you already are one, or if you're interested in understanding how to facilitate experiential learning environment, in other words, like what you saw at the Best Year Ever, there's a whole science behind that. I could talk for a hundred hours straight on all the tools and techniques behind everything that's being done there. A lot of it you don't always notice it, but I have spent a lifetime being professionally trained in facilitating and turning ideas into experiential learning.

Jon Vroman has become an award winning professional speaker. He and I together have created what we believe is one of the most unique and really value creating, speaking and training environment. It's called the Speaker Trainer Experience.

We originally committed to offering 20 seats to this. We had sold 20 seats. It's part of why there's not an aggressive promotion. The hotel that we have, the room that we have, we actually just got a little bit more space. Our room, you can pull back a wall. We have more space that we can use. I think we're going to up somewhere between five and 10 more seats. The folks that would be on a call like this would be the folks that would get value from that particular event. If you're hearing this for the first time, you can go to SpeakerTrainerExperience.com.

By the way, if you're going or you have no interest, we're running a webinar tomorrow where we're going to teach a whole bunch, not tomorrow, Friday, about being exceptional at speaking, training, storytelling, how to organize content, all sorts of stuff. We're going to give away some of our very best ideas on Friday at a webinar. I think you can learn about that at SpeakerTrainerExperience.com. I shouldn't sound so unsure of that, right?

We've sold most of the seats. We've taken our foot off the gas. Now, that we know we're going to bring ... Probably we're going to let five to 10 more people grab a spot ... It did sell out way in advance last time. We're pretty sure we'll fill them up after our webinar in Friday. Go check it out.

SpeakerTrainerExperience.com. I'll also say that is the meeting where we're now looking to train individuals. As we grow our businesses, we want to have these folks to our team to be, certified trainers and speakers, which is that in and of itself is a fun opportunity to think about, for me, at least.

Now, that I'm on here for this long, I'm going into selling mode. If you have questions about the Speaker Trainer Experience, I would stay here and answer them. I'll take one more question about anything at all, emotional intelligence, Speaker Trainer Experience, teaching your kids tricks, whatever, anything. Then I'm going to go. If you want to do a question, I think it's *6. All right. Awesome. I think that's everybody. Let me see if I unplugged everyone. Look at that. Another question. Here we go. Who's this?

Shariza: Hey, it's me again, Shariza.

Jon: Shariza, awesome. How can I help?

Shariza: The question doesn't really have anything to do with the topic, but you opened it up to anything. I had posted a question on something that you said you wanted to chime in on. It was about gaining more coaching clients and what the recruiting process is for that.

I'll just give two seconds on what's been working for me and I haven't been aggressive about it. It's been working. I posted like two videos which I felt really good content. It caught on fire without me trying. I got like three coaching clients from that who are interested and just reached out. My intention now is to have one video once a week and just make them short like five to eight minutes, something like that. I haven't really been reaching out to people in general but I find that's been working. I want to know your thoughts.

Jon: Now, thoughts specifically on?

Shariza: Regarding gaining more clients, adding more value and just letting people know that's what I'm doing and there's opportunity for it.

Jon: Yeah. Well, we could have a very extensive conversation about this. I'll start by saying, it sounds like what you're already doing is working. More of what works, right? Don't stop doing what's working. Figure out how to expand what are the principles behind what's working, right? What you're doing is you're adding value by delivering content. How can you exponentially multiply that impact assuming you want to take on more clients? If you haven't yet, you probably want to have a central place, a blog or somewhere on a website where people can continue to find more info from you. If they find one video, can they go find more? You don't want your content to die. A lot of times people put content out and it just floats around in the ether. Have one space where it can be at.

Then depending on the area that you're coaching in ... The fastest path today for a lot of folks is to tap into trust that has been built by others with their network, right? Get yourself interviewing on other people's webinars and podcasts as a way of building your audience but also borrowing from the associated trust and respect that they have with their audience. I'm pretty sure I'm stating things that you're very well aware of and probably already doing. If you think about the fundamentals of what's working is you're getting your content out there. The question ask is how do you do more of that? The answer is [inaudible 01:42:31] easy and simple. That's one starting place.

There may have been more to your question that I'm not addressing. I think originally you were curious about just ... If I remember, it was like how do you sell somebody into private coaching when you actually have a prospect, right?

Shariza: Yeah.

Jon: Do you want me to share a couple of thoughts on that?

Shariza: Yeah, if you could spend ... I don't want you to spend your whole time on it. If you could share a little bit on that, that'd be awesome.

Jon: Yeah. This is something that I have a lot of experience with so I'm happy to and it's easy for me to give a couple of quick ideas. There's still a handful of people listening so maybe they're interested, too.

Shariza: Cool.

Jon: First of all, when I first began doing private coaching, this was 12, 13 years ago, I was able to convince everybody to hire me as a coach. My joke was I know how to sell coaching. I don't yet know if I know how to coach. I was really good at selling it. A few other things that helped me ... Like you, I had a sales background. I realized really quickly to not do what others were doing to sell coaching. If I've shared all these with you before, then you just tell me or you'll have to hear it again.

Shariza: Nope. You're good.

Jon: The first thing is I made the choice that I am never going to offer a "free consultation" because as soon as I say, "Well, hey, I'll give you a free consultation," there are some things that ... I create two immediate problems, maybe three immediate problems. One of those problems is I've just completely devalued my time. If I'm willing to say I'm going to sit here and do this for free, that is a devaluation that is irreversible.

The second reason I would not say I'm going to the a free consultation ... Now, everyone will laugh when they hear what I actually would do because I would still basically still do the equivalent of a free consultation, I just wouldn't call it that. The other reason is if I say, "Hey, I will give you a free coaching session," what happens is I am now indicating by saying that that the value of working with me is something that you're going to get based on paying me to trade my time. It is the crutch of coaching in general. The point that I always wanted to make sure somebody ... See, I was interested from a business model perspective and for my own personal fulfillment. If I was going to be in coaching, I didn't want a client for two months. To me, it took that much time just to understand how they tick, right? I eventually realize I want clients who start for a year.

My first clients I'm like, "Yeah, no contract. Months and months. Watch how good it goes." I had people who did tell me every call for eight weeks, they're like, "You changed my life." Then they fall off the face of the earth. I'm thinking, "Hey, we're just getting going." I realize, "Wait a minute. No, no, no. It's going to be one year minimum." By the way, that fit how I wanted my life to go. This is me. This may not be what you want to do. The other thing is, from a business model perspective, I found out that I was a better coach if I had everybody on a longer contract because I'm spending less time going out and getting clients and more time learning how to be a good coach.

The other thing I did is I made sure that I didn't have all my clients on their contracts starting at the same time. This is a fascinating learning that I had by accident. I thought, "Well, I'm going to have everybody ... January 1, I'm going to make all

their contract line up with the calendar year." The first time I did that, I got to November and I woke up one day. I'm like, "You know what? I just realized that I could literally lose all of my income in 45 days." Then I had to go into this, "How do I convince people over the next 45 days to stay with me?" Some were new, some weren't.

One of the things I learned from that, for me, is I like to stagger when their contracts start and ends because I never wanted the pressure of I've got to renew everybody at once. It happened one time. I didn't want it to happen again.

Let me go back to instead of a free consultation, what I would do is I'd say, "Look, I have very specific parameters for who I believe I can have the most value to. Part of my process for uncovering if someone is the right person for me to work with and for them to uncover I'm the right coach is for us to have a couple of interviews." I'm totally re-framing it. What I would do is I'd say, "We're going to at least have one conversation and maybe one or two more." Sometimes we have one interview and both parties realize this is a good fit. Sometimes we need to have one more conversation. What I'm doing there is I'm leaving it all open. That buys me a lot of flexibility in the selling process.

Usually, what I would do, Shariza, before I would even have that interview, I would have a questionnaire or an assessment. I had people fill it out. I would try and filter it so I'm not even having this conversation if they don't meet the minimum parameters for me. The mistake I made as an early coach is if

they're willing to talk to me, I'll talk to them. The problem is I would ... I would have a questionnaire and assessment that says, "What are your aspirations? Where do you want to get value for me? Where do you think I can give you value? Have you coached with others before? Why? What did you get from it? What did you not like? What would you like for me as a coach? My coaching ranges from X dollars for an investment to this much per year. Is that an amount that is going to be a distraction for you? Is it going to cause distress? If it is, we respectfully should not connect, right?"

I'm doing a lot of filtering and writing. What that says, it's changing the energy where I'm not selling them but they need to sell me. If they filled that out and I like it, then it's like, okay, let's have an in person interview. I'll ask a lot of questions. Throughout the questions, I might tell my history to build my credibility, and earn the right, and all that. I might tell them about my style of coaching. I'll ask a lot.

Then what I'm doing, Shariza, during these interviews is I am giving the very best possible advice I can ever give. I'm literally giving them the best coaching I can give, but I'm not calling it that. If I call it that, then I'm pigeonholing myself into them thinking, "Well, I have to decide right now." I want them to feel like, hey, we've got real value. This what I believe and found to be true is over time. All my stories of clients I work with is ... That's part of selling is you want to have three core stories. With every story you tell, you want to start with, "Hey, the client initially they weren't sure if this would work because they have these hesitations." You want to be listing the same hesitation that person has.

Then here's what happen, and here's what they learn, and here's what they got from this. At the six month mark, here's what happened in their life. At the 12 month ... All my stories are reflecting massive success over periods of time to help to directly and indirectly paint that picture of what I want, right? I know you have enough stories like that you can use.

Let me just stop for a second there. Actually, let me give you one other tip as to how you structure your coaching. Let me ask you if you're willing to share in front of 10 other strangers specifics or generality like how do you structure it, dollars for what amount of time?

Shariza: Sure. One thing that I need to do as soon as possible ... I've already gained clients. One thing I haven't done is create contracts. That's something you do. I always do a one hour [inaudible 01:50:23] call to start to get the fundamentals down, get to know them better. That's 247. Then following that I'll do two 30 minute calls at 247 a month through that hour but it's separated to two 30 minute calls

Jon: Great, great. Wonderful.

Shariza: It's a six-month commitment.

Jon: Great, great. You've got a framework that you're starting with. That's great. I'll share a thought with you about the economics of coaching, and how you offer it, and structure it. There's a lot to think about here. What I want to be very careful of is I don't want to presume what all of your aspirations are with coaching. What I mean by that is for some people coaching, it's a labor of love. For me, I have all these different revenue streams, and projects, and clients. I'm very clear which ones are labor of love. In other words, which ones am I doing not because ... It's not the economics, right?

Shariza: Yeah.

Jon: [inaudible 01:51:24]. If coaching, if you want it to be an economic engine for you, if you want it to ... You want to make more and more money, then that has to be built-in to who you're trying to attract and how you're structuring your fees, right? Without asking you to get into what your priorities are because I see there's still a lot of people listening ... Let me just share with everybody what do you do if it is that you want to make more money. Often times, that's the case, right? Shariza, we don't even have to get in to where does it fall for your priorities.

Something to consider is if you're interested in continuing to elevate your fees and your income for this as a business, you want to keep in mind that who you help has a lot to do with what is rational to charge them to help them. Some of this is really obvious but sometimes we have to be reminded of this. If I'm helping someone whose average income is 50,000, well, I'm not going to feel good asking them to pay more than a certain

amount per month, whatever that is, 200, 500, whatever because, to me, it's not ... There's a point at which it's not right, right?

Shariza: Yeah.

Jon: Now, if the kind of person I want to help, it's their aspiration or their trajectory is they're going to earn 100,000, or 200, or a million, something like that, well, then what I can charge, I can adjust that accordingly and appropriately, and ethically, right?

Now, where you have to be careful of is if you start serving different types of clients, you want to be careful about charging different amounts because there is an ethics issue here. In other words, if you have three clients and you're charging them three different amounts ... You could call it an ethics issue. You can call it a business problem. If the three of them are having lunch they go, "Well, wait a minute." Right?

One of the things I was always careful is I would document, even if it was just an internal document, how do I decide what I'm charging. An easy way to do it is based on revenue of someone's business, or their income, or the size of [their impact 01:53:36] that I can measure that I'm making so that you have a rationale behind why you're charging a different amount to different types of clients.

By the way, charging a different amount for different types of clients is a normal practice in the consulting and coaching world. What a lot of people don't do is they're not thoughtful about making sure they're rationalizing why they have different amounts. You want it so that if anybody ever question you, you could look everybody in the eye and give them the answer and they have to accept some level of the explanation, right?

Shariza: Okay.

Jon: A lot of this is philosophical. On just technical structuring your coaching, I found that there's a threshold that everyone has financially. For a while, the types of folks I was coaching, I would charge them one thing. I eventually realized, "Wow, they're all willing to actually pay a little bit more." One of the things I found is that I could improve my economics and keep them equally as happy by charging more but giving away less of my time.

When I started coaching, I think I was charging somewhere around 500 bucks a month for four calls a month. Then I quickly realized, for me, that was a bad business model. As I took on new clients and then renewing [prior 01:54:49] clients, I changed it to 500 bucks for two calls a month. Then it eventually became 500 for one call. Then today, it's multiples of that for one call if I'm doing it. Keep in mind that often times, you don't want people thinking about, "I'm paying for this much of your time." You're better off if you just have them thinking about I'm investing in coaching, not it's this much for this much time.

I found eventually that I could have clients where if I said it's four calls a month and it's 500 bucks, or if I said it's one call a month and it's 500 bucks, they're just thinking in their head, "I want help and what's my economic threshold?" They're not thinking, "Well, I want four calls, not three, or not two, or not one." What I have to do is make sure I'm good enough as a coach, that I deliver enough value, that everyone on both sides of the coin feels good at the end of that call, right? If they do and if they're getting that much value, then that's great. If I'm not seeing that, then I got to be careful, right? I just want to point that out.

As you're evolving in the level of clients that you want to attract and how you're charging, don't have conversations around time, right? At some point, you have to explain how much time, but you want to make it about, "Look, when people work with me, they're spending between five and 10 grand, five to \$10,000 investment per year. They might be paying five grand if we're going to do one call a month, maybe 10 grand for two calls a month."

As part of your opening interview or assessment, you can help to guide them, not in spending more money, but in figuring out which is the smarter decision for them. I think you want to go into this knowing that you're going to be able to [inaudible 01:56:30] as many people in the coaching as you want. What you don't want is to have a bunch of clients that are stressed because they're overpaying. You'd rather talk to them less and have them not stress about the money until you've helped them

to make more money and then they can invest more in the coaching.

Shariza: Okay. If I understand clearly what you're saying ... I am running into that. I feel like maybe I have to tap into a different market of people who would want to work with me. There is a lot of questions around, "Well, this when I could pay this. [inaudible 01:57:03]." That also is a little unsettling with me because I don't want this to be ... If this is going to be challenging, if this is going to be stressful for you, it probably isn't a good idea. They're so anxious that they're willing to do it, which is cool, but I don't want to be the cause of someone's financial strain even though I'm confident that I can help them make more.

If I'm understanding correctly what you're saying, Jon, is do you charge less for less amount of time so maybe like a 30 minute call [inaudible 01:57:34] instead of an hour? Is that what I'm hearing you say?

Jon: Well, I'm sharing what I did as a coach. I want to be careful though because, for me, my method of coaching, I found I could deliver a lot of value pretty quickly so I was okay having calls that might be 30 or 40 minutes compared to when I first started an hour long, right?

Shariza: Yeah.

Jon:

One of the things I encourage you to do is if you're going to have calls that are 30 minutes or less, unless or until you're at the point where you know you've got the skills to really help them quickly, it's a good idea to have people ... Give them a simple way of preparing for the call so that you can move further faster during the call.

The other thing that I do, Shariza, is during what you call your opening conversation, or your assessment, or what I do for my interview is I always treated that interview like a coaching call. One of the things I would ask them is I'd say, "Hey, I'd be curious, what's going really well in your world and what's challenging you?" One of the things I was looking for is what was their level of self-awareness and what was their willingness to acknowledge something that needs help? If I found that they struggled to answer that just during my interview of, hey, what's going well? Where are you struggling? Where do you need help or what would you like your future to like? If they really struggle with that, to me, that's a red flag to even take them on as a client.

It's at least an acknowledgement to me that I just have to be aware of that because they're some clients, you probably already have this, where you can go really far really fast and there's others who take too long. I feel bad about that. I have fired many clients, not because I didn't think I could help them, but I couldn't get them to be willing to be self-aware fast enough. I don't have all the magic tricks to change people. That's something to pay attention to when you're bringing someone ... You could give them coaching upfront. Hey, look, this is what makes this work is your willingness to acknowledge. Prepare that before the call.

Just to answer your question, and this is a personal thing, it's not a one size fits all, but it is super important to me to not have clients where what they're investing into that relationship is a source of stress for them whether they know it or not. In fact, I'm going to tell you, I have relationships right now where ... I had this yesterday. I had a situation where I told a partner of mine with one specific project, I said, "Look, I prefer to turn away a pretty significant amount of revenue," I don't even what it would have been, it could be 10, or 20, or 30 grand, "Only because the energy around that money was going to have some negativity." The money was going to come in and I said, "No, no, no. We should pause because I believe in this ... " I think Lynne Twist wrote a book called The Soul of Money. How people feel around where they're putting their money really has an impact on the long-term outcome. I do not want to take money if there's any negativity around it that I could sense.

Shariza: I love it. Maybe we can set up a call later and spend more time on that. Thank you so much. I wrote down almost everything you said, I think. Thank you.

Jon: Good. Send it back to me or something. I'd love to hear it.

Shariza: All right.

Jon: Hey this is awesome, Shariza. It's great. We'll talk again soon. I'll see you in March. I'm going to go, everybody. Again, I have

a request. If you can, please post something in the Best Year Ever Coaching Facebook page, again, just to inspire others who are paying for this ... It's got everything with I just said. I don't want people paying for this. I can go on there. Hal can go on there and say, "Hey, it was a great call." That means almost nothing compared to any of you go on and say, "Hey, look. You guys got to listen to this." Please help us out so other people will come and listen to these calls. I appreciate you, everybody. Take care. Have a great day. Bye-bye.

Nick:

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Well, all right. Until next week, it's time for you to go out there, take action and achieve your goals.

Speaker 11:

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