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This month's newsletter is all about managing. Managing that one team member who is negatively impacting your team, managing your own happiness and health, and even managing that one panelist who talks way off topic or steps over the line. This month's book is even on managing your time! Hope you "manage" to have a great summer!

Kristin

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6 KEY AREAS TO IMPROVE ON TO INCREASE HAPPINESS by Joseph Sherren

The Dalai Lama commented that what surprises him the most is:

So many people sacrifice their health in order to gain money. Then later in life sacrifice their money to regain their health.

When we are young and in good health, we believe we are invincible. Happiness and health can wait until we are older. Remember the Harry Chapin song, "Cat's in the Cradle?" The important, but not urgent, does not get the attention it deserves.

A reporter once asked George Burns when he was in his 90's: "If you could live your life again, what would you do differently?" George simply replied: "I would take life less seriously and I would look after my body better."

Over the last 15 years, I personally interviewed hundreds of people who lived a successful life of happiness and good health. I asked: "What is your secret to this accomplishment?" I distilled their responses down to six key areas. From that data, I created a keynote using the acronym - E.N.E.R.G.Y.

The first "E" is for exercise: It is not necessary to run marathons nor swim channels in order to be healthy (kudos if you do).

What most healthy executives report is they walk for 20 minutes, five times a week (better if it is in nature). Surprisingly, only 4% of people get this minimum amount of exercise and over 52% of baby boomers report no physical activity at all.

The "N" stands for nutrition. Many diets are destroying your metabolism. People should consume less deep fried foods, bread and grains (our digestive system did not evolve to consume them), and concentrated juices (watch the [CBC Marketplace exposé](#) on orange

juice). During one dinner at a restaurant, you may ingest all the salt your body requires for a month!

Next “E” is for Emotion. By harnessing emotions you can achieve outstanding accomplishments, both physically and professionally. Many have heard stories of the mother lifting a car off her son, two teenage girls lifting a tractor off their father, or the Quebec mother who fought off a bear with her fists that was threatening her child. In the business world, great entrepreneurs channel these emotions into creating and growing their businesses.

The “R” is for Rest and Relaxation. Many cultures engage in siesta time. There is now scientific research that people perform better and are less stressed if they take a daily nap and sleep about eight hours each night.

The “G” is for Goals. Whether it is annual goals or longer term visions, this single act has changed many lives. Writing goals down instills them deep into your subconscious and modifies your daily behaviors.

The “Y” is for Your Eudaimonia (your thermostat to happiness). Happiness comes from three areas:

- First is day-to-day circumstances. If you win a lottery, you’ll be happy - for a short while. If you are in a minor accident, you’ll be unhappy - until the car is fixed. These daily events only determine 10% of our happiness.
- The second is your eudaimonia. You are born with a static level of happiness. It is in your DNA – this accounts for 50%.
- But, the third (40%) you can influence – it is derived from your thoughts, the people you associate with, and your level of gratitude. If you are not grateful for the blessings you have, it is not likely you will receive more.

To crank up your happiness thermostat; whatever you experience, create positive fantasies in your mind, hang out with happy people, and be grateful for everything you have.

My question for managers: “Are you living life with ENERGY?”

HOW TO MANAGE YOUR “BAD APPLE” TEAM MEMBER

Try this experiment: Take one rotten apple and place it in a bowl of fresh new apples. Walk away for a day or two and see what happens to the rest of the apples. Yep, the rest of the apples start to turn rotten as well.

Same goes with your team. If you have a toxic, cynical, actively disengaged employee and leave it be, then you are fostering a destructive atmosphere and culture. I know you don't want that, but you also don't want to deal with the mess. But you have to. It simply won't get better.

So take a good hard look at your team. They aren't ALL bad apples. Are some (or all) of them salvageable? Then get to work. They need some dedicated coaching from you for about three months. By that time, you'll get a good idea as to whether they are being more constructive...or not. And if they are still bringing that cynical attitude to work and infesting all the other team members, you need to cut that person loose. Just saying. You know what you need to do. Don't let bad apples infest your team.

HOW PANEL MODERATORS CAN INTERVENE FIRMLY AND RESPECTFULLY

As the moderator, you are the audience's chief advocate. If someone's boring you,

then chances are they are boring the audience as well. If you think they are going on too long and not making their point, you need to intervene.

The good news about your panel of experts is that they know A LOT about their issue and are used to talking extensively about it. You need to make sure they understand the ground rules and when and how you will intervene.

The best way to intervene is to prevent the problem from happening in the first place. Then, when a panelist or audience member “steps over the line,” you can point to a prevention strategy or ground rule you have put into place:

- Reinforce the topic/purpose etc. at the beginning.
- Alert speakers to the fact that all time limits will be strictly observed.
- Create a signal for them as they come to the end of their time limit.

Sometimes, however, your best-made plans don't go according to plan! When you feel the conversation starts to stray, I suggest you use a process I call “escalating interventions.” You'll want to be firm, polite and fair because you often don't have a whole lot of time and want to keep the conversation moving briskly. So start with the lowest level intervention appropriate to the situation. If that doesn't modify the disruptive behavior, then kick it up a notch to the next level intervention.

Do Nothing. You always have the option to do nothing and see if the situation resolves itself. However, if you let one person run over, you penalize everyone else.

Eye Contact.

- Shoot ‘em a glance when their time is almost up or they are making inappropriate or irrelevant comments.
- Confidently check your watch.

Movement.

- Move toward them, show a cue card, tap your pencil, or ring a bell.

Redirect the Conversation.

- Change up the questions.
- Restate or reframe the question and direct it to another panelist.
- Rephrase the statement into something more relevant.
- Condense a panelist's answer when it is too lengthy.
- Call on someone in the audience who you know has similar issues and ask if what was just said vibes with them.
- Gently interrupt and assure them that you can return to discussing X later in the panel if there is enough time.
- Interject at the end of a sentence or while the panelist is taking a breath.
- Ask for one conversation at a time when panelists are talking over each other.
- Transition to the next topic when the topic has been covered enough.

Remind Them.

- Refocus on the topic.
- Reinforce the process ground rules.
- Restate the time allocated for the comment.
- Reinforce a key point.
- Announce the time remaining for this section of the panel.

Confront the Disrupter. This is the highest level intervention, and you should only have to resort to this level if you have a jerk on your panel.

- Appeal to the disrupter.
- Cut off the speaker.
- Disengage.

In my experience, you will rarely climb to a confrontation, as long as you place prevention strategies in place and escalate your interventions appropriately during a panel discussion.

FROM THE BOOKSHELF: 59 SECONDS – CHANGE YOUR LIFE IN UNDER A MINUTE

- Richard Wiseman

I can't remember who told me about this book, but I am insanely grateful this book is on my bookshelf. Aha! That's one thing you can do is to "develop the gratitude attitude." That's quick and easy to do. Less than 59 seconds, as a matter of fact. What I find to be most interesting is the WHY. For each topic, Wiseman shares a number of fascinating research experiments (both his own and ones done by others) and then offers a number of specific suggestions on how to make it work in your own life.

The first time, I read it from cover to cover. I found that it's better the second time around where you pick it up, read a section, then put it down, and try it out. Some of the suggestions I don't really need (e.g. how to build instant rapport on a first date) but are interesting, nevertheless. Some of my favorite stories or suggestions?

- ***Musical Chairs.*** "There are two schools of thought relating to group dynamics and creativity. One believes in not changing team membership, arguing that people then feel more comfortable with one another and so are happier to suggest the kinds of weird and wonderful ideas that are the hallmark of creativity. In contrast, the other point of view holds that it is better to generate new patterns of thinking by constantly mixing up the membership." Which is better? Weisman cites a study conducted by Charlan Nemeth and Margaret Ormiston at the University of California that concludes mixing it up is better.
- ***Choose the Middle Way.*** If you want to increase your chances of making a good impression in a meeting, sit toward the middle of the table. Psychologists Priya Raghurir and Ana Valenzuela analyzed episodes of the TV game show, The Weakest Link, and found that the contestants in the center of the semi-circle won the game more frequently than those on the extremities. (Reminds me of the presidential primary debates!)
- ***The Most Reliable Cues to Lying.*** Pay attention to the words that people use. "Liars tend to lack detail, use more "ums" and "ahs," and avoid self-references ("me," "mine," "I"). In addition, people are about 20% less likely to lie in an email than in a telephone call, because their words are on record and are more likely to come back and haunt them!"

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