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Thanksgiving is my absolute best, all-time, favorite holiday! It's not because of the turkey and all the trimmings (although I do like cooking a big turkey - and making turkey soup the day after), or the fact that the weather seems to change right about now. (Believe it or not, the nights are MUCH cooler here in Scottsdale).

What I love about Thanksgiving is that our family and friends come together in a friendly and relaxed way:

- There are no presents to give or receive.
- You don't have to dress up or make a costume. Jeans are fine and even encouraged!
- You don't have to force yourself to stay up until midnight to greet the New Year.
- No one expects fireworks or festive displays or egg hunts.

It's just a time to come as you are and enjoy each other's company. As Dan Ariely says in his new book, "Payoff" (see below), connection is a great motivator to make a scrumptious turkey dinner!

From our house to your house, Joe and I wish you a very restful and happy Thanksgiving,

Kristin

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#### **UNDERSTAND YOUR TEAM: FOUR THINGS THAT MOTIVATE EMPLOYEE BEHAVIOR**

Many years ago, I participated in a business coaching/mastermind group led by Rick Corbin. During one of our many sessions, he shared an insight on human behavior that has stuck with me all these years. I can't remember exactly what he said, but here's the gist of it:

People are ultimately motivated to do one of four things:

1. Be Right.
2. Feel Safe.
3. Look Good.
4. Feel Good.

And if you look at the people in your life through this very simplistic lens, you can quickly see what is their primary motivator. (I have also discovered that the higher their emotional intelligence, then the harder it is to discern their primary motivator, but I digress).

But the true insight comes from *our behaviors* as a result of our primary motivator. It's not so much that you fight to always be right, feel safe, look good or feel good. It's the lengths that we will go to to NOT experience that situation. For example,

1. The person who always wants to be right will go to great lengths to not be wrong! Sometimes, holding on to a false belief, even though he knows he is wrong.
2. The person who wants to feel safe will cling to the metaphorical security blanket, even though she knows that it is not safe in the long run.
3. The person who wants to look good will do just about anything to not look bad in front of others.
4. The person who wants to feel good will tolerate some pretty bad situations just so he doesn't have to feel bad in the short run. For example, an employer who won't coach, counsel or even de-hire a poor performer because that process will make them feel bad – even though he *knows* it's best in the long term.

When you look at it from the inverted point of view, it makes sense of some non-sensical behavior!

## **THE HUGGABLE ENTREPRENEUR: PROFESSIONALISM IN THE USED CAR INDUSTRY**

**by Joe Sherren**

This past week at our Reinvent Atlantic Canada Leadership Conference in Fredericton, NB, Kristin and I had the pleasure of getting to know an interesting entrepreneur. He was the first attendee to arrive, sat up front, and was totally engaged throughout the event.

His name is [Jim Gilbert](#) and he owns a used car dealership called “Wheels and Deals.” He is renowned as the “Huggable Dealer.” Jim owns one of the most successful and largest independently owned used car dealerships in Atlantic Canada. He is friendly, treats everyone with fairness, and maintains a high standard of ethics.

Because of this reputation, more than 80% of his buyers are repeat clients. So, why is he known as the “huggable dealer?” Well, every customer receives a teddy bear and a big hug, and each customer also receives a birthday card every year.

However, his life and business were not always this way. He struggled in high school and after barely graduating, took a big risk and opened a business with a partner pumping gas and selling used cars.

After 15 years he was still struggling. The business was experiencing problems with cash flow, bank loans, and maintaining inventory. He was working 14-hour days, seven days a week – and still not getting ahead.

At this point he decided to enroll in every education program possible to help improve his business. These programs included customer service, accounting, budgeting, inventory management, negotiation, communications, etc..

His life really changed after attending an Amway recruiting session where he was introduced to Zig Ziglar. He got hooked on Zig's inspirational messages and came to realize his lack of success was his own fault.

He got addicted to personal improvement programs and went on to learn from some of the greatest in the business: Brian Tracy, Tony Robbins, Tom Hopkins, and others. I was pleased to discover he even had a couple of my books.

While driving, he would listen to motivational tapes. He discovered how to take control of his life and become a true self-motivated professional. He stopped blaming others for his lack of success and became a life-long learner.

In fact, he now lives by the his favorite quotes is: “People don’t care how much you know until they know how much you care”.

And Jim Gilbert cares – about family, people, and his community.

He attended the Zig Ziglar Automobile University. As a side note, Zig has inspired 1000’s of people. In fact, one of my own life transformations came many years ago after reading his book [“See You at The Top.”](#)

Jim then decided to reinvent himself and his business. He implemented a process where all customers would have a positive experience with the dealership. He realized he could improve his business by becoming a better person and improving the buying experience for each customer.

He started working with an amazing sales trainer and consultant, Gair Maxwell. Gair introduced him to leading edge sales techniques, management and leadership concepts, and the science of goal setting. Gair also reminded him that what people think about the most becomes their reality.

So Jim stepped outside of his conditioned thinking, and reinvented himself. He and his wife Dawn are now living their dream of happiness and success and spend significant time giving back to the people and the community.

For all entrepreneurs, this is a great lesson. Do not despair if success seems initially elusive. Don’t blame the economy, the government, or the competition. Take control, become a life-long learner and start doing some of the things Jim Gilbert does.

## **HOW TO MODERATE AN IMPROMPTU PANEL – WITH NO PREPARATION!**

It happens. You’ve been asked to moderate a panel discussion and you don’t have access to the panelists beforehand. You’re not even sure who the panelists will be...or even what the focus of the panel should be!

This, my friends, is called a “dog’s breakfast.” And it happens, unfortunately, more often than it should. AND, it just happened to me! And what kills me about this is that I rant and rave about how to make panels more powerful by not waiting until the last minute. And here I was, waiting until the last minute. Even to the point where I didn’t know if a panelist was present when I introduced her!

I had to eat that piece of humble pie. The good news is that the panel was very well received – despite the challenges. Even though you may not be able to do the appropriate planning,

Here are a few things you can do when faced with an impromptu panel:

- **Research Panelist Bios.** Ask the meeting organizer for the names and/or bios of the potential panelists. Check them out on LinkedIn to get a sense of what their contribution to the topic might be.
- **Focus the Topic.** Typically, the chosen topic is too broad for a meaningful 45-60 minute discussion. So take the panel promotional information as well as the

information you gleaned from your research and determine where you will focus the conversation.

- **Discover the Glue.** The panelists should have something in common about the topic. Figure out what the commonality is – that’s the “glue” that will hold your impromptu panel together. Even better if you believe there is a bit of controversy about the topic and/or the panelists hold different opinions about the topic!
- **Formulate an Intriguing Question.** For each panelist, think of one or two intriguing questions to ask – and write them down. Keep their names, job titles and questions with you so you can refer to them quickly. Try these research tips to draw up provocative questions:
- **Say Hi.** If you get a chance to meet them before the panel starts, you’re off to a good start! Thank them profusely for agreeing to be on the panel and send lots of positive energy that you are really excited to moderate the panel. You might be really upset or distracted, but don’t let that show. They need to know that the panel is going to rock and that you are in control. Confirm the way they pronounce their names and give them a quick overview of how you will run the program. Share any ground rules you have in mind (such as keep it conversational). Suggest that they bring 3 key points they want to make and pepper them through the conversation.
- **Introduce the Panelists.** I’m not a big fan of lengthy introductions, and when you are doing an impromptu panel, I suggest you “introduce” the panelists by sharing their names, titles, and organization. Once they are all on stage, I ask each panelist to briefly –about a minute – to share their perspective about the topic.
- **Ask Questions.** Depending on the topic and/or audience, you can then launch into your questions... or let the audience ask the questions!

And now you’re rockin’ & rollin’ – ready for a brilliant conversation! Next time you don’t have the time to prepare effectively for your next panel discussion, try some of these creative ways to act quickly on your feet to facilitate a fabulous panel discussion.

#### **FROM THE BOOKSHELF:**

##### **PAYOFF :THE HIDDEN LOGIC THAT SHAPES OUR MOTIVATIONS by Dan Ariely**

As a general rule, I read just about any book or article written by Dan Ariely. So I was thrilled when I heard about his latest book, [\*Payoff: the Hidden Logic That Shapes Our Motivations\*](#). So I pre-ordered it from Amazon and low and behold, it arrived on the day it was published. Interestingly enough, it was published by TEDBooks, an arm of the TEDTalks franchise. (Brilliant business model....extend the life of a TED Talk through a single focus/message book!)

So PAYOFF is based on Ariely’s October 2012 TED Talk, “What Makes Us Feel Good About Our Work?”. It really is a mash-up of previous writings, but I’ll forgive that for now. Payoff is a quick read (two hours tops – precisely halfway from PHX to EWR), and gives you just enough sense to recognize that motivation is not as straightforward as we would like it to be.

Ariely has a unique gift to blend the academic with rhetoric, providing compelling stories that grab the readers’ attention. His ultimate premise? Spoiler alert: “To motivate ourselves and others successfully, we need to provide a sense of connection and meaning – remembering that meaning is not always synonymous with personal happiness.”

It’s the road that leads us to this conclusion that is worth reading – as well as the

impact of his words. Within the story, he talks about a group of engineers who were motivated to work on an intense project, only to have the proverbial tablecloth pulled from them. What happens to motivation? Or when a mother calls to have Ariely visit her burn-victim son facing similar challenges he himself faced as a young man. Where's the motivation to go relive that experience and talk to him?

It's a compelling short novel-talk that gives you far more insight into what motivates and de-motivates a friend, a family member, a co-worker, or a boss; (hint: it's not money), and what DOES motivate them. And that's worth two hours of your time (to read....to process, it might take a bit more!).

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