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Our newest program:

“Think Straight—Talk Straight” . . . Guiding Principles for Leaders

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Coach's Corner by Jim Morel

YOU'RE NEVER THERE

Tiger Woods had just completed what many golf historians agree was the finest run in history; four major golf titles in a row, 17 tour wins, and record breaking earnings. Yet when a reporter from the Chicago Sun Times asked him what was left for him to accomplish, Tiger asked "Are you serious? You're never there. You can always be better."

Tiger was born with natural gifts of coordination and intelligence and developed core competencies of strength and

endurance. Physical abilities alone are not enough to push to high levels of performance.

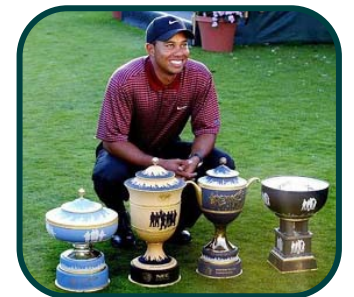
WHY IS THIS SO?

Psychologists have found that traits of need to achieve, competitiveness, and optimism are commonly found in nearly all top performers in any competitive field, including sales. It is the difference between who can sell and who will sell. Sales requires the most self-motivation in the face of
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The "Coach"
James A Morel
President

"You're never there. You can always be better."



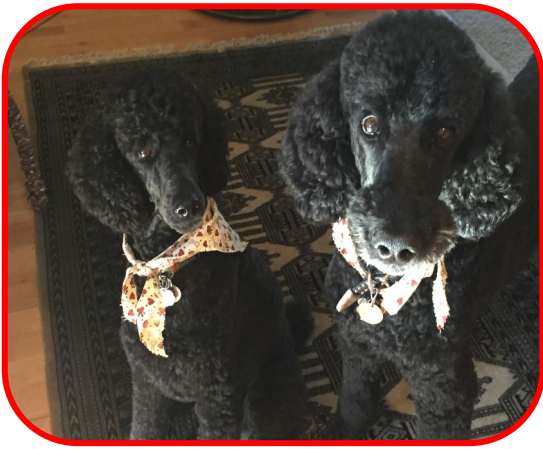
Optimism ... A Key Trait of Top Performers

By George Amidon

In Jim's article, "You're Never There", he mentions that psychologists have found that optimism was a trait commonly found in top performers. In our July 2015 newsletter I touch on the importance of positive thinking when change takes place. Here I'd like to examine a little deeper how optimism can undo the negative effects of stressful situations. This was taken from an article in The Atlantic, March 1, 2013 titled "The Benefits of Optimism are Real" by Emily Esfahani Smith.
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George Amidon
Managing Partner



Lulu and Toby

From the Heart



A Personal Note of Gratitude to All

By Greg “Heff” Heffington



Greg “Heff” Heffington RCC.
Managing Partner

With all that has gone on this year, people frozen in space with difficult decision hanging in the balance, the polarizing election and the results that fell out of it, the effects of climate change, and of course the unrest that is ever present around the globe, it might be easy to fall into the trap of seeing the glass as half empty. Thinking that things will never really improve and that we are all doomed.

I feel quite certain that everyone feels down or that things may feel hopeless from time to time. I too have found myself with that frame of mind periodically. Yet, as many of you who know me quite well, you also know that consistently, I am a very positive and hopeful person who often sees the good in almost every situation I am confronted with. It starts with a fundamental sense of gratitude. I am thankful every day that I wake up. (It is certainly better than the alternative.) If it were as simple as that, everyone would be grateful for all they have and not so focused on what they do not have. It is just not that easy, now is it?

I volunteer with a group that is part of the Colorado State University School of Social Work. It is a program that was originally started by Ben and Georgia Granger. The program is called Human Animal Bond in Colorado (HABIC).

<http://www.habic.chhs.colostate.edu/> I work as a team with our dog Lulu. Lulu has gone through extensive training to be able to interface with Individuals in need alongside a professional. I am currently working at a middle school with some emotionally and developmentally challenged children who are struggling to interface with others of the same age, stay engaged, and advance their abilities. It is quite remarkable that a school exists that has staffed for the additional work these children need and is willing to go “all out” to assist them in those challenges. Here is my point: a few weeks ago, in advance of the Thanksgiving Holiday, I was engaged in a session with a young girl and asked her if she was looking forward to the Thanksgiving Day break. Her response of “NO” surprised me.

As we talked about it a bit, it was obvious she wasn’t going to elaborate. So, I let it slip from the dialog. Later, I found out from the counselor that she didn’t have a place to go for the holiday and is living out of a car with her mom and two other siblings. It hurt my heart to hear the story. I wondered out loud with the counselor if I could help in some way. She said no. I found out they are getting assistance from the various support groups in our community and that while it seems impossible for me to believe, they are

quite happy with their situation for the time being. I wondered how that could be? As it turns out the reason for the gratitude is the young girl has a place in the school that not only accepts her, but embraces her. It is that simple. The tragedy of this situation is compounded by the fact that there are many students with similar situations to this one.

So, it with that in mind, that I call on each of you as readers to spend a little time thinking about not only being thankful, but expressing that gratitude in everything you do and every encounter you have with others. By most standards, no matter how difficult our situations may seem at any given moment, it is likely that we have more to be grateful for than we think. I am grateful to have a purpose and to have you as part of my life.

With heartfelt thanks,

Heff

YOU'RE NEVER THERE

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rejection. This threat exerts constant pressure on a person's self-esteem. It has been noted that up to 50% of people currently trying to make a living by selling are in the wrong line of work. Morrison Associates research "Highly Successful Executives" found 46% of new hires fail in the first two years because in part they are lacking these traits

WHAT'S AT STAKE?

A study by professor Gilbert Churchill, Jr., estimated that expenses accrued in recruiting, training, lost sales, and management

time devoted to a bad hire often exceed \$100,000 per sales person. (Christopher Croner, "Never Hire a Bad Salesman Again").

THE GOOD NEWS!

It doesn't have to be that way for you and your sales organization. Through JAM'S MVP 1, proper screening and interviewing program, top performing sales candidates can be consistently and correctly identified. For more information regarding this program, call or visit our website.

Coach Morel



Kaleen Barbera CPC
Managing Partner

Why saying 'thank you' matters....

By Kaleen Barbera

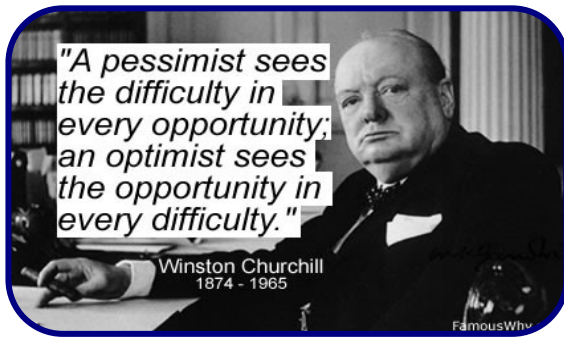
Dovetailing from Greg's personal note of gratitude, I wanted to explore the topic of gratitude a little more deeply since it closely relates to professionalism and executive presence, something JAM regularly trains. Additionally, because the universe of proper etiquette is filled with unexpected twists and turns, we find it's helpful and relevant to revisit things that may otherwise be taken for granted. Expressing 'thank you' may seem pretty logical and straightforward. I thought so too, but I'm finding some inconsistencies with thank yous that sometimes lead people to not make them a priority. Regardless of whether we use text, email, or a handwritten note, we all inherently know that saying thank you is important. But why is that and what gets in our way from saying

'thank you'?

Although there are many reasons people don't get around to extending the necessary gratitude to others (clients or otherwise), here are a few that I hear quite often. 1. Approval. The weakest of the 3 reasons that comes to mind, but still legitimate, is getting approval for what you send. Many people work in highly regulated industries, so sending any type of communication is a challenge without getting it approved by compliance, making a simple 'thank you' becomes cumbersome and delayed. 2. Forgetfulness. We honestly have so many other things coming at us that we simply forget whether we made

that effort to extend thanks. 3. Tunnel-vision. This goes hand in hand with forgetfulness, but when we have critical issues vying for our attention right now, we simply put the more amicable gestures on the backburner to 'deal with later'. Take my college-age daughter as an example; when she started her freshman year back in September she was undoubtedly swamped with work and getting acclimated. So, even though I'd resorted to an embarrassing mix of pleading and insisting she write thank you notes for her graduation gifts, her response was always, "I will get to them when I can." When you think of buying

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Optimism -A Key Trait of Top Performers

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Dr. Dennis Charney, the dean of Mount Sinai School of Medicine, found this when he examined approximately 750 Vietnam War veterans who were held as prisoners of war for six to eight years. Tortured and kept in solitary confinement, these 750 men were remarkably resilient. Unlike many fellow veterans, they did not develop depression or posttraumatic stress disorder after their release, even though they endured extreme stress. What was their secret? After extensive interviews and tests, Charney found ten characteristics that set them apart. The top one was optimism. The second was altruism. Humor and having a meaning in life -- or something to live for -- were also important.

For many years, psychologists, following Freud, thought that people simply needed to express their anger and anxiety -- blow off some steam -- to be happier. But this is wrong. Researchers, for example, asked people who were mildly-to-moderately depressed to dwell on their depression for eight minutes. The researchers found that such ruminating caused the depressed people to become significantly more depressed and for a longer period of time than people who simply distracted themselves thinking about something else. Senseless suffering -- suffering that lacks a silver lining -- viciously leads to more depression.

Counter-intuitively, another study found that facing down adversity by venting -- hitting a punching bag or being vengeful toward someone who makes you angry -- actually leads to people feeling far worse, not better. Actually, doing nothing at all in response to anger was more effective than expressing the anger in these destructive ways.

Even more effective than doing nothing is channeling your depression toward a productive, positive goal. Barbara Fredrickson, a psychological researcher at the University of North Carolina at Chapel Hill, has looked more closely at the relationship between being positive and resilience. Researchers wondered if they could inject some positivity into the non-resilient people to make them more resilient. They primed both types of people to approach the task either positive or negatively. The researchers told some people to see the task as a threat and they told others to see it as a challenge. What they found is good news for resilient and non-resilient people alike.

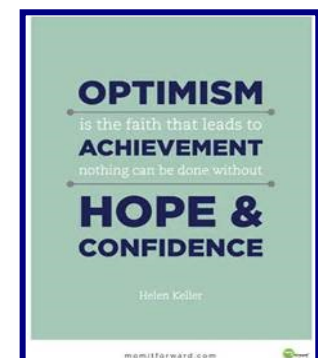
Resilient people who saw the task as a challenge did fine, as predicted. So did, interestingly, resilient people who were told to view the task as a threat. Resilient people, no matter how they approached the task, had the same cardiovascular recovery rate.

The people who benefitted from the priming were non-resilient people. Those who were told to approach the task as an opportunity rather than a threat suddenly started looking like high resilient people in their cardiovascular measures. They bounced back quicker than they otherwise would have.

Resilient people are good at bouncing back because they are emotionally complex. In each of Fredrickson's studies, resilient people experience the same level of frustration and anxiety as the less resilient participants. Their physiological and emotional spikes were equally high. This is important. It reveals that resilient people are not Pollyannas, deluding themselves with positivity. They just let go of the negativity, worry less, and shift their attention to the positive more quickly.

When your mind starts soaring, you notice more and more positive things. This unleashes an upward spiral of positive emotions that opens people up to new ways of thinking and seeing the world -- to new ways forward.

To the glass half full! Good luck and good selling!



Why saying 'thank you' matters....

(continued from page 3)

notecards, buying stamps, sitting down and WRITING something with a real pen, it's a task that takes time and (some) planning.

Still, we all know that saying thank you is proper etiquette, but is that all there is to it? Why do we need to change our thinking and start making it a priority? When you put yourself in others' shoes and ask the question, 'why do I like being thanked?' we usually come to the conclusion that it gives us a sense of approval and acceptance, which helps us to feel good about ourselves. When we are thanked our efforts are being acknowledged and recognized, something that drives our own self-confidence and helps us to operate among others. Additionally, according to a study published in the *Journal of Personality and Social Psychology* (Grant & Gino, 2010), it was found that 66% of people will make the effort help someone they don't know when they had been thanked for helping someone else in a similar situation in the past. When we are thanked it starts a chain reaction of positive mental energy because it literally feels good when we are appreciated.

Even more interesting is the neuroscience underlying this. In another article titled 'Thankfulness Linked to Positive Changes in Brain and Body', Dr. P. Murali Doraiswamy, Prof. of Psychiatry and Behavioral Sciences at Duke University's Medical Center says, "if [thankfulness] were a drug,

it would be the world's best-selling product with a health maintenance indication for every major organ system." Dr. Doraiswamy is also a leading expert in social neuroscience, a field which explores how brain research may be helpful in addressing some of society's major challenges. "Studies have shown measurable effects on multiple body and brain systems," said Doraiswamy. "Those include mood neurotransmitters (serotonin, norepinephrine), reproductive hormones (testosterone), social bonding hormones (oxytocin), cognitive and pleasure related neurotransmitters (dopamine), inflammatory and immune systems (cytokines), stress hormones (cortisol), cardiac and EEG rhythms, blood pressure, and blood sugar." Pretty incredible, right? Based on that, it's abundantly clear that making gratitude a priority has a huge upside.

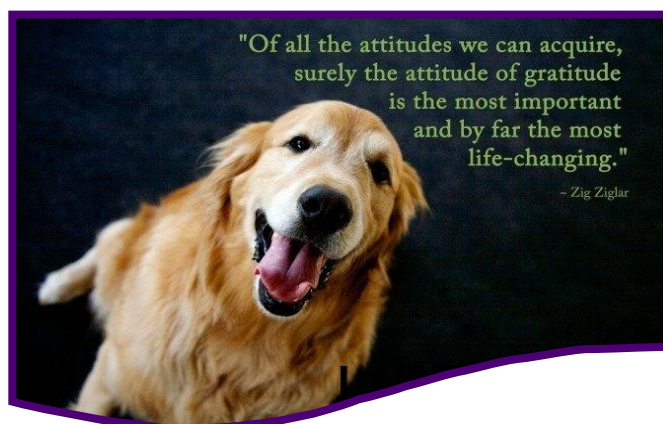
As far as my daughter, well she finally did get those thank you notes written and sent, and I knew this without asking her because I received emails from the recipients commenting on what lovely and



kind thank you notes they received and how much they appreciated them. Additionally, when I asked my daughter about having finally sent them, she said she 'felt incredibly pleased' and that sending thank you notes is something she will always make a priority.

Whether you're the giver or receiver, it's clear that being thankful is extremely important, physically, mentally, and emotionally. When you are about to put that thank you note aside, consider the incredibly positive consequences of extending thanks to others. It's going to benefit both you and them.

"if [thankfulness] were a drug, it would be the world's best-selling product with a health maintenance indication for every major organ system."



The JAM Team:

L-R: Jim “Coach” Morel, Kaleen Barbera, Greg “Heff” Heffington, and George Amidon



From the JAM Team:

Wishing you and your families a wonderful Holiday Season and much happiness and success in the New Year!



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Why JAM Consulting?

“Our clients say what they appreciate most is that we help them become the best version of themselves as professionals, creating greater success.

We believe in maximizing an individual’s potential, which leads to both opportunity and differentiation in a highly competitive landscape.

We do that through coaching, developing, and delivering relevant and insightful programs specializing in executive presence, communication, sales, and leadership. Our extensive expertise in those areas and the additional resources we access provide a unique edge to our clients and separates us from the competition.”

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