

# *Plan 323*

Von Goodwin

# *Preface*

*Two roads diverge in a wood and I – I took the one less traveled by, and that has made all the difference.*

*Robert Frost*

I have witnessed 25 years of clients' commitment to process improvement, and their spending millions of dollars, and countless hours of labor and worry on projects without addressing the one risk that often compromises their efforts: The core values of the staff.

Vendors, consultants, professional coaches, and others that were contracted by businesses to provide a variety of goods and services toiled over details, milestones and dependencies only to find the staff was not ready for change; not to mention learning new software, workflows, or services. Those same vendors, consultants, and professional coaches often found it in their best interest to omit the risk of change readiness from their discussions with their clients and the reason is this: Each was ill-equipped to deal with the problem. So the service providers sold what they knew which is their product or service, and their delivery methods.

The reason for this writing is to give a broad-based perspective of my experience as a trainer, consultant and voyeur of service vendor implementation tactics and strategies. It is an honest and candid perspective of my mistakes, revelations and accomplishments. It serves also as a primer for professional services I offer with regard to Change Readiness. As you soon will read, I took the road less traveled. I took on the task of getting to the heart of the matter, so to speak, and work with how staffers think and feel about ethics and morals; and about their responsibility to those that employ them. I know this may sound a bit preachy and maybe a bit outside the boundaries of modern-day tactics, and that is exactly my point!

Technology advancements are generally good, and worth the expense. New ways of approaching tired, old process management is often beneficial, and worth the effort. But there are times when getting back-to-the-basics is necessary to coalesce the hearts and minds of perhaps the most costly aspect of your business, your staff.

Without this coming together of the hearts and minds of your staff, the efforts of the service vendors and management are short-lived. My experiences have shown me that the effectiveness of trainers and consultants wanes dramatically after their physical departure from each client's site. And without exceptional efforts by key staff members, corrective actions are needed as soon as 6 months later; unless one objective is accomplished for each staff member.

This book promotes the intrinsic value of that single objective and provides a general outline as to how to achieve that goal. What is omitted are the hundreds of accounts of real success and transformed lives. Also limited in this book are the dozens of techniques that were employed in those transformations. What is clearly stated in this writing is the need to focus on what **not** is to be learned, but rather what must be **remembered**: The answer lies within each of us and has been there all along!

# *Introduction*

*Insanity is doing the same thing over and over again expecting different results.*

*Albert Einstein*

Motivation: The one characteristic that is as American as baseball. It pushes the athlete to win, it provides the impetus for the soldier to take the hill, it causes the mother to endure pain to birth a baby, and it provides the drive to achieve one's goals. The source of motivation is without consequence. Whether it comes from fear of failure or loss, or from a desire for gain or betterment, the big M is taught, or better yet expected in each of us from cradle to grave. Family and friends expect a level of motivation as does employers and clergy, and we are all guilty of wishing, praying, and searching for the elixir that would make us the next Donald Trump, or at least attractive, desirable, or employable. And frankly, those that don't display a specific level of motivation are characterized as slackers, slow witted or worse – contrarians such as me.

Here is the kick in the head; motivation does not work for the long term for anything we attempt to do. Motivation works when it does work for the short term. From one confessional to the next, from one relationship to the next, from one weight loss program to another, or from one candid discussion with your boss to the next, motivation is like a drug – an elixir – that calms the knots in one's stomach with the ups and the downs of the thrill ride called Change.

So, if motivation does not work for the long term, what does? How do those we recognize as successful whether it is a seemingly impossible business that defies all odds that makes it, an enduring 60 year marriage, or, an incredible change in lifestyle, do it? Is it luck? Is it fate? Is it they had better opportunity? There is something other than motivation that comes into play. And that secret will be revealed later. But for now, we must first define what motivation is, and what it is not.

To begin, motivation is someone else's idea for you. It is external expectations for what others think you need, want, or desire. And those that are truly successful from your perspective that display various motivation tricks have another component that is ultimately the only component that is the impetus of their fortune; something deeper and lasting, and yes that will be revealed later. As for now, let's explain how motivation is used and see if you can recognize the pitfalls.

# *It Was Magic*

*Preacher man talking on TV, puttin' down the rock and roll*

*Wants me to send a donation, 'cause he's worried about my soul*

*He said, "Jesus walked on the water.", and I know that it's true*

*But sometimes I think that preacher man, would like to do a little walkin' too.*

*Charlie Daniels*

I have been a consultant for over 25 years. Having worked with well over 600 clients, my experience has been that of a card-carrying member of this-is-how-you-do-it fraternity of know-it-alls. That is far too many hyphens, but most of you will understand what I mean. I was the suit! Early in my experience I memorized the narratives of what I was supposed to say in one setting, or another. And I used statistics to lend credibility to what I was espousing. Believe-ability and credibility were my epaulets, badges of honor, and I injected corny jokes when I thought it was clever to do so. I read soap opera digest to connect with the ladies about All My Children. I role-played using canned exercises with colleagues to hone my skills; I quickly became a go-to person to make the unhappy clients happy.

My role in the context of this writing was that of a *fixer* of that which was broken: Making unhappy clients happy. Medical practices would be persuaded by my employer to purchase software and with that a package deal which included training and helpdesk support. A typical post-sale experience for a new client would be a kick-off call to layout the implementation plans. Dates and objectives would be discussed and decided, and expectations as to which side would be responsible for any given milestone would be assigned. It is safe to say there are many contingencies that had to be addressed to have a successful implementation. And for the most part, the major items seemed to get done. But there were always times with each client whereby deliverables would fall through the cracks. And it was those deliverables that 'fell through the cracks' that were my responsibility to correct; and each client – ALL clients – had training, workflow and coaching needs. I did not work with all of the clients because at my level it was an added cost for my services. So, at risk of putting the cart before the horse, those that did not secure my services were the ones in most need of fixing.

Those most in need of *fixing* that required over 90% of my time and efforts centered on the retraining of the software to the staff of each client. Unsurprisingly to me, it was a shock to the client that their staff members were ill prepared to utilize the software at go-live. Those assignments escalated when the controversial decision was made by my company to streamline training by making it an online requirement with inexperienced trainers reading from scripts. In fairness, it was becoming an issue of a resource-management concern to have enough available trainers to service an increased number of clients; that raised the questions of scalability. Nonetheless, discussions between the company and the client regarding staff training were limited to class schedules and staff availability. There were never any discussions to my knowledge with any client regarding prepping the staff for the transition: That is to say, the need for any coaching as to how one manages anxiety, increased expectations or simple fear. The advice given by the project managers was: We do this all of the time, things will be fine!

Well, things were not fine. Most clients were dissatisfied with some aspect of the process, and it reflected often in complaints by the staffers from top to bottom. The complaints were grouped into two categories: One, I am not equipped to do my job, or, two, the software lacks features or is too difficult to do my job efficiently. Hardware and technical situations were easily resolved; pull a cable or buy a piece of equipment and it is done. The human aspect was altogether different. And that would set the stage for my interaction with the client.

Arriving onsite at a client's office I had the effect of elevating everyone's consciousness and performance by simply being there. I know it sounds foolish. It was magic. I felt chosen! Early on, my ego was certainly affected by the reactions of my clients. I soon learned, however, the reality of this phenomenon and a bit of humility set in and I began to notice human nature more closely. The excitement of an outsider coming in always created some degree of fear and uncertainty. Everyone's senses heightened as each was conscious of putting their best foot forward; I referred to it as the time when everyone's face was washed and their hair combed. But when I would break the ice and close the gaps between the *outsider* and the staff with tales of my travels, their guards would lower and each would relax. I was good at that and I do take a degree of pleasure to this day for those achievements.

When the staff at a client site did relax each would recognize my presence as an opportunity to deviate from the norm: This was party time. Some aberrations were non-work related such as catered lunches, drinks after work, and a more relaxed protocol. This deviation would also open gateways to instruction and understanding that quite simply did not exist in a normal day-to-day grind in a production environment: This was innovation time. Each staffer would at some level exhibit managerial characteristics such as looking at efficiencies, processes and outcomes. It was interesting to observe a nurse suddenly become interested in cash collections, or a manager for the first time, in a long time, listen to the ideas of a file clerk. I loved it. Management would often comment how adept I was at getting information from the staff and *motivating* them to learn. I was miraculous; did my presence did all of that?

My assignments were a workweek in duration. As my arrival created a bit of fear, my departure created a lot of anxiety. Early on I dismissed this as a rationalization that Mr. Wikipedia was leaving the building and with him their access to a library of knowledge. As I mentioned earlier, humility did set in and my departure was far more than an information resource departing, I provided an opportunity for them to exist more meaningfully in their world and with my departure their inner spark and license to contribute was leaving. I soon learned that it was less of what I knew and more of what I turned on inside them was what would be missed.

My exit interview with management always provided a detailed recap of the week and my assessment for the requirements of the business moving forward. What did not register with me initially was the topic of my return which was always discussed as a planning item. Usually, my efforts which included training, monitoring and motivating had a shelf life of about 6 months. That's right. Short termed. The question was never asked why it was short lived, I simply pre-handled the objection by giving management an out – that is; people are people and people backslide and the information becomes diluted as individual interpretation happens. And I would profess there's no way around it. And as you might guess, I made a good living with repeat trips to the same client.

I know this may sound disingenuous, but at the time I truly believed this was the way it was. If one were to take a short-sighted, calloused view of the each client scenario as it played out, one could make the assessment most people simply don't care. How can staffers – responsible people – not take things more

seriously? Is there precedent for this in life and living? One lives life from one confessional to next, from one Sunday to the next, or one revival to the next in an attempt to be righteous. One lives from one paycheck to the next, from one weekend to the next, or from one vacation to next in an attempt to be like everyone they know. There are many examples. Nonetheless, the topic of permanence never was discussed until I later changed my approach. Even so, at that time that was the plan. My employers accepted it, my clients were comforted by it, and I profited by it.

So, from one visit to the next, the plans I developed would be put in place and were implemented by others, notably senior management. The training I had provided was to be utilized by mid-level staffers to play their role to assure integrity of workflows and outcomes. The benchmarks and monitoring tools that were established were to be a collaborative effort of many staffers to encourage teamwork and stay the course. The duration of the effects of my efforts in the beginning of my consulting visits could be calculated with an egg timer. That troubled me. If I were doing a good work worthy of recognition then the durability of my efforts would have to be an embarrassment. I was gone. And 'I' could have been any consultant with a similar approach. The newness of all that was done and experienced faded and things returned to normal: Normal as in pre-visit normal, reverting to old patterns, outcomes and frustrations.

There were times when momentum carried on a bit longer. This was achieved because of the presence of gifted management. Sometimes something inside a manager would click and an increased enthusiasm for the new plans would be the energy of sustaining the mission. After all, was I to believe I was the only gifted consultant? Once again, humility found its way to my heart quickly. Nonetheless, those managers that maintained several weeks did so because the vision of what was to be accomplished resonated with each of them. They possessed the secret component discussed earlier that will be explained later. Their problem was igniting that same spark in the staff. That is always the problem. Each manager established and maintained a protocol – policies and procedures - that would mandate adherence to a workflow and outcomes. They would almost always revert, however, to what they were accustomed. Motivation had its place when things were new and exciting for everyone. It waned later for most and those that kept it did so because of the inner spark. Fatigue can make cowards of us all!

Few clients maintained their enthusiasm for an extended period. By period I mean more than a few months. Those that did had a champion in the ranks that would carry the torch for others to follow. These staffers bought into what was being proposed by management and me. These individuals were special; there was something inside them that found work to be gratifying. And at their level, embedded in the rank and file of the production staff, these individuals had the opportunities to affect change that management did not have; and those opportunities was peer pressure.

At the level of peer pressure vocabulary, emotions and sanctions have few boundaries. Protocol restrictions are lessened when things are said, done, and enforced at this level. In fact, bringing motivation closer and closer to where one lives strengthens the effort. I like to use the example of rocks. A rock that is formed at the heat and pressure in which it currently exist will be stable and hold together for a long, long time; meaning it will not fall apart because it is at home. A rock taken from its place of forming and exposed to conditions for which it is not well suited will fall apart. So, the further down the ladder, so to speak, the greater the adherence to an objective can be passed by a believer, the better it is for the business.

But what about the person?

# *It's the Person*

*There two great days in a person's life...*

*The day we are born, and the day we discover why.*

*William Barclay*

I observed the effects of my work on hundreds of clients. In the beginning, I felt successful making it through an assignment by covering my list of objectives. Then a funny thing happen, I had a road-to-Damascus experience. Dramatics is not the intent here; my use of that wording is to emphasize the impact of my epiphany. The Apostle Paul was stricken blind for a period of time so that he could eventually see more clearly. I am not Paul, but I do believe we have incidents in our lives that help us to see clearly. In fact, I have come to learn that thinking clearly has infinitely more value than thinking deeply. Seemingly overnight I was made aware that it is not the software training, or the workflow construction, or the benchmarking that was important, it was the people. I know what you may be thinking; something to the affect we all know that. But what I mean is much deeper.

The clients that had a staffer that completely bought into my consulting work were those that could internalize things. I don't mean memorizing, nor do I mean being bull-headed enough to will their way through day after day of adherence to policies and procedures. I mean they felt it, and thereby lived it. What happened inside these people that didn't happen in the others? I know people are different, but there are far more similarities than differences. It was the answer to this question that pushed me over the edge of reason to realization.

After this epiphany I changed the way I approached my assignments. In fact, although my effectiveness for my clients increased profoundly by many tangible measures such as bottom-line profitability and staff retention, my employer and supervisor became less enchanted. The reason was this: Working for a software company and not promoting the software as the ultimate solution to all of the client's problems was troublesome. My supervisor wanted software solutions to what I considered spiritual problems. My rationale was this; if the software is the ultimate answer to all of the questions then personal responsibility can never be identified as recourse. That is, the software company had better have a solution to any, and all, problems a client may have and those features did not exist. I knew that would not hold water in my supervisor's cup, but I knew I was on the right track.

So, the question in my mind was this: How do you *motivate* a staffer to be a champion. Reflecting on my experience, all was well when I was present. When I observed, creation happened. This observe / create idea has its roots in ancient traditions, as well as modern-day physics. Things not only happen when one watches, but the things that happen are what one expects. Faithfulness to the objective waned over time after my departure; the observation and expectations of those that were to maintain the mission changed and things happened accordingly. Some clients did better than others in longevity to the cause. And the only characteristic of the clients that were successful for a longer period of time was the presence of a champion at the rank and file level. This champion(s) would have a demeanor about them that was not authoritarian in nature, they were not bossy; it was more of a characteristic of being connected. And it was that 'connected' characteristic that intrigued me; connected to what? How does one spot a champion? How does one become a champion? Is learning to become a champion possible? Rarely were the champions in a

supervisory role. In fact, those that were champions would not be considered the smartest in the room; they were certainly more intuitive whether they would admit it, or not. I started to pay closer attention to this anomaly.

I was 3 years into my experience when I began to amend my approach to training and consulting. Whether it was a one-on-one scenario or a small group setting, I took time to get to know each individual. This took a lot of time and I was chastised by management of both the client and my employer for not sticking to an out-of-the-gate approach to training; it was supposed to be all about the software. I was assigned a practice in South Dakota to work with the patient registration staff to develop a more fluid process of checking in patients and to coach techniques to reduce billing errors. The front desk supervisor was an older lady that was completely intimidated by computers, software and change. I found her teary-eyed at her desk prior to patients arriving for their appointments. The fork in the road in her mind was whether to stay or quit. I told her I would help her with either, but before I allowed her to continue with her decision I asked her a question. Looking at her desk I saw 2 small children in a framed picture. I asked her to tell me about the children and 2 hours later I knew not only of them but also her husband, church, civic activities; I heard it all. Near the end of the discussion I asked her one final question. The question was, "How important is it to you for those grandchildren to remember you as someone who would not quit?" I am sure you know what happened next. She calmed herself and allowed me to help her develop a routine that she could replicate and train.

I worked in all areas of that South Dakota practice, approaching each staffer in a similar manner. I found what some would call their *button*. I find the term *button* a bit sophomoric. I was not really in control as much as I was allowing each to be an expert; an expert in what they know best: Themselves! It was something deeper than button pushing, I felt it. I learned that if the question were asked to have the individual define who they are, or what they do, most could not articulate a summary statement: The responses fell into 2 categories; what they were not, or to marginalize what they did! I worked with each of the staffers to construct a personal mission statement that defined what's important about them and what they could contribute. It is safe to say, I did not cover all of my software objectives that week because of the time that was spent getting to know the people. I never returned to that business; and repeat business was a cash cow for me. I called from time to time to check in and what I discovered is that software knowledge notwithstanding, this was a collective group of individual champions. They learned to improvise because felt emboldened to do so.

Still reflecting on my experience, I was having great success developing the rank and file, even though I did not yet have a full understanding as to why. But, I was concerned that focusing on the rank and file spread my efforts thinly because of simple logistics: So many people and so little time. I had many customers to satisfy; my employer, my business client, individual staffers, co-workers, anyone with which I had contact I felt responsible. If I wanted to completely *fix* a client I would have to develop managers with my style and approach to coaching and training. I chose managers because of their license to affect change and my challenge was to give them the courage and insight. And I first had to figure out what that style and approach was and how to replicate it.

Candidly, that objective stumped me for a while – a couple of years, in fact. What had been my experience to this point could be summarized by this: I started my career by training an agenda, hoping my students could make personal sense of the information I was giving. Then training evolved into customizing the information to fit the person. The former is easy, less effective and short termed. The latter is more



difficult, more effective and longer termed. In fact, the strategy had an additional layer beyond the student making sense of the information, or customizing the information to fit the student; the natural evolution was to truly affect the person so that without regard to how information was received, it would be meaningful.

What was I tapping into when I made it personal? Is it as easy as making friends with the staffer? If that's the case perhaps one could simply buy that commitment with incentives. I learned along the way to live one's questions. That is having faith in revelations, divine or otherwise. I also learned that there is no such a thing as coincidence; things happen with purpose. I also learned patience, as well. Patience in that things will come to you when you are ready to use them: The teacher will arrive when the student is ready! But the greatest thing I learned was the power of gratitude.

# *A Most Powerful Emotion*

*Gratitude makes sense of our past,*

*Brings peace for our today,*

*And creates a vision for tomorrow.*

*Melody Beattie*

After several years of trying new things and observing, I notice a single, common trait each of the champions possessed. Those that I observed that got it, those that were the leaders by example were the ones that were most grateful. These individuals were as varied as the general population. All races, all income levels, all with similar personal problems and all with the same wants and needs as anyone; the difference, however, was a genuine feeling of thankfulness for opportunity, current possessions and peace of mind. We'll come back to the peace of mind component later in this writing, but for now where did this feeling of gratitude, this seemingly unfounded sense of thankfulness come from. Was it divine, was it taught, was it a product of self-discovery; the answer to those questions is yes: YES, to all!

First, studies have shown that people of faith have a greater sense of belonging and acceptance as opposed to those who don't. Some might say that perhaps this is a product of guilt and fear that perdition's flames may await those who are not content and happy. I fear that those who would suggest that are those who I would have to revisit time and again as a consultant: They simply don't get it! There has been a lot of talk about the god gene, the god particle, and much more talk about recently about human origins, and such. And the more science delves into the secrets of humans the more it reveals a more mystical aspect of humanness that supports what our grandmothers and grandfathers tried to teach us. And that is, there is a set of core values that each of us is born with, and some of us revere those values and nurture them. And some of us permit modern-day rationale to dismiss those core values and replace them with a pseudo-tolerance belief based on political correctness, convenience, and situational ethics. So much so, that it becomes impossible or improbable for any of those individuals to make a moral judgment on anything. And there is a word that creates ire amongst some: Judgment. Judgment is the ability to make considered decisions or come to sensible conclusions. Yet, even though the definition is generally understood by all, those that were champions were capable of not only understanding its meaning but were also able to apply it to everyday life and living.

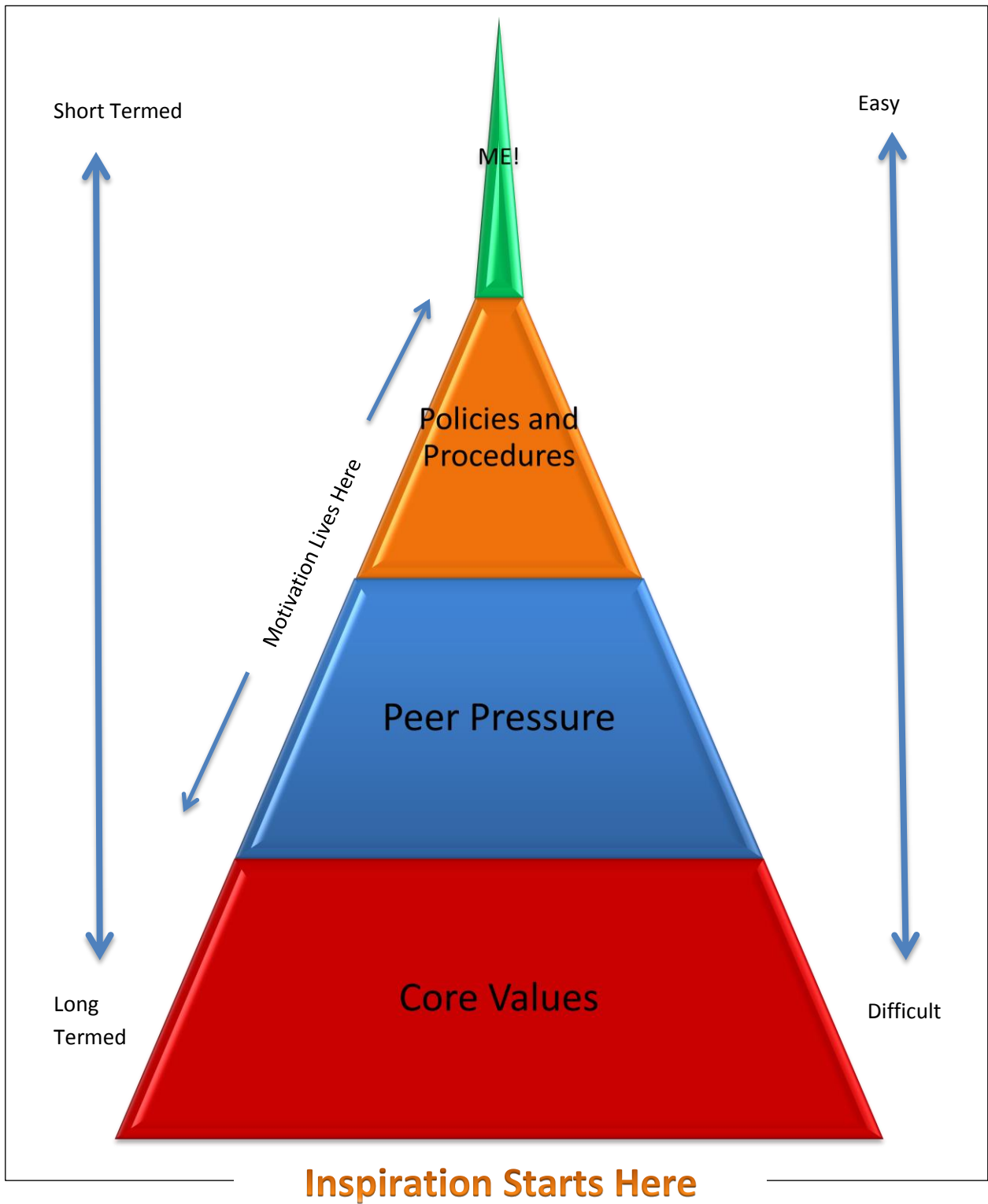
As I mentioned earlier, was this sense of gratitude taught? I believe it is from my personal experience and from observing others. Those that were champions mentioned doing the right thing to honor their upbringing. That is, to honor thy father and thy mother. I can't tell you the kick back I have received from people who said this is absolutely without value and meaning. These are the individuals that generally believe they can do it on their own, without a firm set of beliefs and values, and they often fall into the trap of entitlement and victimization; strangely, excuses and vices are the legs on which they stand. These are the ones when asked at the exit meeting their assessment of the week that state everything is wonderful and later complete an evaluation and list many complaints. Everything in their life that is incomplete or troublesome is someone else's fault. Never do the champions display this behavior. At worst they may be shy in a meeting and later request a private audience to get things right. Champions are honorable. If I were to characterize their behavior the word I would use is polite.

Considering the first 2 sources for gratefulness as divine and taught, the last is my experience is that that of self-discovery. The mistake one can make as a consultant is that of not recognizing a person is in the journey of figuring things out. It is easy to summarily dismiss a person as ungrateful without recognizing their struggle. And here is the monkey in the punch bowl; all of us are in the midst of that journey. I am confident that we all evolve, or devolve, at our own pace. And I am equally confident that God is patient and kind with each of us. So, from a self-paced discovery aspect we are all on the same journey. What varies, however, is the influence and support we receive from others.

Enabling is like a sword, it has 2 edges. Each edge is equally sharp. And each edge has the ability to either ennoble us, or to restrict us. The ennobling aspect is a concept founded in Western thought with regard to forgiveness and redemption. We are taught, those of us who were fortunate enough to have the opportunity, forgiveness is divine and is freely given to a contrite heart. Redemption is a concept whereby one can change and move on to a better existence: So, forgiveness and redemption, is an honorable act of giving and kindness that we all have benefitted from. There is another aspect of that, however. Those receiving forgiveness and redemption have a sense of obligation to fulfill any and all obligations. I feel that God may forgive, and He does; as we should do. I feel God provides redemption, and He does; as we should do. But often, what we do has a price to be paid and that is where responsibility comes into play. Some have defined one aspect of God as the sum total of the laws of nature, and if that is true then when we attempt to break a law like leaping from a building in an attempt to fly, we discover quickly another one: Gravity. Champions don't blame gravity for broken bones; they take responsibility for their actions.

Then there's the other side of the sword: Enabling so as to restrict someone. Yes, it can happen. How many times have you heard that bad behavior is to be tolerated simply because the person is in the process of healing? I cannot think of a more damning statement one can make than to commit a person to living as a victim as this philosophy does. Take for existence the Mayor of Baltimore's statement to let the rioters burn buildings and vent their frustration: Ridiculous! Those that participated may certainly regret their frustrations one day. I have taken a lot of heat for opposing this approach to any problem by letting someone self-destruct to teach them a lesson. I am not going to waste your time on this insanity, which will be the subject of another book. But, we all have a moral obligation to pull someone from the path of an oncoming bus to save that person from harm. What we don't have a moral license to do is to protect someone from beneficial experiences. What I do suggest and has worked for me time and again is the reinforcement of responsibility. Here is the caveat. As a consultant I had 5 days to affect change, or to at least plant a seed. With friends and family I have much longer. Responsibility is an ugly word in today's world; and that is because it falls squarely on the shoulders on the individual. The trend today is to relinquish control of one's thinking and wellbeing to a higher authority which could be one's therapist, government or addiction. This has to do with socialization as we are trained this way. Like the baby elephant that is chained to a stake and attempts to escape and can't that grows to an adult and gives up: The chain can restrain an elephant and be anchored to nothing. It is conditioned to believe there are no options.

Now, I haven't given you much you didn't already know in the previous few paragraphs. The narrative has been to state the obvious to some, to unintentionally offend others, and to validate the chosen few. I suggest you hang in there for a few more pages. We have discussed various levels of commitment using my experience as a medical practice consultant as examples. The previous narrative holds true with any aspect of life: Personal relationships, business, family, coaching a softball team, and much more. Let's just say that most of what we have covered centers on motivation. The following displays the intent:



The pyramid is a pictorial of motivation that I experienced as a software consultant. The current image has 4 levels and on either side are arrowed lines measuring the degree of difficulty in motivating the staff and the longevity of change.

As you can see, the pyramid starts at the top with my efforts as a consultant. Remember, fear of the unknown and the deviation from the norm creates a level of excitement that last a few days. Staffers feel somewhat embolden to be candid in the activities. They also feel an obligation to participate. At this level change is suggested and taught, and acceptance is at a high level. When I leave, however, the dynamics change.

The second level is where management sets up policies and procedures to mandate that which was taught during my visit, and deploys a code of conduct to enforce performance. Being emboldened is quickly replaced with responsibility as management monitors work against benchmarks that were set. Sanctions take the place of encouragement as the enthusiasm wanes.

The third level is where management's reach is limited. It is the level where peer pressure and water-cooler consultations between motivated and non-motivated staffers occur. Some would say this is a good thing. Maybe it can be, and maybe not. Competition is counterproductive in an office, cooperation is what is preferred.

So, as you can see, my efforts are easy to achieve and short lived. Management's mandates are a bit more difficult and tend to be more enduring. Peer pressure is arduous and can lead to mob rule, yet it tends to have better staying power.

Feel encouraged so far! I wouldn't be either, if I didn't know how this plays out. Whether you are reading this for a business purpose or a personal perspective, there is not much to cheer about, so far. But wait a minute. Remember the champions and their characteristic of gratitude? Let's look at the pyramid again:

The top 3 layers are based on motivation which is grounded on: Following the rules, fear, and sanctions. And if you were to admit it, much of our lives are lived on these ideals. There has to be more. It can't be limited to limitations. What about the shaded layer at the bottom of the pyramid?

Remember the older lady that I trained and coached in South Dakota? Recall her fear and resolve that she could not do it? Remember I asked her about the photo of the two children on her desk? Do you recall what I asked her? My question was invasive and many of my colleagues chastised me for getting too personal with her. She stated with teary eyes that she should quit and go home. If you recall I said I would help her do that, but what would her grandchildren think? Would they think she was a quitter? Or worse still, would her keeping her decision a secret from them be an embarrassment? Remember, she decided to stay and make it work!

I asked her later to what degree my questions affected her decision. She touched my shoulder and told me that my conversation with her is exactly what her grandfather would have said. I asked her to continue. She went on to say that I had touched an area of her consciousness that she associates with her faith, principles and morality. She described it as her core: Who she really is! As I mentioned previously, she was not the most gifted software user, nor was she the most knowledgeable of the medical industry, she was,

however, inspired to do the right thing. Drawing upon her core values, she found the strength, courage, and resiliency to persevere.

That brings us to the bottom layer of the pyramid. The previous layers were based on **MOTIVATION** which is someone else's plan for you. And through rules and regulations one migrates between those layers experiencing both success and failure with a healthy blending of unhappiness and worry. Except for those champions that, seemingly quite by accident in the business world, were able to draw upon their core values.

What is the source of one's core values? I am old fashioned. I believe we are born with a full knowledge of what is correct and respectable. I do feel we are reconditioned to accept other people's plans for us, however. Sound familiar. We are motivated to divert our life plan to accommodate many factions in our existence. The distractions come in many forms, such as, political correctness, an overt sensitivity to racism, gender wars, gender confusion, drug legalization, abortion, earth changes, economic instabilities, GMOs, FDA, prescription drugs, healthcare, and on and on. Let's talk about the personal distractions that cause each and every one of us to lose sight, even temporarily, of what's truly important in living an inspired life. Those distractions affect one's Peace of Mind.

I AM WHAT I OWN is a product of advertising and upbringing. And there is nothing at all wrong with having things and certainly there is nothing wrong in adopting a capitalist mentality that everything is within reach, if one works for it; and therein is the issue. Unfortunately, there are many whether in a business environment or not that expect certain accommodations and handouts. I recently read where college graduates would likely consider not taking a job offer if the employer did not allow time for social networking. And there are similar expectations with the non-champions in any given office. That is, there are expectations prior to a service being performed. My challenge, which the results were extremely successful, was to convert individuals to be entrepreneurs to have a sense of service. Champions give first before receiving.

I AM WHAT I DO is a lot like keeping up with the Jones's, or better said, keeping the Jones in their place. Sometimes it is what someone will not do that defines them. Such as withholding knowledge and experience from others that would benefit all, and using this seditious method to pad their own reputation. We have all seen that in public and in our private life. Sadly, most offices condone this behavior and even reward it with further separation physically, emotionally and with added benefits. Adjectives like independent, genius, permanent fixture, and more are verbal rationale for permitting bad behavior. The risk of this is rarely recognized, and it is realized when that person(s) decide what they do is more important than the business. Far too often this behavior is tolerated at the expense of others. Champions have a maturity of giving, and to train others to do is more of an act of remembering that learning.

I AM WHAT OTHERS THINK OF ME is similar to I am What I Do with the added caveat of entitlement. Political Correctness, good or bad, exists. And it must be recognized in an office setting as it is in one's public life. Why do we have to address it, how can it be a factor? Most often concepts are open to interpretation and it is no different with Political Correctness. By definition, PC should stand for Politeness and Consideration, not for Privilege and Compensation. Rarely does it manifest in that manner. Personal and group agenda often have a unilateral perspective with recompense and validation in mind. And instead of the old-fashioned method of proving one's worth and value, some insist on some higher power mandating it as a special dispensation for the sins of past of others. No one can ever get ahead if they spend their time

trying to get even. Champions play the game without staring at the scoreboard; they execute their responsibilities, assist others and are comfortable in their own skin. Training one to do that requires the recognition of self-worth, after all that is what PC crowd is crying out for, correct?

I AM DIFFERENT THAN OTHERS is not a condemnation of ethnic or racial diversity. I think those separations are real and should be celebrated. What is damning is the concept of inherent superiority based on deception. The ancients taught a philosophy that a prayer is answered if it possessed the following:

1. It has to be based on sincere gratitude,
2. The prayer has to surround a person, in other words the person lives the prayer, the prayer is in fact the person, and
3. The one praying cannot not have any hidden agendas.

Gratitude in this context is not only an appreciation for what has happened, but also a thankfulness for that which is to come. That is, to feel the feeling of that something as if it already exist. And this thankfulness is to consume one's existence as if it were one's work and play. In business, we cannot expect one to check their values at the door and operate at less than they know themselves to be. How many of our prayers are one's for petitioning for goods, services or health in exchange for one's devotion, industry and morality? It doesn't work that way, there is no deal making. One has to do what is right for the sake of doing the right thing.

So, typically those that have an unhealthy concept of separation from others often possess some or all of the following:

1. They are ungrateful to others,
2. They live a life their words don't mirror,
3. They have hidden agendas when dealing with others.

Champions for the most part have a code of conduct that each feels they cannot compromise, but instead of withdrawing and segregating themselves they elect to engage and affect others by example.

I AM WHAT I TAKE! Self-worth is far too often defined as to how one feels. That is, with the steady bombardment of advertising that suggest you are not well, or not all you could be without the aid of their pharmaceutical or supplement, it is no wonder that oral remedies are taken to correct to spiritual issues. 7 out of 10 Americans take some type of psychotropic drug, many more take prescription medication that fixes one problem and exacerbates another. This temperament carries over into the office place, as well. The same drug issue exists in the office with the added caveat that one's issues and the need for special accommodations proliferate. Now, there are certain needs selected individuals have that should not be dismissed, and to me each is obvious. What is sad, however, is the individual who uses it as a distraction for not truly being all they can be. I have worked with troubled staffers to refocus their attention to actions; which is always preceded by thoughts and then by words. Champions have learned to think, say and do: Think the right thoughts, say the right thing, and do what is right!

So much for the distractions, now getting back to that bottom layer, core values is the difference in making it, or not. Whether you are a billing clerk at a medical office, or trying to lose weight, stop smoking, finish school, find another job, stop an abusive behavior, or simply wanting to sleep better at night, the realization of getting back to the basics is an absolute in your decision. That's right, your decision.

What I have found, credible clinical issues notwithstanding, is that most of us are lazy. After all, if you have a problem and you know how to fix the problem so where does the necessity for years and years of healing come into effect? You are not sick; you have simply lost your way. And getting back on track requires a course change, not medication, not legislation and certainly not someone else's plan for you. It requires one to remember – more on this later.

So, if motivation is someone else's plan for you and it has as its mandates fear, following the rules and sanctions: Then Inspiration is opposite. Inspiration is that plan you have for yourself, not the one you decided last night when paying your bills, the one you came into this world to follow. Inspiration has as its fruits acceptance, living the rules and peace of mind; being your true self. It is one that has as its base the core values of faith, hope and charity.

So, accessing one's core values as a means to conduct one's life is as simple as deciding to do so, and remembering what the values are: The core values have always been there waiting for you. And if your memory is clouded move away from what you are currently doing in your life and see if the view changes, I am confident it will! Stop doing the same thing expecting different outcomes!



# *How to Train the Trainer*

*I hated training, but I said, 'Don't quit. Suffer now and live the rest of your life as a champion!'*

*Muhammad Ali*

The lessons I have learned did not come easy. First was the time it took which is approaching 25 years. Second was the sacrifice. I traveled at least 40 weeks per year for over 15 years. Third was the wisdom to look beyond the obvious work goals and look deeper into what makes people do what they do, and I have my family to thank for that. The sum total of my experience can be whittled down to this: Always leave the client, the person, and the situation in better shape than you found it!

I suppose most all of us can make that assertion. Certainly it would appear that adding any measure of correction and improvement fulfills that prime directive. But, once again, I am looking more deeply into that mission statement by saying I want to leave the person in better shape of making decisions, living life to the fullest, and being someone who raises the bar by simply walking into a room. I believe it can be done, I have seen it, and humbly, I have caused it to happen.

As I mentioned earlier, after figuring things out my enigma was not how or what to do, it was a matter of scalability: How could I reach and affect all of the people with whom I have contact. It became obvious that I would have to narrow the field of participants to a select few. Even the smallest of clients would have a dozen, or so staffers and the larger ones a few hundred. The easy choice would have been to train the managers and have them train the staff. But, as many of you might expect, the managers are often less visionary and skilled at affecting change than some of their subordinates. It's like hiring a successful head basketball coach from another team only to discover that the assistant coach was the heart and soul of the group. And so it is in business.

Recognizing that level of genius takes some effort. And, yes, I said genius. It is a remarkable thing to witness when a plan comes together as a team rallies around its leader. Nonetheless, one still has to start with management. My colleagues find my tactics to be a bit archaic. They have bought into a modification of an ancient phrase that states that one can't manage what one can't measure. My response to that has always been Einstein's quote:

*"...if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid."*

The source of my colleague's philosophy resides in an ancient concept based on quantum physics that when one observes, one creates. So, when assessing possible candidates for training it is as simple as observing the answer to this question. The question is, "What is your place in the hierarchy of the business." I hope you noticed my wording leading up to the question: Observing the answer. That's correct; we will later talk about the value of doing, but for now I asked the question of several hundred managers over the years, the verbal and physical responses varied. Some were surprising and most were predictable. The observing aspect was to have them draw a picture of their placement in the organization. Almost all of the time the drawings would have the look and feel of a typical org-chart; I would then ask each to redo the drawing as to where do they fit intelligently and emotionally in the business. The only parameters I gave were to draw anything they wanted. I was looking for a specific response.

I would do the same exercise with the staff. And there is where I would find diamonds in the rough. Some would draw wagons with people pulling, pushing and riding. Others drew boxes with dots positioned inside the lines to establish placement of authority, competition, or cooperation. There were many more examples of cleverness, essentially none from the managers. I suppose their candidness was a function of their position, because at their level, humbleness and honesty can be profound when given an opportunity. The managers on the other hand had a certain pretense to their response. I feel we really mess with people's head at times, particularly management heads. The traits and achievements that get one recognized becomes the ball and chain that restricts: Most managers don't feel worthy of their position, or the title. Or, they feel vulnerable with being human: A kind of don't-let-them-see-you-blink mentality. Validation seems to rule the day for supervisors and affirmation for their subordinates. My work with managers is most often more arduous because of this image of themselves. Of course this does not play out all of the time, but it does occur with enough frequency that I feel compelled to mention it.

I suppose this is a good time to define training. But first, I want to rant a bit. The position of front desk receptionist in a medical office is considered an entry level job by many from an administrative perspective, and there are a lot of people who think the position of trainer is the same for professional services. Boy, are they wrong on both accounts. I have re-engineered offices to remove the inexperienced staff from greeting the public and entering data and that adjustment would have immediate effects on the improvement of the bottom line. And it is a mistake not to put your most experienced staffers in a training position, as well. Some have a misconception about what training is and consequently fail to fully utilize opportunities. Plain and simple: Training is the conveyance of information to be used later. Driver's training is an obvious example in that after the training one would need to retain and USE that information in the operation of the vehicle. Watching a National Geographic film about the migration of geese is informational, but it is not likely information that is needed in the future. I apologize to my goose hunting friends.

Next, and perhaps most important, is knowing your audience. Do they learn best by doing, watching, or reading? Do they assimilate data best by taking raw information and making sense of it, or by hearing it in a story-like format? By what method does one make those determinations? Or, are we to presume everyone is the same, and that there is one way that is best? The software vendor in this writing thinks so. Without a method to adjust your training, it becomes a guessing game. It is important to know and I have constructed an assessment tool that identifies what type learners are being taught.

The next time you make a major decision in your business that requires any training of the staff; ask your vendor if age matters when it comes to preparation. Age has its place in learning. The younger the student, the more imaginative they are when it comes to learning. They can latch onto theoretical concepts more easily than older adults. Now, before I insult my older friends let me explain. The older you become the less one relies on imagination. Let's face it, as a part of training one may have to teach ethics and morals of political cycles to an 18 year old. And, you may only have to remind a 60 year old of those same topics. Time has its place. It is easy to understand that there can be differences in these groups. For the older, history catches their attention, and for the younger, colonial economics of the Founding Fathers is a sign for them to leave the room. I could continue with many examples, the lesson here is: Age is important and if it is not a topic of the discussions, you vendor may not have a clue about adult learning.

I was guilty early on of presuming I had enough charm and wit about me to control the attention of a room of students hour after hour, and day after day. People must have changed shortly after I began my career because it stopped working. It is a strange thing how we accept a certain degree of boredom as a usual

consequence in training. I took it personally and tried to keep the level of energy up by engagement and breaks. I did, however, begin to utilize aids in my training, such as handouts, slide shows, movie clips, flipcharts, and such. I would wear different hats to separate topics. I would take a flash photograph of an attendee to demonstrate the specific information currently being presented was extremely important. The value as you might recognize was variety by keeping the senses busy by alternating from one aid to another. I even introduced taste into training when there was a critical aspect of the information to remember and recall, hot cinnamon candy worked wonderfully. A credible vendor will be more than willing to discuss this topic with you if they have addressed it.

One mistake I did not make initially, and, to my knowledge, never did was not giving my full attention to my student(s). Some of you might ask how can you not. My response would be have you ever seen an instructor look at his watch, check his phone, or stop to eat or drink? It happens all of the time. To me it is like burping at the table, it may be accepted in some places but not at my table. Those instructors, like me, focus on the concept of Attending which is to give full attention to the needs of the individual by maintaining eye contact, proper distance, encouraging participation using body language and by not being a distraction. When asking about this topic to a potential vendor, responses you want to here are similar to this: Our trainers have trained this topic a thousand times, but they'll train your staff as if it is the first time hearing it, and it is! This is the enthusiasm you need.

An effective trainer also has the eyes of hawk, the ears of a cat, and an intuitiveness that would rival a psychic. That is because students are an exact barometer of the atmosphere you are creating. Yawning, frowning, sleeping are obvious signs of detachment that most would recognize. But what about the person who picks up their pen to make a note when nothing noteworthy was said? Yes, it could be legitimate or it could be an opportunity to place their forehead in the hand and snooze a bit. I was never a classroom bully, but that might be a time to take a break. Learning to be observant is a skill of a real trainer.

One mistake many trainers make is not fully listening to a question, or comment a student is making. It may be safe to say that a trainer that has taught the same topic a thousand times is expecting the same questions and the same time and place of the presentation. I'll confirm that it happens. Now, after a couple of times I would adjust my presentation to pre-handle the question, but it does happen and when it does patience is the operative word. Listen and silent are composed of the same letters. After the student is finished repeat and rephrase the question or comment to validate, clarify and interpret to the others in the class. Number 5 of the Seven Habits of Highly Effective People by Stephen Covey is: Seek first to understand, then be understood. Once again, your vendors should know this and discuss it with you.

Now, the reverse scenario is for the trainer to offer up questions. There are certainly 'Kodak Moments' when a question should be asked because the subject is important, or difficult to understand. Another time is when the trainer senses the class needs to have to vocal time. And it is important to permit people to speak up and relax. How many times have you seen a classroom of students sit motionless, staring at the front of the room until some speaks up? It seems to be a call to shuffle and shift, take a breath and stretch before settling in again. Question time is scary for some. Fear of the unknown, I suppose. Credibility and believe-ability rest on the confidence of the instructor. Learning how to say one does not know is an art. That first step in learning that art is to admit one does not know it all.

Managing a student or a classroom takes many skills, some we have previously mention; sometimes managing means providing management for those that are out of control. Without listing all of the possible

disruptions, I will focus instead on what should be the objective when these situations arise. One thing is to eliminate or minimize the problem behavior. Another is to protect the self-esteem of the problem students; after all they are my clients. And lastly is to avoid the circumstances that led up to the problem situation. There many ways of handling these situations. One that is not an option is to ignore it and hope it goes away. I have tried this to a fault and have lost control of the class, the respect of my client and a much needed revenue source for my personal finances.

I have conducted remote training sessions utilizing various methods such as WebEx. Visually you are blind. And with all respect, a blind person has to utilize other senses to make things happen. Student participation verbally and driving the software, in applicable is needed. Added to that I found online acuity tests to be a good tool, although some are intimidated by this option. Regardless, many chose this option for training because it is cheaper: Cheaper than what? Re-training? Losing the respect of your superiors? At this point in the discussions with your vendor, pricing on-site training is often such to discourage you from insisting on having it: Negotiate what's best for you.

Finally, a trainer needs practice. I would have to say I am still learning after all of this time, but if I were asked to give an opinion of how long it took me to get comfortable I would have to say never; or, at least a qualified never: The bar is continuously raised. Malcom Gladwell's book Outliers: The Story of Success describes the paths The Beatles, Bill Gates, and others took to become who and what they are today. Long story short, each took advantage of opportunities to *practice* the skills of their passions. The Beatles played multi-hours sets, 7 days per week at German strip clubs. Gates would leave his parent's home in the early morning to *play* on the computer at a local hospital. Although each example is different, what they did, however, is similar: Each experienced 10,000 hours of exposure and practice before making it.

There are 2 points I'd like to make in reference to the 10,000 hour rule. First, over the years I have put in over 50,000 hours doing what I do and I am not suggesting my notoriety is that of Bill Gates or the Beatles. I will, however submit to you that I am respected in my field and I draw a lot of satisfaction from that accomplishment. Second, when working with staffers that seem to be unmotivated – wait, uninspired - it is because of their feeling of the lack of inherent value their experience is providing. Helping managers, staff, or individuals over the hump, so to speak, is coaching them in the realization that each is where they should be at a particular time to prepare them for what's coming in the future. That is a mouth full, I know. But in short, there is not such a thing as coincidence, everything happens for a purpose and when that concept can be internalize – tapping into one's core values – then gratitude for experience is the result. And you remember how important gratitude is in becoming a champion.

Change is difficult, if one's core values are not tapped. Motivation is a poor substitution for inspiration. The former is adopting trendy fads, and such. And the latter is remembering who you are. Sometimes there is a synergy whereby those trendy fads do align with one's core values and all is well. It happens from time to time. But, whether we are discussing business models or personal goals assessing risks and identifying needs to make adjustments is both plain and simple, or bull-headily impossible.

# *What If My Baby is Ugly?*

*Beauty is only skin deep, but ugly goes to the bone!*

*Dorothy Parker*

Thomas Edison once said, “I have not failed, I have found 10,000 ways it won’t work”. We look upon Edison’s accomplishments with respect and awe. We certainly give him license to make 10,000 fail attempts at something simply because he eventually got it right – and in a big way! Let’s face it, we are not inventing, or reinventing anything. In business we may get multiple opportunities to get it right and maybe not. It is easy to drink the Kool Aid that is served up by clever sales people to persuade a manager that the problems the business is having can be fixed by the product the vendor is selling. And it is completely understandable how this can happen; in fact that is the customer’s desire. First, it can be a true statement, or second, it could be wishful thinking. Nonetheless, I have heard many discussions where a business manager went into the arrangement with high hopes, only to have things go incredibly bad: I call this the Donner Principle.

The Donner family was pioneers that left Missouri on April 16, 1846 headed to a new life in California. Diary entries recorded tearful farewells as well as commentaries of how well the journey was going and how surprisingly easy things had been. The Donner’s and others decided to take an alternate route after being persuaded by written accounts of a better pathway. As fate had it, a wagon axle broke on a high mountain pass now named in their memory. This was the first setback of the trip. That night, unable to travel, 5 feet of snow fell and stranded them. The short of it is, they spent several months in icy and famine conditions resulting in starvation and death. The 46 that survived cannibalized the 41 who didn’t.

I know this is a gruesome tale and perhaps an untactful use of the Donner’s tragedy, but if it is, it hopefully made an impact on you. The lesson here is this, things can look promising, and tales of a better way may be truthful, but one has to hedge their bets. The Donner’s could have taken a safer route and they would have survived. But the lure of a quicker solution was too tempting. As it turned out, the alternate track was longer even in the best of conditions. The safer route in the context of our discussion is preparing your staff for change.

Many of us have heard something similar to this:

CFO: “What happens if we invest in the development of our people and they leave us?”

CEO: “What happens if we don’t, and they stay!”

If the decision is to not *train* the staff, then one may find one’s self as Edison needing 10,000 attempts to get it right. And I am not confident any of us has that kind of license. It is possible for one to be a visionary when making progressive changes, and to be myopic when not considering the most important aspect of the project: The staff. One can have what may seem a manageable setback become ugly, and require undesirable staffing changes.

I once had a wise administrator of a medical practice tell me that if all goes well with the software implementation that would be beautiful; and the hurt the expense would be as a finger-stick which is skin deep. He said if it did not go well, it would be bad to the bone.

Dorothy Parker's quote that beauty is only skin deep, but ugly goes to the bone is far more profound than one might realize. One cannot mask with any amount of cosmetics an implementation plan that has gone bad. When that happens my experience has been that a client will fight tooth and nail insisting that the smallest of imperfections in the software are causing huge problems in the operations of the business. And these small imperfections in my experience would pop up occasionally and each were certainly a nuisance, but none were a show-stopper by any means. This rationale is not to assist the software company in saving face, the sales and implementation staffers knew most of the time of the bugs. The message is that the ugliness that most likely affected the implementation was bone deep. Problems buried at a level beyond the software company's reach: The core values of the staff.

I can hear your objections, because I have heard them before. Here is an example of how the fluttering of a butterfly's wing at the production level can create a tempest at the administrative:

1. A practice manager is unable to report to the physician board of directors that targets have been reach.
2. The practice manager begins the research by reviewing reports.
3. The practice manager then begins to investigate the causes of the shortfall.
4. The practice manager learns that a low-level staffer has failed to complete critical operatives.
5. The staffer explains that the software is too difficult and suspects it loses data.
6. The practice manager at first scolds the staffer and later solicits her support.
7. The practice manager reports to the board that training was insufficient and there is reason to believe the integrity of the software is questionable.
8. The seed of doubt has been sewn and the manager is off the hook.
9. The board complains to the software vendor and request additional training.
10. I arrive on site and start over.

Andy Kaufman once said: "What's real? What's not? That's what I do in my act, test how other people deal with reality!"

## *Conclusion*

*“The key to the ability to change is a changeless sense of who you are, what you are about and what you value.”*

*Stephen R. Covey*

Busy people often need quick answers. And that is not to say those people will accept lesser quality because of their limited time. What it does mean is that there is so much information out there from which to choose, some is good and some is similar to the Donner's alternate route: Too good to be true, but let's try it anyway! And to rely on the same tired answers to recurring questions is insanity. One has to be sensitive as to what the truth means to some: Is something a statement of truth, or is that something truly stated. The obvious difference is between what exists as opposed to what is believed: Unfortunately, Rationalization rules!

Look at it this way, when you are approached by a vendor and what is being sold looks the same, sounds the same, and has the same rhetoric as that you have heard before, why tempt fate once again. That is yesterday's answers: The earth of the past. Instead look inward. We are taught that on the spiritual level for the individual, why not do the same for an organization. We hear terms like culture, family, team, whatever the word du jour is, and all of those terms are used superficially; all the while one desires a deeper experience that never happens. The fallacy is those words never reach the core level of consciousness of the staffer and that is because of the common ideology to business that exists.

In business we first departmentalize staff based on tasks; this intent is to more easily train and manage the operations. We then further restrict our humanness by requiring staffers to check their morals as they would their coat at the time clock and replace them with a *corporate vision*. And sometimes this has a watering-down effect on the collective character of the office staff instead of elevating it. Even more, publish codes of conduct that serve as a minimum standards is the norm instead of suggesting a higher standard and raising the bar. We do this because we are MOTIVATED by fear to not offend, to be law-suit safe, or not to be too judgmental; these are unintended consequences of motivation.

It is not a secret that what causes greatness in all of us is our personal calling in this world, what some would say we came into this world to achieve. We may share similar goals, but it is personal nonetheless. INSPIRED people live life as a participant, motivated people look at themselves as victims. Inspired people work as if they are a stockholder in your business. While those that don't simply draw a paycheck. The inspired share your risks, the motivated may not. The inspired are connected at a level that even quantum physics recognizes as existing, the motivated feels they are alone.

This book is intended to raise questions in your mind regarding the Change Readiness of your staff. My responsibility is to assist you in helping your staff get prepared by assisting each in identifying their core beliefs and using that revelation as a resource in your business.

Now for the paradox:

*Motivation is someone else's idea for you!*

*Inspiration is your idea for you!*

*Gratitude for experience has its roots buried deep in one's core values,*

*and its fruit is a desire to serve a higher calling.*

Colossians 3:23

‘Whatever you do, work at it with all your heart, as working for the Lord, not for men.’

Let's talk...



# What is PLAN 323?

Plan 323 is what I do.

Simply put, I work with people to help them escape the bindings that cause them to fail. It is easy to lose one's way, and the first wrong turn is abandoning the basics. It is not popular to suggest to people that the principles that traditional grandparents taught us has relevance in today's world. I hear far too frequently, in fact, the principles of our Founding Fathers, as well as the Constitution, is outdated and of no consequence. And it is often the case that those that make those comments are the ones most in need of finding their core values to serve a higher calling. And, respectfully, if you find yourself being angered by the idea you may need change, I completely understand. I have been angered a few times in my life.

Learn the difference between:

- Motivation vs. Inspiration
- Competition vs. Cooperation
- Following the Rules vs. Living the Rules
- Fear vs. Acceptance
- Sanctions vs. Satisfaction
- Entitlement vs. Gratitude
- Political Correctness vs. Polite Consideration
- Victim vs. Participant
- Enabling vs. Ennobling

Learn how:

- The promotion of healing does not work.
- True peace of peace of mind is compromised.
- New Agers got it wrong.
- To truly correct one's life course.
- The ancients and modern science agree on the power of the individual.
- To identify that which is good, or evil.
- To stop fooling one's self.

My approach to this enigma is not exciting to some; others find it life-changing. I am not likely to get a movie star endorsement, nor do I care. I do have a successful track record, however.

My work exists at three levels:

1. I am available as a keynote speaker for your event: Business luncheons, customer conferences, schools, churches, any place where my message would benefit those in attendance.

2. I am available to coach individuals, such as, senior management, civic leaders, teachers, sales staff, trainers, project managers, anyone whose success depends on Change Readiness.
  
3. I am available as an on-site resource to work with your staff, congregation, organization, or school to provide extended coaching.

All of the scenarios listed above are priced after I have conducted a no-cost an assessment.

Von Goodwin

[www.plan323.com](http://www.plan323.com)

