



DO BUSINESS FASTER™

Jim's Profit Accelerator 187 The 30-Second Investment

At the 107th annual meeting of the American Psychoanalytic Association in New York City, I was struck by how fragile people are. Not so much the presenters or audience in this meeting of 1600 people from all over the world, but in the delicate discussions of individual people. The nature of psychotherapy and psychoanalysis is that it is one person talking and listening with one person at a time. The pace sometimes seems glacial, but the insights can astound.

The task of a leader is not to dig into the psyche of her or his people, but to connect well enough with them and their emotional investment in the current topic. The concept is essential but unevenly mastered for reasons beyond our reach here. Consider this: if you're a leader, much of the work of your organization is done by people guided by their understanding of the task, and their commitment to it. So yes, leaders need to repeat the vitals ad nauseum, says common wisdom.

Maybe their focus is in the wrong place. It seems that much of the communication about what's needed for the business is logical, reasonably clear, and boring. All this in a world full of emotionally plump appeals delivered over-wrought much of the time. That means that your audience (and you), are desensitized to all but the extreme emotions much of the time. And when is the last time your business pitch (we need to improve margins) landed with the punch of Batman or Lindsay Vonn?

SPEED BUMP: Emotions drive action. Logic is just boring.

What's a leader to do? We don't have an orchestra in the pit and dancers whirling in front of wildly designed stage sets—and we don't need them. (Would be fun, though.)

Here's the "instead"—the what can we do then? Whenever you're with your people (one or many), let your human show. We're each wired to connect emotionally, so let a bit of that ooze out. Laugh, smile, listen, and ask a kind question. Give up trying to be so smart. Instead, be the person your kids want to play with. If there is no play in your life (double meaning), you might want to revisit *that*.

Here's how to do it (invest 30 seconds):

1. Ask the other person about something you have in common (weather, struggle to make the sales goal, impossible client, etc.)
2. Listen to their answer. Listen for the impact on them.

3. Ask, “How did that hit you?” (That’s “how did it make you feel?” in new clothes.)
4. As you listen, look out at the world through their eyes. Ask about what you see.
5. Look at them exclusively, but gently.
6. Don’t interrupt.

If you want, ask something like, “Well, what can we do about it?” And wait for it.

SPEED BUMP: Your people’s rich stories will help your business and enrich your day.

The best leaders and sales people already do this, and it’s fulfilling (most of the time). Why deny yourself?

ACCELERANT: Who will you enjoy this afternoon?

For more information on how you can accelerate revenues and profits in your business, please call or email me.

A note on **SPEED BUMPS:** Use them to click quickly with an idea that can immediately be implemented in your life as a business leader. Think: “How can I use this today?” or “Who can use this?”

For more information, visit www.grewco.com.

Jim Grew, the Business Defogger and Accelerator, helps leaders discover hidden opportunities within their businesses and exploit them for dramatic results. Jim has led 9 businesses, worked in 31 companies at C-level, and is an expert in strategy and executive leadership. He presents regularly to industry groups, mentors business leaders, and shares insights in his Executive Letter (above). Jim holds BA and MBA degrees from Stanford University. In his new book, *The Other Side of Succession*, he shares how to plan for the future by growing your business now.

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