

Where the Rubber Meets the Road

SUPERVISOR TRAINING

THE WASTE PRO WAY

Created Especially For



"A Waste Pro Manager understands our business is different and shows up every day ready to demonstrate that difference.

We ARE the Distinguishable Difference and must practice it every day"

John Jennings

GETTING TO KNOW YOU

Step 1

In one minute, introduce yourself to others at your table:

Who you are, where you work, what you enjoy the most about your work, and answer this question:

“When my employees go home at the end of the day, I’d like them to feel_____.”

Record your answer here: _____

Step 2

With the people at your table please discuss the “WHY” behind your answer. Once everyone has shared how they want their people to feel and WHY they want them to feel that way, create a “mission statement” for your table team that reflects everyone’s answer.

*“We want our employees to go home feeling _____
because_____.”*

Please be sure your statement reflects everyone’s contribution.

Write that statement on the 5x8 index card on your table.

THE WASTE PRO SUPERVISOR

At Waste Pro, our leaders are **Positive Leaders who CARE, he or she:**

- Has the capacity and desire to create the kind of environment where positive emotion is a driving force towards a more fulfilling and profitable future
- Is purposeful and intentional, choosing to _____ and _____ others
- Looks for “What’s right?” and helps people use strengths
- Embodies Waste Pro’s core _____
- Comes to work each day asking: *“How do I want to show up today? What kind of leader will I be today? How can I create value and deliver results I can be proud of? How can I leave things better than I found them? How can I touch people’s lives in a positive way?”*
- Are authentic and real, bringing their unique “_____self” to work
- Makes an *emotional investment* in those who work for her/him and takes great satisfaction when they see that investment return as “discretionary effort” – the going-the-extra-mile- behavior that give you the Distinguishable Difference
- Is where “The Rubber Meets the Road”

A focused and energized workforce enjoys “wowing” customers.

POSITIVITY PRACTICE #1

Set Yourself Up for Success

- Use the power of Intention to state what you choose.
- Write it down/ say it out loud.
- Focus on _____ through the day.
- Use “How?” and “_____?” questions.

I Intend _____

I Intend _____

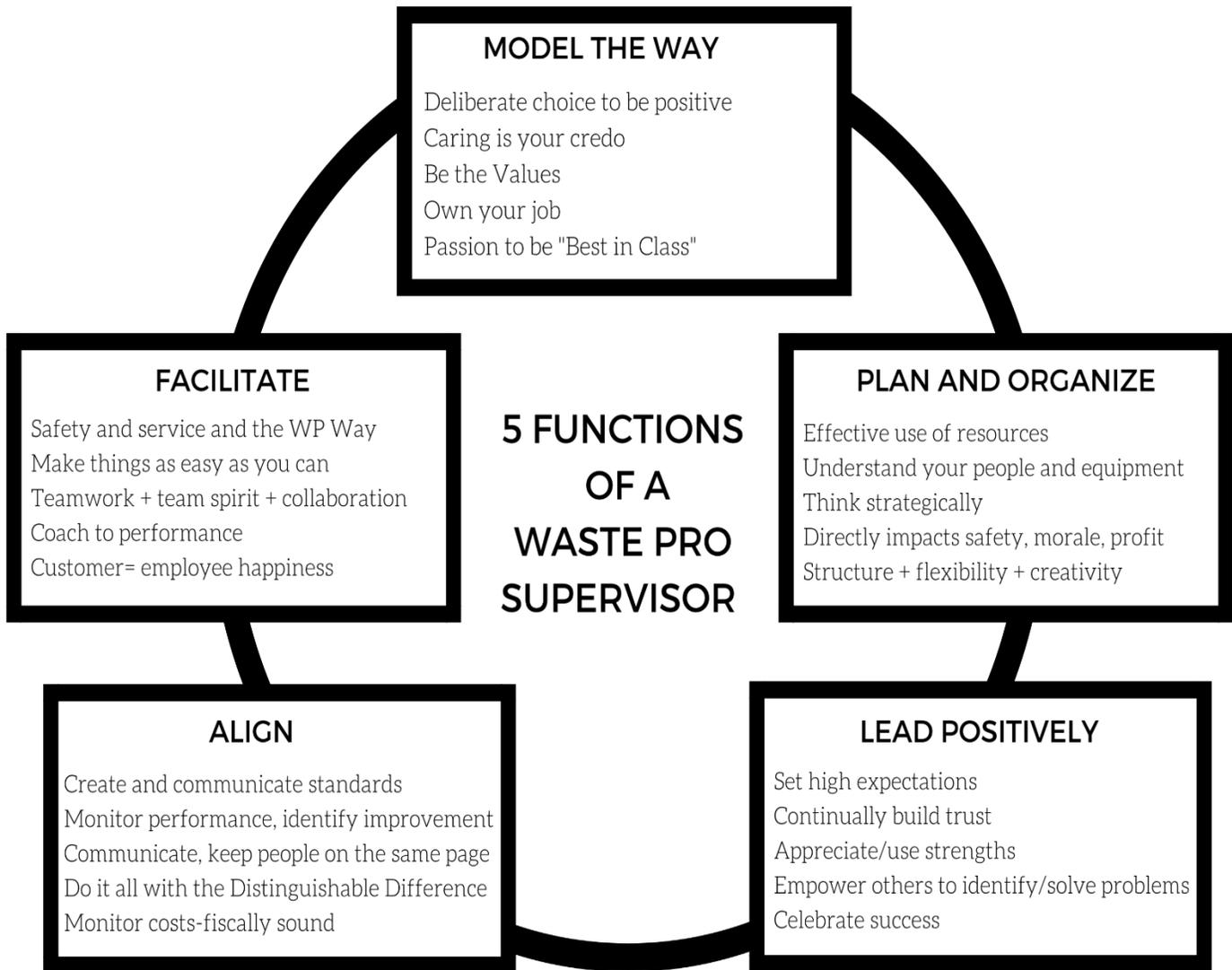
I Intend _____

What you focus on expands. What you think about you bring about.

The human brain is equipped with a fascinating device call the **Reticular Activating System** (let’s call it the RAS for short). Once the RAS gets activated it kicks into action and starts scanning the environment for evidence. It’s a tremendously useful device that no doubt has played a large role in our evolution and survival. (You look for the lions and I’ll watch out for the tigers, okay?)

Once activated the RAS like an Internet search engine; your thoughts, along with the **questions** you ask yourself or that people ask of you, are the 'search words' that kick it into gear and tell it what to look for and focus on. Intention is a force, just like gravity. It’s powerful – use it!

What can I do today to be happier? How can I help others feel happier?



MODEL THE WAY

- Deliberate choice to be _____
- Caring is your credo
- _____ the Values
- Own your job
- Passion to be “_____ in Class”

Activity: “Time In”

What do you do *mentally* on a daily basis to be sure you bring your positive self to work? What do you think about? What do you say yourself? How do you prepare yourself to BE a positive leader daily?

How does your positive attitude and caring impact your morale and the morale of your team?

PLAN AND ORGANIZE

- Effectively use _____
- Understand your both your _____ and equipment
- Think strategically
- Directly impacts safety, _____, profit
- Structure + flexibility + creativity

Group Activity: “Future Wheels”

At your tables, using the “Future Wheels” model on the next page put the words “*Supervisor plans the day **poorly** and **doesn't** model the way*” in the center circle. Then, think about the immediate consequences of poor planning and bad attitude and write those in the blank circles labeled #2.

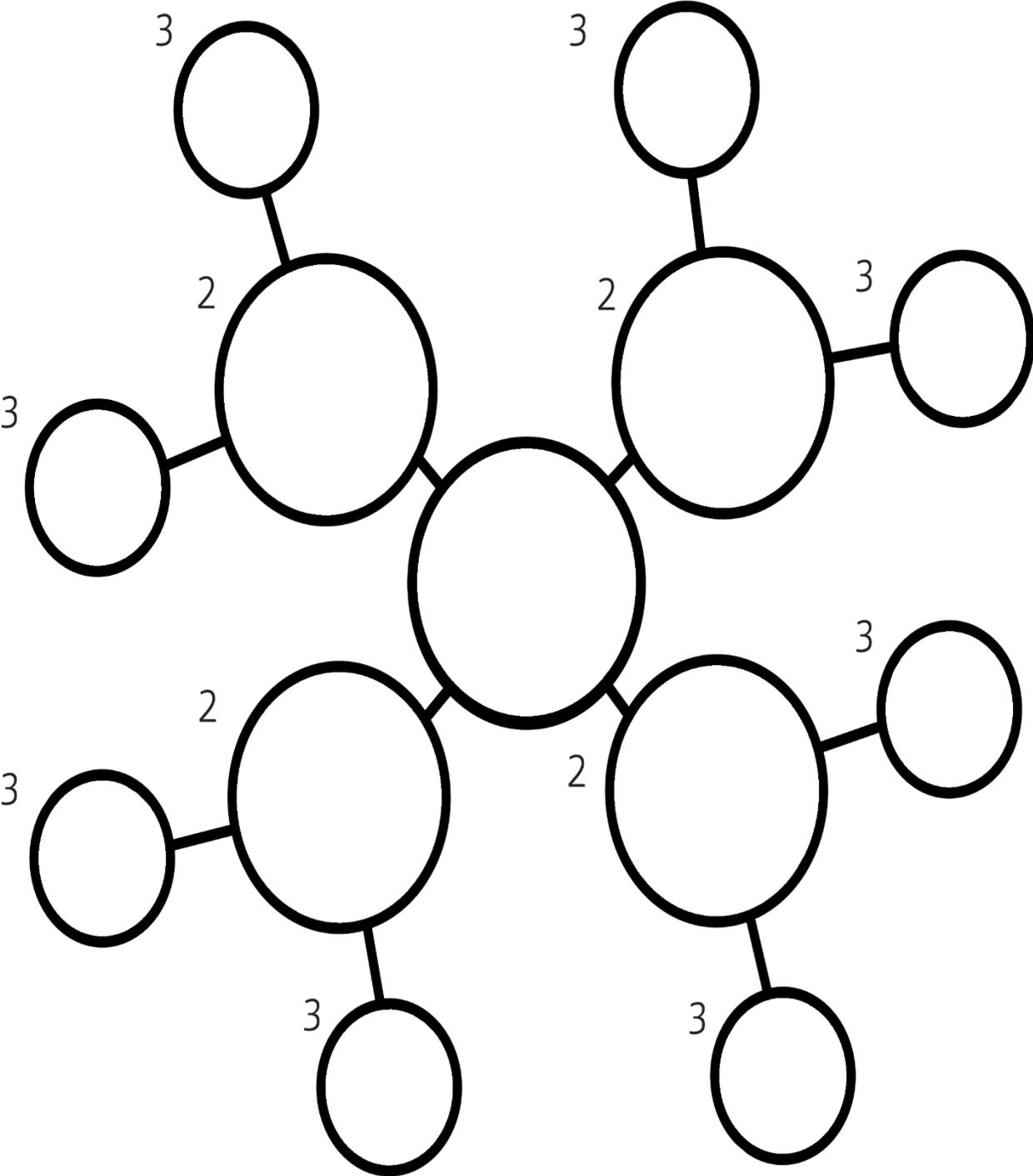
If you need to draw additional circles add them in.

Then, think about the consequences of all of the things in the circles marked #2. Write those down in the circles marked #3.

What’s are your biggest AHA’s?

- 1.
- 2.
- 3.
- 4.

FUTURE WHEELS



POSITIVITY PRACTICE #2

The Power Pause

Your days as a Supervisor are jam-packed with people, process and problems. It's entirely possible that no matter what your INTENTION to stay positive, - the ever present gnawing negativity coming from the outside world right through your phone, might be knocking you off kilter.

What's a Positive Energizer to do? It's your job to keep that culture of yours positive – but how do you do that when it feels like the whole world's going crazy?

You stop. You set a timer for **3 minutes**. You close the door, you close your eyes and **you breathe**. You take 3 conscious breaths while holding your hand on your heart and calm your central nervous system. **This gives you access to the higher, more creative brain functions.** (Yes, it's neuroscience!)

Then you ask your self questions like:

How am I feeling? Am I in alignment with purpose and intention to create a positive environment?

If the answer's "no" then – then ask yourself **"how would I rather be feeling?"**

And then ask (while still breathing) **"What's the easiest and most useful way to get there?"**

"What can I focus on that will elevate my mood? And that of others?"

Ask a few simple questions of possibility and then sit quietly and see what emerges.

Repeat as often necessary!

You CAN do it! Stay calm, stay centered, and stay positive.

Other questions you might enjoy trying using during a Power Pause

What could be different here? What can I be grateful for? How could this not suck?

How can I be more flexible? I don't know what to do but if I did, what would it be?

What would be the pathway of least resistance? Is that the right path now?

LEAD POSITIVELY

- Set high _____
- Continually build _____
- Appreciate/use strengths
- E_____others to identify/solve problems
- Celebrate _____

Activity: “Best Boss”

Think back to the very best boss you’ve ever had – one who was a good leader in your mind. Please write down the reasons you think they were a good leader. What were their strengths as a leader that made you like working for them?

How did they build trust?

What did they do to make you feel valued and important?

How will you use some of these things to be the “best boss” for your employees?

LAW OF EXPECTANCY

You get what you expect. Believing in positive outcomes is the first step for great success. Your beliefs can *actually change* the concrete result of your efforts and your work. In Shawn Achor's book, "The Happiness Advantage" he tells of an experiment on the cleaning staff of seven different hotels.

Half the employees were told how much *exercise* they were getting every day through their work, how many calories they were burning with all the reaching, vacuuming and moving around they did. The other half - the control group - were told nothing.

Several weeks later at the end of the experiment, those housekeepers who had been primed to think of their work as exercise actually lost weight AND their cholesterol levels dropped.

They did no extra work and did not exercise any more than the control group. The only difference was how they thought about it. As Shawn puts it, "The mental construction of our daily activities, more than the activity itself defines our reality."

Whether you call it the Law of Expectancy or the Pygmalion Effect, **how you think about your employees matters.** In the famous Oak School experiment teachers that were told that certain children in their classes were little geniuses due to blossom that year. Even though their names had been chosen at random.

Every single one of the children that the teacher believed was a little genius did genius level work and showed a statistically significant boost in their IQ

The same effect can take place at work. As a Positive Energizer, your role is to expect and **project positive emotions and high expectations**, while at the same time being a positive example for your employees. The more they are exposed to high and positive expectations, the better job performance and higher skill set you will eventually begin to see.

People live up to or down to our expectations. What are yours?

ALIGN

- Create and _____ standards
- Monitor performance, _____ improvement
- Communicate, keep people on the _____
- R_____ done with Distinguishable Difference
- Monitor costs - fiscally sound

Do you align with “control” or do you align with compassion? Or can you do both?

The Crew and Vehicle Observation Form is an important Alignment tool. Why?

Waste Pro Supervisors are FIRM ____ fair.

1. Explain to employees WHY it's important to do it a specific way.
2. Let them know you care about their safety and that of others.
3. Tell a story of someone who WAS hurt by doing an incorrect behavior.

Discipline comes from the word “disciple.” Disciple of a vision. *It's not about punishment.* To have longevity and success as a Waste Pro driver people must be disciplined enough to be in alignment with the safety goals of the company – 100% of employees returning to their lives safely at night.

“Discipline is just choosing between what you want now and what you want MOST”

FACILITATE

- Safety and _____ and the Waste Pro Way
- Make things as _____ as you can
- Teamwork + _____ + collaboration
- C_____ to performance
- Customer + employee happiness

Alignment and facilitation are done through good communication – so now we are going to do an exercise at each table – actually standing – not sitting - where you get to see how you are at communicating, strategizing, aligning and facilitating work.

Group Activity: Helium Hoops

Objective

Work together to lower the helium filled hula-hoop to the ground. Be careful, without teamwork the hula-hoop will begin to rise!

Instructions:

1. Your team has a helium filled hula-hoop. Your job as a team is to lower the hoop to the ground quickly and evenly.
2. Each member must hold out ONE finger on each hand. Those fingers must maintain contact with the bottom of the hoop at all times.
3. Hands must stay parallel with the ground and participants cannot hook the hoop/pole.
4. With trust, communication, and strategy the group will be successful in finding balance together!

What did you learn?

ALL COMMUNICATION HAS CONSEQUENCES

POSITIVE COMMUNICATION	LESS THAN POSITIVE COMMUNICATION
BUILDS RELATIONSHIPS	DAMAGES RELATIONSHIPS
BRINGS CLARITY TO SITUATION	CAUSES CONFUSION
BUILDS STRENGTHS	BUILDS WEAKNESS
SPEEDS UP RESOLUTION	SLOWS DOWN RESOLUTION
INCREASES PRODUCTIVITY	DECREASES PRODUCTIVITY
INCREASES POSITIVE EMOTION	CAUSES STRESS, NEGATIVE EMOTIONS & GOSSIP

"I know you believe you understand what you think I said, but I'm not sure you realize that what you heard is not what I meant." Dr. Fritz Perls

GROUP ACTIVITY: THE CREW OUT CHALLENGE

The object of this activity is to understand every element of successfully planning and organizing so you get your crew *and their equipment* out the door prepared mentally and physically to have a successful day!

MISSION STATEMENT: To provide our customers with exceptional waste collection, recycling and disposal services that protect, preserve and improve our environment and the quality of life in the communities we serve. Waste Pro is, and will continue to be the “Distinguishable Difference” in the solid waste, recycling collection and disposal industry.

What elements go into your planning process for a successful Crew Out Experience?

Master List:

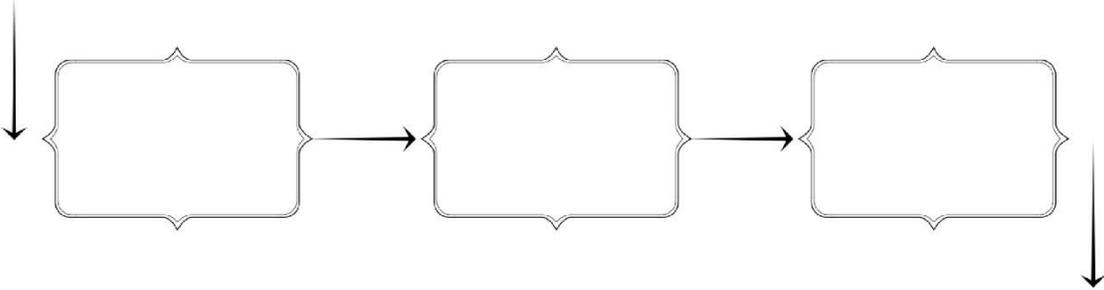
First – together - we are going to make a master list of every element that should be part of Excellent Crew Out Experience – spreadsheets, route sheets, etc. We want to make an extensive list of the things that go into getting a crew out who are engaged, energized, and maybe even a little excited about the day ahead. Use **index cards** to capture the elements and to **rate their importance** on a scale of 1 – 10.

Discuss with your table team how to put those elements together to form a repeatable process that will assure that your drivers and trucks get out the door everyday with the maximum amount of safety, “upliftment” and focus on being the distinguishable difference.

You can make a more permanent list here:

You can capture the process on the next page. Each table will have the opportunity to tell us, given their mission, about their “Crew Out Experience” and why it’s going to work.

CHART THE CREW OUT PROCESS



CIRCLE OF RESPONSIBILITY



HIRING/TRAINING

Mantra: Hire Tough Manage Easy

- Develop a good interviewing _____ and stick to it
- Hire people who already have your values and work ethic
- Capacity, attitude, personality and skills (_____)
- Don't accept mediocrity

Explain why you'd hire them, how their CAPS are a good match for the job. **Set expectations early.**

Make sure they understand all the **terms and conditions** of the job offer. Put it in writing – it communicates that the job is important and that they are a welcome addition.

Make sure they know **why people get fired**. Go over rules and your appraisal form. **Be clear up front** and you better your chances for success.

You can't teach people to work hard – **look for self-starters.**

Mantra: Every day is a training day!

- Start with the big picture – Values, Mission, Distinguishable Difference
- Buddy up
- Seek teachable moments daily
- C_____ the “how” to the why and the why to the “WHY”
- Use _____ examples while teaching
- Speak of what you want to **create** (not just what you want to avoid)

Read: Mel Kleiman's, “Hire Tough; Manage Easy”

SAFETY

- At the end of the day nothing is more important than making sure that people and equipment are safe
- E_____needs to understand. “Not safe” has a HUGE cost
- Weekly or bi-weekly safety meetings.
- Reward behaviors you want _____

Mantra: Safety begins with me!

What things impact a driver’s “laziness” around safety?

What do “Exit Interviews” tell us about why drivers quit?

What’s the key to “Job Ownership”?

Safety is a marriage of operations and maintenance – what keeps it happy?

Safety is KEY. It’s up to ME
To model the way in my habits each day
When it comes to safety there can’t be fluff!
People’s lives in my hands? I know my stuff!

Use Your Safety Lane Guide to Success

MORALE

- ✓ Keep things positive, _____ and _____ for people
- ✓ Connect people to the meaning of their work
- ✓ Create a _____ team environment
- ✓ Be compassionate and _____ disciplined

How are Safety and Morale interrelated?

How are Maintenance issues and Morale interrelated?

Positive Leaders in High Performance Companies use the High Performance POSITIVITY RATIO – 5 : 1

- ✓ **Five times more** acknowledgement, affirmation, praise, good will, recognition, compliments and focus on strengths rather than sarcasm, criticism, cynicism or corrective actions related to weaknesses.
- ✓ **Five times more** questions focused on what's strong rather than what's wrong.
- ✓ **Five times more** focus on what's right and what you want to create rather than on what needs to be fixed and what you don't want.

(You can check your ratio at www.PositivityRatio.com just for fun!)

"The single most important factor in predicting organizational performance – twice as powerful as any other factor - is the ratio of positive to negative statements."

-Kim Cameron, "The Positive Leader"

EMOTIONS ARE

- ✓ At the fundamental _____ of motivation
- ✓ Direct and prioritize what we do
- ✓ The higher the value the higher the motivation
- ✓ You are “Broadcasting Emotions”
- ✓ Emotions are **contagious**
- ✓ Emotions *move* us – Energy + Motion

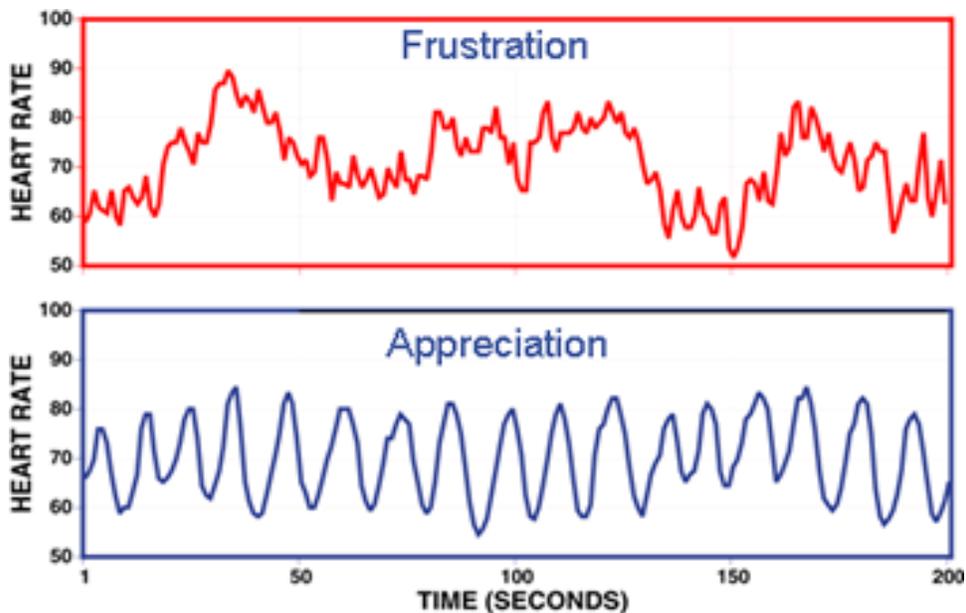


Illustration from Institute for HeartMath www.HeartMath.org

“The brain is built to change in response to experience.” Dr. Joe Dispenza

NEGATIVE EMOTIONS

Cause _____

Release cortisol compounds

Affect immunity

“Fight or Flight” response

Increased _____

Narrowing “What’s wrong?”

Shuts down your “self-healing” mechanism, promotes cell decay

According to Dr. Christine Porath in organizations where civility drops, cognitive ability drops by 50% and creativity by 33%. People with negative or nasty attitudes infect an organization. Those behaviors cause the executive function of your brain to shut down while the primal brain is narrowly focused on “who’s to blame” mode.

Blame and shame cultures whip up a potent fertilizer for stress-induced stupidity.

Too many negative emotions at work put people at risk for illness – but that’s not the worst of it. Negative emotions brought home are responsible for divorces, chronic illness, distressed children, and kids that become bullies.

Just witnessing incivility at work makes people 3 times less likely to help or and 50% less likely to share resources. The # 1 thing people want from their leaders is RESPECT.

POSITIVE EMOTIONS

Produce well-being – make us _____

Undo “after effects” of negative

Produce “good chemicals” - endorphins, dopamine, serotonin and oxytocin

Build psychological capital - create resilience, hope, and optimism

Make us smarter - “Broaden and Build” response

Optimizes health - creates a beneficial bio-chemistry

Make us _____ more adept

Promotes cell growth - extend life 7 – 9 years

Make us _____

WE'RE HARDWIRED FOR HARD TIMES

The “hard drive” of our brain hasn’t been upgraded in hundreds of thousands of years – we’re still hardwired for hard times.

What we know as the brain could really be thought of like 3 brains layered one on the other. It consists of three layers – the **Reptilian** Brain – the first to evolve in the womb. It’s instinctual, can’t process higher emotion and is concerned with our safety and self-preservation. **It’s aggressive.**

The **Mammalian** Brain - the second layer to evolve contains our Limbic System. It’s the home of the **Amygdala** where we store all the information about things that can endanger us. **It’s the emotional brain**, the seat of our early learning and our memory.

The **Neocortex**, the forebrain, is last layer to evolve, it’s our ‘**executive function.**’ It’s the home of our higher learning centers, logic, creativity, knowledge, language, abstract reasoning, and long term memory. It evaluates messages coming in and links intellect with intuition and our subconscious. It can “talk” to lower brain centers.

(More on this subject on page 38, in the “Extras” section at the back.)

Our brains are like Velcro for negative emotions and like Teflon for positive emotions.*

Emotions are contagious. They travel on the electromagnetic waves of the body (vibes).

*According to Dr. Rick Hanson, a Neuroscientist.

POSITIVITY PRACTICE #3

Check What You're Broadcasting

Emotions are contagious!

Check your "state" before walking into your workplace. What are you thinking about – is it positive or negative, optimistic or pessimistic? Is it "energy gaining" or "energy draining"?

You broadcast your emotions even if you don't know it. Become aware of it. Notice. Turn your dial to a more optimistic, uplifting channel.

50 – 70 % of how employees perceive the climate is due to the actions of the leader! Leaders set the mood. What mood are YOU broadcasting?

Think about last Thursday – from the hours of 2-4 PM. At that time what were you doing, thinking and broadcasting?

"Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom."

Victor Frankl

PRODUCTIVITY

- ✓ Getting the job done on time and as close to on _____ as you can
- ✓ Seeing areas for _____ in processes and assignment of people
- ✓ Minimize distraction where possible
- ✓ Stay _____ getting the job done in the Waste Pro Way

9 out of 10 people report being more productive in the presence of _____ people

Meta-analysis of 225 studies found happy employees:

Have 31% higher productivity

Have 37% higher sales

Are 3 – 10 X's more creative

Questions to consider:

What currently stands in the way of your maximum productivity?

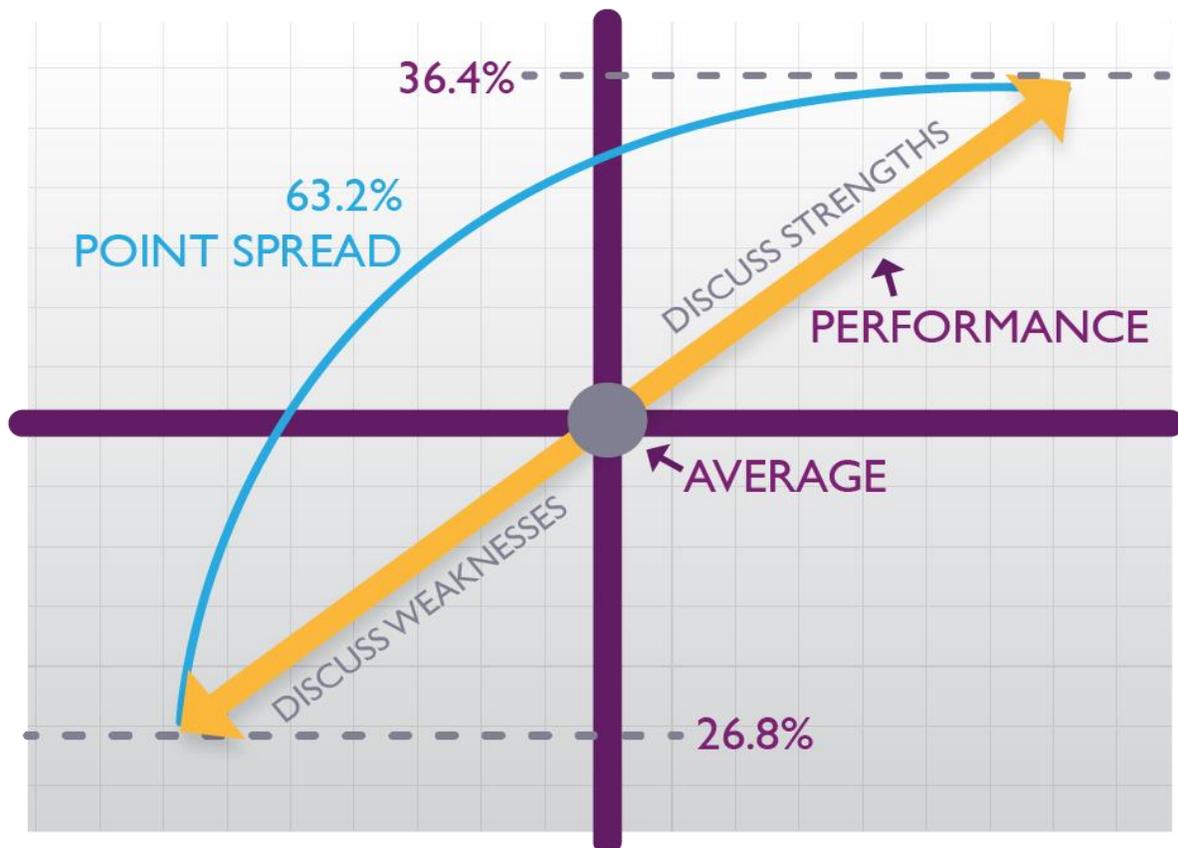
How can you minimize those obstacles?

Who do you have to “partner with” to help you create better results?

What positive steps can you take to create more positivity daily?

GIVE OPPORTUNITY

- ✓ Do what they do best
- ✓ Focus on strengths
- ✓ Catch people doing the right thing
- ✓ When they can't use strengths – 6 times more likely to be disengaged!



QUALITY + GREAT SERVICE

- ✓ Respect for others and their _____ and needs
- ✓ Respect for _____ and the important part it plays
- ✓ Consistent commitment to standards
- ✓ Pride in appearance of equipment and property
- ✓ Loyal customer relationships

We are the DISTINGUISHABLE DIFFERENCE!

Group Activity: "RESPECT"

In order for Drivers to have respect for themselves, for you, the customers and the equipment there must be respect for themselves as well. At your tables, recording the answers here, please list all the ways Respect is shown to others. (It may actually be helpful to first think about the ways disrespectful behaviors impact you.)

The following behaviors are disrespectful:

Here are the ways we show RESPECT to each other and ourselves:

MANAGE COSTS

- ✓ Understand the role you play in keeping Waste Pro profitable
- ✓ Manage your budgets – *and explain to others how to help*
- ✓ Know when it's important to bend the rules
- ✓ Speak up when something doesn't make sense to you
- ✓ Adjusting

Understand and manage the BIG THREE Costs:

Maintenance ---- Direct labor ---- Safety

METHODS

- ✓ Find ways that work and create processes that are _____
- ✓ Always seek continuous improvement
- ✓ Understand best _____ and see where applicable
- ✓ Always look for repeatable processes

Which methods are you currently using that work well? Which no longer work for you?

Who's doing it right? Who can you talk to who might help?

ROLES WASTE PRO SUPERVISORS PLAY

A role is a character you assume in certain situations – here are some of the many roles Supervisors at Waste Pro play.

Coach

Develops game plans and calls plays; encourages team members; understands strengths of each player; understands developmental needs; builds strengths with training and encouraging feedback

Team Captain

Uses leadership and communication skills to build teams and helps them become productive; inspires confidence; guides team; helps players understand their positions; seeks participation; deals with conflicts quickly and skillfully; encourages the winning attitude

Cheerleader

Encourages the team members to excel; generates enthusiasm; energizes others; supports positively

Resource Manager

Responsible for managing costs, equipment, and people.

And that's not all.....

Protector

Fortune Teller

Counselor

Traffic Manager

Referee

Detective

Hunter

Teacher

Reporter

Forecaster

Caretaker

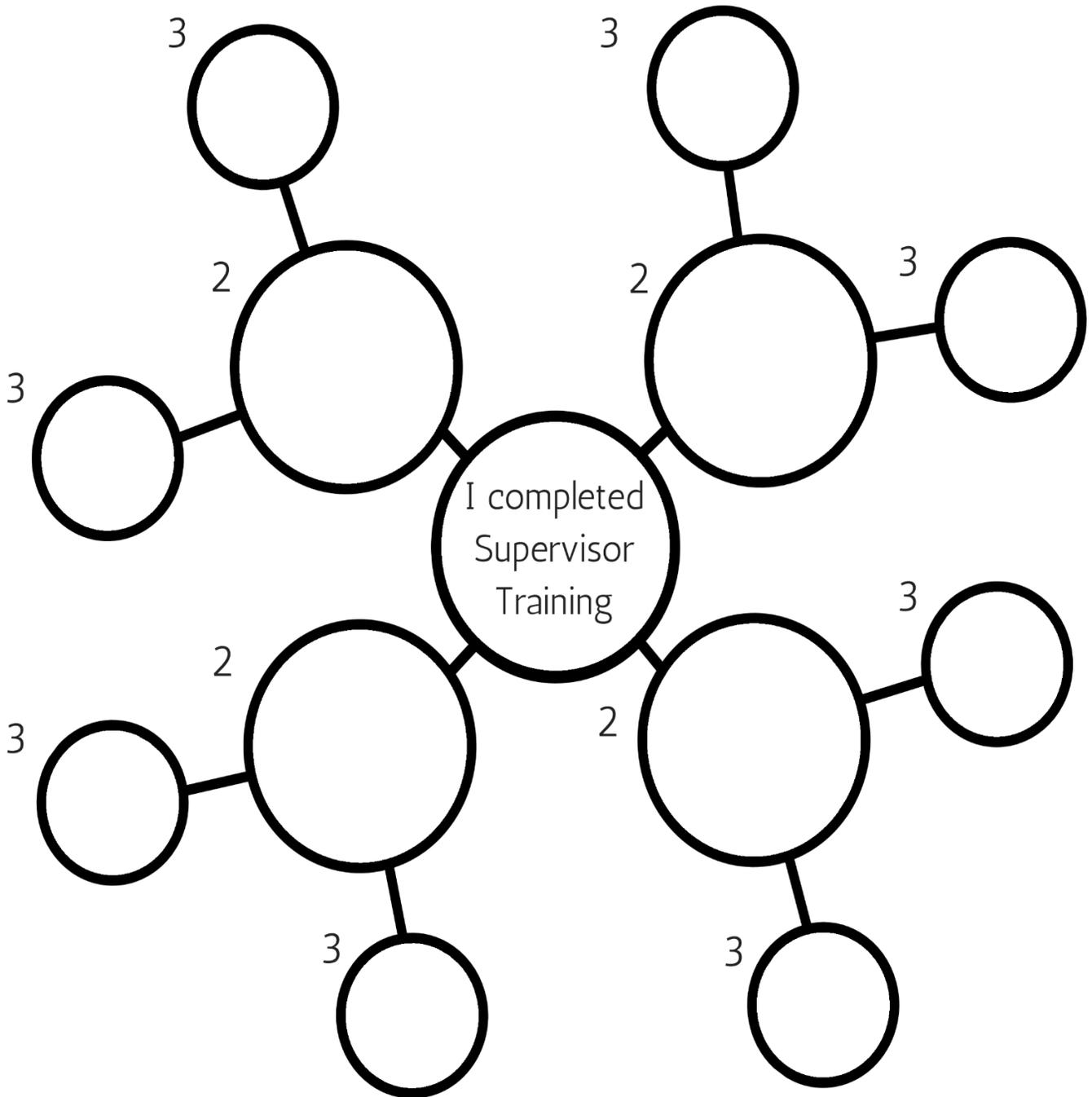
Analyst

Chess Master

Sensei

MY FUTURE

As a result of completing this training today I commit to:



POSITIVITY PRACTICE #4

Create Rituals

Practice positivity at specific times. For instance, every time you get a fresh refill on your beverage, or eat a meal, it's a great time to practice gratitude.

Rituals make a gesture sacred and important

Rituals create continuity and facilitate change

Rituals imbue key events with meaning

Start a meeting with gratitude; end a meeting with a circle of appreciation. Routinely do your on TRACK assessment in the beginning or end of a day. Do your appreciation audit while you are having coffee or water. Talk about values at every meeting. Celebrate a team member at every meeting or share Kudos before ending.

Circle of Appreciation Ritual:

At the end of every team meeting – even the ones on the phone – circle the team around so everyone can see everyone else (if in person) and ask everyone to contribute one thing about the meeting that day that they appreciated. Ask them to start the sentence with “I appreciate...”

EXTRAS

In this section you will find a variety of “Extras” to help you build your skill as a “Positive Energizer”.

These, in addition to our scheduled meetings, will help you build your Positive Leadership Practice.

POSITIVITY PRACTICE #5

Time in: Ask yourself are you on T.R.A.C.K.?

Trust

Are you credible? Do you tell the truth?

Are you dependable? Do you do what you say you are going to do?

Are you consistent/predictable so that people can understand you?

Do you value the common good? Care for others, not just self?

Do you create a safe environment, emotionally and physically?

Do you minimize fear and encourage love?

Respect

Do you respect those who work here?

Does it show in your actions as well as words?

Do you communicate respectfully?

Do you call out as unacceptable those behaviors that are disrespectful?

Appreciation

Do you look for things to appreciate?

When you find them do you acknowledge them?

Have you created a culture of appreciation?

Did you remember to say "Thank you?"

Communication

Is yours open and honest?

Is yours without blame, judgment, contempt or cynicism?

Is it clear and concise?

Is it plentiful? Does your staff think you communicate enough?

Kindness ☺

ARE YOU?

www.PositivtyPractices.com

POSITIVITY PRACTICE #6

Use Appreciating, Empowering and Asset Focused Questions

(Use these with “I” or “we” just as effectively.)

How can I use this?

What’s great about this?

Where’s the gift in this?

What’s fascinating about this?

What’s called for now?

What can we do about this now?

What actions do we need to take?

What are the options here?

What’s possible?

What’s strong?

What one change would produce the best result the quickest?

What one change would produce the most dramatic result?

What is perfect about where we are now?

What can we learn from this?

What are we happy about right now?

What’s good here?

What can we be excited about?

What works well?

What are we most proud of?

What’s going well? What’s going well and why?

What can we appreciate?

What can we be grateful for?

In what ways might we think bigger? Broader? More wholistically?

What can we do to affect people more positively?

How can we create more value?

How can we be more valuable?

What is life asking us to do differently right now?

What’s a new way of looking at this?

How can we create remarkable experiences that are worth coming back for and worth telling friends about?

How can we create more positive emotions, more deliberately and more frequently than ever before?
How can we expand our positive capacity in this organization and beyond?
In what ways might we...

(An **IWWMW** question is great for creatively generating ideas)

And more...

The following "Asset Focused" Questions are reprinted with permission from writer and coach, Mary Jane Ryan:

What could work here?
How I could make this better?
What I can make possible?
What is right about what's wrong?
What is my intention?
What needs are being satisfied by this?
What can I learn here?
How could I prevent this?
How can I get around this?
What's important about this to me?
What is the best of what can happen next?

POSITIVITY PRACTICE #7

3 GOOD THINGS AND WHY EXERCISE

At the end of each day, stop for a few moments and reflect on your day and choose three good things that happened and why. Write them down, share if you wish. You can do it at the end of your workday AND right before bed if you'd like, and/or you can do it at dinner with the family. It has been proven that consistently doing this exercise WILL raise your level of happiness.

Right now, let's stop and think about the last 24 hours, do a quick review of all the good things that happened, and reflect on why. Jot them down.

1.

2.

3.

TIP: You can do a business version of this by asking the same question at a meeting. Ask everyone to list 3 Good Things that happened at work and why. It will teach you a lot about building and sustaining a positive workplace. And it will teach you a lot about your teammates. (This exercise is also known as "Three Blessings and Why.")

POSITIVITY PRACTICE #9

Forgiveness

Forgiveness is **for giving** you peace.

It cleanses and frees your soul. It releases layers of emotional pain.

Forgiveness is a process; it's an act of strength

It only takes one person to forgive; it's a personal healing act

Forgiveness leads to an ability to love.

Holding on to resentment is like *drinking poison and expecting someone else to die*. To forgive is to be willing to let go of anger and resentment – it's freeing yourself – NOT the other person.

It doesn't condone evil, it doesn't condone bad behavior, and it doesn't require you to have a discussion about it.

It requires you to be ready to let go of the anger, the indignation, the righteousness and to stop defining yourself by what's gone wrong in your life - whether that wrongness was caused by you or another person, thing or situation.

The act of forgiving is for-giving you peace. When you give the gift of forgiveness you give yourself the gift of peace.

Ongoing studies at Stanford University cite the many health benefits of forgiveness.

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What we know as the brain could really be thought of like 3 brains layered one on the other. It consists of three layers – the **Reptilian** Brain – the first to evolve in the womb. It’s instinctual, can’t process higher emotion and is concerned with our safety and self-preservation. It’s aggressive.

The **Mammalian** Brain - the second layer to evolve contains our Limbic System. It’s the home of the **Amygdala** where we store all the information about things that can endanger us. It’s the emotional brain, the seat of our early learning and our memory.

The **Neocortex**, the forebrain, is last layer to evolve, it’s our ‘executive function.’ It’s the home of our higher learning centers, logic, creativity, knowledge, language, abstract reasoning, and long term memory. It evaluates messages coming in and links intellect with intuition and our subconscious. It can “talk” to lower brain centers.

All three brain layers can and do function simultaneously. They link to our nervous system to keep our body safe and balanced. We have an instinctual ability to perceive and react to danger and usually get out of harm’s way.

Information comes in through our senses (we hear, see, feel, smell, taste or sense) and gets processed through the thalamus. When we experience something we *perceive* as dangerous, the amygdala, an area that contributes to emotional processing, gets the distress signal and sends it to the hypothalamus which acts like a command center. Then it relays a signal to the adrenal glands which respond by pumping out adrenaline, cortisol and 50 other biochemicals that tell our heart to beat faster, our blood pressure to rise, our breath rate to increase, our lungs to open more airways, our senses to sharpen, and our blood to flow out to our large muscles in case we have to fight or flee. **The “fight or flight” reaction.**

It also instructs activities like digestion and immune protection to cease and even tells the higher brain centers in the neocortex to shut down so in the short term while we are fighting that sabre tooth tiger we are singularly focused on that one task. Today, real threats are few and far between but imagined threats or fearful thoughts or pessimistic thinking activate that primal response on average 50 times a day filling our body with what become poisonous hormones that interfere with our healing mechanisms.

About JoAnna Brandi

President of JoAnna Brandi & Company since 1990, JoAnna is a consultant, a public speaker and the author of two books on customer loyalty, *Winning At Customer Retention, 101 Ways to Keep 'em Happy, Keep 'em Loyal and Keep 'em Coming Back* and *Building Customer Loyalty- 21 Essential Elements in Action* and a gift book, *54 Ways to Stay Positive in a Changing, Challenging and Sometimes Negative World*. She is currently writing her fourth book on "*Positivity Practices and Turning Happiness into a Habit.*"

JoAnna Brandi is the Publisher of The Practice of Positive Leadership E- Course and the Customer Care Coach®. A self-study leadership training program in the "The Art and Science of Exquisite Customer Care" and "Monday Morning Motivation," a tool stay focused on keeping customers happy.

She is a graduate of Dr. Martin Seligman's Authentic Happiness Coaching program – one of only 850 trained worldwide, and is a founding member of the Positive Workplace International. She has developed one and two day workshops on Positive Leadership and does Positive Leadership Coaching for individuals and groups. Positive cultures help create happy customers!

She is certified in Neuro Linguistics, The Art of Empowerment, and has studied Applied Creative Thinking as well Positive Psychology. Her FREE bi-weekly newsletter delivers insight and wisdom on creating positive, customer caring cultures to thousands of people worldwide for the last 19 years.

JoAnna serves a diverse group of clients in many different capacities, in large companies and small alike. Working as a resource for TEC/Vistage, an international organization of CEOs for over eighteen years, JoAnna has coached, consulted and served as the "Chief Inspiration Officer" for CEOs, their executives and staffs nationwide. She is a highly rated speaker at conferences all over North America.

In her workshops and keynotes she motivates entire organizations to get passionate about customers and raise their "Positivity Ratios" at the same time. She uses email, telephone classes and video E-courses to keep her inspiring message and practical how-to's in the forefront of minds of the leaders and customer facing employees. She specializes in creating more positive, strengths based workplaces where employees are motivated and customers are happy and loyal. She helps her clients activate the link between positivity and profitability creating "great companies to work for and do business with."

Her clients include:

Aircycle, Alliance Laundry Systems, Aquatech, Bank of America, BankUnited, Boston Private Banking, Brickman Group, Cam Industrial, Celgene, Citibank, City College, Crowe Horwath, Coneybeare, Corporate Wellness Solutions, Duncan Aviation, Financial Times, Eymac, Fiserv, Florida Fluid, Hammacher Schlemmer, Girl Scouts, Goodwill, GTE, Great American Business Products, Hansen Catering, Hewlett-Packard, Hunter Douglas, Humana, IBM, Institutional Investor, Lakewood Publications, Liberty Travel, Make-A-Wish Foundation, Master Pools Guild, MCI, Meredith Publishing, Merit Direct, Metcare, Midwest ISO, Motorola, National Apartment Ass'n, National Business Furniture, NAFED, NationsBank, NE Carwash Ass'n, NESPA, NISH, Northern Safety, Northern Tool and Equipment, PHH Vehicle Management, Pitney Bowes, Pivotal Systems, PJM Interconnection, Presgar, Porteck, Smith's Food & Drug, Teleco, Timbar, Tween Waters Inn, Uline, UPS, Waste Pro, Wausau Financial Systems, Wells Fargo, Western Union, among many others.