

COMPLIMENTS OF

Frank Easterly's



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# BRAIN FOOD...

Published for the clients, associates, and friends of Frank Easterly's LEGACY DEVELOPMENT GROUP who search for unique tools, tips, and techniques to improve the human side of organizations... and who yearn to leave a lasting legacy both personally and professionally.

VOLUME 1 ISSUE 8

## Management Methods: Making a Staff Retreat Work



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I have led and/or facilitated a lot of retreats – for schools, non-profits, and corporate organizations – and there are some features that all good retreats have in common. Here are a few that you can use, whether facilitated by an outsider or insider:

**One – Focus on real work:**

I'll never forget a former boss of mine telling how the "wannabe" leader of our corporate mother ship planned a canoeing event that all managers had to compete in as a teambuilding activity. When you can tell me how this type of mandatory exercise (solo canoeing) builds teamwork, you get to do my job! But here's the deal – this guy thought he had to have canoes (or mountain climbing, or rope course, or whatever) to build teamwork. My advice: use real work – like developing real goals, real plans, and solving real problems – as the focus for your group accomplishing something truly important... and learning teamwork along the way.

**Two – Scheduling:**

Think long and hard before choosing a date for the retreat. Avoid the busiest times of the year. (I know what you're thinking – but come on now, if every day/week/month is equally overwhelmingly busy, you don't

need a staff retreat, you need a business consultant or an IPO strategy.) The issue: you don't want people rushing and cramming completions on important work BEFORE the retreat, nor do you want them playing catch-up AFTER so fast and furious that they forget what the retreat was all about. And you sure don't want them playing "cell phone tag" and "blackberry bINGO" DURING the retreat. A retreat is just that – a time to "treat" yourself and

Where's my team!?!  
Who's going to help me????  
What kind of teamwork is this?!  
WHERE IS EVERYBODY?????



your staff to a calm, reflective, and even fun re-creative business-building experience.

**Three – Recording results and follow up:**

It's hard to hold on to memories – even great memories – of business retreats. The crush of the daily and mundane after the retreat is painful. The answers:

A) Make certain you have an official retreat chronicle of the important happenings, decisions and results, and B) give all participants a notebook before the retreat so each can capture their own insights, observations and inspirations during the process. And before the retreat ends, do two things:

1. Have the organizational leader (not the retreat facilitator) review "A" for all to hear and affirm, and
2. Have each participant share at least one thought from "B."

**Four – Have some laughs, levity and maybe even a libation:**

Come on, work is done by people – people are social and spiritual beings, and humor is often the spark that renews the spirit and can be most easily shared socially.

**Five – Print, post and preach the recorded results:**

The coolest kind of chronicalling happens on a story map (a pictorial representation of the retreat journey that all can quickly and easily recognize long after the retreat). Print this story map out, post a copy wherever you can, and let it preach the message of the retreat for days/weeks/months after you come down "off the mountain."

## Brain Food Bonus (Again!): We are Practical

Just like last issue, we're giving you some bonus words (last time it was "verbs;" this time it's "adjectives") that you can use when you feel stumped while writing a:

- *Job Description*
- *Performance Profile*
- *Performance Evaluation*
- *Recommendation*
- *Resume*

Absolute	Curious	Formidable	Logical	Preeminent	Stern
Abundant	Decisive	Foremost	Loyal	Premier	Stimulating
Accurate	Dedicated	Forward-looking	Magnificent	Proactive	Stringent
Active	Definite	Frank	Major	Productive	Strong
Adaptable	Dependable	Genuine	Mature	Professional	Successful
Adept	Desirable	Good-natured	Maximum	Profound	Superb
Affirmative	Determined	Great	Meaningful	Progressive	Superior
Alert	Diligent	Hands-on	Meticulous	Prolific	Supportive
Ambitious	Diplomatic	Harmonious	Motivated	Prominent	Synergistic
Analytical	Discreet	Helpful	Neat	Proper	Systematic
Articulate	Distinctive	High	Objective	Prudent	Tactful
Authoritative	Dynamic	High-tech	Observant	Punctual	Tedious
Calm	Eager	Honest	Open-minded	Quick	Thorough
Capable	Effective	Imaginative	Opportunistic	Rational	Trustworthy
Challenging	Efficient	Immense	Optimal	Realistic	Truthful
Charismatic	Eminent	Impeccable	Optimistic	Reliable	Ultimate
Clear-thinking	Energetic	Important	Orderly	Remarkable	Understanding
Cohesive	Enlightening	Independent	Organized	Resourceful	Unique
Compelling	Enterprising	Industrious	Original	Respectful	Unlimited
Competent	Enthusiastic	Informative	Outstanding	Responsive	Unusual
Complete	Excellent	Ingenious	Patient	Rigorous	Utmost
Composed	Exceptional	Innovative	Perceptive	Self-confident	Valuable
Comprehensive	Exciting	Instrumental	Perfect	Self-demanding	Versatile
Concise	Extra	Intense	Persevering	Significant	Vibrant
Confident	Extraordinary	Interactive	Persuasive	Sincere	Vigorous
Conscientious	Extreme	Inventive	Pleasant	Sizable	Well-liked
Considerable	Factual	Invigorating	Poised	Sophisticated	Winning
Consistent	Fair	Involved	Polished	Sound	Worthy
Constructive	Favorable	Keen	Positive	Special	Zestful
Cooperative	Fine	Knowledgeable	Powerful	Splendid	
Courageous	Flawless	Lasting	Practical	State-of-the-art	
Courteous	Flexible	Latent	Precise	Steadfast	
Creative	Forceful	Latest	Predictable	Stellar	

# MANAGING MOTIVATIONS: *Not Exactly a Style to be Emulated*

Some say any publicity is good publicity, but when you headline Jon Stewart's newscast on Comedy Central's *The Daily Show*, it's probably because you did something, well...really stupid. For General Motors CEO Rick Wagoner, that something was announcing news of mass layoffs with a sterile, jargon-filled speech that, Stewart mocked, struck "the appropriate tone of humanity:"

"Going forward in order to achieve full-capacity utilization based on conservative volume-planning scenarios, we expect to close additional assembly and component plants over the next few years and to reduce our manufacturing employment levels in the U.S. by 25,000 or more people in the 2005 to 2008 period."

As Stewart noted, "It's not quite as punchy as 'you're fired.'" But if nothing else, Wagoner demonstrated that whatever qualities GM requires in its executives, empathy for workers isn't one of them.

*From Frank:* The above was taken from "The Motivational Manager (August 2005). Now, I readily admit

I've never been in the position of announcing a 25,000 position layoff. So rather than shoot at Mr. Wagoner – an easy target for Jon Stewart – heck, for most of us – let's consider what he might have said instead of what he did say. (Pause) No, really – let's consider together some alternatives. Really. I'm not kidding! How 'bout before the next

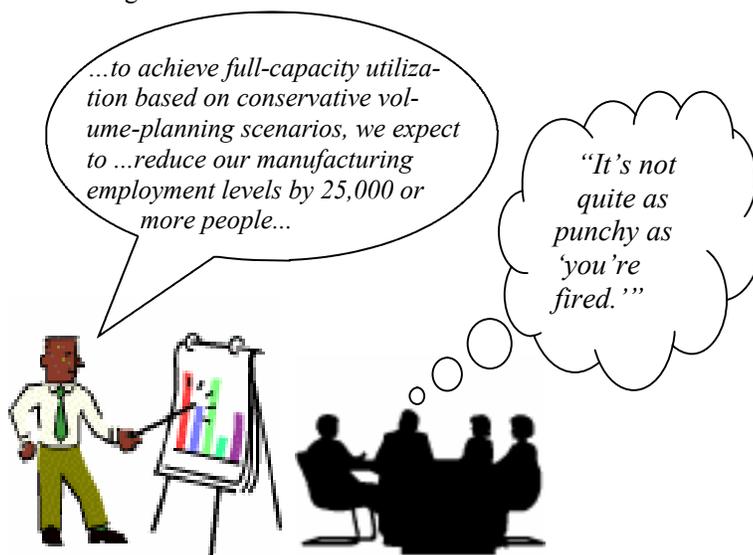
sion) along with my thoughts.

And since there should be a prize for the best wording – whoever wins, gets to become CEO of GM just before the next layoff is announced!

Send your ideas to:

[Frank@LegacyDG.com](mailto:Frank@LegacyDG.com)

**Subject: GM Layoff**



issue of BRAIN FOOD (September 15<sup>th</sup>), you send me what you might have said. I'll publish your thoughts (and use your name only with your permis-

## Mantras: Quotable Quotes You Can Use Immediately

"Change before you have to." ~ Jack Welch

"Discipline is what keeps us going when the excitement of first beginning a task is long past." ~ Jim Clemmer

"Every problem has a gift for you in its hands." ~ Richard Bach

"Those who danced were thought to be quite insane by those who could not hear the music." ~ Angelo Monet

"The measure of success is not whether you have a tough problem to deal with, but whether it's the same problem you had last year." ~ John Foster Dulles

"All seems infected that the infected spy, as all looks yellow to the jaundiced eye."  
~ Alexander Pope

# MULTIPLICATIONS: The Heart of Selling

## Part 1: Destroying the Myths



“The selling or seller I hated, distrusted and feared was the individual who was pushing a solution to a problem I didn’t have, or was trying to impose his/her solution on me – without my wholehearted and thoughtful consent.”

Let me state for the record – I am a convert! Yes, for most of my life (0-36) I disliked sales and selling. I was annoyed with, turned off by, and even slightly afraid of sales people – whether they were selling washers and dryers, cars, homes or religion. Then, I got it! The light went on and I had an awakening. Selling was nothing more than problem solving – gap-filling, if you will. Selling was presenting a solution to a person’s problem, and the definition of a problem was the difference (the gap) between what they “had” and what they “wanted.” The selling or seller I hated, distrusted and feared was the individual who was pushing a solution to a problem I didn’t have, or was trying to impose his/her solution on me – without my wholehearted and thoughtful consent.

I’ve been teaching selling for more than 20 years – selling products, selling services and selling ideas. I love selling – and I love meeting great sales people! That’s why I thoroughly enjoyed reading *Discover Your Sales Strengths* by Smith and Rutigliano – based on the Gallup organization’s study of 250,000 sales representatives and 25,000 sales managers.

This little book confirmed five myths I had discovered through trial and error (from 37-58):

**Myth #1:**  
**The individuals in the top selling performance quartile did not have advanced degrees and most of the best had not achieved high grade point averages in college.**

In fact, there was no relationship found in the research between education and sales success.

*The Lesson:* When recruiting top sales performers, be careful that you don’t screen out top candidates by using misconceived educational requirements.

**Myth #2:**  
**There is little correlation between sales experience and selling results.**

In other words, because someone has been selling for many years doesn’t mean s/he can sell extraordinarily well.

*The Lesson:* Some sales professionals performed “okay” their first year of selling, and then repeated it 19 times for a total of 20 years of “average” sales experience.

**Myth #3:**  
**Good sales people can sell anything.**

Heck, you’d think commercial real estate agents could just as easily sell homes, right? Not so – there are completely different skill sets needed for each type of real estate sale.

*The Lesson:* Generalizing about selling is just plain lazy thinking and trivializes the skills and adaptability of top performers.

**Myth #4:**  
**There is one right sales approach for each product or industry so just train folks in the “right” approach.**

*The Lesson:* The “right approach” is the result of each sales person using their natural strengths, motivational triggers, styles of relating to and impacting others, coupled with personal organizational abilities that lead to both solving real customer problems and following up to ensure

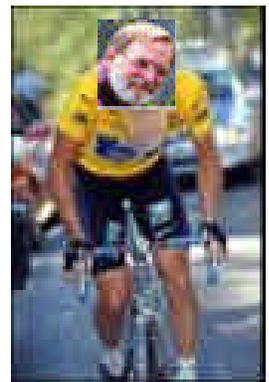
promises are fulfilled. In other words – the “right” approach is unique to each sales person.

**Myth #5:**  
**Strong motivation is sufficient to become a superior salesperson.**

I learned this one wasn’t true simply by looking at myself. I was strongly motivated to become a professional baseball pitcher. Heck, at one point I wanted to jump the hurdles like Edwin Moses (that’s equivalent to riding a bike like Lance Armstrong for the younger readers). Guess what? You probably have not seen my name on an Olympic or Tour d’ France roster!

*The Lesson:* For heaven’s sake be a contrarian and release yourself, your colleagues – and maybe your kids from the self-help BS that glibly has us believing we can become anything and everything we want if we really want to (and then feel like a failure when we don’t).

Tune in next issue for Part II of the Heart of Selling: Acquiring a Millionaire Mindset



“You probably have not seen my name on an Olympic or Tour d’ France roster!”

## MUSINGS: Contrary to Popular Belief...

It would be just plain mean-spirited to leave some of my contrarian alternative “facts” dangling from last issue without further comment or explanation. Besides, I’d tick off some of my biggest supporters and faithful readers. So, here are two add-ons to some of the “facts:”

### Alternative “Facts”

1. **Hopelessness is good, necessary, and even healthy.** Anyone familiar with Dr. Elizabeth Kubler-Ross’ work on death and dying knows that hopelessness is a stage along the path leading to acceptance and peace. To give people the message they should not feel pessimism, fear, anger, panic and even hopelessness when dealing with serious grief is to make them feel even worse about themselves and the life (or death) situation they’re facing. “Trying to ‘be hopeful’ can prevent honest expression of feelings that could be helpful in maintaining and improving quality of life even at the most frightening times.” (Paul Pearsall, Ph.D.)
2. **Low self-esteem and depression can lead to greatness.** Sometimes a picture (or name) is worth a thousand words. Have you read about Richard Nixon (prior to and during Watergate)? A picture of high self-esteem and great confidence – some would say leading to arrogance and eventually his downfall. What about truly evil folks (I’m not including Nixon in this group) who had high self-esteem – at least ostensibly. How about Hitler, for example?

Self-help guru and self-esteem expert Nathaniel Brandon said: “People who have little or no self-esteem have nothing to contribute to the world.” Apparently, he never heard of Abraham Lincoln and Winston Churchill who both were plagued

with self doubt, guilt, insecurities, and in Churchill’s case, the “black dog” of depression.

I’ll say more about other alternative “facts” next time, but let me relate a contrarian approach to family and parenting that I’ve been pondering. To quote Paul Pearsall again, “Good parents don’t worry about their children’s self-esteem.” You might be cringing and ready to throw this issue away – but read on. There may be no more important issue in our society today than getting the meaning of family and parenting redirected!

Let me start with a question: When was the last time you went out to eat and spent most of your time focused on the misbehavior of a child or children and their ineffective, not-in-control parents? If I said this was a regular experience for me, I don’t think I would be exaggerating. One more question: Have you been struck by the number of stories about out of control children at school lately? Kids that need to be restrained, and even arrested! Let me go out on a limb by suggesting that an unintended consequence of the human potential movement and the elevation of self-esteem as a societal goal has greatly contributed to a mistaken, yet widely accepted view that families exist for the sake of children’s happiness and self-esteem, and a corollary belief that the primary job of parents is to do everything possible to raise their kids’ self-esteem and avoid anything that lowers it. I want to strongly suggest that unchecked high self-esteem (in children and adults) leads to:

- an inability to sacrifice for the sake of family
- an inability to function within a social system
- a desire to manipulate for personal

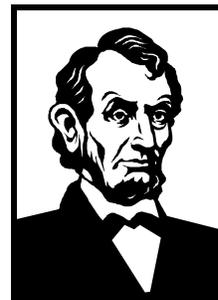
gain

- an inability to value the welfare of others as much as their own
- all manner of selfish and self-centered misconduct, including being obnoxious as well as interrupting the conversations and enjoyment of others (even at restaurants), and
- lecturing others instead of speaking to them with respect (the latter being a skill learned at calm, family dinners)

I’m putting these contrarian thoughts about family and parenting out there, not as the final word, but to stimulate more thinking and discussing. Let me finish with a last comment from Dr. Pearsall:

*“Parents don’t need to worry as much as they do about nurturing their children’s high self-esteem. Parents owe children the same thing their children owe parents – loving, fair, patient, and honest feedback designed to promote the skill of intimate, caring connection. They owe them a loving place where they can fail, be told they’ve failed, and be told how to do better.”*

*“No society will be stronger than its parents’ ability to teach and model a connective love over constant self-enhancement.”*

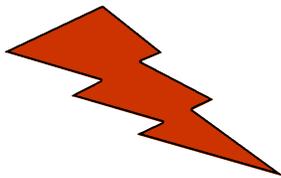


**“People who have little or no self-esteem have nothing to contribute to the world.”**

Yeh.....right!!

# LEARNING SUMMARY

- The purpose of business retreats is to share a re-creation-al, enjoyable, and purpose-filled development experiences.
- Delivering the bad news is an art and skill needed by all managerial leaders.
- There are always problems, but if you're repeating the same ones year after year—you're not likely progressing.
- Taken alone, talent or training or education or experience or determination is not enough to be a top performer.
- Have low self-esteem? Feel down and discouraged sometimes? Welcome to the human race. Now, figure out how you can contribute to others by using your strengths! As you and others value those contributions, your self-esteem will grow.



## Inspirational Resources:

- *The Manager's Intelligence Report*
- *James E. Neal, Jr.*
- *The Motivational Manager*
- *Benson Smith*
- *Tony Rutigliano*
- *Paul Pearson, Ph.D.*
- *John Rosemond, Ph.D*

## HERE'S A THOUGHT...

Several of our clients have found BRAIN FOOD to be a great “value-add” or “gift” to their clients. Giving BRAIN FOOD says:

I consider you...

- A Thinker
- A Developer of Self and Others
- A Legacy “Leaver”

If you want to give this gift to your friends and clients, let us know and we'll send them BRAIN FOOD with a special note saying it's from you! Contact [Info@LegacyDG.com](mailto:Info@LegacyDG.com)

When you have a moment, visit our newly designed, easier to navigate web site: [www.LegacyDG.com](http://www.LegacyDG.com)

A special thanks to Jeff Behrens for a job well done!

## LEGACY LAUGHS

A shepherd was herding his flocks in a remote pasture when suddenly a brand new Jeep Cherokee advanced towards him out of a dust cloud. The driver, a young man in a Brioni suit, Gucci shoes, Ray Ban sunglasses and a YSL tie leaned out of the window and asked the shepherd: “If I can tell you exactly how many sheep you have in your flock, will you give me one?”

The shepherd looked at the yuppie, then at his peacefully grazing flock and answered, “Sure!”

The yuppie parked the car, whipped out his notebook, connected it to a cell phone, surfed to a NASA page on the Internet where he called up a GPS satellite navigation system, scanned the area, opened up a database and some 60 Excel spreadsheets with complex formulas. Finally he printed out a 150-page report on his hi-tech miniaturized printer, turned round to the shepherd and said: “You have here exactly 1586 sheep!”

“This is correct. As agreed, you can take one of the sheep,” said the shepherd. He watched the young man make a selection and bundle it into his Cherokee. As the car started to pull away he called out: “If I can tell you exactly what your business is, will you give me my sheep back?”

“Okay, why not?” answered the young man, stopping the car.

“You are a consultant from Legacy Development Group,” said the shepherd.

“That is correct,” said the yuppie, “How did you guess?”

“Easy,” answered the shepherd. “You turn up here without being asked. You want to be paid for information I already have. And you don't know anything about my business because you took my dog.”