



THE 40|40 SOLUTION

Mastering Emotional Energy
in Leadership and Sales

DON PHIN, ESQ. and LOY YOUNG

What Some Amazing People, You Have Most Likely Never Heard of, Have Said In Praise of The 40|/40 Solution

"Don has a way of breaking down the complex emotional energy in relationships to basic, common sense, matter of fact thinking. It's like reading a guidebook on how to takes the noise out of how we communicate. The best takeaway from The 40|/40 Solution is the space it allows for co-creation. My team has heard me say a thousand times that no one of us is smarter than any two of us. When living in the 40|/40 teamwork is fostered." - Don Mader, CEO, Southeastern Printing

"The 40|/40 Solution refocuses leaders from working in your business to working on relationships in your business and encouraging others to become their own hero. It also reframes our job to make people feel good. As a leader and 80%er, I did not realize the effect I can have on people who feel judged. Thank you for pointing this out Don. I know there are many others like me who could benefit from The 40|/40 Solution" - Alan Sorkin, Master Chair, Vistage International, Inc.

"In The 40|/40 Solution, the authors show you how to apply emotional energy (yours and others) to work for you instead of against you. The practicality of The 40|/40 Solution and the common-sense psychology behind it surprised me. I highly recommend this book!" - Mike Young, Esq., Mike Young Law

"I have been a voracious reader most of my life, particularly in the areas of leadership, management, and organizational transformation. Not much surprises me anymore. But reading The 40|/40 Solution by Don Phin and Loy Young was an exception for me. The book provided new and powerful insights into the emotional dynamics of good leadership. This little book delivers the goods. Buy it. Read it. And we'll meet you on the 40-yard lines." - David Dibble, The New Agreements For Leaders

"The 40|/40 Solution harnesses the power of emotional energy to inspire and motivate. I highly recommend his book and associated workshops to business leaders looking for new and creative ways to engage their professional team." Sharon R. Bock, Esq., Clerk & Comptroller, Palm Beach County - Sharon R. Bock, Esq., Clerk & Comptroller Palm Beach County

In October 2018, Don Phin presented his updated version of The 40|/40 Solution. He's been wowing our clients in-person and via Webinars for 17 years. Grab his new book. Catch his in-person performance. And, it's not just for salespeople. It's for life. - Preston Diamond, Managing Director, Institute of WorkComp Professionals

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in Leadership and Sales

By

Don Phin, Esq. and Loy Young

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*“If you want to understand the secrets of the universe,
think in terms of energy, frequency and vibration.”*
—Nikola Tesla

*“It is only with the heart that one can see rightly:
what is essential is invisible to the eye.”*
—Antione De Saint-Exupery

This book is dedicated to the millions of people
who strive to be true heroes.

May the wisdom in it help you eliminate
destructive dramas and lead to great happiness.

Acknowledgments

I thank the mentors and heroes in my life.

I thank my family, editors, illustrators, and those who read early versions of this manuscript. 1,000 thanks!

Loy Young and I first wrote how The Plot applies to the workplace in Victims, Villains and Heroes in 2002. Having played with this understanding and presented it over 400 times since, my present focus is more on how we use our emotional energy, than the roles we play. Hence the focus on The 40|40 Solution in this book.

Introduction

Have you ever fantasized about going to work and having nobody to deal with that day?

What about when things are not “right” at home?

Do you ever get tired of all the drama that comes with people?

And... it's not just “them.” Do you ever get tired of your own dramas?

What drives us crazy more than anything else is that which we cannot control. Have you ever been successful trying to control someone else's emotions?

When it comes to mastering the emotions, remember this:
if it doesn't make sense, don't try to make sense out of it!

It is difficult to solve emotional problems with logical answers because that's not what caused them in the first place!

This book is about helping you to master your emotional energy. Doing so will not only lead to your personal success, but also help the people you work with, live with, sell to, advise, coach, etc. The ultimate goal of The 40|40 Solution is to allow you to become your own hero, by helping other people become their own hero... because that is the goal of the true hero... allowing other people to become their own hero.

The 40|40 Solution is very understandable and usable, and that's why it is so powerful.

The Emotional Energy Journey Begins

We are born. At that moment our emotional energy is pure. We are introduced to the world and begin survival training. By the time we've hit kindergarten, we have our thinking caps on. We are no longer just trying to feel our way around, we are also thinking things through. From there on out, we focus all our training on understanding how we should think better about things. Unfortunately, we receive little or no training on understanding how we should feel better about things.

When you take The 40|40 Solution approach to using your emotional energy, you'll have better relationships at work, home, and... with yourself. Like the Dalai Lama, or a young child, you'll find yourself laughing for no good reason.

The 40|40 Solution is a way of expressing how we use our emotional energy. I prefer the term emotional energy to "emotional intelligence" or "emotional quotient" because it better describes what's at hand. Far too many books on managing the emotions try to take a logical approach to an emotional subject.

Let me give you an example of this in real life. Pretend you are in the hallway arguing with a teenager. None of your thinking and none of your logic is working. They are

defensive and /or aggressive. You become the same. All you have left on your side is threats. There is no making sense out of this. All that is left is to feel your way through this scenario.

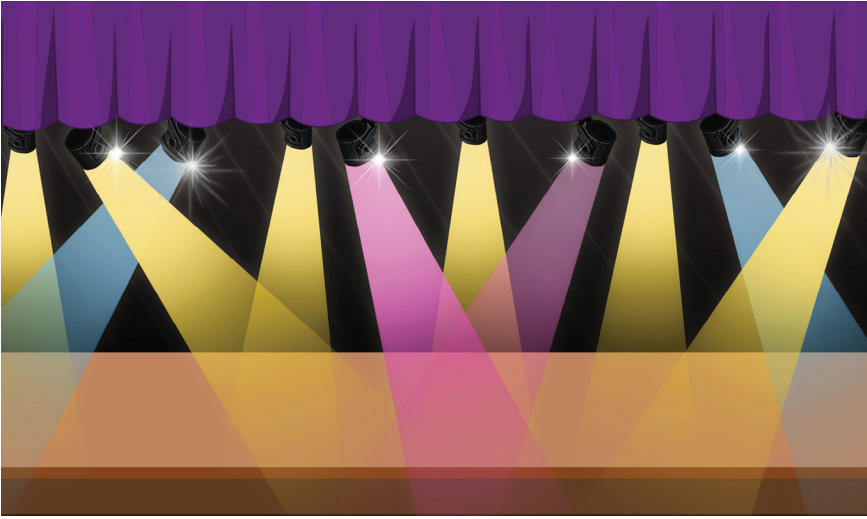
If you or I or somebody else is engaging in nonsense, then the problem will not be solved at a logical level. The drama can only be solved by better understanding our emotional roles and how they are determined by how we use our emotional energy.

The 40|40 Solution applies universally. It applies at work, at home, in sales, negotiation, and in the internal dialogue. Since it's a universal principle, there's no place it doesn't apply.

You will learn this: only when we play at a 40|40 emotional energy level with each other can we both be heroes in a relationship.

Before we learn more about the 40|40 emotional energy "solution," we will first dive into the three roles our emotions are always auditioning for: victim, villain, and hero.

All the World's a Stage



*“All the world’s a stage
And all the men and women merely players:
They have their exits and their entrances;
And one man in his time plays many parts.”*
—William Shakespeare,
As You Like It

Shakespeare’s famous lines aptly describe the emotional nature that fuels human action. We all are actors in a never-ending drama called life. Our feelings thrive on drama, whether it’s tragedy or comedy.

Action, drama, and stories give us all that we need to learn from and to change emotionally. No amount of logic, facts, or figures can ever change feelings, which is why reasoning or logic rarely assists you in overcoming problems of an emotional nature.

We must handle these issues on their level. As Einstein said, “We cannot solve our problems with the same thinking we used when we created them.” I would add to that: the same *feeling* used when we created them.

In writing this book, my goal is to give you a powerful reference to help identify your emotions and their interplay with relationship scenarios surrounding you every day. This book isn’t about what you think while at work, or home, or in the sales meeting. It’s about how you are feeling and how that affects your emotional energy. You’ll learn how to be a more conscious participant in life, to deal with your feelings in a way that will make you proud and bring you peace.

We all need help with managing our feelings and relationships, as we were not taught relationship skills along with math or English. Dealing with feelings is a complex subject, and one not easily avoided. Its mastery can make all the difference in one’s career and life.

Authors Note

In this book, we have shared many of our clients’ true stories with you to illustrate just how this works. To respect the privacy of people who have trusted us on their journeys, however, we have changed names, locations and other details that might divulge people’s identities. To further ensure privacy, sometimes the characters in the stories are composites of several individuals.

It's a Long Running Story



*“If you want to realize the truth, don’t be for or against.
The struggle between good and evil is the primal disease
of the mind.”*

—Seng Ts’an (Zen Master, 6th Century)

People rave about and long to star in the popular emotional drama known as *Goodness Triumphs Over Evil*, or what Loy and I call *The Plot*. Go back to the first written or spoken words, and you’ll find this story carefully recorded time and again. Look at the Vedas, the Upanishads, the Bhagavad Gita, the Pali language spoken by the Buddha, the Bible, Egyptian hieroglyphs, the Koran, the writings of Confucius, Zoroastrian literature, even cave drawings. This play has been the hit show of the season for the last few millennia! And it’s still running today.

Of course, the negative element is part and parcel of The Plot as it plays out in everyday lives. Hate and destruction

are not exclusively in the domain of Hollywood fantasy.

They take a real toll in world conflict, broken marriages, criminal acts, and work-place dramas. The negative energy, of this ancient theatrical school for our emotions, fills our social media, TV's, newspapers, and courtrooms and drives people to therapy sessions, drinking, drugs, jail, and ruin.

When we are stuck on the emotional stage, life can resemble the movie *Groundhog Day*, starring Bill Murray, in which he repeats the same day over and over and over again... until he gets it right. (And, if you have not watched that movie, I encourage you to do so...after you read this book!)

Most people are habituated into playing the same roles again and again, and if the co-stars lose the zest to go on, there's always other performers waiting in the wings to take their places.

Like Bill Murray, it's when we learn to step off this stage and shed these roles, that we get to experience true happiness.

When Things Feel Unfair

“It wasn’t like he wasn’t capable of happiness. It was almost as if he held himself away from it just the slightest bit. He felt undeserving of it, mistrustful of it, and the unfairness of that made her want to shake some sense into his stubborn head.”

—Sonali Dev
A Bollywood Affair

The emotional roles we play and the dramas we engage in, are a response to when something feels unfair. It’s the emotional tipping point. Now you are “on stage”.

If only life would be fair!

When something feels unfair, it triggers a chemical reaction in your body and brain. That chemistry creates an energy which stimulates you to either strike out, quickly withdraw or panic and do nothing. Fight, flight or freeze. That’s your emotional energy at work.

The challenge with the emotional focus on “fairness” is *life was not designed to be fair*. Focusing on fairness can leave you trapped in your story and separated from reality. The reality is, life was designed to be a learning lesson. You learn the lessons, or you repeat them until you do.

You know you have stepped on stage when you have said to yourself:

- They don't care about me.
- I feel lost.
- I am royally pissed off.
- Nothing I try seems to work.
- He makes it look so easy.
- Does life always have to be so hard?
- I'll make sure he never forgets that!
- She needs to get out of my space!
- Why should I care anymore?
- I don't feel like being responsible for you right now!

Things feel unfair because of the stories we tell ourselves. And, you cannot separate your story from your emotional energy. Conversely, if you change your emotional energy around something, you can change your story about it too. Change your story, and you change your emotional energy around it. It's a yin yang, duality, kind of thing.

When I'm not making the type of money I think I should, it can feel unfair. When my wife or son don't listen to me, it can feel unfair. When a friend passes away from cancer, it feels unfair. When my mom passed away at 74, it felt unfair. When the guy in front of me is driving 55 MPH in the fast lane, it feels unfair.

That's because in my story, I should always make good money, my family should always listen to me, friends

should never die young, Mom's should live to at least 90, and slow drivers should be in the right lane!

When our story doesn't match up with reality, life can feel so damn unfair.

When we step on stage, the first role we'll adopt is that of a victim. It may last only a nanosecond before we then turn villainous, but the victimology always comes first. Either way, we lose.

In troubling times, it's critical to acknowledge the difficulty, frustration, grief, and pain (e.g., "It's OK to feel the way I do"). Try addressing your emotions physically, either by writing them down, by speaking into a mirror, or walking and talking by yourself or with someone else. That allows you to get "outside" of yourself.

This is a critical step because you can't heal and move forward until you let go of your emotional pain.

Eventually, you can drill down and discover why you feel this way to begin with. What earlier experiences led to the stories that form the beliefs and fears behind how you feel? Where's the repeated conduct? The habit? Why does this seem so familiar? What's the lesson you have yet to learn?

Franz Kafka talked about the "frozen sea" within us. Carl Jung talked about our "shadows" and the "dark woods." Only by confronting and letting go of your limiting stories can you rebuild your emotional energy—so life doesn't become your personal *Groundhog Day*.

Do an Emotional Energy Audit

“Simply be present with your own shifting energies and with the unpredictability of life as it unfolds.”

—Pema Chodron

How do you respond to these questions?

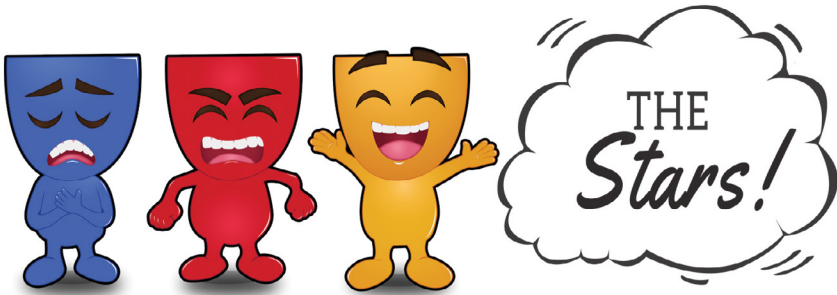
- Have you checked in with how you are feeling lately? And...how do you feel?
- Are you easily irritated? Triggered? Reactive? Grumpy?
- What feels unfair? (Something usually does.) How are you dealing with it? In a way you will be proud of afterward? Or in a way that will produce remorse, guilt or regret?
- Are you emotionally drained or do you feel happy at the end of the day?
- Do you spend time in silence, contemplation, meditation, and reflection? Or, are you always running 75 MPH... and then crash?
- How are your relationships going? Is there too much negative drama? Are you connecting?
- How do you show up when you know you are right?
- What is the quality of your breathing? High and shallow or full and deep?
- What is your resting heart rate? What is your heart rate variability?

- Are there feelings you are still holding onto long after the fact?
- How could your emotional energy be different doing the same work?
- Do you feel overwhelmed because you can't say no and are over-committed?
- Are you exhausted because you can't say no?
- Have you finally gotten out of this drama what you needed to get out of it?

Checking in with yourself is important. I “audit” myself regularly because if I don't, I will ignore and not deal with feelings that zap my emotional energy.

Remember this: *How we deal with what feels unfair to us helps define our personal culture.*

The Three Roles



“In any drama we are always auditioning for either the role of the victim, the villain, or the hero.”

Loy Young

The “Plot” features three starring roles: The Villain who abuses and manipulates the victim, the Victim who is powerless and looks to be saved by the hero, and the Hero who seeks to defeat the villain and save the day. Our emotions are always auditioning for one of these three roles.

Relationships are arguably people’s favorite emotional game, and what motivates our true feelings is skillfully hidden from the scrutiny of the brain. Humans act out The Plot with their loved ones, friends, co-workers, and during time alone.

Through interaction with others, and even conversations with yourself, your whole range of feelings, from ecstasy to despair, gets to be expressed. How well you act out your feelings determines whether you end up with applause or egg all over your face.

The Greek masks provide a great metaphor for these roles. The word personality is derived from the Greek word *persona*, which means mask or to play a role. The victim, villain, and hero roles are the available masks we put on when something feels unfair.

This book now examines the three roles all humans have mastered and play with others. You will become aware of your entire repertoire—and everyone else's. Although your emotions will keep returning to the stage, you may well want to choose your entrances and exits more carefully if you aim to be successful and happy.

Which role are you playing today?

The Victim Mentality



“A sense of entitlement guarantees that eventually you will see yourself as a victim.”

—Ezra Bayda

No Agatha Christie mystery, John Grisham legal drama, or workplace conflict broadcast in the news, can do without a victim, the first star in Goodness Triumphs Over Evil. This is by far the role most people choose, especially in a conflict, as it allows for the greatest pathos and is the easiest part to play. The pain, grief, and suffering the victim endures can be so heart-wrenchingly and blood-drippingly dramatic!

There is a distinction between real victims and the victim mentality so prevalent today. If you get hit by a Mack truck, you qualify as a real victim. No arguing that. However, in this book, when I talk about the victim role, I am addressing the script you run and the behaviors you adopt to deal with the Mack trucks in life. It's the part you choose to play long after the truck leaves the scene.

Taking on the mantle of victimhood, when things seem “unfair,” most people would rather blame somebody and throw themselves a “pity party” than take responsibility and do something about it.

People often come to Loy or me for help after they’ve been devastated by a major crisis, such as being abandoned by a partner, getting fired from that ever-so-important job, getting sued by someone, or losing their business. Hardcore victims wait until misfortune strikes so often that even they can’t help noticing something must be wrong.



Victims need help. Overwhelmed by their circumstances, life appears to be far too complex for them to figure it out on their own.

No victim can have abundant resources—it would blow the role. Nor can they sustain great relationships, the ideal job, or the other achievements most of us aspire to. They often gravitate back to the role they know best: victim.

Victims can eventually become their own heroes, but it can take time. After all, most everyone feels for the victim. This enables continued victimhood.

If you are hooked on the emotional juice you get from playing the victim role, don't be surprised if, no matter what your mind says, your emotional nature continues to seek abusive people with whom to play this part.

Where do you find yourself playing victim?

What's Attractive About the Victim Mentality

“Self-pity in its early stage is as snug as a feather mattress. Only when it hardens does it become uncomfortable.”

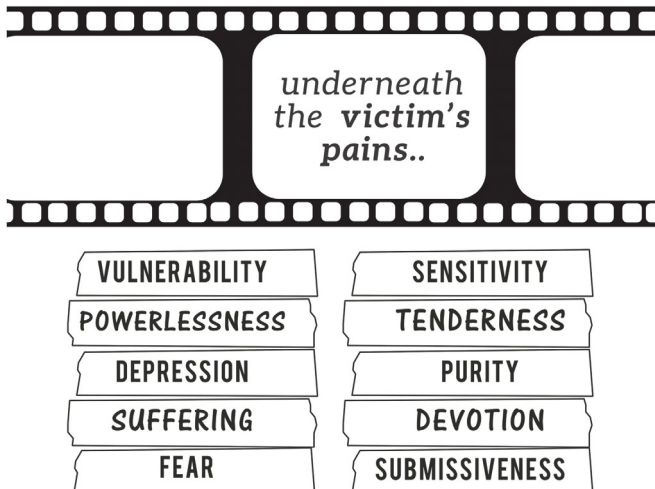
—Maya Angelou

Most people I ask agree with the statement, “There’s a growing victim mentality in our society with less true victims than ever.” How can this be?

Most people also agree that playing the victim role is not attractive. And yet, I dare you to go through an entire day and complain about...nothing.

So, how can it be so enticing to keep returning to a role you know you should outgrow? A role that makes no sense?

Here are feelings the victim role allows you to access:



Everyone experiences periods when they get to play the victim role. The victim says, “If they cared about me they would_____ (fill in the blank).”

Underneath the victims’ pain lays tenderness, a desire for sweet connection. This gentleness and sensuality make the victim role seem worthwhile. The big seduction of the victim role:

We get to feel ourselves!

This is something we don’t do very often in the 75 MPH, 24/7, instant lives we live. We’ll talk later about how to connect with yourself... without having to throw a pity party and play victim to do so.

Where do you find yourself throwing a pity party...so you can feel yourself?

The Dark Side of the Victim

“Playing the victim is a toxic waste of time that not only repels other people, but also robs the victim of ever knowing true happiness.”

—Bronnie Ware

Victims can be a danger to themselves and others. Not only can they be naive; they can flat out *ignore, bury, or deny* conduct considered by most people to be unfair, abusive, discriminatory, or harassing. Victims can be dishonest, irresponsible, and compulsive. They can do this at work and home.

I am noticing more people suffering from depression and committing suicide than ever. We drink to excess and take painkillers to numb ourselves...until we find ourselves addicted to the escape. This is not good.

Today, we are presented with a new conversation about victimology—the loss of our jobs to artificial intelligence and robots. Of course, that would be the story. Why would we buy any other? Stories like that justify feeling, “I am a victim because I lost my job to a computer program.”

I say: Good. Now you can do something that’s more useful with your life!

Is there a place where you are ignoring, burying or denying inappropriate conduct?

The Drama of Work



“Conflict is drama, and how people deal with conflict shows you the kind of people they are.”
—Stephen Moyer

The Plot is a thriller! Traps open unexpectedly, doors slam behind you, curtains blow in darkened rooms, the villain’s rumors circulate, blood-chilling realizations keep you up at night, fear drives you, and the victim gathers evidence. Where is the hero? Probably stuck in a board meeting, helping a struggling co-worker, or busy defending another victim in the courtroom.

While our favorite script features three characters—victim, villain, and hero—a riveting drama requires only two. The hero role is optional; however, without at least a victim and a villain, we can’t stage a performance. No matter how many people are on stage during a confrontation, each will

immediately clamor to impersonate the victim. It happens every day, in every workplace. No weapon wards off an attack as effectively as accusing someone else of foul play. You can use logic to argue your way into the victim role or you can express your pain and suffering emotionally—both approaches work.

In many a performance of Goodness Triumphs Over Evil, people collect “emotional toxins” when they feel abused or belittled and don’t defend themselves. The feelings of pain, grief, betrayal, rejection, anger, and hate become lodged in the body and are unleashed to do battle with any real or imagined threat.

However, before the fight, the victims and heroes on stage need evidence of the crime for which the villain is blamed. Once the proof is established, they feel justified in dumping their poison on the identified evil-doers, whether they are co-workers, a boss, or an entire company.

One highly effective strategy in a conflict, therefore, is to convict our adversary of lying. The minute we have sound evidence he or she is a liar, the lethal battle with the villain begins.

What’s the latest drama at your workplace?

Employee as Victim

*“Things I hate about my job:
1: Getting out of bed, 2. People, 3. Working.”*

—Anon

The roles we play have been carved out of the stories we have been domesticated in. In *The Story of the Workplace*, the employee has been cast in the victim role in every movie, show, cartoon, and dinner conversation you listened to when you were a kid. Unbeknownst to employees, the only emotional story they have been “gifted with” to prove is this: *sooner or later I will end up a victim at my job*. Since so many bosses do a poor job of relating to their workers, their actions reinforce the story.

The sense I get after speaking with many owners and executives is that they feel overwhelmed and under-appreciated too. Many are stressed, anxious, and harbor resentment. Despite their apparent success, many claim it is they who are being victimized.

What Can Feel Unfair at Work:

- They don't listen to me.
- They overwork me.
- I have no opportunity for growth.
- My boss doesn't care about me.
- I don't like my co-workers.
- I don't fit in here.
- I don't get paid enough.

- The work I do is boring.
- They promoted someone else.
- They gave away my opportunity.
- They cut my bonus in half!

As a Result:

- You wake up grumpy.
- You drag yourself to work.
- You drag yourself through the day.
- You are disengaged.
- You give marginal performance.
- You feel overwhelmed and underappreciated.
- You are not happy.
- You are no fun to be around.
- You are at a breaking point.
- You want to quit.
- You take it home. And,
- Everyone suffers as a result.

The story of victimhood in the workplace has evolved over the last 100 years, but the essence of the story remains the same—our emotional nature hopes to triumph over the inherent villains that are part of the story.

Be aware of when you hear yourself, or anyone else, muttering victim thoughts. Realize you don't have to think or feel this way. Instead of living in a story of how things "should be," you can choose to deal with reality and serve yourself and others in the process.

All Three Characters Lie

ALL 3 CHARACTERS LIE...



“A lie told often enough becomes the truth.”

—Vladimir Lenin

We can think of ourselves as being so innocent. Yet when you are on stage, all three roles lie as part of the script. Although all roles lie, a convicted liar is immediately condemned as a villain. Of course, the trick is not to get caught! Because the minute the liar is accused, every player on stage instantly has permission to triumph over the “villain.” Any good a person has been or done in the past is forgotten the moment he is proven a liar. Witness our current political landscape. Remember the adage, “No good deed goes left unpunished.”

The truth, the whole truth, and nothing but the truth. Every actor in this thriller swears to it. Yet everyone lies. The villain knowingly lies to abuse, control, or manipulate... and he doesn't care. Victims and heroes sincerely believe that honesty is the highest virtue of all... and yet they still lie.

Victims and heroes often delude themselves, and thus their actions do not match their claims. Victims, for instance, can be cowards and, when caught between a rock and a hard place, lie to protect themselves.

Heroes lie too. They will fabricate smooth and flowery lies with no qualms to protect another person. A classic example occurs when I interview a friend of someone accused of sexual harassment. They will often dismiss one set of facts and focus on sharing others more to their liking. One that paints the accused in good light, even when they know they have acted inappropriately all too often.

Heroes also lie when they over-commit themselves.

Heroes say “yes” to make other people feel good, even if their plates are full. When they eventually fail to live up to even a trivial commitment, the bond of trust is broken, unfairness emerges, they are viewed as a liar, and The Plot thickens. Remember, your lies, even if generated by good intent, are never weighed against your other actions.

Since everyone plays to win according to their role in our highly competitive workplace drama, some people constantly put their boss or fellow co-workers through the lie detector test.

As a litigation attorney, much of my job was to catch people lying, so I could cast them as villains in the eyes of the judge and jury. Good lawyers are expert at this. What's more, they know a villain when they meet one. Given their experience, they are not as easily conned as the average person.

The California Jury Instructions below do a great job of explaining how to view the truthfulness of anyone, not just somebody on the stand. In closing argument, I would read excerpts from these instructions to the jury and compare it to the testimony offered by the witnesses.

BELIEVABILITY OF WITNESS

You are the sole and exclusive judges of the believability of the witnesses and the weight to be given the testimony of each witness.

In determining the believability of a witness you may consider...

- The demeanor and manner of the witness while testifying;
- The character and quality of that testimony;
- The extent of the capacity of the witness to perceive, to recollect, or to communicate any matter about which the witness testified;
- The opportunity of the witness to perceive any matter about which the witness has testified;
- The existence or nonexistence of a bias, interest, or other motive;

- A statement previously made by the witness that is consistent or inconsistent with the testimony of the witness;
- The existence or nonexistence of any fact testified to by the witness;
- The attitude of the witness toward this action
- or toward the giving of testimony;
- An admission by the witness of untruthfulness.
- The character of the witness for honesty or truthfulness, or their opposites.

DISCREPANCIES IN TESTIMONY

Discrepancies in a witness's testimony or between such witness's testimony and that of other witnesses, if there were any, do not necessarily mean that any such witness should be discredited. Failure of recollection is common. Innocent misrecollection is not uncommon. Two persons witnessing an incident or a transaction often will see or hear it differently. Whether a discrepancy pertains to an important matter or only to something trivial should be considered by you.

WITNESS WILLFULLY FALSE

A witness false in one part of his or her testimony is to be distrusted in others. You may reject the entire testimony of a witness who willfully has testified falsely on a material point, unless, from all the evidence, you believe that the probability of truth favors his or her testimony in other particulars.

Before you take the bait from somebody who is lying, consider how their story would stand up to this level of scrutiny.

The Villain Mentality



"I am not a role model. I'm a role villain."

Marilyn Manson

Since the days of Greek tragedies, the bad guys have moved in the shadows: scheming, cunning, cleverly plotting, and doing whatever they pleased. They are undeterred by public opinion. Such power, determination, independence, mystery, and danger are endowed with an undeniable sex appeal, with the promise of plenty of drama and the discovery of new, unknown terrain. The enemy often charms and seduces his or her victims into cooperation and eventual submission.

Playing the villain role can be fun! Goethe's Mephistopheles devil is a rather more sparkling character than his comparatively pedestrian Faust-everyman. The devil has the expensive champagne-appeal, the joie de vivre. The role of the villain is therefore by no means despised in The Plot.

Without a personification of evil, someone who consciously and intentionally harms the innocent and helpless, the show can't go on. The villain is a necessary character in our emotional dramas.

The Villain's Torture Chamber

“Man torturing man is a fiend beyond description. You turn a corner in the dark and there he is. You congeal into a bundle of inanimate fear. You become the very soul of anesthesia. But there is no escaping him. It is your turn now.”

Henry Miller

Villains love to torture their victims. Over years of practice, the script has endowed the villain role with three characteristic tactics for controlling people: *manipulation, intimidation and abuse.*

Physical hurt seldom goes unnoticed, but to unveil a cleverly disguised villain, you must be able to use your feelings. Your emotional self must feel when you are being teased or conned into submission. Your emotions must recognize an abusive villain by the energy he or she emits.

The common denominator of all villains is a distinct lack of heart. They freeze you rather than cheer you. Their strong energy pulls you in quickly to take what they want from you rather than flowing outward to give generously—unless they're setting you up for a bigger take.

To detect the villain within yourself, remember a time when you destroyed something almost as fast as you built it (a business, relationship, job, money, etc.). At that point, your heart connection closed and then you had feelings only in extreme situations. When this happens, your emotional nature pulls you into horrendous dramas like alcoholism,

drug abuse, financial irresponsibility and escapist behavior, in which you can't help but eventually feel, albeit only the defeat and anguish... of the victim role.

While you are in that emotionally vulnerable state, you can recover your heart by reconnecting with your feelings in the areas that went numb. Villains who change, generally only do so through intense crisis scenarios.

A villain can be recognized by these traits:



Victims rarely provide or experience fun in life. They stumble from one drama into another and need to be saved. The grief and pain never stop. Meanwhile, heroes can be so consumed by their mission they become way too serious. They set out to right the wrongs and save humanity, working around the clock and having no time for fun.

In stark contrast, playing the villain role can be fun and exciting, even if it is doomed to failure. Remember, goodness always triumphs over evil in The Plot.

The Making of the Villain Role

“I will hurt you for this. I don’t know how yet, but give me time. A day will come when you think yourself safe and happy, and suddenly your joy will turn to ashes in your mouth, and you’ll know the debt is paid.”

—George R.R. Martin,
A Clash of Kings

When something feels unfair, and a solution doesn’t present itself, the victim’s emotional nature experiences hurt, pain, and betrayal. This unfairness can prompt the victim to eventually detach from the pain and choose the part of the villain. The emotional self has identified the role of the victim as a dead end and tries a more promising role.

The victim’s subconscious tells herself something like, “The part of the victim hurts too much. I am going to model the only other role I know well, the villain! I know it may not last, but it’s a lot more attractive than how I feel right now.”

While playing her part and receiving the blows, the victim “stores up” the toxic emotions aimed at her, especially the heated blasts she’s taken from villains. She must rid herself of these toxic emotions or suffer from them until she breaks down emotionally or physically. As a villain, she can hurl them at others, which gives her temporary relief from her emotional pain. To be on the safe side, the villain initially tests her strength by choosing victims who are weaker than she is and who cannot fight back (one common reason children are often abused).

Victims-turned-villains can hurt someone innocent or helpless for no apparent reason. Often, uncontrollable rages of anger go unchecked because they are surrounded by people too kind for their own good, who enable them and let them get away with their conduct whenever they feel like it.

These former victims' anger can be rooted in incidents forgotten long ago. They close their hearts, so they can't feel the pain, which enables them to be insensitive and mean. They will search for any evidence to justify their anger, numbing out their memories so all that is left are their abusive actions, which can continue over many years, in different workplaces and homes.

We've All Played the Villain Role



“If you’re yelling, you’re the one who’s lost control of the conversation.”

—Taylor Swift

We all have played the villain role. Have you ever yelled at someone when no emergency existed? Yelling is the villain mentality on full display. Fact is, yelling at someone is like vomiting on them. (Disgusting, isn’t it?) Even though they may wipe it off, it stinks for a long time afterward. As Stephen Covey would say, it really “lowers the emotional bank account.”

In that moment of yelling, things felt so unfair that you closed off from your heart and hurled your emotional “pain” at the other person—without caring about the pain it would cause them.

Maybe because you believed they didn't care about you...
and you wanted them to feel your pain!

It makes no difference if that person is the kid who didn't clean up the room, the person driving slowly in the fast lane, or employees who made a mistake because they didn't follow (i.e., understand) your instructions. If you become accepting of yourself in this villain role, your heart can shut down permanently and with devastating consequences. Like the young man who straps a bomb to his chest, you too, can become a true villain.

Even though villains often equate love with weakness, they can eventually learn to accept and love themselves. Until then, they feel so much hurt from all the stored toxic emotions they cannot empathize with anyone else and are mainly concerned with releasing their own pain.

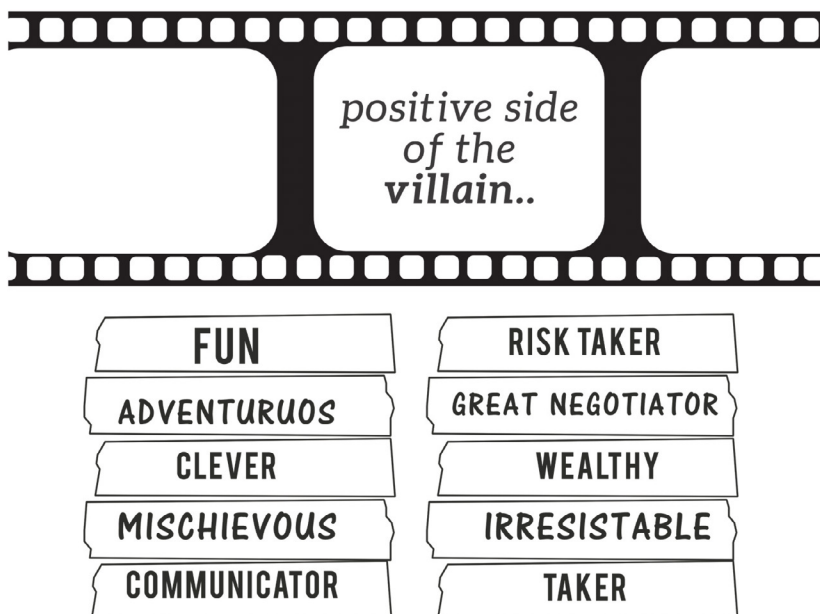
When have you played the villain role?

The Rewards of Playing the Villain

“I like being a villain. Villains are more exciting.”

—Judd Nelson

Who says evil doesn't pay? Villains can be quite happy with their rewards:



The villainous energy can be very attractive. As I like to kid, “there’s a reason why good girls like bad boys...and it has nothing to do with logic. It’s the energy they are attracted to.”

Obtaining these villainous benefits, without turning villainous, is an incredible challenge for all of us. If you want to play the villain, then play poker or sports or some other game where you can be manipulative and show off your brilliance...without hurting anybody.

Buckminster Fuller once stated, “Our greatest moment of integrity is when we realize we’ve made a mistake.” When you realize you adopted a villain mentality and “unintentionally” hurt another person, you have a moment of integrity you can do something with. Begin with an apology and then commit to getting help so you never to go there again!

The Villain at Work

“My father always told me that all businessmen were sons-of-bitches but I never believed it until now.”

—John F. Kennedy, during a steelworkers’ strike

As the quote by JFK so aptly evidences, the boss has been cast in the villain role in every movie, book, headline, and strike. (We challenge you to identify a dramatic movie or book to the contrary. And no, Ayn Rand books don’t count!)

Many bosses feel it is they who are being victimized. They feel the red tape and litigiousness surrounding the workforce is so interfering that many do whatever they can, whether legally or otherwise, to shed themselves of responsibility for employee relations. This is one reason for the continued growth of PEOs, the employee leasing industry, and independent contractors.

There is the feeling that only villains rise to the top and that to succeed means to compromise ethics and step on the less brazen or fortunate. It is “they,” the villains, who cause plant shutdowns, layoffs, and low wages. It is “they,” the villains, who seek to justify the pain they cause by pointing to the bottom line. It is “they” who use AI and robots to reduce headcount and make themselves richer. The bosses “win” always comes as the employee’s “loss.”

This perception of us versus them continues its momentum as widening gaps in paychecks appear. Business lobbies

hard to keep down wages, while executives make record incomes. Women and minorities continue to face a glass ceiling, sticky floor, and unequal pay. Scandals like those surrounding Enron and WorldCom, the 2008 Recession, Wells Fargo fraud, Hollywood and Silicon Valley sexual harassment allegations, and more, rock the very foundation of capitalism—and belief in corporate management.

The good news is you never have to work for a villain. The decision to work for or with somebody else is a choice for which each person must take 100% responsibility for. That's because *it's called work, not jail*.

At the subconscious level, employees are looking for evidence to support the story of the boss as a villain. As bosses, we give that evidence up when we don't show people we care about them, which is difficult to do when running 75 MPH and becoming numb to the feelings of those around you.

Remember, your self-talk, that you are a caring person, doesn't matter. Only what you *show* people matters. If you are a boss, or a co-worker, or a spouse or a parent, when was the last time you made a conscious effort to show somebody you cared about them?

If you don't want to be villainized, show people you care about them!

Oh, How We Villainize Ourselves



“Self-harm—the world will come at you with knives anyway. You do not need to beat them to it.”

—Caitlin Moran,
How to Build a Girl

Nobody beats us up the way we beat ourselves up! We say things to ourselves we would never dare let others say to us.

I look like_____. (fill in the blank)

I am so_____. (fill in the blank)

Nobody would want me because_____. (fill in the blank)

As Dr. Phil would say, “How’s this working for you?”

You have my permission not to beat yourself up!

The Hero Mentality aka The Negative Hero



“Show me a hero and I will write you a tragedy.”
—F. Scott Fitzgerald

The star in every Western epic, every family saga, every Inc. 500 list, and every lawsuit victory is... the hero. In The Plot, the hero rescues the victim from the villain's clutches and goes on to defeat the villain. Both hero and victim know the script well. In the end, no matter how long it takes, Goodness Will Triumph Over Evil.

Both victim and hero also know that the final act ends with And They Lived Happily Ever After. Did you ever notice how in the movies, on Broadway, and in your favorite business magazine, this final scene is always short, and the curtain comes down fast? We never get to see how the protagonists live happily ever after—if they ever do.

Notwithstanding the brevity of the scene, both victim

and hero know they will receive this magical energy, this happiness, just before the curtain comes down. It is their reward for having played their parts well.

The emotional high associated with the “triumph” also prompts hero and victim to rush back as soon as the curtain comes down and audition one more time for the same roles, in hot pursuit of vanquishing evil yet again.

Few people have heard the term “hero mentality.” However, as with victims and villains, there is a distinction between the hero mentality and a true hero. One is a myth and the other is a reality. The former can cause pain, suffer from compassion fatigue, and eventually burn out. The latter, the true hero, is who we want to be.

Have you gone into a situation with good intention and walked away feeling something less than heroic? That’s the negative hero in action.

Portrait of a Hero

“My own heroes are the dreamers, those men and women who tried to make the world a better place than when they found it, whether in small ways or great ones. Some succeeded, some failed, most had mixed results... but it is the effort that’s heroic, as I see it. Win or lose, I admire those who fight the good fight.”

—George R.R. Martin



As with the villain role, people often audition to be the hero after having tired of feeling like a victim. The difference is *heroes remain attached to the heart* and have finally found a method to save themselves, which becomes the solution for saving other victims going through similar problems. Every time the hero implements this strategy, she emotionally relives saving herself. In psychology, it’s known as the Savior’s Complex.

Triumph is the passion that drives the hero into action. The hero cannot endure the pain of seeing others suffer as he

did in his role of victim, and he becomes intent on saving them. Like the victim role and the villain role, the hero role has its destructive aspects. Often heroes begin to save others even before dealing with their own victim or villain scenarios. The hate and negative energy these heroes can use to triumph over perceived abusers can be lethal.

Unfortunately, these “heroes” do nothing more than perpetuate hate, blame, and anger. They file needless lawsuits, without so much as an attempt at negotiation. Hardball is their game. Eventually, the cause they are working on gets tainted, and they collapse from exhaustion.

The purpose of the victim role is to play it repeatedly until you become your own hero. If someone else saves you, and you don't save yourself, you'll repeat the same scenario. Becoming your own hero is the final role in The Plot.

I will help you understand how to do that for yourself, and support others on that journey, in the second part of this book.

The Three Stages of Hero Development

“A hero is someone who has given his or her life to something bigger than oneself.”

—Joseph Campbell

The person intent on living a hero lifestyle goes through three stages of growth. In stage one, heroes open their hearts by helping innocent or defenseless victims. These heroes sacrifice themselves for victims, can be gullible, are often manipulated by villains disguised as victims, and frequently work for villains disguised as heroes. Many people find themselves in this position just after finishing school and embarking on careers in the “real world.”

That happened to me coming out of law school. I was the naïve hero. The first attorney I worked for was a silver-haired fox who cast me under his spell. Within a year I realized he was pretty much a crook. It took a while for my brain to catch up to what my gut was feeling.

The second stage of hero is the hero of strength, who with his/her devotion triumphs over the evil villain who is out front and obvious. Heroes of strength get their emotional energy to triumph from their ideals of “ridding the world of evil” or avenging victims. Social workers, nurses, police officers, firemen, nonprofit volunteers, psychologists, lawyers, and others, who dedicate themselves to rescuing others, fall into this category of heroes. These heroes often serve at their own expense.

I went through this second stage too. I litigated whistleblower and glass ceiling cases 70 hours a week. My family got placed second to battling for the cause. No surprise, I ended up divorced and burned out.

The third stage of hero, the hero with a heart, is one who has developed his or her more sensitive feelings. After all, feelings are the language of the heart. The hero with a heart first discovers and saves the victim inside. She reveals and triumphs over her own harmful feelings and actions—the ones full of hurt, rejection, revenge, and anger. With the hurt-victim energy and the harmful-villain energy dealt with inside, the hero with a heart will emerge. Only then can she deal effectively and consistently with villains in disguise.

Now the hero-with-a-heart's heightened sensitivity to feelings can distinguish between the real and the unreal. She can feel when being charmed, manipulated, or controlled, and she rarely succumbs with the gullibility of stage-one and stage-two heroes.

Eventually, the heart beats with a creative passion that is joyous. You know you are there when you find yourself happy for no particular reason. No longer are you bored without conflict, because conflict itself is boring now. The hero quest becomes learning to express the beauty you feel inside through your ideas, feelings, words, actions, relationships, and vocation.

If heroes want drama, they will support a nonprofit cause, play poker, jump out of a plane, play sports, ride the rapids,

or go to a movie. They don't bring destructive dramas into their relationships at home or work. They no longer wonder what's beyond that final curtain of "happily ever after," because they are experiencing it with every new expression of beauty in their own lives.

The Bored Hero

“When you pay attention to boredom it gets unbelievably interesting.”

—Jon Kabat-Zinn

Most people can't imagine a life without conflict. Where's the drama in that? Wouldn't life be boring? Drama, albeit positive or negative, seems required for our emotional natures.

A man came to Loy because he had just lost his third fortune. Earlier, his money had gone to ex-wives and children. This time, he had invested all his funds with a fraudster.

As soon as the money was made, he found some way to get rid of it and then rushed back into battle to begin all over again. He didn't realize this behavior pattern until Loy helped him understand that emotions can't be argued with.

Making money, overcoming adversity, and struggling is how he fulfilled his emotional needs. He did not know how to Live Happily Ever After. For him, being a hero was about conquering. To simply maintain wealth and happiness seemed a rather unexciting option in comparison.

Besides, many heroes don't keep the money if they make any; it could tarnish their reputations. Just ask Robin Hood.

As I write about this gentleman, both Loy and I are reminded of personal challenges we had to overcome with money. Despite what our brains said, our emotions equated money with villainhood. With evil. With control. With exploitation. With becoming one of “them.”

Like many others, it wasn't until we “got it,” that we got to make it, and keep it!

The Dark Side of the Hero Mentality

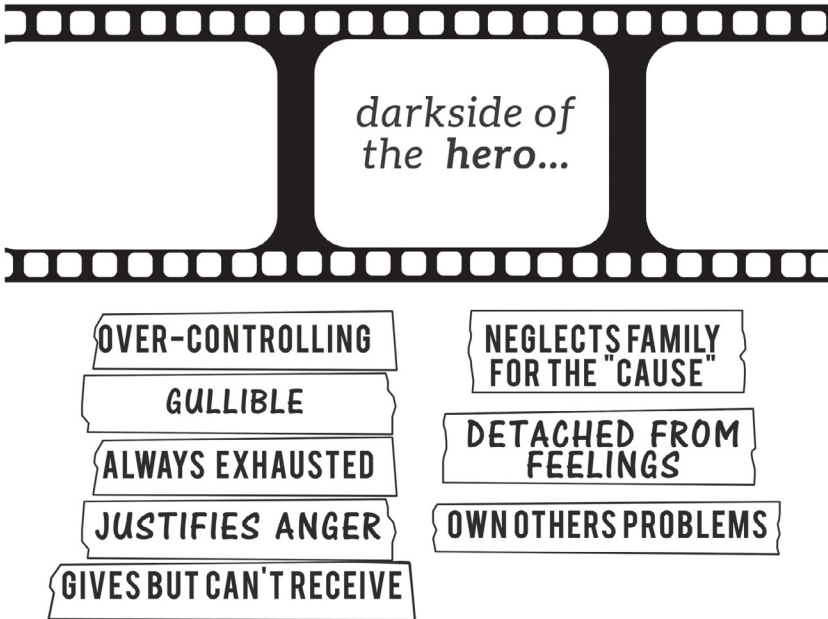
“You either die a hero, or you live long enough to see yourself become the villain.”

—Harvey Dent, (Two Face) in *The Dark Knight*

Business leaders are coming to an understanding that managing a workforce need not be equated with control or struggle. Savvy executives realize humility, service, and empowerment are a large part of their success. This was documented in Jim Collin’s book *Good to Great*, where he discusses the *Level Five* executive who leads with humility.

Heroes who demand that victims use their solution, instead of letting the victim find his or her own, end up being abandoned. Why? Each victim must find a solution that works for him or her personally. We will not feel complete using someone else’s solution, at least not for long.

Heroes can become over-controlling with the victims they seek to help, which is unwarranted unless there is a true emergency. In an emergency, the hero may need to take over and use every bit of strength possible to save the victim. While control is required to execute a good strategy in a crisis, too much control in a less extreme situation becomes repressive. An excess of heroic qualities can further violate the victim.



The hero can be horrible at listening. In their haste, they pass over valuable insight and emotion. The other person feels this, senses the hero doesn't care, and the fight or flight response is activated. The hero is often uncomfortable with silence and can't benefit from its power. For example, the number one cause of medical malpractice is the failure to listen long enough to record a good medical history. The number one reason a patient sues a doctor who has committed malpractice is his bedside manner. Go figure!

As long as we are playing on stage with a hero mentality, we will fall into these traps. The true hero, who can listen, and allows others to become their own hero, is the hero we want to be.

Heroes at Work

“Success consists of going from failure to failure without loss of enthusiasm.”

—Winston Churchill

Traditionally, our culture has looked at four groups of people as workplace heroes. At first, there were the union leaders. You may be old enough to remember the powerful scenes in *On the Waterfront* with Marlon Brando and *Norma Rae* with Sally Field. Both movies dealt with the struggle over unionization of the workplace.

Then came the legislators and the lawyers. They helped generate and enforce so many personnel laws that today’s business owners have great difficulty in complying with what author Walter Olson calls “The Excuse Factory.”

Enlightened business owners have also been regarded as heroes, precisely because they were viewed as so rare. Herb Kelleher, Anita Roddick, Richard Branson, Paul Hawken, Tony Hsu, and Jack Stack come to mind. They implemented employee-friendly workplaces before it was fashionable or legally required to do so.

Since the *Erin Brockovich* movie, the corporate whistleblower has also emerged as a workplace hero. The #metoo movement continues this trend.

Now it’s your turn to be a hero! Many people reading this book are in an ownership or management position, or at

least hoping to be there someday. If that's you, you have a profound opportunity.

One of the most difficult tasks for any business owner or manager is to empower employees without controlling them. Unfortunately, too many owners or managers end up “owning” subordinate's problems, falling into the trap of being responsible *for* employees, not responsible *to* employees. (More on that later in the book.)

The victims' saying, “I don't know what to do, so you have to help me,” triggers a powerful emotional response. Heroes come to the rescue, doing the subordinate's job for them or punishing them instead of simply teaching them how to do it themselves. Their managerial effectiveness is gobbled up by “gotta minutes.”

Ever seen a case where someone never seems to “get it” and has found a boss who will always come to the rescue? This boss has found himself in the position of being responsible for the employee. There's always a justification on the victim's part. Heroes with a heart can learn not to go for this manipulation.

One challenge management faces with victims is what I'll call the Phin/Pareto Principle, which contends you spend most of your time and energy on the 20% of the workforce that produces 80% of the headaches. Because the victim role draws the attention, the heroes of the workforce, who produce 80% of the results, are ignored. And we wonder why they leave us!

Unless acknowledged and supported, sooner or later the heroes in your organization will feel emotionally drained and move on to a new environment, searching for fulfillment and recognition. Usually, they will leave without making a single complaint. On rare occasions, they may take an even more destructive route and play the villain or victim role.

It is admittedly difficult to break past limitations imposed by The Plot. Everyone falls into familiar patterns. One way to break out of these patterns is to play “social scientist” and experiment with different approaches to managing. For example, if you have difficulty with victim employees who do not take responsibility, instead of coming to their rescue, demand they come up with solutions to their problems, and then you will give them feedback. Teach them how to fish instead of continually throwing the fish at them.

When the employee asks, “Can you help me with this?” tell him you would be willing to do so, but only after he has documented his efforts first. After this, don’t settle for his first response. If his response doesn’t give evidence suggesting he “gets it,” send him back to the drawing board. Sooner or later he will realize he can’t manipulate you with expressions of victimhood.

One last note about the hero at work. It doesn’t take much to push the hero to their dark side if they, or people they care about, are treated unfairly. Injustice or unfairness are “proofs” of evil, which cause emotional energy to build in anticipation of conflict and ultimate victory.

We must be careful not to transition into villainous activity when something unfair happens to us or someone else. Faced with injustice, we can be seduced into believing the end justifies the means.

The Plot certainly makes for an action-packed day at work!

Now that we are familiar with the basic roles we play on the emotional stage, it's time to focus on the inter-relationship between these roles and mastering our emotional energy.

What Is Emotional Energy?

“But when you personalize your life, when you make your life a place where you can be yourself, when you do things the way you want to do them, your life feels like your home. And that is a tremendous source of emotional energy.”

—Mira Kirshenbaum

Emotions = energy in motion. Emotions move energy without moving matter. Like a sound wave.

We are learning much about how emotions “work” from the fields of psychology, neuroscience, chemistry, endocrinology, and technology.

We can see a release of chemicals and electricity generated in our brains and bodies and how that affects our emotions, thinking, and actions.

“Emotion” has been difficult to define, and definitions vary from everyday uses to academic ones and those within different languages and cultures. Let’s just say *you know it when you feel it*.

Now we will turn to an understanding of how the different roles we’ve discussed are directly related to our emotional energy levels.

20%rs and 80%rs

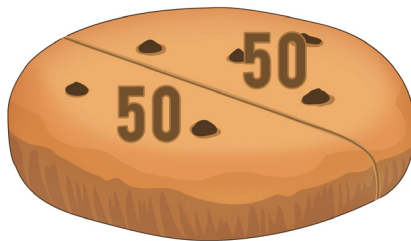
“Circumstances are the rulers of the weak; but they are the instruments of the wise.”

—Samuel Lover

Let’s pretend you walk onto a stage by yourself. How much of the emotional energy would you own on it? This is not a trick question. You would be right if you said 100%.

Now let’s pretend you are on the emotional stage with another person. Let’s say you want to have a good relationship with this person because you either work or live together. This person may be a co-worker, boss, subordinate, client, spouse, child, parent—you name it. I’ll assume you prefer the hero role and want to treat this person fairly.

In that case, how much of the emotional energy would it feel right to take up on the stage now? If you are like most people, your answer would be 50%. You get half the cookie, and I get half the cookie. That’s our basic notion of fairness.



However, when was the last time you were 50/50 on any stage?

Depending on the stage you are on, you generally have the weaker or stronger energy, which usually isn't an issue... until the second something feels "unfair."

For example, you may have the weaker energy with a boss and the stronger energy with a subordinate. You may have the weaker energy with a parent and the stronger energy with a child. You may have the weaker energy in the kitchen but the stronger energy in the garage. And so on.

To simplify matters, let's call people with weak energy on the emotional stage "20%rs." When you play with a 20% energy, you gravitate toward the weaker victim role.



20% energy = victim mentality

Let's refer to people with a strong energy on the emotional stage as "80%rs." When you play with a strong energy, you typically play either a hero or villain role. Once again, the difference is villains have become detached from their

hearts. They don't care about you at that moment. (Perhaps because they assume you don't care about them.)

80% energy = villain mentality or hero mentality

If you are present enough to sense a person's energy, you can feel whether it is weak or strong. If it's a weak, 20% energy, then chances are they are a victim... or a crafty villain disguised as one. If their energy is strong, you must discern what role they are playing. If you say something like, "Whoa, that's pretty strong," the hero will back up and move out of your emotional space. The last thing a hero wants to do is hurt anyone. (That's why the easiest way to manipulate a hero is by telling them, "You are hurting me.") When you say "whoa" to the villain, they will proceed deeper into your emotional space, justifying their conduct as they go. Your response at that point should be to walk off stage.

Relating with 20% Energy

“Let’s not forget that the little emotions are the great captains of our lives and we obey them without realizing it.”

—Vincent Van Gogh

When more than one person adopts a victim mentality, and therefore each takes up only 20% of the available space, there’s too much space between them to be heart connected. Little is likely to get accomplished. Because of control-based management practices and low employee self-esteem, many workplaces comprise 20%ers. Gallup identifies them as “disengaged” and claims this is two-thirds of the workforce!

While it is helpful to talk about these different energy levels, it is even more important to feel and experience their differences.

I will share an exercise I use in workshops. Experiment and try it with some of your friends or a group of people. You can view a five-minute video of it online at:

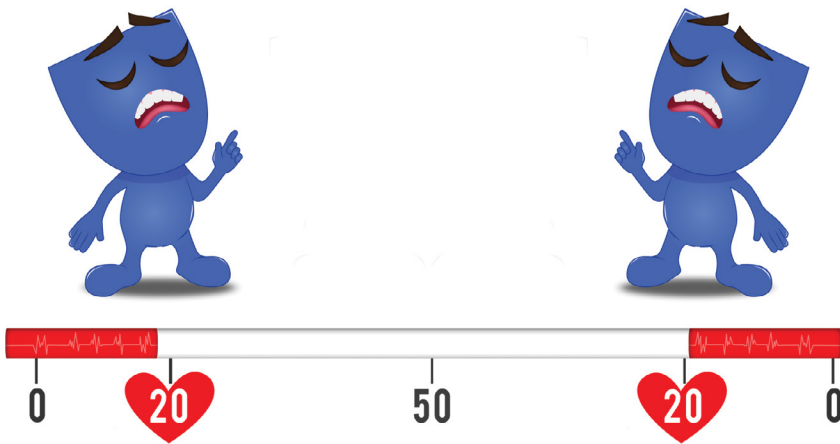
<https://www.donphin.com/speaking-training/>

It is worth the watch and will help you to visualize the exercise I am sharing.

Begin by pretending you’re standing on a small football field and that space represents 100% of the emotional

energy available. You can experience what a 20/20 relationship feels like by having half of the group line up on one 20-yard line and the other half on the other 20-yard line. You want to be about 15 feet apart.

For most people, this feels distant. We are emotionally disconnected at 20/20. It's hard to make a heart connection with people who take up only 20% of the space, since they usually aren't present enough to reciprocate.



We've all seen 20/20 relationships. An example is the couple who sits on the couch for hours every night staring at the television, throwing a pity party, and blaming everyone else for the poor condition they find themselves in. Sometimes you want to grab them by the shoulders, shake them, and tell them to quit moping and go do something about it!

If you own or manage a company, it wouldn't be surprising if you have felt this way a time... or two... or three about some of your employees.

20%rs will eventually connect...through a mutual pity party, often about the 80%rs in their story. Sometimes that's the President of the country, the owner of their favorite sports team, or the guy who cheated on their girlfriend. In the workplace, that 80%r is usually the boss. At home, it's the parent. At school, the teacher. You get the idea.

Understand this: you don't need to a pity party to connect, with yourself or anyone else. You don't want your loved ones or employees to do that either. However, if you don't create positive dramas to connect, you are guaranteed to have negative ones to connect.

Remember, nature abhors a vacuum. When you play as a 20%r you will eventually attract someone who is an 80%r to take up the rest of the space—either heroes who hope they can save you or villains quick to abuse you.

Where do you find yourself playing with a weak 20% energy?

What has been the result?

The 80%r

“Energy doesn’t communicate in English, French, Chinese or Swahili, but it does speak clearly.”

—Elaine Seiler

When people no longer want to remain in the victim role, they gravitate either toward a villain role or a hero role.

Let’s say you are a young man growing up in a poor neighborhood. Chances are not too many heroes are running around. The people doing something exciting are probably engaged in villainous activities (e.g., dealing drugs, committing crimes). So, attracted to their strong energy, you detach from your heart and engage in criminal activity.

If someone confronted you and said, “Don’t you realize that if you keep this up, statistics say you will be dead or in jail within the next five years?”

You would most likely respond with something like, “What else am I supposed to do around here? Remain some kind of victim?” When reminded the drugs they sell hurt other people, the response will most likely be, “Why should I care? Nobody ever cared about me!”

Remember, if people don’t feel cared for, they can turn villainous and justify harmful activity. Just ask the employee who files a frivolous lawsuit or after a reprimand tries to rob the company blind.

Every person has turned 80% and adopted the villain mentality. We have all yelled at someone in a non-emergency situation. At that moment, we didn't care if we hurt the other person. We didn't care about their feelings... because we felt they didn't care about us.

I will presume that most of the time when you act with strong energy, you are doing so for what you believe are good reasons. You remain attached to your heart, and you do care.

Now let's go back to our exercise. This time, let's pretend one side of the field has started doing things and adopts a hero mentality. They gain energy and begin running. (Have one side run in place. Now that side is the 80%rs.) They get a measure of success, and their energy becomes very attractive. Feeling this energy, and in search of a hero, the 20% victims raise their hands and say, "Help!"

As a matter of physics, weak energy is attracted to strong energy. (There's a reason good girls are attracted to bad boys, and it has nothing to do with logic!)

What does any good hero do when asked for help? He or she comes to the rescue! (Isn't it true that the other person doesn't even need to ask for help? The hero cares so much that help is already on the way.)

In the exercise, when the 20%rs say, "Help," I have the 80%rs run right up to the victim's toes with enthusiasm and say, "I'm here to save you!"

This immediately feels uncomfortable (and will lead to several chuckles and laughs, like on the video). How does it feel physically to the 20%rs? Too close for comfort. What are the options when someone is in their physical space like this? Answer: fight or flight. Every time. There are no other alternatives. Even if they submit on the outside they are checked out on the inside.

As Loy says, we resort to our animal natures. (The antelope need not have a conversation with the cheetah. It feels the vibe and splits!)

The point to grasp is this: *the same thing goes on when you enter into a person's emotional space.* You may not be able to see it, but they sure can feel it! Didn't our parents do this to us, claiming they were doing so for our own good? And what was our reaction? Not what they had hoped for. That's the negative hero energy at work.



The 20%r feels steamrolled, which usually brings an end to heart-based relating. The 20% person now closes his heart or runs away, so he doesn't get hurt again. Alternately, he may try to push back so he can be his own hero.

Stay on Your Side of the Line

“Know the difference between your work, their work and God’s work.”

—Byron Katie

The greatest challenge for the hero is to ***stay on your side of the line***. Especially when you “care so much.” Or, when you know you are “right.” Unless there’s a clear emergency, stepping over the 50% line and invading someone else’s emotional space will eventually cause you to be perceived as an aggressor, manipulator, controller, and...villain.

This is true even if your intentions are good! You see, *the emotions only feel* and they will cast you into your “default role.” If you are a boss, salesperson, or parent and play with strong energy, you will be cast in the villain role emotionally because that’s how The Plot goes.

If you habitually take up more than your 50% of the space, as an 80%r does, the only people you will consistently get to work with will be 20%rs. That’s the only kind of person there’s emotional room left for.

It is a dangerous position for any business owner or manager to surround themselves with 20%rs! These 20% people become co-dependent. 20%rs cannot tell the 80%rs what they are thinking and will talk about them behind their backs. That is why so many 80%rs are the last ones to learn the truth.

An 80% person is not necessarily contentious by nature. A lot of exciting people who are great communicators can be overly strong and take up too much emotional space. Too intense would be one way to describe the habitual 80% person.



80%rs get rejected as other people try to kick them back into their fair share of emotional space. If that doesn't work, they try abandonment as another recourse, leaving to find enough space to breathe.

Where has your energy been too strong?

Where do you show up as an 80%r?

What has been the result?

How Are You Affecting Their Swing?



“You know why I fear people’s judgment? Because I know they’re judging. I know they are.”

—Kate Winslet

After talking about the 80% energy, one CEO with tears welled up in his eyes told me, “I got it.” He said he was too strong with his son. As a result, he noticed his son batted better when he was sitting in the dugout, as opposed to when he was coaching on the third base line. He realized that his son’s concern about his judgment heightened when he was in view, and it negatively affected his swing.

This gentleman provided a powerful insight and a great metaphor. How is your energy affecting the “swing” of the people in your life? At work and home? Has their performance suffered because they fear your energy? Do they feel safe around you? If not, you’ll seldom get to laugh

together or engage in a second level (deeper) conversation with them.

Conversely, *whose judgment is affecting your swing?* Is it real or imagined? Have you addressed your concern with them?

Is it you judging you? Is it you who must stop beating you up?

Anything over 50% is destructive unless there is an emergency. Consider your own experiences to see if this isn't true. Can you see the harm you've caused in relationships at work or home when you've been at 80%? That's why Loy called this position the negative hero.

You can alter this by observing your conduct. People who want to be heroes will change once they come face to face with the harm they can cause, even if it is unintentional. Only villains like to hurt others, with all their justifications.

Relating with 80/80 Energy



“A lawsuit is to ordinary life what war is to peace-time. In a lawsuit, everybody on the other side is bad. A trial transcript is a discourse in malevolence.”

—Janet Malcolm

80% people may say they want to be around others more like themselves, but there is little room for other strong people in their lives. So, what happens when two 80% people get together? Without someone present to keep their energy in check, it ends up being a competition.

I don't ask the people in my exercise to demonstrate the 80/80 relationship. There just isn't enough space for 80%rs to relate to each other except through contest, conflict, and sparring with each other to see who will proceed or back down.

This is one reason many litigators (who are predominately 80%rs) have a hard time negotiating settlements in disputes. They attempt negotiation while invading the other's "emotional space." If you are ever in litigation, try to get your case to a strong mediator fast! They will make sure everyone stays on their side of the line.

I have been working on my 80% nature for years. I like playing with strong energy, but it's gotten me in trouble when I've used it on the wrong stage. I've learned to channel my 80% into sports and working out. Maybe poker, chess, or online games work for you. You can have fun playing with strong energy and not hurt anybody... because it's a game!

Where can you better channel your strong energy and make a game of it?

The 40|40 Relationship

“...and stand together yet not too near together; for the pillars of the temple stand apart, and the oak tree and the cypress grow not in each other’s shadow.”

—Gibran

Let’s once again go back to our exercise. Remember we said 50/50 is fair? I now have both lines walk toward each other to the middle, toe to toe, which represents 50%.

Because there is no space between you’ll likely feel crowded and uncomfortable as you practically stand on top of the other person. Notice the word *feel*: feelings are the language of the heart—and the key to sensing your personal space.



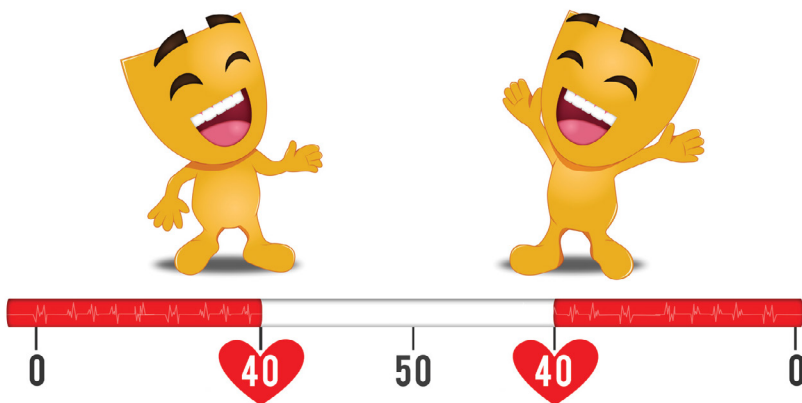
Even though we said 50/50 is fair, it still feels too close for comfort!

Every relationship needs space to survive. While playing 50/50 may sound right, there’s a practical problem in taking up that much space.

In workshops, I will ask, “If my wife and I are trying to plan our vacation with a 50/50 energy, where are we going?” Most workshop participants will be quick to respond, “Nowhere!” (Sometimes a wise guy will say, “Anywhere she wants to go.” If that’s the case, it was an 80/20 decision, and if it turns out bad, it will be all her fault!)

When you play at 50/50, you smack one agenda right up against another, and you battle over agendas. **There isn’t enough “safe space” to have a dialogue and co-create a solution.**

Now that you’ve experienced what it feels like to be at 50/50, step back if you haven’t already. Don’t go too far back; just go back to where you feel comfortable. For most people, it is an arm’s length distance. You and the other person are now standing at their “40%” line.

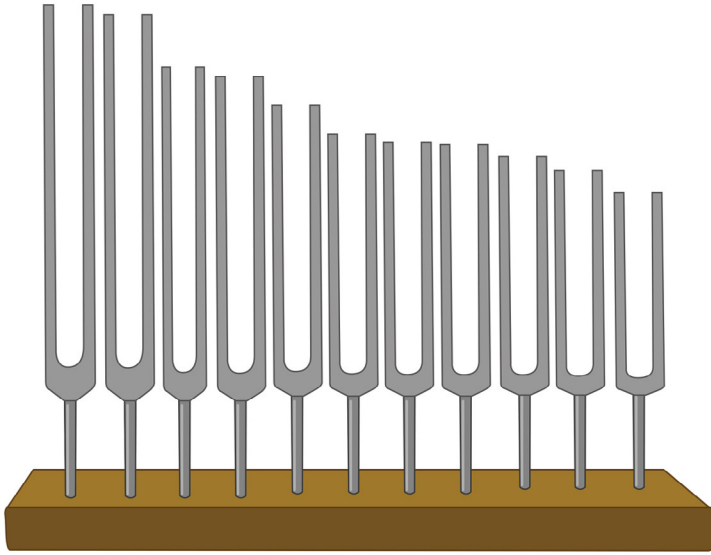


This feels safe and you are close enough to connect. The room in the middle is for the dance, for where you figure it out together. It makes co-creation possible. It allows us to have a dialogue and to laugh. It makes relationships work.

As Buddha might say, 40|40 is the middle way.

Only when you play 40/40 can everyone on your team (and in your home) become their own hero.

Getting In Tune



“Empathy is the faculty to resonate with the feelings of others. When we meet someone who is joyful, we smile. When we witness someone in pain, we suffer in resonance with his or her suffering.”

Matthieu Ricard

The 40|40 Solution approach is more than just a metaphor. A tuning fork helps explain how The 40|40 Solution works from an energy vibration standpoint. If the vibrating prongs of a tuning fork are placed too far from each other (20/20), they are too distant to allow a resonance that will produce a note. If the prongs of a tuning fork are too close to each other (80/80, 80/20, or 50/50), there's no room for resonance, and no sound is produced. Only when tuning forks are properly spaced at 40|40 does a resonance occur which produces a sound you can hear.

A tuning fork represents how the energy of the universe works... and your emotional energy too!

Interestingly, tuning forks are no longer used for tuning instruments. My son has an electrical tuner for his guitar that does the job very well. Today tuning forks are primarily used for healing.

That's because *the 40|40 resonance is a healing energy.*

So, do you want to fight the laws of energy?

Showing up as a 40%r is fun! It's like hanging out with great friends on a nice summer day. Playing 40|40 works at work, in sales, customer service, at home, and in my experience, when coaching too. Since it's a universal principle, there's no stage where it doesn't apply.

If you are not relating to others as a 40%r, then just what are you doing? Trying to control them as an 80%r? Is submission what you want?

Conversely, do you submit to the control of an 80%r? I've seen aging parents be total 80%rs with their adult kids. They are not only dependent on them, they manipulate, use guilt, and turn their kids into resentful victims.

40|40 is not just the sweet spot; it's the spiritual spot too! It's where Jesus and Buddha taught us to be. They were the perfection of 40% emotional energy.

Can you think of anything more spiritual than laughing from your heart with a loved one? At that moment, nobody's energy was too weak or too strong—you were just humans. The way God wants us to be. Imagine if you could walk around in the bliss of 40|40 relationships all day?

Guess what: Get in tune and you can!

The 40| |40 Solution is a Warrior's Way Too

“A warrior is not about perfection or victory or invulnerability. He’s about absolute vulnerability.”

—Socrates

Let me share something before I leave this idea of playing 40| |40. You can *think* 40% sounds like a weak position. It is not. Far from it.

While it may be foolish to act like a 40%r when dealing with the enemy or in an emergency, it’s not when dealing with your team.

Where I live in Coronado, California, is a Navy SEAL base. I know numerous current and retired SEAL officers. When we talk about this, they say The 40| |40 Solution provides a great metaphor for how they want their soldiers to act under pressure. If one of the soldiers is too weak and goes 20% on them, it dangers the team. Conversely, if one is too strong and goes 80% on them, it dangers the team. They are their most powerful when they fight with 40| |40 energy amongst each other and a 100% energy against the enemy!

I am also invited to speak with many CEO groups through the Vistage organization. A very successful crowd. They like me to teach the The 40| |40 Solution approach, especially to new groups, because it helps frame how their group dynamics work best. The “Chair” of those groups has the challenging job of teaching their members how to play 40| |40 with each other.

I've also been invited to teach The 40|40 Solution before companies dive into multi-day strategy sessions, so all voices are heard equally, and a real dialogue can emerge.

I don't believe anybody has ever considered Jesus, Buddha, Gandhi, Rev. Martin Luther King, The Dalai Lama, or Mother Theresa to be weak. They were powerful forces who led from their side of the 50-yard line. They are the essence of 40%.

Now let me share how you can help yourself and others get to this 40|40 sweet spot.

Moving From 20% to 40%

“The journey of a thousand miles begins with one step.”

—Lao Tzu

Both the 20% and 80% positions are fear based. Therefore, moving from 20% to 40% requires us to address our fears.

After my bankruptcy at 41, I was in fear because I had no idea what the next step was. I also feared seeking help because I didn't want anyone to know my predicament. I was broke and embarrassed. I was supposed to be a smart guy... and smart guys don't go bankrupt!

I was in fear about others judging me. “They” were the 80%rs in my story.

What I have learned through years of personal transformation, and experience coaching others, is what we fear most is someone else's judgment. The judgment of that 80%r in our story someplace. Think about it... if not for that judgment... where's the fear?

People who habitually operate at 20% don't have enough self-acceptance, so they fear taking up more emotional space. That's why it's important to express from your heart what you genuinely like about them. If you do not invade their emotional space, people feel safe with you and are more likely to come out emotionally. They can see a glimmer of hope.

If, however, you go into their space, they will feel you are too strong for them and may retreat even more. As a result, they begin looking for another job or relationship, without even letting you know what happened or why.

It does little good to tell 20% people what's wrong with them. They probably already know what that is. Since they're already in a victim state, they are sensitive to rejection, so feeling more rejected will only drive them further back—one reason negative performance evaluations or criticisms seldom improve performance.

If there is a fear, begin by writing it down. Get it “outside of you” where you can then examine it. Understand that fear is not a red light. It's a yellow light saying move ahead, but cautiously. We all are 20%rs at different times during our lives. For example, any time you start something new, you're vulnerable as you go through the learning curve. It takes a while for you to develop your self-confidence and move to your 40% in a brand-new endeavor. That's natural.

The ability to ***coax, encourage, and inspire*** yourself and others is the essence of humble leadership. It's how we get from 20% to 40%. It is what a true hero is all about. It's how Loy and I get ourselves, and our clients, through life's challenging transitions and transformations.

I'm pumped to help you “get this” because it can change your life and the lives of people you care about.

Coaxing, One Safe Step at a Time

“I had to help to coax the performances and I really enjoyed that extra responsibility.”

—Christopher Eccleston

20%rs are on overwhelm...even if they aren't doing anything! When helping others move to 40%, coax them to take one safe step at a time, then focus on the effort, not the results. (The results will come later. It's known as the “flywheel” effect.) The same thing goes for when you are on that journey. Focus on the next effort, and then the next one, and then the next one. One safe step at a time.

When I coax myself and others, I ask a simple question: “*What's the first safe step towards the goal of ...?*” Then I say, “Well then, *let's try this first safe step... and see how it feels.*”

Can you think of gentler approach than that? Do you feel any resistance to it? Nobody does. It works like magic. I have told the emotions it is safe, and if it doesn't feel right, they can step off the stage. This works with kids, employees, spouses, in sales, leadership, dating, and when coaxing yourself.

Nobody is going from 20% to 40% (or from 80% to 40%) in a leap. That is much too scary, and they don't have the skills to sustain it... yet.

Take one... safe... step... at... a... time. And... see... how... it... feels.

One of the best first safe steps on the journey toward 40% is an education. Education allows us to see the path. Getting an education leads us out of the grey zone. It's why consultative selling is so powerful. The first step is educating the prospect.

After my bankruptcy, I went through the emotional journey related to money I mentioned. That led to my meeting Loy, to help me figure out what was going on emotionally. I realized that in my story, money was identified as the root of all evil. Robin Hood didn't keep any, and neither did I. Doing so would have tainted my hero story.

None of this made any logical sense. I knew plenty of wealthy people who do wonderful things with their money. They are heroes in every sense of the word. But again, the emotions laugh at any logic.

As an example of my victim mentality with money, I would never read a great book such as *Think and Grow Rich*, just because of its title. Only greedy people read those books. At least that's how I felt.

Once I got clear about how destructive my story was around money, I read everything I could about money. I read dozens of books on how to become a millionaire and start a successful business. This education allowed me to take the first safe steps toward financial and business success.

Where does someone you know (could be you) have a weak 20% energy? Do they know where the first safe step

is? How can you coax them to take a first safe step through education?

Once you are educated and figured out where to take the first step, you must go ahead and do it. *One safe step at a time.* What is the fear of the 20%r at that point? Even if they have the education and know what to do?

Most people would respond the fear of “making a mistake” or “the fear of failure.” They would be correct, but what are the emotions behind these fears?

Judgment. (Remember our conversation about how all fear relates to someone’s judgment, often your own.)

If they know you will play 40%, and not judge their initial results, they can feel safe enough to at least take a first step. *Focus on the efforts and the results will follow.*

I finish with a last story. My dad wanted me to learn to swim. So, in his 80% way, he took me out to the barge on the lake and tossed me into the water. He said, “Now swim.” I thought I would drown that day and became afraid to go into the water for a while.

At our summer club, old man Mr. Schroder was the swim coach for decades. He took a 40% approach. *He invited me* to swim. He coaxed me, one safe step at a time. He took the fear away. There was no judgement. As a result, I eventually fell in love with swimming and became the co-captain of my high school swim team. I will always be grateful to Mr. Schroeder and his 40% nature.

You will never forget the 40%rs in your life who let you become your own hero.

Now you have a chance to be that 40%r in someone else's life!

Encourage

“A word of encouragement from a teacher to a child can change a life. A word of encouragement from a spouse can save a marriage. A word of encouragement from a leader can inspire a person to reach her potential.”

—John C. Maxwell

To encourage someone means to find the good in him or her. I learned this from one of the most successful insurance agents I know, Gary, and I am forever grateful to him. It seems like Gary spends more time on his Rancho Santa Fe golf course than he does in his office. (And, he out earns multiple producers combined!) He is deeply involved with his synagogue, community, and local Boys and Girls club. Gary is someone special. As close to a natural 40%r as you can get.

One day I asked him if he had shared his sales secrets with the other brokers. He responded that they all had the same sales training. “We have our weekly sales meetings like every agency.” He didn’t think he had any “secrets” to share. I suggested he may have unique insights and how I’d like to deconstruct what they may be.

I began by bringing the entire sales team (8 people) together in the conference room and asked the question, “What is the most important thing you do every day?” If I asked you this question, what would your answer be?

While there were a few wisecracks about “making sure I get

up,” most gave me a technical, task-driven response, such as create a plan, work the plan, make a phone call, address the client’s needs, and so on.

And if you executed on that approach you would have a measure of success.

I saved Gary for last. The response he gave to that question was different in kind and affects me to this day! When I asked Gary, “What’s the most important thing you do every day?”

He said, ***“I make people feel good about themselves.”*** After a stunned pause, I asked him, “Is that all it takes? Making people feel good about themselves? That’s your secret sauce?” (Why didn’t anyone ever teach me that in school?)

Then when I asked him how he did that, he said, ***“That’s simple, I find the good in them.”***

Wow! Making people feel good about themselves by finding the good in them! What a concept!

Instead of trying to get a prospect to reveal their pain so he could sell against it, Gary takes their emotional energy from where they have it and brings it over to where they need it.

That’s what masters of encouragement do! For example, if Gary is dealing with, Bob, the owner of a construction company having costly work comp claims, he will find out how he got so good in the construction business. What were the principles and strategies he used? That’s where

his positive energy lies. He'll then take that energy over to where Bob needs it and say something like, "Bob, with my help, if you use those same principles and strategies to address the claims problems, over time you will have good results here as well. As you know from building a business, you must let time and good practices take effect."

Gary's approach to selling is different than most salespersons. Gary allows Bob **to become his own hero in the sales process**. When you do that for people, they want to buy things from you, and consult with you, and give you money, and marry you.

I also asked the brokers how they prepared for their initial meeting. Again, all had technical, logical responses. Some said they looked the prospect up on online and tried to find out their interests. Some said they visualized closing the sale. Gary stated, *"I focus on liking them before I meet them."* There is no wonder why the guy is as successful as he is. What comes to Gary comes from Gary.

I first met Loy after my bankruptcy. She asked me how I became a good attorney. I told her three years of school and three years of practice. Then I was pretty good. So, she said, "OK, three years of financial education and then three years of practice and you ought to be good at finance too." That's exactly what happened and why she too is a master of encouragement.

Now when I go through changes, I can rely on the fact I've been through them and survived before. I look back on

what I did that succeeded the last time. I have good energy there. Now if I do that over here and let the flywheel take effect...

Now you understand the power of encouragement. Be a master of it. Find the good in people and bring that energy over from where they have it to where they need it. This is true when encouraging yourself too!

Who can you encourage today?

Inspire

“Our chief want is someone who will inspire us to be what we know we could be.”

—Ralph Waldo Emerson

From the beginning, humans have been inspired by stories. The most inspiring stories have been based on The Plot of Goodness Triumphs Over Evil.

When we inspire we become master storytellers. Stories about an amazing future—a future where you have triumphed and are living your dreams. When moving from 20% to 40%, we don’t leave these stories in the future... we bring them into the present.

When we tell stories, we want to make them very specific. So you can feel them. You are living a day in the life. Just like the 14-year-old basketball player who is now in the NBA did on the court growing up. He was an NBA player *in the making*. He pictured himself hitting the winning shot while wearing his favorite team’s uniform. While not every 14-year-old kid who did this made it to the NBA, I doubt there are any who did make it, who didn’t consider themselves NBA players in the making.

As Stephen Covey taught, begin with the end in mind. When we are getting clear about our future story, we don’t ask, “How will I get there?” Instead, we ask, “How did I get there?” We work backward from our success because it diminishes the fear.

I learned the power of inspiring myself this way shortly after I went bankrupt. I began telling myself, “I am a millionaire in the making.” That’s how I held myself. I did my vision boards, I did my journaling, and magical things began to happen. The future became the present. With inspiration from people like Loy, I went from having a 20% relationship with money to a 40% one. I let go of the emotionally limiting stories from my youth and replaced them with abundant stories from a future of my own making.

40% managers, leaders, parents, salespeople, and coaches can inspire from your side of the line. Help others define, and be the hero, in their future story. Then bring the energy of that glorious future to the present.

In the workplace, it is helpful to put inspiring stories on your walls. I like going into offices and see them proudly displaying their vision, mission, values, and goals. I like seeing them display the impact their work has in the community. I like employees and customers telling powerful stories. I like seeing employee and customer videos on company websites, like on Southwest, Zappos and many others.

You get what you focus on. Inspire 20%rs towards a positive future... in the making.

What inspiring story can you bring into the present?

I am _____ in the making!

Moving From 80% to 40%

“You can’t control everything. Sometimes you just need to relax and have faith that things will work out.”

—Kody Keplinger

What’s the fear of moving from 80% to 40%? When I ask that questions to CEO groups (usually a roomful of 80%rs), the answer is always “the loss of control.”

Yet, the ability to let go of control is the 80%rs’ liberation. That’s because ...

Control is Dead.

For most of the last century, workplace management evolved around the idea of control. At first, management told employees exactly what to do. They would be graded on a scale from one to five to see how well they listened. Those who survived until they were 65 would get a pension they would live on for two years until they died at 67 years old. (Anybody want that deal today?)

My how things have changed. The Catch-22 today is the person you can control; is the person you don’t want to work for you! *The Death of Control* is the most fundamental change in today’s workplace. I tell business owners if they haven’t figured this out yet, the millennials are here as proof. How has trying to control a millennial ever worked for you?

Business leaders are now coming to an understanding that managing a workforce need not be equated with control, manipulation or struggle. Savvy executives realize humility, service, engagement, and empowerment are a large part of their success.

On the journey from 80% to 40% there are three things we can do: **let go, be inclusive, and have Faith!**

Letting Go, Letting Go

“In the process of letting go, you will lose many things from the past, but you will find yourself.”

—Deepak Chopra

The fear of letting go of control is that mistakes will be made. As a result, we micro-manage, become the helicopter parent, overcommit ourselves, find ourselves exhausted, and wonder why nobody will ever think for themselves!

When you don't let go, you find yourself doing low-value work...very well. You find yourself doing \$20/hr. work even though you earn \$50/hr., or \$50/hr. work when you are paid \$150/hr., which is a losing proposition for all concerned.

Remember this: the less you control, the more you accomplish!

Ken Blanchard's wife, Marjorie, shared with me one of Ken's sayings that helped me on my journey with letting go: *“A task done 80% well by a subordinate is better than one not done 100% well by you.”* To let go of control, I can't expect someone to do the job as well as I do. At least not at first.

I can reduce the possibility of their making a mistake by providing them with a written Standard Operating Procedure (SOP), describing what I do and how I do it, providing training, allowing them to shadow me, etc. Then I can expect they will make a mistake. As Ray Dalio, the billionaire hedge-fund manager, said: “They can scratch the car, but please don't wreck it.”

When the inevitable mistake shows up, you don't have to freak out about it. All you can say is, "There it is! Now let's make sure we do what we have to do to make sure it never happens again."

Taking this approach, I learned people often exceeded my expectations and performed those tasks better than me!

We think and talk in terms of "delegating down." That's an old 80% control based approach. What if we instead thought about "inviting up?" I learned to invite up and encourage my employees to take things away from me. I let them know about the mistake rules above. I told them if they take things away from me, I'll give them a raise, and they did. It was awesome! Then I encouraged them to figure out how to eliminate, automate, or delegate their low-value work, so they could grow in their career without becoming overwhelmed.

Where are you still trying to control too much? Where can you let go?

Being Inclusive

“If Christ’s message could be distilled down to one line, that line would have to do with kindness and inclusiveness, not rules and divisiveness.”

—Roland Merullo

80%rs moving toward 40% must include others. Becoming inclusive is the mantra for the 80%r. If you do anything that affects someone else, try to get their input. You need their support, and unless you include them, your plans can be sabotaged.

There’s a new way to work with people, and it’s called Management by Engagement. Isn’t that how you always wanted to be managed? Not by control, but by connection, understanding and engagement?

(Note to reader: I did an online training for Lynda.com on Employee Engagement. Over 110,000 people from around the world have watched it so far!)

Just being aware of this alternate perspective helps you take a step back. However, you must uncover feelings you decided long ago you didn’t want to feel. Why? It was partly because of their suppression you went out to 80% in the first place.

On the way to becoming an 80% person, you usually developed wonderful rules for how to live life. These rules were your solutions for all the fears you wanted to outrun.

It's tempting to convert others to these rules because you want everyone to be like you, and you think these rules will make you safe—but they won't.

Being inclusive means you open up. You realize none of us are as smart as all of us. You become a collaborator, not a dictator. You ask people how you can do a better job of managing or coaching them... and you listen to their answers.

I do an interesting listening exercise with executives I encourage you to try with your team ...or at home. I have them break off into pairs facing each other. Person A goes first and shares with Person B their long-term vision for their career or company. They get *five minutes of uninterrupted time*. Person B must just sit there and say nothing. No questions and no gestures either. No analyzing, no judgment, just a relaxed listening. Boy, can it seem like an eternity!

Then we switch sides and the other person gets their five minutes. Then we debrief. What did you experience? What did you learn? The responses are always revealing. Many find it was difficult to just listen... for only five minutes! They wanted to chime in, ask a question, give advice, or tell about something they did or thought of that is similar. Some said they had a fear their story may not be as powerful or interesting as the other person's story. Some said they learned more about that person in those five minutes than in months of going to meetings with them.

Moving from 80% to 40% means you become comfortable with silence. You become present. More mindful. Then you'll be able to feel what's going on. This allows other people to feel safe around you and they will open up to you like never before.

Where can you be more inclusive?

Having Faith

“Faith is taking the first step, even when you don’t see the whole staircase.”

—Martin Luther King, Jr.

Moving from 80% to 40% can be a scary journey! Especially when the ability to control things has been our steady anchor.

We must move past these fears. As Lou Reed sang, “It takes a busload of faith to get on by.” We must have faith that the world is a simpler and more beautiful place when we have 40|40 relationships and give up control.

We would be fools to deny how our 80% nature gets us in trouble and how it can cause us to be villainized... no matter how much we care.

Like Bill Murray in *Groundhog Day*, the awareness of our 80%, and willingness to move to the more rewarding 40%, can mean the end of your personal *Groundhog Day*.



There should be nothing that feels “wrong” or “off” about the 40% approach. If you find yourself resisting the idea of giving up control, dig deeper. What’s the fear? Whose judgement are you concerned about? Is any of that a reality or are you still stuck in a story...of your own making?

So, have Faith. Deep Faith. Know this is who the universe is calling you to be: someone who allows others to become their own hero.

40|40 Leadership

“And when two people understand each other in their inmost hearts, their words are sweet and strong, like the fragrance of orchids.”

—*I Ching*
(Oldest of the classic Chinese texts)



The Oscar-winning movie *A Beautiful Mind* chronicled the life of physicist and Nobel Prize Laureate, John Nash, who taught we did not have to adopt the win/lose thinking fueled by the likes of Darwin, Marx, Malthus, and Smith to prosper. Nash showed how win/win systems produce greater abundance than win/lose systems do.

The “Nash Equilibrium” is reached when a system is created so that when everyone plays by the rules, everybody benefits. When somebody violates one of those rules, they

can't prosper as a result. Applying the Nash Equilibrium to financial systems may be Nash's greatest legacy.

When you think about it, the Nash Equilibrium sounds and feels a lot like The 40|40 Solution... where everyone gets to be a hero!

In the book, *Good to Great*, author Jim Collins details the factors of hyper-successful corporations. He concluded that they are led by the "humble" executive. From my perspective, this is the executive who plays 40|40.

In *How the Mighty Fall*, Collins shows how executives, who reach success as 80%ers, often suffer from hubris and eventually fail. There is no humility or long-term success in being an 80%r.

The 40|40 leader focuses on coax, encourage and inspire as their leadership mantra.

The Law of Attraction at 40%

“See yourself living in abundance and you will attract it.”

—Rhonda Byrne

For years I believed that success results from struggle, sacrifice, and running harder than the next guy. Isn't that what heroes are supposed to do? If that's how you learned to survive too, it will have devastating effects on your life balance, career, and family.

When you are an 80%, who you will attract to you? People who want to compete with you or people who want to be saved by you.

However, what I and many others have discovered on the journey to 40% is that an amazing thing takes place—the Law of Attraction kicks in at a whole new level!

At 40%, you wade into the Sea of Abundance. Prosperity and happiness *come to you*. You don't have to run for your life anymore. Other 40%ers begin to show up. Struggle disappears, and potentiality is limitless. A new spirituality awakens inside. *At 40%, success can be easy!*

At 40% you attract others because your emotional energy is so inviting. People feel joy, not stress, when you walk into the room. You are a more attractive person to be with. Eventually they resonate towards 40% because of your presence. As with Gary, Loy, my old swim coach, and the Dalai Lama, people want to be around you because they feel better about themselves when they are.

Speaking for Yourself, From Your Heart

“Speak for yourself and from yourself, or be silent.”

—George Henry Lewes

The emotional guideline for speaking from your heart is always to speak for yourself, and then others can hear. When you speak about, or for, the other person, they usually stop listening and react from an emotional place.

Masters of encouragement speak for themselves.

Here are words to use when speaking for yourself:

I think ...

I feel ...

I did ...

I said ...

I noticed ...

I believe ...

In my experience ...

The way I look at it is...

I have learned...

I would ...

Heroes DO NOT speak for the other person by saying:

You said ...

You didn't do ...

You did ...

You failed ...

You are ...

You don't ...

Your problem is ...

You should ...

Use language that keeps the conversation on your side of the line. The minute one person begins a sentence with the word “you,” he can cross that line and put the other person in an emotionally defensive position. That person will go numb or be forced into fight or flight feelings without even realizing it! Audio reception turns off whenever the emotional nature prepares itself for battle. If you sense this happening, you’ve just activated The Plot one more time. Regardless of the circumstances, the other person feels like an innocent victim, and you’ve become a person harming them emotionally. Time to gather the evidence to accuse you of villainous behavior!

Be especially careful using the you-word while disciplining someone. It is better to say, “I notice it’s 9:20,” than to say, “You are late again!” While both statements are accurate, and deliver the same message of dissatisfaction, one does so while staying on your side of the line.

As the saying goes: *Focus on the conduct, not the person.* By doing so, you are not placing the other person in a position where they could quickly turn you or themselves into a villain. You avoid the unnecessary drama.

If followed properly, this approach will bridge differences and avoid conflicts. Once you set the example of speaking

from your feelings, and for yourself, other people's emotional natures will soon follow.

Okay, let's say you've worked at speaking from your own experience with "I, me, and my" type language, yet someone in your life at work or home always hurls "you" at you. What do you do? Get them speaking about their own experiences instead of yours. The question is, how?

What follows is a sample script to be spoken with an accepting tone of voice that expresses, "You are a good person." This is just a sample script. Remember, you are educating someone who probably never learned about heartfelt communication skills as you have:

"Please, I need to speak for myself. When anyone says 'you this' or 'you that' to me, I find myself becoming defensive. It would be most helpful if I were told about your feelings and experiences and be allowed to speak on behalf of my own. Can we agree on that?"

Staying Off Stage

“When faced with senseless drama, spiteful criticisms and misguided opinions, walking away is the best way to stand up for yourself. To respond with anger is an endorsement of their attitude.”

—Dodinksi

Nobody wants to be play-acting alone. (Where’s the drama in that?) When people come at you with their dramas, don’t get sucked in—it’s a trap! Stay off stage. After years of experimenting with different approaches, I use the mantra, “Wow, that’s interesting!”

Alternatively, you can say, “Far out!” “It’s a trap!” “What would Jesus do?” or “What would Scooby Doo?” Whose advice do you trust most? Bring them with you. Use whatever works best for you.

By practicing this first step, you can step back for a moment and separate yourself from an immediate emotional override. (P.S. This also applies to the dramas that take place during your self-talk.)

Scientists are discovering a direct link between how long we hold on to a hurtful event and the long-term damage it can cause. As we relive an episode, neurotransmitters are sent out that further engrave the episode in our mind, and our body, eventually incorporating it into our “story.”

Whether the unfairness is real or perceived, the bottom line

is the same. We must detach and do what makes sense. If we don't, we'll rush to the victim role, or worse, we'll turn into a villain, if even for a moment.



Disengage: Say, *"Wow! That's interesting."*

Find a safe release of feelings: *journal, walk, breathe, etc.*

Repeat: *"We are both good people."*

Ask: *"What else could this mean?"*

Now that you have stayed off the stage, the next step is to get out of the playhouse altogether. If you're in a challenging relationship at work, tell this co-worker, supervisor, partner, or CEO you won't participate in a conflict with them. Let him or her know you will sit down or take a walk and resolve your differences, but you won't engage with them in combat. You will leave long enough for the addictive, competitive energy to dissipate.

Someone must stop the war, and it's going to be you.

It is best to negotiate your agreement long before a fight begins. When the atmosphere is cool and calm. Otherwise, you can be defeated before the battle starts.

If your boss says, “I demand that you stay,” (when he’s yelling), inform him you are taking your guns and cannons off the battlefield. You will retreat, even if he considers you a coward. When the smoke clears, you will be back.

Once you step back, ask yourself, “What else could this mean?” If your boss is a good person deep down, while you are gone she will regret her villainous conduct. If she is a true villain, she won’t care how you feel. If that’s the case, find a new boss!

If you are facing someone out of control, you are facing a villain who feels justified in harming you. Excuse yourself and walk away immediately. Seek help from a counselor, lawyer, coach, religious leader, police officer, or respected friend.

If you do not want to be a victim, then take no abuse. None. Nada. No más! It’s that simple. You do not have to take abuse, and you do not have to engage in battle to prove you are strong. Become the hero or heroine by getting out of the line of fire.

This step sounds so easy—and yet is so difficult to take. You’ll have to face the fact that your refusal to engage in combat may upset the other person. Now he is left with all this energy worked up and nobody to dump it on. If

he doesn't release it somewhere else, the aggression will eventually make him feel worse about himself.

That's the real victory, letting the other person feel bad about himself for his harmful feelings and actions. As we said, the greatest point of personal integrity is when we realize that we've made a mistake. Only when you "get it" that you can hurt others will you change your ways.

Here's a wonderful treasure you'll find: trust in yourself. You'll feel confident you can get yourself out of a conflict and avoid injuring people emotionally.

Walking off the battlefield without engaging in combat or shooting a single bullet with your words is much tougher than fighting—especially when you've got evidence that the other person is wrong this time and you could win. The street-wise hero is above medals, war decorations, courtroom victories, and "being right."

As the ancient Persian Poet Rumi stated, *"Out beyond the ideas of right and wrongdoing, there is a field. I will meet you there."*

What mantra will you use to stay off stage?

The 40|40 Solution in Sales

*“In sales, it’s not what you say;
it’s how they perceive what you say.”*

—Jeffrey Gitomer

While much of the discussion in this book involves dramas at work, The Plot shows up in sales story as well! One of my favorite things to do is teach The 40|40 Solution to salespeople.

In every story about sales, the buyer has been cast in the victim role.

Caveat Emptor! Buyer Beware!

And in every story about sales, the seller has been cast in the villain role. Name one sales story otherwise, including the ones you heard as a kid from your mom. If I say the word salesperson, images of the shady car salesman comes to mind; the manipulator who can sell snow to Eskimos; the desperation of Glengarry Glen Ross.

There’s a reason so many people fear doing sales—*they don’t want to be villainized*. The fear of that judgment by others paralyzes people.

Years ago I worked with several MLM’s (known as Network Marketing companies, Amway if you will), and helped them realize the power and nature of this fear of judgment. I suggested that new salespeople may be in fear of judgment

from a neighbor, family member or friend, but not so much of somebody they don't know. I suggested they sell "one-step" down the line. You sell to their friends. And they sell to their recruit's friends, and so on down the line. And, it worked.

Because we all grew up domesticated in this sales story, the buyer's emotional sensors are trying to feel if they are being conned or manipulated. Often eager ... or desperate... salespeople trigger a flight or fight response because of how they relate energetically with the buyer. It's not the logic they are fleeing from; it's the energy behind how it is presented.

Earlier I talked about how Gary said the most important thing he did every day was to make people feel good about themselves... by finding the good in them. Over the years he has outsold just about every insurance executive I know. Gary does not play some "I am the hero sales game." He focuses on relating with people first. He doesn't put them in pain. He encourages them to become their own hero.

When you sell from 80%, you end up with a whole bunch of 20% clients. They will exhaust you with their neediness. Sell from 40% and amazing clients will come to you.

I've noticed that when salespeople make enough money to know they will have a good retirement or meet other financial goals they have set, the desperation (20% game) and manipulation (80% game) disappear... and their sales get better! Now they can sell from a 40% perspective. Sales

become more fun. They are not needy. They are not feeling “I will make X if I get this sale and that will pay for Y, so I better get this sale!” They can finally be present with people. And...their sales get even better.

40%rs allow their clients to be the hero in the sales process. They sell through connection. When that happens, sales becomes an act of service.

I have had sales veterans tell me The 40| |40 Solution workshop explained something they inherently understood but could not express. It explained why learning the logic of sales is not enough.

Think about playing 40| |40 in sales when I talk about Holly later in the book.

How can you do a better job of selling from 40%?

People Who Have Become Their Own Heroes

“They always say time changes things, but you actually have to change them yourself.”

—Andy Warhol

What follows is the experience of three people who learned how to better use their emotional energy. As you will see from their experience, The 40|40 Solution is a powerful reference for success in your relationships both at work and at home.

Bob



Bob ran a successful automotive repair service, focusing on German cars, for over twenty years. He employs more than twenty people, including service writers, mechanics, drivers, and custodial help.

Bob shared insights into how his understanding of emotional energy profoundly affected the way he runs his business. By moving to a 40% level, Bob extricated himself from sixteen-hour workdays and re-focused from working “in his business” to working “on the relationships in his business.”

According to Bob, the biggest change brought about by understanding The 40|40 Solution was his being more compassionate toward and inclusive with his employees. He realized he and his employees were all playing roles in The Plot. For the first time, he talked about feelings with his employees. He said his conversations now came from the heart. As a result, the employees feel safer communicating with him.

When technicians approached Bob in the past, it was usually at an 80% energy level. Being an 80%r himself, a win/lose discussion would immediately follow, resulting in bad feelings all around. Since Bob was the boss, you can imagine who always won. You can also imagine how a defeated 80%r might feel.

Bob now focuses on the emotional connection first. Bob stated that when his workers came to him with 80% energy in the past, he would react either by shutting them off and letting them know that he did not want to hear their problems... or he would come right back at them with his own 80% energy. Now he lets them know that coming at him with 80% energy is too strong, which immediately softens the men. Bob said as long as he stays at a 40% level, he finds the technicians begin to wind down, often

apologizing for their strong energy, and then talk openly about how they feel. To quote Bob, “It is amazing how soft some of my toughest guys are.” Many star performers are moody, proud, ego-driven people by nature. Much of their success and professionalism compensate for hidden fears. They too are running for their lives.

Bob shared that many of his best performers were the hardest ones to discipline. They react by being overly righteous and are impossible to correct. Star performers send out the message: “Don’t mess with me because I know what I am doing.”

Unfortunately, many star performers can be critical of co-workers. This is in part because, at an emotional level, they want to stay top dog by keeping other people down.

We asked Bob when he felt these star performers were most vulnerable. He stated it was when they were happy, usually at the end of a week in which they had accomplished a lot. When they had nothing left to prove, their masks could come off. They’d have a beer together and then the men would loosen up.

Bob builds teamwork with these employees by including them more. He now connects with his managers at a once-a-month dinner and includes rank and file workers on a rotating basis. At first, they were uncomfortable with the inclusion, but eventually they opened up and talked about themselves and their jobs in a healing manner. It is incredible to watch blame, justification, and victimology disappear when everyone operates at a 40% level.

When asked what he was trying to control these days, Bob said, “Just about nothing.” He has delegated as much as possible. He no longer works sixteen hour days, six days a week. He now spends his time at work focusing on developing relationships with his workers and customers—a responsibility he can execute better than anyone else.

Bob shared that his people were a lot smarter than he gave them credit for. He said they have lots of great opinions and that he has grown them through inclusion. Bob acknowledged that he had an open-door policy, which had never worked until he was finally open himself. He said, “You have to make yourself accessible.”

We asked Bob how he deals with a worker who doesn’t perform up to expectation. He had a perfect example: a technician, whom we will call Hans, was caught using a harsh tone of voice with one of his customers. Hans, a precise mechanic, had the unfortunate habit of making his customers feel guilty about not taking better care of their cars.

One day, Bob witnessed Hans berating a customer for not taking better care of her BMW. Rather than jump into the drama, Bob told himself, “Wow, that was interesting!” and stored it away for later in the day. When things had slowed down, Bob approached Hans and gently said, “I noticed a bit of upset on the part of Mrs. Jones today.” And then Bob said nothing more. Immediately, Hans apologized, and they talked about what could be done to make sure it didn’t happen a second time. It’s amazing how people will take on responsibility if you stay on your side of the line.

I have a suggestion for dealing with employee discipline, given the discussions with Bob. Using the above scenario as a model, try this approach:

“I’d like to discuss something with you. Where would you like to go to talk about it?” (Remember, we want to place the other person in a “safe” environmental space.)

“I noticed a bit of upset on the part of Mrs. Jones today.” This statement stays on your side of the 50-yard line. The word “you” is not used, nor is the person’s performance specifically criticized. Rather, it is an observation about someone else’s discomfort. Chances are, if you say nothing more and wait, the employee will often acknowledge the shortcoming. If they don’t, go to the next question.

“Was the result of the interaction with Mrs. Jones how we want our clients to feel?” Again, the focus is on the results produced by the activity. However, if they remain defensive, move on to the next question.

“How could the conversation with Mrs. Jones have been approached differently?” This narrows the inquiry. If the light bulb in their head hasn’t turned on by this point, then it’s time to let them know what you expect, while doing so from your side of the line.

“In my opinion, this is not how we want Mrs. Jones or any other client to feel about working with us.” Then wait again. Be patient. Your silence will signal that it’s their time to speak up. By this time the employee ought to be realizing

that any response on their part should focus not on blame or justification, but rather on taking responsibility for the situation. As long as you stay at 40%, the chances of the employee owning the criticism and the solution remain alive.

“Let me share how I feel about this situation and what I believe should be done differently next time... Does this feel right? Can we agree to take this approach next time?”

When you are using The 40|40 Solution, come from the standpoint of, “We are two good people. We can resolve this.” It’s not a bad idea to use this phrase as a mantra. It works with couples at home and with workplace relationships.

We continued our interview with Bob by addressing a concern shared by many business owners and managers introduced to The 40|40 Solution: “If I weren’t driving this business with my energy, how could I be assured it would succeed?” (“If I’m not running this house like a tiger mom, then who else will?”)

To mask this fear, we keep running for our lives, causing havoc with our 80% energy. The breakthrough Bob had after going through coaching was realizing he could accomplish more when he came from a 40% place. He said he was no longer on the 80/20 roller-coaster ride. He said that even though he was an 80%r on the outside, in many respects he was a 20%r emotionally.

80% energy can be misleading. While it feels like real strength, it is based on fear, which is not a sustainable

position. Real strength based on positive heart-driven energies is far more powerful and sustainable.

Bob says the most profound thing about coming from a 40% place is that now he can receive at a heart level. For the first time, he is open to the praise and warmth others have to give. He's allowed the love to come to him!

So profound was the effect, that after Bob was injured in an automobile accident he unable to go to work for over six weeks. His company had its best months ever... while he was gone! He stated that previous absences would create one big drama. He would dread going on vacation because there would be constant calls from employees asking for his help. He said the silence during the six-week span away from work was almost deafening. It was certainly an eye-opener.

The final question we asked Bob was, "What is your deepest commitment to your workforce?" Without hesitation, he replied, "Learning to be at a 40% level with everyone."

Bob's focus today is on inclusion and empowerment. His business has never been more profitable, he has never had more personal time, and he has never been happier.

Simon



Simon is a software engineer. His first story involved a manager who constantly pressured him to get work done within a very short period of time.

Simon, a conscientious worker, told his boss there was not enough time to complete a certain project properly. However, his boss responded with 80% emotional energy on the issue, and any concerns Simon had would fall on deaf ears. Getting yelled at or receiving a one-word response to an e-mailed concern was not uncommon.

Eventually, Simon's work suffered. Anytime he made a suggestion, he prepared to defend himself from the forthcoming negative response. Simon felt and acted like a victim. ("He doesn't care about me. He's not a good person. He's a villain.")

The relationship between Simon and his boss was further strained by the fact the company was going through a series of layoffs. Simon feared for his job, as did the other employees. This made his likelihood of speaking up even less than before. Anyone who spoke up felt they might be next in line during the layoff. Communication—so critical during this period of the company’s history—declined dramatically.

One day, after his experience of going through coaching, Simon realized that he had been a 20%r and needed to step up to a 40% level. As a first safe step, he sent this e-mail: “John, it took a bit of courage for me to send this email. Over the past few months I...” He expressed how he felt he was forced to defend himself every time they had a communication. He shared this was affecting his attitude and productivity. Simon also said he knew of the pressures John faced, but knew they were both good people and could work together better than this. He sent the e-mail on a Friday afternoon, so his boss would have the weekend to think about it.

It worked. Because of this e-mail, Simon and his boss opened a new dialogue. He had a much better relationship with his boss, whose attitude seemed to have changed.

What happened? To begin with, it’s clear his boss was an 80%r. These people rarely hear the first few instances of “no,” especially if they are too panicked or too strong to listen.

Most 80%rs want to be pushed back, but they must be

challenged with an opportunity, not threatened. Ultimately, Simon's boss welcomed his coming forward as a 40%r in a challenging and non-threatening manner.

Simon made an interesting comment. He stated that to reduce his fear of a layoff or retribution from "stepping up" to his boss, he arranged for a job interview to provide himself with an alternative. This is wise thinking on the road from 20% to 40%. The more choices or "outs" we give ourselves, the less likely we will play the victim role.

Many an employee has remained in their culture of silence for fear of losing a job. However, very few realized this fear was mostly of their own making.

The fact is you don't have to work for an 80%r if you don't want to.

Simon then told another story. Simon began interviewing for another job. Because of his high-in-demand skills, companies frequently recruited him. In the past, he liked the attention these recruiters gave him, but his emotional nature felt more comfortable with staying put, regardless of how much he disliked his boss. (Remind anyone of Dilbert?)

This time, however, he approached things differently. He inspired himself by asking questions like, "What do I feel like doing with my career?" After getting very clear about that, he then asked himself when interviewing prospective employers, "How do I think it would feel working for this

company? Do they fit into my plans?” By coming from that reference point, Simon attracted an employer of his choice, where his opinion was respected, and his efforts were rewarded.

Now that Simon plays at 40%, he finds the joy in his work. He also gets paid more than ever. In the past he felt he had to force himself to work. Now he goes to work and finds the “charming aspects” of what he is doing. He feels less pressure and has become more open. There was no room to do that when he was a 20%r coming from a fight or flight reference.

In Buddhist terms, you want to find the dharma in the work you do, no matter what it is. Being a 40%r opens you up to the deeper and more spiritual side of your work life.

Simon made a final insightful comment. He stated that the online community is all about “connection,” yet many companies still don’t “get it.” He has learned that to move at internet speed we must feel to connect.

Simon has realized part of being successful today is being proactive about how you feel, not reactive. You, like Simon, have the power to choose what role you will play at work.

Holly



Holly was introduced to The 40|40 Solution energy solution at its inception. She has a background in high-end sales to an affluent client base, including yacht and helicopter charters and time-shares for a major resort.

Holly shared that the most powerful reference she obtained was the understanding that, “We are both good people and that sales is about playing 40|40.” She focuses on building a relationship from the heart first, before coming close to discussing the subject of her sales call. Because of this approach, she believes many people buy from her just because they feel good being around her, because she finds the good in them. (Sounds like Gary, doesn’t it?)

Holly had a story to share about her days employed selling timeshares for a major company. Year after year Holly was the top-selling agent. She had a very personable boss who

was low key in his ways and basically just let her do her job.

Unfortunately, while his approach worked for Holly, it did not work for other sales agents who needed more guidance and focus. Her boss, despite being a likable man, managed from a 20% energy level, which was not enough to coax, encourage, and inspire most of his workers.

Eager to boost sales, the company fired her boss and in his place hired a “real mover and shaker.” Apparently this fellow was not only a mover and shaker but also a person willing to “churn ’em and burn ’em,” losing no sleep over it. Holly felt he was a villainous 80%r. His motivational tactics were all fear-based. Any progress by poor performers was born out of fear and short-lived. Most ended up terminated, and a few of those who stayed robbed the company blind. (Fight or flight anyone?)

Not surprisingly, the company faced numerous legal difficulties due to this manager’s tendency to misrepresent facts. He would promise things to employees and clients he never followed up on. He also motivated the employees to work long hours without extra pay to make the numbers look good.

I have seen these managers come and go. They are part of what I call the “million-dollar executive club,” and it’s not because of what they get paid; it’s because of the damage they cause! In my experience, these managers seldom get fired. That is the last thing they want on their resumes. After they wear out their welcome and cause their damage,

they will move on to another unsuspecting company, continually building their squeaky-clean resume. Because so many employers are afraid when asked for a reference to “tell it like it is,” these villainous executives usually escape without repercussion.

Holly has been successful selling high-ticket items to affluent customers because she views them as human beings first. She says rich people are human and have relationship needs like everyone else. Unlike many people, she is not intimidated by people with money. She does not get caught up in whether she is accepted or rejected by them. She does not play a 20% less-than game.

She knows that many affluent clients are concerned about other people trying to use them. She is very concerned that many sales techniques tend toward the manipulative, which is villainous in its nature. She believes that sales as a numbers game falls into The Plot, whereas sales as a relationship-building exercise does not.

Again, many successful and affluent people are 80%ers and running for their lives. They fear what may happen if they stop to be in the present moment. As Holly discovered, you can slow them down from their 80% energy by touching them at a personal level and making a heart-to-heart connection.

Some Concluding Thoughts... But We Are Not Done Yet!

“No book can ever be finished. While working on it we learn just enough to find it immature the moment we turn away from it.”

—Karl R. Popper

It is time to draw the curtain on the good old Plot and play The 40|40 Solution game! As the world’s longest-running drama, The Plot greatly affects the joy and prosperity of our work and home lives. We can be grateful it is no longer required for our personal or organizational growth. Ideas that once made sense cause plenty of harm when they outlive their purpose. The good old show falls into this category.

Don’t wait for the show to close—run offstage to the nearest exit now! Why would you want to become a victim to suffer more? Why would you want to be a villain to yourself or another? Why would you want to feel unfairness, blame, and arrogance? Why would you ever want to work for or with a villain? Even being a negative hero, trying too hard to save other victims, results in “compassion fatigue” and loses its luster after a while.

Why would you want to languish in a poor relationship to be rewarded at the end with just a tiny morsel of love, when you have so much love in your own heart? Why run a business or work in a job that doesn’t call to your heart when you have so much to offer?

You can create a company, career, and life of joy, fun, and bliss for yourself and others. Today. Now. In the present moment. By playing 40|40!

Our new play is called *As You Like It*, and it's by you, not Shakespeare.

We'll look for you under the stars!

P.S. Now don't go just yet; there's plenty more—a few insights, a poem, and tools you can use!

Responsibility Is Emotional Freedom

“In the archer there is a resemblance to the mature person. When he misses the bull’s-eye, he turns and seeks the reason for his failure in himself.”

—Confucius

The only way to be a true hero is to be 100% responsible for your actions. For your role in dramas. For your role in your success... or lack of it.

Not 99%, not 98%, but 100% responsibility. When you are 100% responsible, you do not drop “below the line” and play the blame or justification games. The beauty of becoming 100% responsible is that you can “let go” of the outcomes you encounter. You are free.

You can’t always control outcomes. However, you can always control your emotions and actions before, during and after an event. Once you have made a responsible decision, there is little more you can do other than be a good observer and take in any lessons that may come your way.

In workshops, I often talk about taking responsibility for our lives. Everyone seems to agree, but I sensed an emotional resistance. It took a while to figure out why. I believe that when we first heard the admonition to be responsible, we were probably teenagers and it felt controlling under the circumstances. Well, that story about control is still with us as adults, and we often still feel the

same way emotionally about responsibility, even though we know the logic of it, and want to be a responsible person.

Let's say you're messing something up. Somebody suggests you be more responsible. To straighten your act out. While they may be right, most people will respond emotionally to that suggestion with a fight or flight response, learned as a teenager, to prove they can't be controlled. Even if it was the advice they needed!

You can't control me! In fact... I can't even control myself!

No logic is associated with this.

But...you are not a teenager anymore and being irresponsible to yourself or others is nonsense.

A final note on responsibility: if you are a manager, leader, teacher, or coach, except for legally mandated requirements like safety or EEO, you are only responsible *to* employees, not *for* employees... unless you want to be their mommy or daddy. You are not their parent, you are not there to save them, and you don't need co-dependent relationships.

Being responsible *to* someone you manage means you place them in a position where they can succeed. It is then up to them to become their own hero and take advantage of the opportunity. That's what the 40%r does.

If you find yourself acting irresponsibly, which we all do at times, seek out what's going on emotionally, not just logically, and get yourself back to 100% responsibility.

When You Know You Are Right

“In spinning a robe of your own righteousness, before the sun goes down you will find it all unraveled.”

—Curtis Hutson

You know you are right.... and yet they dare to ignore you, ridicule you, argue nonsense to you, or even try to sabotage you.

Of course, they can't be “right” too.

When you know you are right and don't get your way, I bet you will find yourself on the emotional stage soon!

John was one of the top engineers on the project. After doing a bunch of independent research, he came to the conclusion the team was going in the wrong direction. He had been hinting at his concerns, but it seemed everyone was too overwhelmed with their tasks to listen.

Every Wednesday at 8 AM, the team had an all-hands meeting. John would be prepared. He would show them why the current approach was doomed to failure. It was all he could think about, all night long. He was fitful and had a terrible night's sleep.

The next morning, John was exhausted but ready to go. He steeled himself when it came his time to report. He let it all out. He was nervous, and his energy was way too strong. He told the team if they didn't listen to his concerns, they

would regret it later. John went 80%.

John did not get the response he hoped for. At first, there was dead silence. Then the questions, disagreements and attacks began. Many on the team felt as if they were under attack from John, and sought not to listen or understand John, but to defend themselves. A fight or flight emotional response was created because of his 80% energy.

It was a disaster. The manager ended the meeting and told John he'd like to meet with him that afternoon.

After the meeting, John was anxious and confused. He couldn't understand why they didn't jump on board with his recommendations. Thoughts kept repeating in his head about how he was right. They must be blind, fools or even worse, reckless.

So where did being "right" get John?

Where does the push to be "right" ever get any of us? On any stage?

As the saying goes, "Are you always the smartest person in the room?"

I know my energy can rise when there is a potential for conflict... and I know I'm right.

When we are "right", and don't get instantly get our way, it feels unfair. When something feels unfair, the drama begins.

We can go from feeling like a victim one minute and acting like a villain in the next.

So, what approach do you take when you know you are right, and resistance is sure to follow? What insights should John's manager share with him in their meeting? Let me share a few insights I've learned from trial work, sales, and the study of emotions.

1. Begin by asking yourself the questions sure to come your way. What are the possible objections to your argument? What fears or concerns of others will you have to overcome? A good salesperson considers possible objections that may be confronted in a sales meeting and practices responses to them. Even better, take away their potential victimology by addressing their fears and concerns... before they do.
2. Have a confidant give you honest feedback. Invite them to cross-examine you. When I was a trial lawyer, we would sometimes pay for a "mock jury" to test out our arguments. Maybe a mentor, coach, or old professor can be a good sounding board for you. Having that sounding board is one reason everyone should have a coach!
3. Hone your presentation. Practice, practice, practice. Never wing it. If it is important, it is important enough to do it with excellence. Tell a great story, with a beginning, middle, and end. Identify how everyone benefits from your approach.

4. R-e-l-a-x. Go to the meeting, presentation, etc. like, Gary or the Dalai Lama would, focusing on liking the people you will be with, before you are even with them. They are dealing with as much, and sometimes more, than you are. So chill out and be a good human, no matter how excited you are about being right. Play a 40% game.

5. Remember the quote from David Bohm that “the truth doesn’t emerge from an opinion; it emerges from a dialogue.” Dialogue can only happen at 40|40.

6. Don’t be a know it all. Be Inclusive. Invite feedback. Engage in dialogue. Ask what they agree with or not, and why. Try to learn something from them. That’s good sales. Then identify what you agree about and narrow down the disagreements. Listen. Without interruption. Step into their shoes. Feel where they are coming from. Even if you face disagreement, you can do so as good people. Reasonable people can agree to disagree.

7. Consider how you can mitigate their concerns. Perhaps adjust your approach. Be creative. Be flexible, like Gumby. He...or she... with the most options wins.

8. If you hit a stalemate, see what principles you can agree on. Consider a third party to facilitate finding a middle ground. A mediation if you will.

Or call a timeout and agree to reconvene after everyone has had time to sort things out.

9. If after all of that you still find yourself stuck in what you believe is a disaster waiting to happen, then either let go or get off the stage. Fighting reality is a game for the insane...or soon to be insane. You don't want to "lose it" because you are right. When that happens, everyone loses.

I think most people would say they are more "right" about things than other people. Odds are, across your life, you are probably little better than 50/50 at being "right." Now that's reality!

Where can you let go of being "right" about something?

Change Your Physical State

“I teach many ways to create immediate change in your state, but one of the simplest ways is to change what I call your physiology. You can change the way you think by changing the way you move and breathe. Emotion is created by motion.”

—Tony Robbins

This is something I learned from my study of NLP and have practiced to great effect: when you are upset, even if it's with yourself, the quickest way to change your emotional state is to change your physical state. If you are triggered when walking around, then sit down. If you are triggered when sitting, take a walk. If you are driving, stop the car or turn on a good tune and start boogying in your seat.

If you must, close your eyes and do a whoopee dance in your mind. It's better to look or feel ridiculous than it is to vomit on people, including yourself.

I remember having challenges with my older son and his not coming home for dinner on time. I was a single dad at that point and very intent on providing healthy meals and a proper sense of discipline. When he would come home late, his brother and I would be eating dinner already, and I'd get upset. I yelled at him for not caring, dinner was ruined, and I hated myself for how I handled it afterward. So I decided next time it happened I would change my physical state. I would get up and sit on the living room floor... because I realized I never yelled at anyone sitting on my ass in my life. I have no neurological programming for it.

The next time he was late, I told myself that when he came in, I'd get up and sit on the floor, which is what I did.

When he asked me what I was doing, I told him, "I'm not yelling at you." Doing that when I needed to helped change my behavior and had a positive impact on my relationship with my sons.

Don't forget: *the fastest way to change your emotional state is to change your physical state!*

Exercise: Assessing Your Emotional Presence

One of the best questions you can ask yourself is, “*How am I feeling?*”

Get a sense of “What feels unfair?” or “What’s driving me crazy?” Then ask yourself, is that the feeling of a victim, villain, or hero?

These questions have several aspects to them, some or all of which should be considered.

Environment

Sometimes the environment has an energy all its own. For example, walking into the boss’s office can feel like an 80% experience... even if he’s not there!

- How does your environment feel?
- What story does it tell?
- Is there a way to make your surroundings feel safer and more inviting?
- Is there a place you can go to that would feel safer and more inviting?

When interviewing people during an investigation, I like to ask, “Where would you like to go talk about this?” They will take me to a place that feels “safe” for them. Often it’s not in the location the company gave us to use. A good question to use with any difficult conversation.

Body Language

With a 20% person, you want to use your hands to coax, encourage, and inspire them up to 40%. You can beckon the person closer with your hands. Likewise, when someone is at 80%, you can gesture with your hands in such a way as to say “stop” so you can speak. Otherwise, you might be in for a long monologue.

At 40%, your body language is inclusive, open, and inviting. You use your hands to include others. Know that standing can feel threatening and suggestive of 80% energy, especially around a 20% person. Walking together is a great 40|40 exercise!

Tone of Voice

Our tone of voice usually accurately expresses our feelings. If you have a little girl or little boy voice, then you’re more likely closer to 20%. If your tone of voice expresses urgency or little feeling except perhaps for some anger, then you’ve moved past your 50% toward the 80% mark. A 40% voice is slower with a full tone, yet not overwhelming. Channel your inner Morgan Freeman.

Speaking

In a conversation with someone, do both of you express yourselves an equal amount of the time (40%)?

Do you speak too little and rarely contribute your ideas (20%)? Conversely, do you monopolize the conversation (80%)?

Eye Contact

Being at 40% means making eye contact without being confrontational. For men to stay on their side of the line in a conversation, sometimes it's easier if they go walking together, golfing, or driving to reduce direct eye contact. Conversely, not making eye contact with a woman can signal your disinterest.

Listening

Being a 40% listener is as important as being a 40% speaker.

How would you characterize your listening style? Can you listen and be present for five straight minutes without judging or interrupting someone? Do you find yourself being attentive or perhaps thinking about something else? Is your listening clouded by pre-judgment or emotional baggage?

Do you listen, or are you just waiting for an opening so you can talk? Do you repeat what you've heard to clarify your understanding?

It's not surprising the words silent and listen are made from the same letters.

When you give advice, is it only after it was asked for?

Victim, Villain, or Hero Energy

What kind of emotional energy am I playing with? Is it the energy of a victim, villain, or hero?

Am I staying on my side of the 50% line in dealing with this?

Am I being sucked into other people's dramas?

How does the other person feel around me (victim, villain, or hero)? What do their eyes, voice, and body language tell me (80% or 20%)? Do they feel free to speak the truth? Is there a "safe place" to do it?

Are they ready to listen? Are they in a time and place where they can give me their undivided attention?

Since we are both good people, how can we co-create a win/win solution?

Exercises for Nurturing Your Emotional Energy

- Balance your energies — inner/outer, past/future, feeling/doing, work/play, etc.
- Bathe the emotion in light. It's the greatest disinfectant.
- Breathing exercises. Rapid breaths, slow ones, holding your breath, belly breathing, chanting.
- Breathe energy into your entire body.
- Meditate.
- Do something fun, like dancing or going to a movie.
- Eat something healthy.
- Exercise for an hour.
- Experiment with candles, incense and essential oils, spices — awaken the senses.
- Float in a float tank for an hour.
- Get 7-8 hours' sleep.
- Get a tuning fork!
- Go to an art museum and history museum.
- Grounding — walk barefoot on the earth.
- Have a glass of cool, fresh water.
- Hug a tree... and stay for a moment... trees move slowly. What if the tree wanted to hug you back?
- Increase heart rate variance (lowest rate at rest vs running full speed).

- Increase energy vibration/decrease vibration exercises.
- Like them before you meet them.
- Reduce sugar and caffeine intake.
- Say NO to doing something.
- Simplify something.
- Beautify something.
- Sit in the reading room at the library.
- Sit in an empty church.
- Spend 15 minutes thinking about a wonderful future.
- Spend 15 minutes thinking about the things you are grateful for.
- Take a hike in nature.
- Take at least a 30-minute lunch and breaks at least every two hours.
- Tell a good joke.
- Try tapping (Emotional Freedom Technique)
- Turn off or limit the TV and social media use.
- Volunteer at a daycare or senior citizen center.
- Walk 20 minutes in silence.
- Watch a comedy.
- Yoga, it's good for you!

The 40|40 Solution Summary

Victim to Hero

- Become 100% responsible.
- Move from 20% to 40% emotional energy.
- Coax, encourage, and inspire yourself.
- Don't blame.
- Don't focus on your "rights" or "entitlements."
- Quit beating yourself up
- Get out of the gray zone. Educate yourself.
- Take the first safe step. See how it feels.
- Get support. You need not do it alone.
- Embrace your mistakes. Learn from them.
- What is the fear? Whose judgment concerns you?
- Identify the familiar experience.
- Start journaling, walking, exercising.
- Reward your efforts.

Villain to Hero

- Become 100% responsible.
- Move from 80% to 40% emotional energy.
- Don't vomit on people.
- Don't justify.
- Disengage, e.g., "Wow, that's interesting!"
- Sit down, breathe, walk, and "take five."

- Get clear about the source of your upset.
- Is it true they don't care?
- Attack the conduct, not the person.
- Think about the long-term consequences of your actions.
- Get your drama outside of work and home.
- Don't abuse, control, or manipulate.
- Focus on what is good about you.
- Get professional help.

Negative Hero to Hero

- Become 100% responsible.
- Move from 80% to 40% emotional energy.
- Stop running!
- Let go, let go, let go.
- Be present for five minutes.
- Ask how you feel about it.
- Ask how they feel about it.
- Be inclusive.
- Use "I" words, not "you" words.
- Don't try to solve all the problems.
- Don't over-commit.
- Give up the need to control.
- Feel loving and accept love from others.
- Coax, encourage and inspire victims.
- Manage by Engagement
- Laugh for no good reason!

The Plot Poem



The timeless drama continues;
The Plot takes center stage.
“Goodness Triumphs Over Evil,”
Emotions leading the way.

Victim, villain, and hero:
We play all the parts.
Blaming and justifying,
Breaking each other’s hearts

Playing roles
We don’t quite understand,
Letting pain from the past
Ruin our perfect plans.

Let’s tear off these masks
And run out the stage door!

We don’t need this drama
To learn our lessons anymore!

(Amen)

About the Authors



Don Phin, Esq.

Don grew up streetwise in the Bronx. At 19 he jumped at the opportunity to work on a tuna boat out of San Diego. He liked the sea, sunshine, volleyball, surfing, and California girls, so he stayed. Don now lives in beautiful Coronado, California, and is married with three sons and four grandkids.

Don has been a California employment practices attorney since 1983. He litigated cases for close to 20 years, figured out how ridiculous it was, and decided to help employees and companies avoid destructive scenarios and do Great Work. Since then he has written numerous books on the workplace and presented to hundreds of CEO, HR, sales and insurance groups.

Don was the founder and President of HR That Works, which was acquired by ThinkHR in January of 2014.

Today he spends his time delivering keynote speeches, conducting workshops, developing online training, coaching executives, and conducting workplace investigations.

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Loy Young

If it weren't for Loy Young, this book would not exist. She has been a gift to me. Loy's 40% nature calmed me down when I needed it most and gave me a path to becoming my own hero. I can never thank her enough.

In 1996, Loy introduced me to the 40|40 concept about using our emotional energy, which I've explored and spoken on ever since.

Sadly, Loy passed away in May of 2019. I will miss her until we meet again!

From Loy Young:

Adventure... what is it to you? Racing around the track in an F1 Ferrari? Sailing single-handedly around the globe? Orbiting the earth in a NASA capsule?

For me, the ultimate exploit has been seeking the understanding about why, in spite of our high spiritual ideals, religious teachings, and incredible scientific advancements, has humanity's conduct shockingly been much the same since the beginning of recorded history. Unraveling the matrix that we are all caught in has been my quest.

My conscious quest took more than four decades and spanned six continents interacting with people from all walks of life—from cosmopolitan jet-setters to rural villagers and a variety of cultural backgrounds and religions. The search was not in vain; I found the answers I was seeking.

Time has marched on. I'm an elder now and spend my time living what I discovered, and I continue to write.

I'm most grateful to Don for sharing the storyline and the roles we all play in The Plot every day of our lives.

<https://www.amazon.com/author/loyyoung>

If you are interested in The 40|40 Solution Workshop for your leadership or sales team, please let Don know. Same if interested in ordering the book in bulk for your employees, customers or friends.

Send an email to don@donphin.com

Is **The 40|40 Solution** right for you?

Today's books on "emotional intelligence" fail to address half of the problem...how we feel about people and things. If you or somebody else is engaging in nonsense, no logic or intelligence is going to solve it. Because that's not what created it!

The 40|40 Solution is the right book for you if...

- ✓ You ever engage in self-limiting nonsense. (Of course, you do.)
- ✓ You ever fantasize about going to work... and having nobody to deal with that day.
- ✓ You are exhausting yourself trying to control everything and everybody.
- ✓ You would like the people around you to "step up to the plate".
- ✓ You're having challenges making sales, even if all the logic is there for it to happen.
- ✓ You feel stuck in your career...and things need to change.
- ✓ You feel stuck in a relationship...and things need to change.
- ✓ You know what you need to do...but you are still not doing it.
- ✓ You want to be better at coaching and serving people.
- ✓ You would like an emotional roadmap for being a great leader.

The 40|40 Solution is your unique guide to Mastering Emotional Energy! It is the solution to ending painful and destructive dramas, whether in the boardroom, coaching session, sales meeting, at home, or in conversations with yourself. Unlike most emotional intelligence books that focus on thinking your way through emotional problems, this book helps you learn how to feel your way through them. So that you can feel good about yourself afterward.

"Just finished reading *The 40|40 Solution* and I need to tell you that you are right on the money! If business America would only read this book, we would have fewer problems in the workplace. Your insight cannot help but ease the problems that individuals have, not only in the workplace, but also in their personal lives."

- Ken Varga, President Professional Buyers Guild

