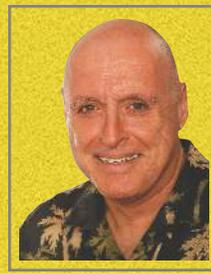


THE EXTRA POINT

BY JERRY ROBERTS



1114 Managerial Success: Journey and Process

You've probably heard it frequently in trainings, maybe motivational speeches, and books you've read — success is a journey, not a destination. I'm Jerry Roberts, let's talk a little about that journey as it applies to managers. That's coming next, on The Extra Point.

The topic is success, and that will be different for you, me, and everybody else. Oh sure, we might touch some of the same bases along the way to scoring our success, but it's those differences that will ultimately tell the story.

I admit there are people in the world who can do a lackluster — even poor — job, and still somehow find a way to salvage a win at the end. This is the story of the boxer who is losing the fight, yet in the last round makes a wild swing at the opponent and connects, scoring a knockout.

For most of us, those last-minute knockouts don't happen. Most of us have a step-by-step process we follow which leads to our success. There's no wild swing involved. Let's start there in our discussion about managers and how they measure success.

If you hate goals and anybody talking about reaching goals, no worries, I'm not going to get deeply into that today — though a manager does have to know where the team is headed and why. Let's imagine you're that manager.

In reality, your manager will probably be the one to decide that direction, or somebody above them in the organizational hierarchy. Eventually, it gets to you what that objective is, and it's your job to deliver on the orders. That's pretty basic, but that's how it goes.

Watch me now as I throw a bone to the folks who hate talking about those pesky goals. Do you, that manager we're talking about, need to have goals with respect to reaching these lofty objectives you've been handed? No, you don't.

Your first task is to deliver on the goals and objectives set forth by your boss or bosses. You don't need goals because they already have them. What you need is a delivery system, otherwise known as a process.

The organizational vision is the big picture. Goals are milestones along the road to the vision. The process is what drives the engine and creates our progress. If we don't pay attention to the process and the engine stalls, our goals and objectives are threatened. In fact, the vision is then threatened.

In the job of selling, whether it be products, services, or ideas, that process contains a part known as prospecting — the task of discovering new customers. Many salespeople hate the thought of prospecting. Some absolutely fear it, and it becomes their undoing. Show me a salesperson who finds joy, excitement, and some kind of fulfillment in prospecting, and I'll show you someone who will be successful.

Those who hate it and don't do it will likely not last long. They'll break the process, and that's when the bad stuff happens.

Anyone who has equipment that is necessary to make products or service something, knows what happens when that equipment breaks down. The process is busted. Contracts aren't fulfilled, revenues slow up or dry up, and all those pretty goals, objectives, and visions are in trouble.

If you focus on the details that let us succeed with our process today, then we get to come back and do it again tomorrow.

String enough of these successes together and you reach goals. Hammer enough of those out and one day somebody tells you that one of those fancy visions has been realized.

(Con't.)

The danger we all face is when we try to take shortcuts with the process. You know that I am a big believer that we should test everything we do, including every nook and cranny in our process. We should deputize every worker to find better, more efficient, more effective ways to perform every step in the process — and reward those who discover them.

So, no to shortcuts and yes to improvements.

Goals, objectives, and visions are wonderful, but not everybody buys into them, or even fully understands them.

Process is something they understand because they see it every day.

If you're the CEO, how do you balance these issues of vision, goals, and process?

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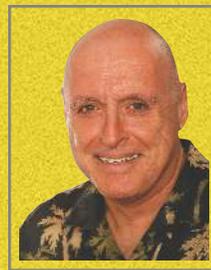
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THE EXTRA POINT

BY JERRY ROBERTS



1115 Letting Go of Old Ways at Work

Raise your hand if you make mistakes. Keep your hand up if you figure you're going to make a lot more of them. Reach for the sky if you think that's good. I'm with you, except for one thing I have to say on this subject, and it's the most important thing you'll ever hear when it comes to making mistakes. I'm Jerry Roberts, and that's coming next, on The Extra Point.

You've probably heard people say that the key to success is having a relentless drive. These people mean that relentless drive can be an important factor in succeeding, and we can all agree with them on that. However, what most people don't realize is that "unending drive" isn't just a trait of successful people; everyone possesses it to some degree.

If you have a high level of drive, then you are probably going to succeed at almost anything you set your mind to. It may not be easy, but if your goal is something you really want, nothing will stop you from achieving it.

Fortunately for you, if choosing a productive way of life is your goal and you possess enough perseverance, chances are you will succeed there too. Dopamine is an important chemical produced by our brain in response to reward or pleasure – including the anticipation of these things as well as their actual occurrence. When we see rewards in front of us and when we anticipate them, dopamine levels spike in our brain, encouraging us to act in ways that lead towards those rewards or pleasures. For example: Dopamine spikes encourage us to work towards earning money so we can purchase things for ourselves or others (pleasure: spending money on others), it spikes encourage us to take risks as well - leading us into risky situations (rewards: winning money or another prize), it spikes also when we have someone else working towards something so we can get involved. What is dopamine and why is it important?

Dopamine is a chemical in our brain that we release when we experience something pleasurable. It motivates us to keep doing things that give us pleasure or make us feel good. The goal of this blog post is to provide some information about dopamine and the way it influences our behavior.

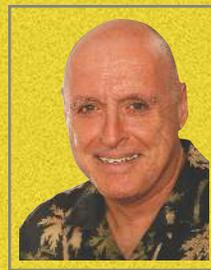
The release of dopamine in response to reward or pleasure increases while the actual event itself is happening, as well as when we anticipate these events occurring. This means that even though you may be working towards a specific goal, if you are anticipating an outcome, you will have increased levels of dopamine in your body. This can make it easier for people with high levels of drive - like entrepreneurs - to achieve success because the anticipation of success can be just as rewarding and pleasurable than achieving it.

How can dopamine alter work performance? Dopamine's effect on work performance is the result of its ability to make us more alert, focused and motivated. This in turn increases our productivity. Dopamine makes us feel good about our work and helps us do it faster. This can be seen in many aspects of work. We experience a dopamine spike when we see an email from our boss or colleagues approving one of our hard work or requesting more information from us (pleasure: receiving validation). We also experience a dopamine spike when we think we are going to get praised for one job well done (reward) or when we think that it might be time for a promotion (both pleasure and reward). It works the same way with other types of rewards, such as money, food, and sex.

The key is not to try to take away your drive as this will only lead to frustration. Instead, learn how to harness it. If you have enough drive, you can use it at work by setting goals that are

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1115 tree

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Everything starts small, it takes time to grow.

Stay grounded and connect with your roots

Turn over a new leaf

Bend before you break

Stand tall...regardless of what you face.

Never stop growing

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attainable but challenging so that you will feel accomplished when you reach them. You can also use your drive by working harder than everyone else – something which will make your teammates want to stay with you longer since they don't want others taking your position away from them

How can I effectively manage dopamine?

The key to managing your dopamine is realizing that dopamine can be a detriment to your progress. The following are ways that you can use to manage your dopamine:

One way is to make sure that you don't over-expect rewards. A lot of people often compare themselves with others, believing they will not succeed like the people around them (e.g., millionaire celebrities, their friends). However, this comparison puts too much pressure on them and contradicts what they want: happiness and personal fulfillment.

Another way is to stay present in the moment; focusing on what's happening right now will help reduce stress and anxiety. Focusing on the present allows you to enjoy the moment rather than feeling insecure about how you may or may not fare in the future. This also helps prevent regret from creeping up into your head as well.

Another way is utilizing mindfulness practices such as meditation and yoga, which help reduce stress and anxiety by giving your brain a break from thinking about stressful thoughts

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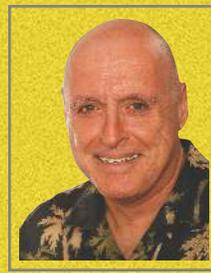
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THE EXTRA POINT

BY JERRY ROBERTS



1116 Letting Go of Old Ways at Work

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Time is the most valuable resource in your company. Even if you believe your employees are not being paid enough to justify the time they spend at work, they need to be compensated for their time.

After all, how much would you pay a doctor or a nurse who spends several hours with you every day? How much would you pay an accountant who spends hours every day preparing financial statements and other reports?

There's no doubt that the more time an employee spends on the job, the more it deserves compensation in terms of salary and benefits.

As such, managers are always on the lookout for ways to increase employee productivity, both so that their workers are working smarter instead of longer and so that their employees can complete tasks more efficiently than before. In this article we will review some of the most effective ways to manage time at work.

Why is energy management more important than time management?

Some managers may think that time management is more important than energy management. However, this is not the case. Energy management is often more important because it is less time consuming and requires less effort to implement. Energy management also lends itself to shorter meetings and shorter feedback loops with employees.

The main reason why energy management is more important than time management is because energy management can be done in a way that doesn't significantly add to the workload of your employees. This means that your employees will have more time to do other things like work on projects or make contributions outside of their regular responsibilities.

What is energy hacking?

Energy hacking is the act of increasing employee productivity through creative approaches.

Energy management gives managers and employees the tools they need to manage their time effectively. In addition, this management entails a way to be productive while still enjoying what you do.

One of the most effective ways to increase employee productivity is energy management. Energy management involves methods that give employees the tools they need to manage their time effectively. These methods include using whatever technology available, like screen-free periods for workers or telling them exactly how long it will take them to complete a task.

Another way to increase employee productivity is by offering more breaks or well-designed perks as incentives for good behavior. For instance, if an employee completes a task quickly and without error, then he or she may have an opportunity to have lunch on company time instead of going home early. This perk offers employees an incentive for working hard over their allotted hours and can significantly increase their productivity in return. The idea behind this concept is that people work better when they feel appreciated for what they do and rewarded with perks.

How can I build greater energy?

The most effective way to build greater energy is to measure an employee's time and level of productivity.

One way to do this is by having employees track their time in an online calendar. This can be done through a system like Google Calendar or any other free software that you are able to install on your computer.

Another option is to have employees use software like Microsoft Outlook that has the ability to track the hours they spend on tasks and the number of emails they send, receive, or delete during a day. The software can also show how long it takes for various activities such as phone calls, meetings, and travel time. The key point is that managers should be able to view how much time their employees spend on various tasks during a day and see how much productivity they are generating per hour. This will help them make decisions about what activities need more focus or attention in order to increase employee efficiency.

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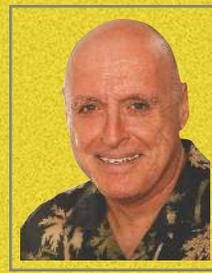
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THE EXTRA POINT

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1117 Letting Go of Old Ways at Work

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To combat stress and burnout, employers are increasingly offering benefits like virtual mental health support, spontaneous days or even weeks off, meeting-free days, and flexible work scheduling. Despite these efforts and the increasing number of employees buying into the importance of wellness, the effort is lost if you don't actually recover. So, if you feel like you're burning out, what works when it comes to recovering from stress? The authors discuss the "recovery paradox" — that when our bodies and minds need to recover and reset the most, we're the least likely and able to do something about it — and present five research-backed strategies for recovering from stress at work.

The workforce is tired. While sustainable job performance requires us to thrive at work, only 32% of employees across the globe say they're thriving. With 43% reporting high levels of daily stress, it's no surprise that a wealth of employees feel like they're on the edge of burnout, with some reports suggesting that up to 61% of U.S. professionals feel like they're burning out at any moment in time. Those who feel tense or stressed out during the workday are more than three times as likely to seek employment elsewhere. Because of this, employees increasingly demand mental health support, and more employers have responded by offering benefits like virtual mental health support, spontaneous days or even weeks off, meeting-free days, and flexible work scheduling. Despite these efforts and the increasing number of employees buying into

the importance of wellness, the effort is lost if you don't actually recover. So, if you feel like you're burning out, what works when it comes to recovering from stress?

Understanding stress recovery

Recovery is the process of restoring symptoms of work stress (anxiety, exhaustion, and elevated levels of the stress hormone cortisol) back to pre-stressor levels. We refer to recovery as a skill, because knowing how and when you can best recover from stress requires both knowledge (of what works for you) and practice (actually doing it).

The skill of recovery is well known in fields that require performance under extreme pressure or are characterized by the need for prolonged periods of intense concentration, where errors can be costly or even deadly. Consider a pilot on a critical mission or an athlete who has their entire career hanging on a single performance. These people learn quickly that physical and mental recovery is crucial for achieving and sustaining high performance under pressure. Pilots are even officially required to recover for defined time periods during and between duty in order to maintain safety standards, and a wealth of research explores how athletes can best recover.

Importantly, recovery in these fields doesn't just happen when individuals feel depleted or burned out — it's an essential part of the training and performance strategy. Effectively recovering from periods of stress, performance, or concentration is important for emotions, moods, energy, learning integration and growth, and ultimately performance, mental and physical health, and relationships. The paradox of recovery

The process of recovery introduces a paradox. Research shows that when our bodies and minds need to recover and reset the most (i.e., when we're most depleted), we're the least likely — and able — to do something about it. For example, when work is demanding and we're feeling overwhelmed, we quickly slide into a negative cycle of working longer hours

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and taking fewer breaks. During those stressful times, we also tend to eat less healthily, even though adequate nutrition and hydration are important to replenishing energy levels. Further depleted, we have less energy and motivation to take time out to relax or engage in exercise, leading to low recovery and in turn further exhaustion the next day. Rinse and repeat. Organizational cultures that celebrate working on little sleep or that work in a constant state of emergency can exacerbate this, because despite your body begging to recover, there's an underlying assumption that you can (and should) push through it. To overcome this paradox, you must learn what works best for you and devise a recovery plan. It's important to note that what actually works for stress recovery is not always as intuitive as you think. Here are five ways to make recovery work for you based on industry- and research-based insights.

1. Detach psychologically from work.

"It sounds silly, but after a long, intense surgery, what I do to relax is play some video games to disconnect before I go home," described an orthopedic surgeon participating in an executive class on stress management. Regardless of your preferred recovery activity (reading, running, video games, cooking, etc.), it's important that you mentally disconnect or "switch off" your thoughts of work (or the particular stressor at hand). Workday stress accumulates throughout the day, meaning that we ruminate about work well into the evening. You may be physically present at an exercise class, but your mind is replaying the events of an earlier client meeting. Research shows that even thinking about work detracts from your ability to recover from it, and the mere presence of your mobile phone distracts you, leaving you unable to detach from "the office." As recovery can only occur when our minds return to pre-stressor levels, we need to facilitate that process by cognitively withdrawing from thoughts of work, essentially giving our minds a break. Detachment leads to better recovery and even improvements in work-related outcomes, such as performance and engagement. This is counterintuitive to the notion that more time spent working leads to better performance.

To harness this principle, dedicate a fixed (and if needed, short) time each day when you can fully devote attention to a non-work-related activity. Even starting with a few minutes will

reap benefits for recovery. Practicing mindfulness as a supplementary activity helps with this — over time, you're training your brain (and its tendency to ruminate) to focus on the present moment. Learn which triggers prevent you from psychologically detaching from work. If, for instance, the presence of your phone prompts you to check work emails during off hours or breaks, turn it off or shut off notifications temporarily.

2. Harness the power of micro-breaks during the workday.

"During the work week, I set my phone alarm to ring once every two hours as a needed reminder to step away from my computer, stretch, walk around, and get a drink of water," an EVP of a multinational technology company recounted. Contrary to common assumptions that recovery can only happen after work or during a long holiday, research shows that micro-breaks — short breaks of approximately 10 minutes — taken during the workday are surprisingly effective for recovering from daily work stress and various job demands. For example, short moments of meditation or relaxing, taking time to eat a nutritious snack, enjoyable social interactions, or activities that require some degree of cognitive attention (such as reading) are strategies that can improve motivation and concentration, shape your mood, and sustain your energy during the day. Also, taking longer breaks in combination with more frequent short breaks can provide more energy, motivation, and concentration than infrequent short breaks. Interestingly, micro-breaks taken earlier in the workday contribute to greater recovery.

It's important to resist the urge to push through the day assuming that it will be easier to recover later, or to "save up" your recovery for the weekend or even for that holiday that's still months ahead. To maximize your recovery, ensure you have a recovery plan that you can enact on a daily basis through the use of micro-breaks that you can schedule into your busy workflow with dedicated smartphone apps.

3. Consider your preference for recovery activity.

"I used to partake in my partner's hobby during my free time so that we could spend quality time together. Then I realized I dreaded going to guitar lessons. Now, we do our own hobbies: I do my gardening while my partner

learns guitar, and we carve out time to spend together afterwards.”

Although having a choice over your recovery activity sounds like common sense, this experience, described by the CFO of a global events company, highlights the challenges of applying this principle. Perhaps you’ve felt pressured into going to a group exercise class, or maybe your company organized a group wellness activity during the weekend when you really just wanted to be at home with your family.

Not having a choice in your own recovery can sometimes do more harm than good. For example, one study showed that when workers wanted to sit with coworkers and chat over the lunch break, it boosted their stress recovery. On the other hand, when workers were less keen about socializing over lunch but did so anyway (perhaps due to peer pressure or norms of the particular company culture), they found their energy highly depleted at the end of the day. The same pattern of depletion was also identified for working lunches. For most people, working over lunch is draining. Yet, if you personally choose to stay in a productive workflow during lunchtime (and get energized by accomplishing important tasks), there can be recovery benefits. Just keep in mind that relaxing is an important recovery activity that affords benefits, even when it’s not your most preferred lunch break activity.

In sum, be mindful about how you use your lunch breaks. If you feel pressured to socialize or continue working, talk to your manager about how you can get more autonomy over how you schedule and use your break. Then, spend those free slots doing recovery activities that you prefer.

4. Prioritize high-effort recovery activities.

“I may not be rah-rah about it ahead of time, but there has never been a gym session I’ve regretted afterwards,” proclaimed a senior executive of a multinational health care company. While it may seem that relaxing, watching TV, or other “passive” or “low-effort” activities are best for recovery, on the contrary, research shows that more active activities can be even more effective for recovery. If you don’t enjoy going to the gym or playing team sports, find a type of exercise that you do enjoy, such as a fast walk, a hike, or a swim. Beyond exercise, other activities that work well for recovery are engaging in effortful

activities, or “mastery experiences.” Mastery experiences require high levels of dedication, focus, and time — resources that usually zap you of energy during the workday. While it seems counterintuitive that further drawing on these resources during non-work periods will benefit your recovery, mastery experiences such as pursuing a hobby (learning a new language, learning to play the violin, volunteering, etc.) helps you generate new skills and replenishes depleted resources that can be applied back to your work, thereby approaching recovery from a different, productive, angle.

Beyond the “standard” recovery activities like exercise or yoga and meditation, it may be time to add a new tool to your recovery toolkit. Why not sign up for that kickboxing class? Or maybe it’s time to dust off that old guitar.

5. Shape your environment for optimal recovery.

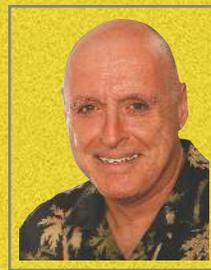
One underrated, critical element of recovery is your surrounding environment. Some companies have caught on and are building direct and indirect exposure to natural elements into the workplace. Indeed, research on direct exposure to nature, such as through park walks during workday lunch breaks, shows that it can enhance your recovery from stress in as little as 10 minutes. In addition to short-term effects, being exposed to nature at work contributes positively to your well-being and lowers the likelihood of burnout. Exposure to daylight and having a window view or indoor greenery at the workplace have been shown to have a positive impact on your sleep quality, perceived stress, and overall health. Interestingly, indirect exposure to nature (for example, even looking at nature scenes on a screen) can also have benefits for recovery. In a nutshell, getting some nature into your workplace makes you more happy and energized at work.

No need to book a trip to the mountains. You can try to stay connected to nature while at work by using any outdoor facilities your employer provides (like cafeteria terraces or green spaces at the building entries), opening windows regularly to bring in fresh air, taking short walks in a nearby park during your micro-breaks, and even suggesting outdoor walking meetings when possible. If all else fails, try to get some exposure through nature photography or videos.

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THE EXTRA POINT

BY JERRY ROBERTS



1118 Quotations on Being Intentional

Raise your hand if you make mistakes. Keep your hand up if you figure you're going to make a lot more of them. Reach for the sky if you think that's good. I'm with you, except for one thing I have to say on this subject, and it's the most important thing you'll ever hear when it comes to making mistakes. I'm Jerry Roberts, and that's coming next, on The Extra Point.

Our quotes today focus on being intentional in our choices, to design a life that reflects what we really want — not merely an existence.

Comaraderie doesn't happen by accident; developing a strong sense of trust, accountability, and togetherness around team goals requires intentional effort.
— Don Yaeger

Everything's intentional. It's just filling in the dots.
— David Byrne

“Live less out of habit and more out of intent.”
— Anonymous

“If you're going to grow, you have to be intentional.”
— Curt Kampmeier

Authenticity is a collection of choices that we have to make every day. It's about the choice to show up and be real. The choice to be honest. The choice to let our true selves be seen.”
— Brene Brown

It's not about 'what can I accomplish?' but 'what do I want to accomplish?' Paradigm shift.”
— Brene Brown

“If it's a priority, you'll find a way. If it isn't, you'll find an excuse.”
— Jim Rohn

“The first step in crafting the life you want is to get rid of everything you don't.”
— Joshua Becker

“Great things never come from comfort zones.”
— Anonymous

You are what you do, not what you say you'll do.
— CG Jung

Intentional days create a life on purpose
— Adrienne Enns

it's not the big moves that change everything — it's the smallest ones in your everyday life that do.
— Mel Robbins

Your children will see what you're all about by what you live rather than what you say.”
— Wayne Dyer

“Living with intention means saying no to the things that aren't important to us so we can say yes to what matters most.”
— Crystal Paine

Start where you are. Use what you have. Do what you can.
— Arthur Ashe

The best way to predict your future is to create it.
— Abraham Lincoln

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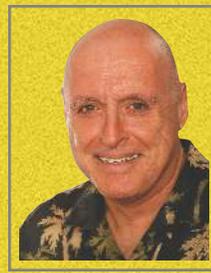
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1119 Letting Go of Old Ways at Work

Raise your hand if you make mistakes. Keep your hand up if you figure you're going to make a lot more of them. Reach for the sky if you think that's good. I'm with you, except for one thing I have to say on this subject, and it's the most important thing you'll ever hear when it comes to making mistakes. I'm Jerry Roberts, and that's coming next, on The Extra Point.

Admittedly, I've never been cool enough to be part of the Starbucks cult. But in need of a caffeine-fueled pick-me-up on a 90-degree day, I went to the drive-through for a \$4 iced coffee.

I soon found myself stuck in the single-car-width lane for more than 20 minutes. After daydreaming about how much momentum I'd need to get over the embankment and through the wall of dense shrubs (as one does), my sensibilities won out. I settled on the simple hope that the barista would at least acknowledge the wait. To my surprise, I got more than I had hoped for. I got an apology and a free coffee.

Almost instantly, my angst toward one of the nation's notoriously slow fast-food chains dissipated--as did the vow I had made to myself to never return. With that, a new daydream sprung to mind: Was I actually as frugal as I thought, or just cheap? Regardless, I drove off happy.

In the grand scheme, a free coffee from a multinational chain may not seem like a huge gesture. But it's these little details that make a world of difference--and what make Starbucks an \$87.5 billion company. This not only keeps customers coming back, but staff too. Amid America's labor shortage, it's vital to employ symbiotic strategies that make both groups happy.

While not every business can afford to give products away for free, there are three key

lessons every business can take away from Starbucks's \$4 customer service trick. All of which can help inform operational decisions, while simultaneously increasing both staff and customer happiness and loyalty.

Value Long-term Customers Over Short-Term Profits

After spending way too much time in that drive-through line, that was going to be my last visit. Yet, much to my surprise, I learned that Starbucks valued me as a customer--something that was worth far more than a whopping four dollars. By putting its short-term profits aside, and the losses that would come from giving away orders, the store gave customers a tremendous amount of value, and an even greater amount of goodwill.

That particular Starbucks store undoubtedly could have made more money that day, but in doing so it would have lost some customers--and far more money in the future. Assess customer service decisions by long-term outcomes. If short-term benefits don't come with long-term benefits, then ask yourself if it's really even a benefit at all. To make any decision easier and more profitable, remind yourself of Warren Buffett's famous five-word quote.

Empower Staff to Proactively Make Things Right

To many, customer service means mitigating issues when they arise. But the best customer service doesn't involve waiting for a customer to approach your business with a problem. It's addressing issues proactively so customers don't have to. The reason many miss this key element is because it's easy to overlook the crucial element of empowering staff so they're not limited to making up for any wrongs, but are proactively making things right.

The staff on duty that day at Starbucks didn't wait to take my temperature. They preemptively knew customers weren't going to be thrilled after waiting for so long, and so

they did the right thing without being asked to. It helped them avoid hearing negative comments and feedback from a number of disgruntled customers, while helping to get the line moving along.

Customer Satisfaction Depends on Employee Satisfaction

By empowering your staff and helping to alleviate the stresses of their job by proactively helping customers, you'll also end up with a happier team and a lower employee turnover rate. Not surprisingly, job satisfaction correlates with customer satisfaction. According to an article published by the Harvard Business Review, the key to happy customers is happy employees.

The job of a busy barista is a lot like many other jobs across a number of industries: It's not easy. Businesses are understaffed, and employees are under pressure and overworked. The effects are often felt by customers, who get slow service, unhappy faces, and high prices.

In the case of Starbucks, a free coffee is a small price to pay for a positive experience that keeps its customers and staff coming back. And, chances are, there's a version of it you can offer in your business as well.

That's the Extra Point. Be responsible and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

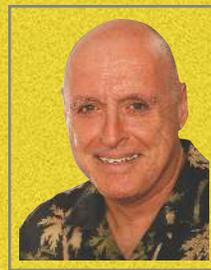
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THE EXTRA POINT

BY JERRY ROBERTS



1120 Letting Go of Old Ways at Work

Raise your hand if you make mistakes. Keep your hand up if you figure you're going to make a lot more of them. Reach for the sky if you think that's good. I'm with you, except for one thing I have to say on this subject, and it's the most important thing you'll ever hear when it comes to making mistakes. I'm Jerry Roberts, and that's coming next, on The Extra Point.

Sometimes we come across people who aren't very nice, and are selfish, arrogant, or even mean. When we find those people, that's okay. We simply end the conversation and move on. In a sales environment, that's a good thing because no one really wants to do business with someone who doesn't share the same values. They will make life hard and refer others who are like them to you.

However, because we weren't trying to get something from them in return, we were authentically trying to find something we liked about them. And, if they were mean, we don't feel rejected. We just move on and count our blessings that we dodged a bullet.

None of this is easy. It takes discipline to listen to others rather than talk about ourselves. It takes self-awareness, and it takes intentional effort. But when done effectively and with sincerity, the outcome is deeper connection and effortless conversation. The best part, over time, you'll forget the process as it will just be who you are. A curious, humble person who take a genuine interest in people.

Try it with your parents, your kids and watch the entire relationship change. Take it to work and see how you change the culture. LOVE on your spouse or significant other and enjoy the new, richer connection.

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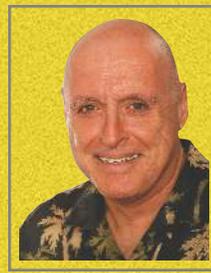
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THE EXTRA POINT

BY JERRY ROBERTS



1121 Letting Go of Old Ways at Work

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This man was born in 1809.

In 1816, at age 7, he was forced to work because his family was expelled.

In 1818, he lost his mother.

In 1828, he lost his sister.

In 1831, he opened his first business and went bankrupt.

In 1832, he stood in the legislative elections and lost.

In 1833, he borrowed money to open another business and went bankrupt again.

In 1835, he met a wonderful woman. He falls in love with her, they get engaged, and she dies.

In 1836, he entered a dark period of his life: deep depression.

He remains bedridden for 6 consecutive months. But he gets up.

He gets up and in that same year of 1836 he runs in the legislative elections and loses again.

In 1840 he presented himself as an elector; he loses.

In 1842, he met the woman he would end his life with.

They fall in love, get engaged, get married and she gives him 4 children and they lose 3 (three).

In 1843, he appeared at the congresses and lost.

In 1845, he appeared again at the congresses and lost again.

In 1850, his son died.

In 1854, he ran for the Senate and lost.

In 1856, he ran for Vice President, he didn't even have 100 votes.

In '58, he ran again for the Senate and lost again.

And in 1860 ABRAHAM LINCOLN was elected President of the United States of America.

He was elected for two exceptional terms (he was assassinated in beginning of the second term.) He was one of the most respected and impactful Presidents in the history of the United States

It's important to tell this story of perseverance because we see the hero, but we don't see the backstage of the afflictions. "

Wow. ...

I think this is a great example of Never Never Never Give Up!

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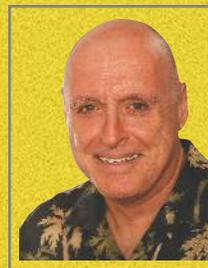
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The New Jersey Nets and Los Angeles Lakers were the betting favorites to win the NBA championship at the start of the 2021 – 2022 season for the same reason: both were stacked with stars and superstars for whom no expense was spared. The Nets had Kevin Durant, Kyrie Irving, James Harden, and LaMarcus Aldridge. And the Lakers had legends LeBron James, Anthony Davis, and Russell Westbrook surrounded by former leading lights such as Carmelo Anthony and Dwight Howard.

So much talent. So little... success. The Lakers missed the playoffs entirely, despite having won it all two seasons prior. And the walking disaster that is New Jersey got swept by the Boston Celtics, who rode their "team first" mantra to the NBA Finals, where they lost to a better team in the Golden State Warriors.

What accounted for the epic implosions at Brooklyn and Los Angeles, and what can leaders everywhere learn from them?

As we put the 2021 – 2022 season to bed and watch the NBA's free agency period start with a bang, it's worth considering the Nets and Lakers as two cautionary tales against the temptation of trying to buy a championship by hiring a bunch of superstars and then giving them too much power at the expense of developing a winning culture.

To be sure, both the Nets and Lakers demonstrate the immense allure of blockbuster trades that bring exciting and world-class talent to a team. The problems arise when there is no strong foundation and organizational leadership with which the superstar must accommodate his own ego and desires; no expectation of mentoring the less experienced players and finding the right fit. Certainly, this was the case with Brooklyn's Irving, who has played in just 103 of a possible 226 games in his three-year tenure there. Irving has missed 123 games because of his refusal to be vaccinated against COVID, assorted injuries, and a mysterious two-week break.

Absenting himself this way not only made Brooklyn less competitive by depriving them of Irving's talent and scoring, but also undermined the team's cohesion and commitment to each other — ingredients that are every bit as vital to the team's success as Irving's gifts. If your business hired a sales hot shot who came to work less than half the time and set a poor example to his or her colleagues, what would that do to your team culture?

On the one hand, you might enjoy some enviable numbers here and there from your superstar, but would that counteract the obvious blow to your sales team's morale? What if the star became ill? What if they grew disillusioned?

As we entered the free agency period, the Nets superstars seem to be more focused on their next gig than on improving the team they're already on. For Brooklyn, wouldn't the better approach to having been humiliated by Boston be to regroup, look deep inside themselves as an organization and commit to each other to make next season better? That's what great teams do. They learn from their mistakes — physical, tactical, or psychological — and do better next time. But herein lies one of the chief problems of the

current itinerant superstar system: they seem to wind up with the wrong people calling the shots.

Only two years after winning it all, the Los Angeles Lakers seem to have devolved from one of modern sports' best-run organizations to LeBron James' personal project. After leading Cleveland to the Championship in 2016, James decided he was "the greatest player of all time," much to the dismay of practically everyone who saw the comment as deeply disrespectful to the game. Then, after leading the Lakers to the same Championship in 2020, he decided he was also the greatest general manager of all time. This must have come as surprising and infuriating news to the Lakers' *actual* GM Rob Pelinka, whom James has spent 2021 – 2022 trolling on social media and comparing invidiously with other GMs. This kind of behavior is not going to win James many friends among the league's other GMs, who will see how quickly he can turn on them. And James will not always be worth putting up with in exchange for his skills. But the larger point is that James does his teams and himself no favor by flouting the Lakers' leadership structure. As with Irving, his erstwhile teammate in Cleveland, James has mistaken his own bottomless ego for the team and, indeed, the rest of the world.

That's not a good mindset for sustained excellence, regardless of how much money the superstar can continue to bring to a team, either in sales or tickets and merchandise. Someday, the sales and tickets and merch will dry up, and the thing that will matter most will be our legacy, which will depend less on our numbers (and what we say about ourselves) and more on how we respected the people around us.

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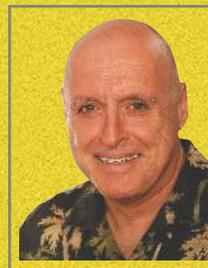
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THE EXTRA POINT

BY JERRY ROBERTS



1123 Quotations on Those Wonderful Meetings

It might be the biggest irritant to workers, other than having your food stolen out of the company refrigerator. There's no love for this word today. In fact, the mere mention of it can make people groan in total anguish. I'm Jerry Roberts, and we'll dig into all this, next, on The Extra Point.

It's Friday, we've got quotations, and our focus today is on the topic of meetings. Wait, you hate meetings so much that you don't even want to hear what others think about them?

Meetings are indispensable when you don't want to do anything.
John Kenneth Galbraith

Meetings should have as few people as possible, but all the right people.
Charles W. Scharf

Meetings should be like salt - a spice sprinkled carefully to enhance a dish, not poured recklessly over every forkful. Too much salt destroys a dish. Too many meetings destroy morale and motivation.
Jason Fried

"The world is run by those willing to sit until the end of meetings."
Hugh Park

"Meetings move at the speed of the slowest mind in the room."
Dale Dauton

"The longer the meeting, the less is accomplished."
Tim Cook

"Meetings are great opportunities to showcase your talent. Don't let them go to waste."
Abhishek Ratna

"A meeting is an event where minutes are

taken and hours wasted."
James T. Kirk

"A meeting consists of a group of people who have little to say - until after the meeting."
P.K. Shaw

"Our meetings are held to discuss many problems which would never arise if we held fewer meetings."
Ashleigh Brilliant

"When the outcome of a meeting is to have another meeting, it has been a lousy meeting."
Herbert Hoover

"A manager's ability to turn meetings into a thinking environment is probably an organization's greatest asset."
Nancy Kline

"It has to be an awfully good meeting to beat having no meeting at all."
Boyd K. Packer

People who enjoy meetings should not be in charge of anything.
Thomas Sowell

If you had to identify, in one word, the reason why the human race has not achieved, and never will achieve, its full potential, that word would be 'meetings.'
Dave Barry

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