



**Wake Up Eager Workforce Podcast, Episode 59
Putting People First, TTI SI President, Rick Bowers: Axiology, Hartman and Changing the
World for the Better -- Produced By Suzie Price**

Transcript

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Suzie Price: “Chase your dreams, not your competition.” That's something Rick Bowers, President of TTI Success Insights shared during our interview on this week's podcast. Today you'll get insight into the Science of Axiology and insight into how a busy Executive wakes up eager. Can't wait to share it with you. Hit it, Michael.

Intro: Welcome to the Wake Up Eager Workforce Podcast, a show designed for leaders, trainers and consultants who are responsible for employee selection and professional development. Each episode is packed full with insider tips, best practices, expert interviews and inspiration. Please welcome the host who is helping leaders, trainers and consultants everywhere, Suzie Price.

Suzie: Hi, my name is Suzie Price of Priceless Professional Development and you are listening to the Wake Up Eager Workforce Podcast, where we cover everything related to helping you and the employees in the organization you work in and support activate their greatness and wake up eager. I'm a Professional Facilitator and I started my company, Priceless Professional Development, it's a training and development company, started that in 2004 and we're experts in assessment science, that science is called TriMetrix. We help leaders and consultants use TriMetrix to assist in efforts to create a wake up eager workforce. It's used in the entire employee life cycle, hiring, onboarding, leadership development, conflict resolution and team building. We also train and certify others to become experts in the science and focus on providing thought leadership around development, engagement, hiring, onboarding, development, conflict resolution and team building through our books, our blog and this podcast.

Suzie: Speaking of this podcast, the directory for all of our episodes can be found at wakeupeagerworkforce.com, wakeupeagerworkforce.com, and if you want to find me and find out more about Priceless Professional Development, you'll go to pricelessprofessional.com and if you want to send me a note, that's easy to send me a note at pricelessprofessional.com/suzie, S-U-Z-I-E. The title for today's episode, it's episode number 59 is *Putting People First with TTI Success Insights President, Rick Bowers*. We talk about Axiology, we talk about Hartman and we talk about changing the world for better and we learn more about Rick. So I'm excited to share this with you for many reasons. One, because of TTI Success Insights, I mean they are my key business partner, I've worked with them since 2005 and because of them I'm able to do the work that I do. They become a key part of my business, I trust their tools, I trust sharing them with you and all of our clients and they become a network for me, a network of people, friends, colleagues that are also a part of this network. And it's just been important to me both professionally and personally. So it's exciting today to have the President of TTI Success Insights here to talk. And here's what we're going to talk about, we're going to talk about why TTI Success Insight is committed to the Science of Axiology and sharing that with the world,



that's the third science in the TriMetix assessment that we've been doing a little bit of a series on here in the podcast, so they could, as an organization, they've been around long enough and have a worldwide presence, they could pick any science to work with and they've chosen the Science of Axiology. So I ask him some questions about why have they done that and why do they stick with it. Rick and I also talk about how to use Hartman's science and in the TriMetrix tool, it's the Acumen, how to use that science to change and grow. And he shares updates about what's next for this assessment. So that is coming and it's exciting to hear, get a little window into that. And then as said earlier, we talk about his wake up eager life. So you'll get insights from somebody who is super busy, he's a super busy Executive, a husband, father, he's going to share some of his favorite tips and books and some great inspiration. You can find the show notes for today's episode at pricelessprofessional.com/rick and that'll be lowercase.

Suzie: So I'm gonna tell you a little bit about him and a little bit about TTI Success Insights. TTI is my main partner and has been since 2005, as I said, they have three decades of research, they have four patents, they have a center for applied cognitive research, they've been published in business journals like Harvard Business Review, International Association of HR Executives and this year they presented for the first time at the Association of Talent Development Conference, The National Conference. 30 million assessments have been completed worldwide, our assessments come in 47 languages and 58 countries, and there are 4,000 consultants worldwide that are a part of TTI Success Insights network. And a little bit about Rick, he's been with TTI Success Insights for 30 years. He's President and the Resident Visionary, so he's always looking forward, what's a cutting edge solution that we can use to evolve the talent management industry. He oversees global distribution, marketing, creative teams and leads training initiatives all over the world, he references that a little bit in our conversation, that he's been in more countries than he's been in the states, here in the US, he's been in over 30 countries on 6 continents. He's also on the board of the Hartman Institute, which I am now a new board member of. His pastimes, he loves spending time with his wife and two sons. He loves the water, water skiing, wakeboarding, snowmobile and go-karting, skiing, riding off road, motorcycles. And we talk a little bit about automobiles since my husband is into racecar driving. Rick and I have talked about that a little bit and I'm hoping he'll come down and do Atlanta Motor Sports Park with us sometime with his sons and his wife and it would be fun to have them down here. So you're going to enjoy the interview and I'm excited to share it with you. Let's get started.

Suzie: All right, Rick, welcome to the podcast. So glad you're here.

Rick Bowers: Thanks Suzie, I'm excited to be on it and looking forward to our conversation.

Suzie: Yeah, it's so good for you to take the time and happy Friday and all that good stuff. I'm going to jump into the first question and what we are talking about a bit today is Robert Hartman. And you've been in this business for 30 plus years, I guess, right?

Rick: Yes.



Suzie: And so what is interesting to me is, I'd love to know how you became aware of Robert S. Hartman's work, and with all the things you get a global picture, not only in the United States, but you are all over the world, when Hartman's work came to you and came to the organization, why did you decide that is a tool you're interested in learning more about and bringing to people like me and then why have you continued to stay committed to it? So there's so many options out there, just would love to kind of get your thought process around how it landed with you and then why it landed and why you've stuck with it.

Rick: Sure. As we started the company, Bill and Dave Bonnstetter started the company back in the 80s, I mean they were really focused on using a DISC assessment and that talks about how a person prefers to do what they do. And over the years, as we added some things like motivation and we looked at some competencies and different things and it really came to our attention, I guess in the early 2000s, that this is something that's so powerful we need to add it to our bag of tools in terms of assessments that we provide. So we started digging in deeper and partnering with a few different people to kind of go there and it's just been amazing. We've had people that have been with us for, at that time probably 10-15 years, some people that had been coaching with their clients for 2 or 3 years at a time and they ran this new Axiology assessment on their client and the information that came out and the questions that they were able to ask their client was just revolutionary and shocking to the client and they made so much progress on that. It's just getting inside someone's head, understanding how they think and people are so complex that you just can't look at a person just from DISC or just from a couple assessments, you really have to have this complete picture of the individual and understand what's going on and where are their filters, what's going on in their brain? Are they seeing a situation from a people standpoint, from a tactical standpoint, or from a theoretical standpoint? How do they look at the world and how do they look at themselves? That's really what the Hartman tools give us. And so from that early stage back in the early 2000s until today, it's progressed so much, we're excited at to utilize it and it's tough to look and assess a person without looking at everything including the Axiology.

Suzie: You're so right, and there are times sometimes when a client will say, "Okay, we can only do these two tools," the clients wishes and budget and interests come first, but it's a terrible feeling as a consultant because really at the end of the day you, I want that other science, I want the Acumen part, I want the Axiology because there, it's like you're, once you have all that information, you can be so much more helpful, you can be so much more specific to how that person really thinks and makes decisions. So I for one am very thankful that you and the team at TTI have brought the tool in, I think I started with it, I started my business in 2004, and I think I attended something maybe 2005 and it's how I've used it ever since. And it's crucial. So it, you find it, it's just so powerful. And I agree with you and see that too. When you use the tool, how have you used it within the organization? Talk a little bit about how it's used across the country, across the world. Maybe if you know of an example of a specific story where you've seen either you personally or someone around you or a client, how their lives have been impacted by Hartman's work and this Axiology. Anything you'd like to share there to just, an overview and a story maybe?



Rick: Well, we use it with every hire that we make internally and over the last few years we've done a lot of hiring, we've grown the organization quite a bit. And when we're bringing in Chief Marketing Officers and VP of people and different people at that level, you really have to truly understand how they think. We want to know how they prefer to do what they do and why they do what they do and what are the competencies they bring. But there's that just what's going on inside of them from a thinking standpoint, whether it's their worldview or their internal view that's just so critical and I think that plays out whether it's us internally or something that someone in our network is doing with one of their clients, whether it's in the United States or around the world, it's critical to have that information to make an informed decision. The thing that's happening right now that's a little bit to interesting in our US economy, is it is going so well and the unemployment is so low that organizations are just going back to the old method of just hiring a person so that they can hire a person because they're not getting enough people to choose from, but then they're having issues, and so are our selection business is off a little bit this year, but the training and the development business is up because organizations have been just hiring people without assessments over the last 12 months because they needed a person and now they're having problems within the organization because they didn't make that connection, they didn't make sure that the different data points for that individual that they hired were within the ranges of what the job benchmark calls for. So if you don't match the person to the job you're going to have issues as you go forward.

Suzie: Hmm. And it's the, actually, usually a lot of times the biggest issues are from the Axiology piece because it's, you know, how do they think, how do they make decisions and it doesn't match up with the role. So that's the beauty of using it. And then training and development is you can pinpoint where it is or is it just a style issue where I need to manage my style or is it really at the core what I call "under the hood," how they're thinking?

Rick: Yeah, I think it goes deep too, because when you look at the information that comes out of the report on that dimensional balance page where you can kind of see, do they have role clarity, do they have a clear picture for the future, are they, is there bias from a positive standpoint or from a negative? Are they frustrated with something that they're doing? And that bias really is either making, if the biases is small, the clarity is really strong, if the bias is stronger then that clouds your clarity. So what are those emotional things happening with the individual that's either allowing them to see clearly or allowing them or causing them to be a little bit clouded in their decision making process. And we all want to have that ability to be our best and we want all of our employees to be making the right decisions, doing the right things and frustration and emotional issues are the things that can really cloud that clarity.

Suzie: Hmm. Yes. That's great. How do you, when you think about you having learned it, learned the Hartman's work, how has it impacted your life?

Rick: It's, I think it's made a big impact just because you start to look at things very differently. I mean a Hartman is really based on a model of three different areas that's both broken into internal about yourself and external in terms of your world view. And that's really intrinsic, extrinsic and systemic and the systemic piece is kind of that basis to everything, what are the

rules, what are the systems, what are the pieces that you have to kind of live by? And then as you move into the extrinsic world, that's more of the comparative thing. How does it all fit together? How is this compared to that? What's good, what's better, what's best? And then you get into that intrinsic realm and that's really that place where real life happens, and that emotional state, and that feeling, and then how do I create a relationship from a business standpoint with this person or a personal standpoint or coaching my son's football team, how do you intrinsically touch a child to get them to do the things that you want them to do? So it just comes into every aspect of your life when you can really see it in those three different realms of structure versus how are we going to kind of compare and move forward in the practical realm versus how do we get to that true relational level? And you can just look at it in every aspect of your life.

Suzie: Hmmm. Yes, I find that I look at everything through the lens of it, of this, is kind of what you're saying, everything I'm looking at, it, once you understand the dimensions and you see how they play out, I see how I'm coming to something, I can sometimes if I know their graphs or even if I don't have an idea of where things are going and why they're going that way. I mean, it is a mental mind map that is so powerful personally and professionally. What do you say to people, and I've heard people, other consultants really struggle with getting their arms around feeling it the way you and I think, feel it. We've been exposed to it for a long time. I've debriefed hundreds, it feels like hundreds of thousands, I don't know if it's that many, a lot, thousands and thousands of assessments and you know, worked on myself through it. I mean, it's like I breathe it, I'm, you know, and so I'm always trying to figure out what's the secret to when I'm helping Human Resource Managers understand it and helping, so I'm constantly trying to figure out, you know, what's another way I can say it, how can I help, gel, and also sometimes consultants struggle with it. They want to use the tool but they can't figure out how to bring it all together. That wasn't one of our planned questions, but I did want to say, do you have any thoughts about that? I mean, I know you hear it from people, people once they use it, clients and consultants don't stop using it, but in the interim part because they see the benefit, but in the interim, sometimes there's some challenge of it's, it's complicated or it's hard and you know, any thoughts around that and what you say and do?

Rick: I think the biggest thing to remember is use the Axiology at the level that you're comfortable with. You can keep it super simple or you can get into great depths using the same information and from a very simple standpoint, it's is this more of a feeling situation or doing situation or a thinking situation? I mean it's that simple. Does this person deal with it from a people standpoint all the time? Do they do deal with it from a doing or a practical standpoint? Are they dealing with it from a theoretical or system standpoint? Where is their filter? And sometimes you'll get someone in an organization that always says, "We need more training, we need to do this, we need to sell more, we need to make more calls, we need to do all of these things," and those are extrinsic solutions. But your real issue is from a people perspective and how the salesperson or the training team or the accounting department is feeling based on what's going on in the organization. Sometimes it's they need a different system in place, the system that they're using working. So that's the very simple way just to think about this, is that there's three main things, it's people, that feeling, and then there's the doing or the practical



piece and then there's a systems or the thinking piece. And so you can keep it that simple and just understand where are the levels from an individual are.

Suzie: Yeah, that's great advice. That is great advice to just think of those categories and not complicate like the science behind it so much or try to go deep with that. I've started to do these weekly Wake Up Eager Tips and I've been calling mind, body, spirit. So that's another way to think of it. And next to each one, mind if I'm giving a tip, it's systemic, you know, what's a structural, to kind of just continually to integrate when I'm thinking of it, what's the system, you know, body is a doing thing, and then of course spirit is a feeling or people or area. So that's great, what is their filter and to simplify it.

Rick: Yeah.

Suzie: Absolutely. What do you think is the future of this work? You think, do you see changes in the tools that we're using? I use to TriMetrix assessment with you. Is there, are there changes? Do you see Hartman's work evolving? You and I, I'm new on the board of the Hartman Institute, what do you see on the road in the future? Is it going to change, grow, evolve, stay the same? What do you are your predictions?

Rick: I was going to answer yes until you said, "Stay the same," and I don't think anything's gonna stay the same. I think there's so much opportunity, there's so much potential for growth and expansion and really as, as you're a new member to the board, but the board's vision for the Hartman Institute is to change the world for the better. And I think where we're starting to put more business-minded people into the Hartman Institute on the board, there's several of us over the last four or five years that have joined the board that are really truly a business focus as opposed to academic focus. And that's really where I think the Hartman Institute can be impactful to the world because we can help people understand how people are different from an axiological standpoint and purely understanding how people think and digging into that. So I think there's a lot of opportunity from that standpoint just to really get the word out. There are several, what I call "developers" of the tools, we have one called TriMetrix, there's several other on the marketplace and some of them are making some huge impacts in the world. I know, a couple of conferences ago at the Heartland Conference, I talked to one guy there that was going through a million assessments a year, working with assisted living organizations, hiring people into those organizations. So I mean, that's a huge impact that they're having on putting the right people in place and taking care of the people that are of that age group that need the assistance and putting the right people in place makes a huge impact on the entire family. And how does that family then go and impact other people throughout the world? So how this just goes, it just kind of radiates throughout the world and things. And in terms of how it's continuing to grow in terms of our tools, the TriMetrix and the Acumen Capacity Index work, we're constantly learning, working with people like Ron Price who coached with Dr. Dave who was a student of Dr. Hartman's, and so those connections back to the original works, we're constantly learning and so we're doing an update training recertification training right before the Hartman Conference in October. So we're excited about that because we've got a lot of new things that we're gonna kind of redo a little bit of the language, add a few more bells and whistles to our



Dimensional Balance page. There's going to be a couple extra intensity features on some of the scales. So there's a lot of things that we can continue to add. And just working with people that, at the institute that used to be either students or knew Dr. Hartman, it's understanding kind of the things that they have tucked away in their minds that they may have forgot about or people like Cliff Hurst who go to the institute and dig into the archives at the library and Cliff takes time to scan documents and he's put some things together where they're going to be new books coming out and all of that. So I really think that the legacy of Hartman is just starting to get some traction and we're just starting to get enough people really doing some things that I think the next 10 plus years of how Axiology will impact the world is going to be amazing.

Suzie: I so glad you said that because I feel that way too. I actually was, you know, because the institute is becoming more business focused, you know, when it was an opportunity to be considered for the board, I was like, "Okay, I'm ready now, this will be good," because if it's a business focus and you just, I can just, I feel like the legacy is now going to become of age, you know, where the, it's all going to be, yes, I'm just so with you and for our listeners, Cliff Hurst, I just interviewed him and there'll be an episode with him about his research and about looking at the Hartman archives. And then I've also got Vera Medford, Dr. Dave's wife, I also trained with Dr. Dave. So Vera is going to do a conversation with me about some of those early days with Hartman. And I plan to put on the institute page, hartmaninstitute.org, a timeline of the institute 40 years.

Rick: Yeah.

Suzie: There's all these people, all these wonderful people, theoretical people, business people, academics that have taken and kept it to where it is today. So just reading the timeline, it's in one of the journals, so I'm going to take it out and create a visual and just show the history. This work touches people and there's more to be done to touch more. And I, it's just changed the world for the better.

Rick: Yeah.

Suzie: I love what you're saying and I'm excited about the bells and whistles to the Dimensional Balance page graph. I want to know more, so that's exciting. So what else, we're going to jump into some let's learn more about Rick and your illustrious career and your thoughts and who you are. What else would you like to share, if anything about Hartman and the work that TTI does around Hartman? Is there anything I haven't asked that you think we might want to mention or are we covered it for now?

Rick: I would think we covered most of it other than I've, I have trained thousands of people around the world, we've done Axiology trainings on six continents around the world. So it's something that's out there. I want to continue that. We want to kind of have some bigger impacts in Europe and Asian, all of the areas around the world that we can. So we're continuing to try to just push that message out.



Suzie: That's awesome. And it's interesting too, and I know you're aware that sometimes if I'm working with organizational development professionals who've been around many years and we're bringing TriMetrix in, sometimes they're like, "How come I don't know about this?" And that's just because, you know, there's more marketing reach that is happening now and it's kind of been quiet, I don't like the word use the word revolution, let's say quiet evolution is better, you know, so it's, once people use it, they don't quit using it because of the benefit we've talked about. But it's not as known at this point.

Rick: And I think just the level of intensity that you can get to with the information that's there, it's a little tricky compared to something like DISC, that's been around for a long time as well and probably the most well known assessment in the marketplace. But DISC is very friendly, very easy to use, where the Axiology and the HVP profile really kind of digs down into an individual and can be scary and we really feel that you have to have another level of certification to utilize that tool. So it's tougher to spread the word as much as something like this compared to this because you need to understand it to a level where you're doing good versus harm.

Suzie: Yes, that's a great point to make. And we definitely wanted to use it for good. And I'm always differentiating with folks too. So when we use it for hiring, you know, they're not on board yet, so we've got this level of intensity or insight that is validated and researched and it meets all the EEOC and OFCCP guidelines, so it's valid to use for hiring, but in hiring you make less than 30%, but you make a very specific, you look at where they match, where they don't match, you follow up and then in coaching, now they're on board, it's the same level of intensity, but it's needed to be handled in a little bit different way. So in hiring you can make kind of, you know, very set decisions, "Okay, there are very low in this and that's a problem." And then when they're an employee or they're, you're using it for development, now it's like, "Okay, how do we grow these areas?" So it's kind of takes two different approaches, I believe as well, when you're talking about intensity and sensitivity, any thoughts on that?

Rick: Yeah, definitely. It's, you have to just truly understand the power of it and how does that play out with the situation that you're in? Because there are a lot of different ways that you can use it and you don't want to overstep what you're capable of doing. I mean, when you really dig into his work, he worked in all different levels, Dr. Hartman understood it from a philosophical standpoint, a psychological standpoint, and got into, kind of that realm that's beyond business that, we can potentially see in the questionnaire still, but you don't want to bring that into a business environment just because of the ways that it could impact the situation that we're not ready to do.

Suzie: Right, right. So there's a mix sense. Yes. Sensitivity to it and the level of training is key in the understanding of it. So let's talk about who's most influenced you in your life and career. Who are they? What do they say and do? What was most useful?

Rick: I think as I get older and look back on my life, it has to be my Dad, he was part of the TTI business as well for a lot of years, retired with them and has since passed about eight years



ago, but he kind of just led by example. He was one of those guys that didn't always have to yell at me or if I did something wrong, it was sometimes the look was the scariest part.

Suzie: The look.

Rick: Yeah. Or my mom saying, "Do you want me to call your father?" And I was like, "No." Those kinds of things, and then as we talk about kind of people first and really trying to understand how people are critical to the organization and I look back on how he helped sign up a bunch of people in our network or organize our conferences or just do whatever it was needed around the office and made sure everybody had what they needed, he really exuded that people first kind of mentality before we really even knew what people first met. And so that's just something I think, as I look back more and more every year, I was like, there's just so much that he influenced with me and with the organization and even hundreds and hundreds of people in our network from that standpoint. So it's sad that he's no longer with us, but happy that all of the things that I learned from him when he was here.

Suzie: Yeah, he left a beautiful legacy, you, beautiful Rick. Do you have brothers and sisters?

Rick: Yeah, I have two sisters.

Suzie: Oh, awesome. So you're well trained, they trained you up, right?

Rick: Yeah, they're both older than me.

Suzie: They're older than you?

Rick: Yup.

Suzie: Okay. That's awesome. And what's interesting is you think about Hartman's work, he, you know, like you say, you know it richer than I do, but what I also understand from what Dr. Medford used to teach and talk about, he use a lot of emphasis on, you know, the power of the intrinsic, we need to balance out our thinking, but this idea of putting people first, it ties into so much of what he shared, you know, when he was working with General Electric and different organizations back in the 1950s and 60s saying, "Hey, you know, you've got good systems and you've got good processes, but if you want to unleash the power of the people, you need to tune into them and give them attention." And you know, it's just so interesting. And so here we are, your Dad was living it and now that is a key focus so much of everything we do. So it's a beautiful thing. What books, training programs, what kind of things have been instrumental to your own development?

Rick: I always kind of fall back to the Simon Sinek stuff. I mean I was impacted greatly when I first read the *Start With Why* book that has been probably 15 years, 10 years ago. I don't remember exactly when it came out, but just truly understanding kind of why you do what you do and then how you do what you do. And that leads to the what, or most people tend to start



with that, what, this is what I do. Well, why you do it? And so that kind of impacted, even when we wrote our purpose statement or our why statement for the organization is it, we reveal human potential. And that's really that why, why we do what we do, how do we do it? We do it through creating self-awareness of the individual, how the individual works with other people and how they fit within the organization. And that just leads to hundreds of different what's. Whether it's things we've talked about with selection or team-building or leadership development, there's just so much of this, but it starts with revealing what's going on in terms of human potential. And I think it, that that ties back to kind of what Hartman, what some of his driving forces were of, to understand what is good and kind of define that word good is something that's never really been truly understood by all the philosophers over the years. And he was able to define it. So those kinds of things, like some of the Verne Harnish stuff. Verne Harnish's books, he was another one that I like, I like some of the stuff that he's doing. There's *The 4 Disciplines of Execution*. There's the, kind of, the newer stuff that's out with *Rocket Fuel*. So a lot of those kinds of books are the things that have influenced me over the years. And just, kind of keep saying, "How do we apply that to everyday business in terms of how that helps people."

Suzie: Yup. Awesome. So when you think of the word successful, who's the first person that comes to mind?

Rick: Jeff Bezos, Bezos, I always say his name incorrectly, from Amazon. I think really it kind of solidified for me this, earlier this year, I was at a Conscious Capitalism annual event here in Arizona and Verne Harnish was actually speaking and he talked about the success there is because Jeff goes into the office everyday asking himself, "How can we make it easier for our customers to buy?" And when you think about that simple concept of how do you make it easier for your customers to buy, it's revelations just in that because it's why not make it easier? Why would we not make it more difficult for someone to buy? And then you take that and not necessarily about selling, but how do I make it easier to communicate with Joe? Or how do I make it easier to communicate with this or to sell that process or to get my idea implemented within an organization. So I think there's just that mindset of, why are we creating robots? Why are we making obstacles? Why not just say, "If we eliminate this step in the process, it gets that much easier for the end user."

Suzie: Yes. So is it, has it caused you just to look at all your processes and say, "Okay, how do I make it easier? How do I make it easier?" Is that what you find yourself doing?

Rick: Yeah, it's amazing. It's like we implemented this policy X number of months ago or a year and a half ago and it's like, "Why did we do that?" Well, we had a reason, but all it did was make it more difficult for someone to acquire this tool or for, to get from point A to point B. It maybe saved something here or there for us, but it made it more difficult for the client.

Suzie: Yeah. Yeah. You can see evidence of that in organizations large and small all the time. Policies get put in place, it makes sense at the time and then yeah, saying "Well why are we still doing that?" And we do that in our lives too, it's like, "Oh I always go to dinner with this person."

Rick: Yeah.

Suzie: “Do you want to continue to do that?” Why don't we ask, was this really the best use of my time and resources at this point? You know, so it's interesting.

Rick: What are those things in your daily routine that you can eliminate and it would make your daily flow that much smoother. I mean start with yourself and work your way all the way to the customer or start with the customer and work your way back to yourself.

Suzie: But they're continually kind of keeping that stay, I guess what I would call that as maybe staying present in the business, staying present in the, you know, in your daily schedule. A great book I read this year that's really been haunting me because I keep asking, about using the questions, haunting me in a good way, is *Essentialism*. Where he's like talking about, you know, “Is this the best use of my time and resources right now? If I had not already invested in this, would I continue to do so? And if, if I didn't invest in this, whatever it is, what else could I do with that time and that money?” You know? So it's so interesting, cause we do get on a roll, we're busy personally, professionally. So those are good questions I put them in my notebook and every time I switch a notebook, you know, I have to write those questions down again, it's like, “Oh yeah, I fallen off the wagon again. Let me get back on it.” You know, it's relentless. So that's great, that is so great, that's great for the business and great personally too. So we talk a lot here at Priceless around waking up eager. So wake up, this is the wake up eager workforce podcast so it's kind of a personal and professional vent there and that's related to me cause I like all that stuff, so let's talk about for you, what are your tips, and so I'm doing those tips now too, weekly tips, your mind, body and spirit. So mental clarity, fiscal health and well-being and then you know, family and personal connections. What are some of the things that you do that regularly, or doing right now that help you have more wake up eager days?

Rick: I think it's about a routine for me, I mean trying to, especially during the week, the weekends are a little bit different, but during the week it's getting to bed at that somewhat early time. I like to kind of be in bed and asleep by 9:00pm or 9:30pm. And then typically the alarm goes off at around 5:00am, but I'm usually awake before the alarm goes off and just kind of get up and into some of the morning routines and just kind of a clean living. I'm really into just starting off the day with a protein shake to kind of get yourself moving with that protein for the brain and some very low carb type protein and things like that. So just moving through the morning with that. And then if you do run into something where you had a bad experience driving or you get into a bad email right off the bat, you just kinda have to say, “Okay, how do I clear my glass? How do I get myself back to that, that mental clarity that I need to kind of move through the morning and prioritize your day so that you don't have those bumps or those things that we talked about that kind of throw you off your game and put you in a bad mental state.” And so it's just kind of trying to keep that flow going of here's what we're going to try to accomplish today, and that's what I'm going to do.

Suzie: So how do you clear your glass? You have a lot of, I think a lot of executives have many moving parts. But I think of your role has even more moving parts because not only do you



have, you know a team in Scottsdale and dispersed throughout the country that work for TTI, you have, I don't know how many consultants are there, 3,000, 2,000, 4,000? I don't know how many consultants.

Rick: We've got about 2,000 in the US and Canada and then probably about that many in the rest of the world too. So we have about 4,000 moving parts. Yeah.

Suzie: Yeah. So you've got all consultants who all have opinions about what you should or should not do and then you have, you know, then there are clients and situations come up. So yeah, I just think about how do you say clear? Cause when I experience you, you are, I don't see you all the time, or you know, every month or anything like that, but when I do, I do find you very clear and open to listening but have a very set idea of what's going to happen and what's not going to happen. How do you do that? How do you clear your glass, is the word you use? What are some tips? Because you do it well.

Rick: Sometimes it's just about taking a step back and just visualizing some of the better times that you've had, thinking about family, thinking about something that Ashley and I have done or something just to kind of get that clear. Sometimes if Ashley's around, my wife, it's just that touch on your hand or on your shoulder or something like that, that kind of just let's go, will send the calming down through. It's not always that way. We had a meeting on Tuesday of this week that I had to let go a little bit and it almost cleared my glass by just getting everything out that I needed to say. And these are some frustrations that I had. So I got it all out. And you and I talked on Monday and I wasn't feeling very well. Tuesday, we had this really intense meeting that ended very well, but I was able to get a lot out and I've felt better ever since. So that mentally sometimes you just have to get it out, and let people know what you're feeling. And so that happens. Another thing is that I have two monitors on my desk and on one monitor, my background is a ski slope in Austria that I had a great time and on the beach in California. So you can bring everything down and just visualize those great times that you've had in certain places around the world too. So those are just some tips that work for me.

Suzie: Yes, yes. There's so much power in that. And this, you know, I call it tune in time, but it's having those touch points and to not minimize those. And the more you do it and the more you go to those touch points, the more they kind of, you know, to you use whoo, whoo word "ground you," so then you can kind of shake clear and go, "Okay, wait a minute, where do I really stand within this?" You know? That's awesome, anything else on wake up eager tips?

Rick: I think there's something to making sure that you get two or three physical workouts throughout the week as well. I mean that, I'll get busy where it's like I just can't get to the gym this weekend and you know by the end of the week you're just exhausted, there's those weeks where you hit it Monday, Wednesday and Thursday or something like that, and then you still have energy on Friday. So different behavioral styles, de-stress different ways, but as myself with the pretty high D and I, I need that physical kind of a workout to kind of relax every once in awhile too. And it just kind of relieves the stress in your body. So that helps for sure. And when I don't get to the gym then I can start to feel like my back starts to hurt a little bit and this and that



and the other thing. So you kind of know what those routines are for yourself and when you find something that works, you just got to kind of make time to put it in your daily activities just so that you don't get stuck in a rut cause we get stuck in our businesses so much that we don't work on our business. And the same thing, you need to work on yourself as much as you can just to kind of keep that battery charged.

Suzie: Yeah. We are the vehicle that showing up to do that work, right?

Rick: Yes.

Suzie: What's your favorite workout? So you go to the gym and it feels like a great workout. Is it cardio? Is it weightlifting? Is it a combo? I'm just curious.

Rick: When I was much younger it was always heavy weights and a lot of just that and I hated cardio. But, as I get older and into my 50s now, I kind of break it up about half and half, and truly enjoy the cardio now. And...

Suzie: You do? Which one's your favorite? What do you do?

Rick: It's actually just the treadmill and I found a treadmill at the gym that has a video screen and you can choose from the mountains to the beach and all different kinds of things and then it goes up and down with the train on the screen in front of you. So it kind of keeps your interest.

Suzie: Oh, that's fun.

Rick: Yeah, I'm doing something. So I like that one.

Suzie: Yeah, yeah, that's cool. Cool. Well thanks for sharing. So here's some more fun, get to know you questions. Tell us your favorite guilty pleasure TV show.

Rick: Over the last few years we've really got into the Chicago PD. It's kind of that cop show of mystery of who did it and that kind of stuff. And there were spin offs from that of Chicago Fire and Chicago Med. So you kind of almost get to know these people. I've never been to Chicago actually, but I love show and those kinds of things. I've been to more countries around the world than I have states in the United States.

Suzie: That's not, not that many people can say that. So that's good to know, I love cop shows or any kind of mystery thing and that can't believe I'm not tapped into that. So that's now on my list.

Rick: Yeah.

Suzie: How serious, do you like all the people?



Rick: Yeah, the people are fun and sometimes they do, cause they're all on Wednesday night, seven o'clock, eight o'clock, nine o'clock, and sometimes they'll do a three-hour show where they just all bleed together. The fire department always takes people to the Chicago Med for when they're injured and that kind of stuff. So you see the different characters intertwining between the three different shows. So it's fun to see that, and Chicago PD is on re-runs on like three different channels. So you can always find it on TV.

Suzie: Catch up. Yeah, yeah. Okay, that's on my list, I always say any kind of, it's a good, to me it's a good escapism for me. It's very fulfilling. Okay, what's your favorite possession?

Rick: I'm a car guy. I've always liked cars. I've had a lot of them. And so it drives my wife crazy because it's like every year or so I'm ready for a new one but I try to stretch it out farther than that, but I just, I've always been a car person ever since I was a kid. And you and I have had these conversations too, and I'm still gonna take you up on coming to Atlanta and going out and racing some cars with your husband.

Suzie: Yes, yes, yes, yes. It'll be fun. So what's your favorite, do you have a favorite like that you had growing up that you just, maybe you even have again today, but did you have a favorite one?

Rick: My first car was a Camaro and so that, I had a lot of fun in that over the years. And my oldest son had a, we got him a Camaro for his first car and he just turn 21 and was able to buy his second one. And so he traded the one in that we bought him and now he's got his own and it's funny to see how he drove the one that we bought him versus paying for one, how he drives this one, and he's taken good care of it. But it is interesting how that changes.

Suzie: Yay! Good for him, he was able to buy his own vehicle and he's taking good care of it. But it is interesting how that changes. Is there another car? Your first car was a Camaro, is there one that's your favorite?

Rick: I wanted a, for a long time, I've wanted a Porsche Cayenne and I just got one of those this year in March. So I'm pretty excited to have one of those. And I think that that next car that's there on the list is an Audi R8 Spider. And so that's kinda the next goal for down the road.

Suzie: Fun, Fun, fun. All right. What advice would you give your 25 year-old self?

Rick: I've had this question before on other podcasts and it's kind of simple, I think is that I, as a younger self, I was a little more defensive and not as accountable, and so that personal accountability and don't be defensive, let's learn from a mistake, kind of a mentality. I think the earlier you learn that in your professional career, the more successful that you're going to be, I think it came from a 360 that we had done, I think it was actually a Brian Tracy program, back maybe the late 90s that I figured that out and it came from the 360 of my peers saying, "Yes you are." And at the time it was a blind spot for me. And so I've kind of focused on that over the years and we've kind of even put that into our rules, rules of engagement within the



organization, is every mistake is an opportunity to learn, so how do you learn from something like that versus trying to defend it.

Suzie: Yeah, yeah, yeah. That's great. Great. Not only have you seen, grow in that within yourself, you're now making a part of the organization. That's awesome. If you could have one billboard anywhere, what would it be? What would it say?

Rick: I thought about this one. And as I was talking to Candace about this, our VP of Operations, we were talking about these questions and one of my favorite sayings is, "Slow down to go faster." So she thought that would be the billboard. And I said, no, I don't think it is. I think it's actually a billboard within my bathroom and my morning routine or something like that that says, "Chase your dreams, not the competition."

Suzie: Oh yeah. Say more about that, why that speaks to you.

Rick: I think it's revolutionary. It's, again, I've used that word a lot today and I don't know why I've used it cause it doesn't seem like it's a normal word for me, but it kind of opened my eyes to, if you're always worried about what the competition's doing, then you're always in one step behind mode versus if you just go with what, you know, this has been my dream, this is what I know we can do with the organization and let's do it our way, versus trying to comply with what the competition is doing, it's more fun because you're doing what you want to do versus doing what someone else is doing and you're trying to figure out why they're doing it and how we can do what they did. So there's a fun aspect to that. And if you really believe in what you believe in and go for it, that's where I think the success comes from.

Suzie: Yeah. Well you have success anyway because you're having fun, you feel good, you know, you're following your dreams. Isn't that what everybody talks about? And you know, it seems to me, like as you were saying that, I wrote down the word prosperity. So to me the, it's like a prosperity mindset, when you say, I'm chasing my dreams, I'm going to spend all my energy on where we're going and not where everybody else is, which seems more, I don't know, prosperous or seems more, that's the only word that keeps coming to mind.

Rick: Prosperous.

Suzie: Yeah, productive, prosperous, energizing. It's like what everybody talks about, you know, but who's living it, you know?

Rick: Yeah.

Suzie: And you're saying, "Okay, I'm so, I want to live, I don't want to, certainly we're going to pay attention to what the competition is doing and know in the back of our head, but we're not going to live there." We're living in the dream. Right?

Rick: Yeah.



Suzie: And that inspires people, if you talk about touching people and intrinsically moving people, that's inspiring.

Rick: And I think another thing that's really exciting about that whole piece is that when you see the competition do the same things that you've already done, that's even, that's icing on the cake because not only are you not chasing the competition, the competition is chasing you.

Suzie: Chasing you. Yeah. That's even better. Yes. And it's like almost like, if you're using that as the baseline, it's kind of like our benchmarks, you don't want to use your high performers as the baseline you want to use, where are you going, where's the position going? What's, what is high-performance, where should it be in the future? You know? So that's really cool. I love that. Chase your dreams, not your competition. Is there a particular place you would put that?

Rick: Probably on the bathroom mirror, I know it's not a billboard, but it's something that reminds you, remind yourself that every day.

Suzie: Yeah. Good. You could put lights around it.

Rick: Up on the wall in the office for everyone too.

Suzie: Oh, I like that. That sounds like a new project. All right, so you've been so gracious with your time and your sharing and I certainly appreciate it. One last question is, a bit of advice or wisdom that you'd share with leaders and professionals everywhere about what we've talked about today, about life. We've talked about you and some of the things that you found successful and meaningful and we've talked about Hartman's work and the value it brings. What would you like to close with?

Rick: I think you've heard me say this before too, probably in a training scenario, is that you can't fill an intrinsic hole with extrinsic or systemic dirt. Think about that. If it's an intrinsic hole that we've talked about earlier, where intrinsic is the people piece, the relationship piece, the people first piece within an organization, and if you're trying to fill this hole, extrinsic or systemic things, which are systems and comparative and that do more of this kind of stuff, it doesn't matter how much of that you throw in that hole, you'll never fill it up. So that's just a simple thing to think about, is that you have to understand the problem before you can solve it and you can't fill an intrinsic hole with extrinsic dirt.

Suzie: Yeah, that's awesome. That sounds like an Einstein thing where he says, "You can't solve the problem at the level of which it was created." Right? You can't solve a problem if you don't understand it.

Rick: Right.

Suzie: So Rick Bowers and Einstein connected. I love it. Awesome. What's the best way for people to connect with you or reach out to TTI? What would you say?



Rick: The website is probably the best place to start, it's ttisuccessinsights.com or ttisi.com. Either one will get you there.

Suzie: And you're on LinkedIn. If somebody wanted to connect with you there, they could. Right?

Rick: Absolutely, LinkedIn for sure.

Suzie: Okay, awesome. Well thank you so much Rick.

Rick: Okay. Have a great a great weekend.

Suzie: So I hope you enjoy the interview and I hope you can see why TTI Success Insight has been my partner all these years. I was thinking back about, oh gosh, starting with them, how intrigued I was with the science and how it's just gone deeper and richer and wider. And how much of my business relies upon the work that TTI Success Insights does, the credibility, the validity, the research, and what a network it provides for me as a consultant. You know, I work in my home office, I have people who are connected with me on our website, you'll see people that we partner with Strategic Partners in regard to working, and then I have our Client Services Manager that helps me, she's in Scottsdale as well. So I guess I say all that, I'm dispersed, I work alone, but I never feel like I'm working alone. And a key part of that is through actually being able to call TTI Success Insights when I need help, I know all the people there in the office, or most, and can get what I need when I need it. And in addition to that, all of the colleagues who also use these tools, we share and support each other. So it's just been awesome for me the past 16 years to be a part of this network. And it's awesome to have him on this episode today and to be able to share with you more insights about the science and leadership and being a leader. I want to mention that he talked about the Dimensional Balance page graph, that that is going to be updated, and if you don't know what that is, it is the graph that is used, each graph, if you do look at a DISC assessment, you see a graph, if you look at a Workplace Motivators assessment, you see graphs, well the Dimensional Balance page graph measures the six dimensions in Hartman's science. And it tells you how clear someone is about a topic and it also tells you, you know how they're feeling and what their attitude is around that. So when Rick was talking about what's their filter, he is referencing a lot of that as well as all the other items that are measured in our version of axiology at TTI, which is the Acumen assessment.

Suzie: So I will put notes in the show notes with a link to some TriMetrix podcasts in case you're curious about the Dimensional Balance page graph, what it is, that way you can kind of learn a little bit more about TriMetrix. So if you are interested in that, look for the show notes, is it pricelessprofessional.com/rick. You can also get more information about training or development or certification in any of these tools, that's something that we specialize in and you can go to pricelessprofessional.com/getcertified, all one word, lower case.



Suzie: And last but not least, want to tell you and remind you of the Hartman conference. It is going to be October the 23rd and 24th in Salt Lake City and we will have a link to it in the show notes. You can also go to hartmaninstitute.org, and you will see information about what we're doing there and our vision is to change the world for better and the conference will be full of interesting insights, it'll be some theoretical discussion and practical discussion and you can get more information there at the hartmaninstitute.org. Thank you so much for tuning in and check out our other episodes at wakeupworkforce.com and I look forward to catching you on the next podcast. Take care.

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