



Wake Up Eager Workforce Podcast, Episode 83
Top Advice for Your Younger Self
Produced by KWells Podcast Services

Transcript

www.pricelessprofessional.com/topadviceforyoungerself

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Yes, as Michael said, this is the Wake Up Eager Workforce Podcast and my name is Suzie Price. I'm here to talk about top advice for your younger self. This is episode 83.

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The show notes for today's episode are at pricelessprofessional.com/advice. This is an audio show and a video show. So you might want to come watch the video if you want to see some of the tools and tips. Also at the show notes page, we'll have the PowerPoint available. So you can look at that and get more information I'll skim through, there's a lot of tools that I'm going to share. And you might want to check back. I have those links by going to the show notes pricelessprofessional.com/advice.

00:39

Now we do have a directory of all of our episodes here at the Wake Up Eager Workforce Podcast and you go to wakeupeagerworkforce.com. And you can see that directory you can also subscribe there. And you can give us a review, which would be very cool to have if we get something helpful out of this or anything that we've done in the past that helps people find us. So thank you in advance if you decide to do that, but you can go to our directory at wakeupeagerworkforce.com.

01:05

I'm just gonna tell you a little bit about Priceless and then we'll be on to the episode, I won't hold you here very long. But in this podcast, and in the work we do, we provide tools for the employee lifecycle. And we're passionate about helping people stay engaged, stay committed, use their strengths. And so what we talk about is hiring, onboarding team building leadership development, succession planning, conflict resolution. We've talked about all of that here at the Wake Up Eager Workforce Podcast, and the work we do. You can find our website pricelessprofessional.com. We also train and certify other people, internal people and external people internal to organizations or external consultants, we help you become an expert. And the tools that we use the disk or place motivators and try metrics are CPDA, CPMA and TMEA. These six weeks certification signature programs are self-paced, so you can take shorter than six weeks longer than six weeks or right at six weeks. We give you all the material and



everything you need to become certified. It's at pricelessprofessional.com/certification, if you have questions about that.

02:15

So let's get into our episode on advice to my younger self. If you're watching the video, you'll see a 20 year old picture of me, someone told me to get a headshot, I didn't have a headshot. And so that was the headshot that I got. And she's looking real confident if you don't know her, but if you know her, she's really concerned. She's really excited, so very eager. When I looked at her, I think she had capability and interest. In that picture, she hasn't realized how much she doesn't know. And she doesn't realize, you know, some of the ups and downs and the downs part she hasn't thought about at all. I do know that. But we know how the story goes, she ends up thriving. In fact, this year I was at this company, our company Priceless is recognized as one of the top performers within the network that we work in about 1500 or consultants top 20. And that's happened quite a few years in a row. But back then, she would have never guessed that that would happen. And so it's been a great ride. And it's exciting, but it just makes me smile to see how naive she is and how much she's going to learn.

03:22

I quickly went back and saw some of our logos, you can see very handmade logos in the first couple of years. And then we have a professional who actually helps us make a new logo and 2008 we came up with the five wicked eager habits, and they each stand for something that's important. And you'll see that on our header and our website at that time that our logo evolved in 13. We started the podcast in 2015. And in 2020, we founded a great company Treadaway.Co with Catherine Foster, and she created logos and for each of our divisions, coaching, hiring, and everything certifications and training that we do, and we'll stick with that I'm pretty sure that's going to be it for the long haul.

04:06

If you are starting anything new just know I mean, sometimes people beat themselves up when things change or things evolve. It's part of the journey. And it makes me smile. Now to look at it it was it felt such a big deal. At the beginning your logo is just one piece of your business. But it seems to matter in regard to the whole makeup of the business and branding and the marketing. And then for you, you know in your career, things are going to change and evolve and it's just all part of the journey. So I just had to revisit that real quick.

04:33

Now we're going to talk about TriMetrics. The TriMetrics assessment is a tool that we use in organizations, it is the one thing that we are most known for. And within that tool is the science of axiology. And it is the horsepower. It's what's under the hood of an individual. It's how we



think, feel and make decisions. And I'm sharing it here because the advice I'm going to give is going to relate to this area of the assessment, this tool measures not only gives us personal skills, it has very practical use in the business place where we figure out what are the personal skills most needed on the job, and how does this person score, but it also is a tool that we can look at for self actualization, we can actually get to the root cause, you know, if you're working I, you know, I use car analogies if you're working under the hood and trying to figure out what's the why the car's not running really well, if you can find the root cause, then the car runs better. And we're not cars, but the we use the car analogy. And horsepower is that area where if you can get under the hood, and this does reveal that how we're thinking how we're really thinking, and how we feel we can actually go straight to the area that could be causing hiccups or challenges for us.

05:47

So you'll see that there are six views that are measured. One is when we're working in the world, how we how well we understand people, tasks and systems. And then the self view is how well do we understand ourselves and our worth? How well do we fit into our role? And then how well do we understand our future and have discipline for ourselves. And all six of those areas come together to help predict and show capacity and how we're going to perform and they roll out and affect how we score on different personal skills. So it's relevant here, because my process has been a bit about and all of us can do the same thing is how do we grow this area, the horsepower, how do we get stronger. And this has been a great tool for me. And it's why I fell in love with it back in 2005, when I got trained in it, and it's why it's embedded in everything I do and why I'm sharing it with you today.

06:41

So let's go into the first advice your younger self, it relates to the area and the worldview about understanding others, and it's make listening and seeking first to understand your superpowers, not my natural strength. But it is something that I have been able to grow. And I think it's been most responsible for creating long term clients. So I've learned to slow down, not rush in and share answers and give advice, but really figure out what's going on, what do they need? And how can I help? And it's like said not natural. It tysew in the world view this getting really good at wanting to understand others, people putting them first, you know, in the in the axiology assessment under the hood, we can measure that how clearly do we understand other people, and do we put them above trying to make something happen and get something done doesn't doesn't mean we don't want to make something happen. It doesn't mean we don't want to share a process or a strategy. But we first need to understand where they're coming from first. So we're going to put others first. And that is the first advice. And I'll share some tools that have helped me get better in this area.

07:55



The second advice, these are the main main themes of today is figure out how to get things done. In the assessment, it all ties to our practical thinking practical thinking is the capacity to understand situations to be able to see the doing part of life, and do so in a efficient and realistic manner to get results. And so practical thinking is key to grow that capacity in the horsepower part of the assessment. And so we're gonna I'm gonna share tools and resources that have helped me get stronger there and grow that area, we all can grow, nobody scores perfectly on these graphs.

08:35

And then the third essential key idea is learn from others. But listen to your inner knowing more. So the stronger we know our inner self, and we value who we are, which is the self be part of the axiology assessment in this graph, is sense of self was my self worth with my role? How clearly do I understand how I fit in and what's my understanding of discipline myself and rules for myself and hope for the future. So we can learn from others. But we also need to always be checking in and the stronger we know who we are, the easier it is to filter out advice and know which is yours to take and which of yours is to say thank you. What did we use to call it were we take a No thank you bite. Try it honestly. Okay, no, thank you. I don't think I've gotten no thank you bite at the dinner table. So those are our three bits of advice. And now let's go into each one.

09:34

And we'll start with making listening and seeking first to understand your superpowers. Let's see the first tools. The first comment is that I would say is talk less and listen more. And I heard someone say the other day. Wait, why am I talking? That was the acronym.

09:55

Some of it is our natural personality style. Some of it is just what the culture teaches us. So my guess is we just haven't learned that listening and seeking first to understand is a superpower, I first kind of really captured that idea. I knew it matter, because I knew I liked it when people did it for me, listen to me try to understand me that I certainly wasn't an expert or really good at it at that time. But early on, I taught of sales, medical device training for Kimberly Clark. And part of the process was for them to instead of rushing into the doctors and talking about their tool, was to try to understand who the doctors are what they needed. And it just was a lightbulb moment, you know, we all have those different times, it was like, Okay, I just need to understand what they want, and then try to give to them. So simple, but we don't always do that. We try to give it to them, when we don't understand what they want.

10:48

And I knew I had reached some strength in this area when an assistant of a CEO that I was working with, told me after we'd been working with him for a while, that she knew that I was



going to be the consultant that he worked with. And I did I worked with him for seven years until he retired and was very involved in his organization, coached 150 of the manager managers worked with the executive team, spoke at conferences, help with mentor programs, just it was wonderful. It was being like being a part of the organization really making a difference. But she told me, she knew that I would be working with them, because she had listened to all the other conversations he had had. And most were him not talking because the person was talking whoever, the consultants, and so she's she knew that I was asking questions, and then him answering and me seeking to understand he was clarifying his thinking. And that was one of the greatest relationships I've had in this business. And when you think about that, internally, if you aren't an external consultant, you know, how well can you create that kind of dynamic with the organizations in your, that you support or work with, or the people on your team, so that you have that synergy, where you trust each other, you want to work together and you can help each other? I mean, just can do better work, when you understand. And to understand we have to listen. And we have to be curious. And we have to ask, so I am it personality wise and my DISC style. That's a tool that measures how we communicate. And in the car analogy we talked about, it's how you drive is what people see. I am an assertive, fast paced communicator. And I also my drivers, what puts gas in my tank, which is another part of the TriMetric Assessment is I love knowledge and I like getting results. So those two together can sometimes make me very fast paced and kind of urgent, and maybe not listen, it's not a natural strength for me. So if I can figure out how to talk less and listen more, anybody can, I'm always working on it, don't have it perfect. In my personal life, I maybe do too much, but I try to manage who I am.

13:00

Because I know it's a superpower to to make listening and seeking first to understand a superpower. So one thing that has helped is to always think about your horsepower as being greater than the DISC assessment. So oftentimes, if you're if you're familiar with TriMetrics, people tend to use the assessment, the disc part, the part that talks about how you communicate, overuse it over apply it, make it like a hammer and say, Well, you know, I just talk a lot. Oh, you know, and they don't understand that they can grow their horsepower. And they can manage their strengths, our strengths become our blind spots, because we overuse our strengths, because we're unaware of them sometimes.

13:42

So I did an episode on the weaponizing of the DISC assessment talking about this. So if this is curious to you, and you've always thought we know your style is you just you're just that way and there's nothing you can do about I hear it all the time from people who teach the DISC assessment. It's like, no, no, we teach it so that we can learn to manage it. And we are not just our style, it's so much more than that. It's so much more, our acumen or emotional intelligence. You know, what drives us you know, our motivators all matter. They're all three matter but the others matter more. And the the weaponizing of the DISC assessment, podcast episode, if you



want to listen to it or go read the transcript is pricelessprofessional.com/weapon. And this is the one word key word pricelessprofessional.com/weapon.

14:30

Now, this is a process that I learned that has helped me make listening better. So I get the five Ps, there's five Ps that you want to know before you move forward. You want to if somebody calls you in and they want you to work on a project, whether it's your boss, or it's another department, you want to figure out the purpose. You want to figure out the product. What do you want? When it's all done? Get the clarity you ask questions, make sure you understand each of these Question and I've got sample questions next to each one of the Ps, then who's going to be involved, that's participants. The fourth P is probable issues. So this person is talking to you about wanting you to come in and do something, whether your internal or external consultant has probably had worried about certain people, what they might do budget issues, other departments, past history, cover all of that, that's probable issues. And then process is the last thing. And that is, you know, what steps is the person you're talking to think ought to be done. So you understand where they're coming from? Oftentimes, as we come in, and we say, Okay, what do you want? Okay, I'll give it to you. Here's the process, we start with the last P, we want to go through all five P's, so that we understand and we will be bringing superpowers, we will be so effective on any project, if we understand all of this.

15:53

Now I have some additional questions that I call plus plus, and these will be more for the external consultants, but it might be for internal too, if you're, you know, if somebody's costing out a budget, year to budget or their budget, or whatever. But the plus plus questions are what your budget for the project, one that you do want to know is when do you want to start maybe they're talking about now and then I'm gonna star for six months, or maybe they're gonna start next week. Again, all of that, if they're trying to decide what avenue they're going to take, ask about key decision making criteria. And there's so couple other questions there for external consultants, but have a process and this is this is a systemic structure that can help you do the right thing. And be this way, make listening and seek first to understand happen in dialogue, when, when you're going to work on a project with a group, you could do it with your team. As we're embarking on a new program, get them to capture all the information from the team. It's just a great tool, the five Ps. And actually, I got that tool from Michael Wilkinson, and The Secrets of Facilitation. And then also some of that is from Alan Weis Million Dollar Consulting. And now when you're doing a follow up or proposal depending on where you're working, you know, when you're following up with someone internally, in an organization, when they've asked you to participate in a program or your department to do something, you want to follow up saying, Okay, this is what I heard, this is what you said you want to accomplish. This is how you what makes me successful. And this is the value of it.



17:18

Here's the methodology and underline the word short, don't go into everything you're going to do. Just try to give us summary, restate the timing, give them options, if there's different ways, if they came to you, and they weren't sure how to do everything, or they you have additional ideas give a good better best view three options for them to pick from, and then talk about accountabilities, there's things that we need to be accountable together on here's what I'm going to be accountable for, here's what you're going to be accountable for. It's a very mature, smart way to follow up, it will help clarify the conversation, people forget 80% of what said five days later, two days later, follow up with what was said, make sure you heard what you think you heard. And they said what they meant to say, and you will internally have much better flow.

18:05

And then externally, if your external consultant you will show up and you will be doing the things that they really want, not what you thought you heard. So all of these these processes have been they sound like simple things, but so many people don't do them. And it gets us in trouble in regard to, you know, ended up with a mistake or a down point of things. And we want to be successful. I wish I had known it from the very beginning all of these things.

18:31

Now I'm back to the axiology. And the thing that I'm saying here and advice around the superpowers is grow all three areas of the world view in the assessment, which is understanding others practical thinking and systems judgment, but keep things in the right order. And so basically the assessment if you are familiar with it, its intrinsic is greater than extrinsic is greater than systemic. Those are the three dimensions. People are greater than doing or greater than ideas. That's what this science talks about. That's the philosophy around this is all three areas matter. We have to have ideas. We need to take those ideas and do something with them. And we need to help people understand that and help work with people to use these ideas. But if we don't put the people part first, we're out of step. We need all three. So it doesn't mean you don't do the others. And so I'm gonna give you a good example. Here's a story about putting people first and it was early on and it's a true story. Young Suzy she was very young. I think I was probably two years into my business probably had the second logo 2006 logo by that point maybe. And I was working with a large law firm in downtown Atlanta and they had just laid off 40 administrators. It was a Thursday that they laid them off. I was in Friday morning. And my job was to help them create a resume and a job search plan. So obviously Jung Soo He didn't know what she was getting into, or she would not have said yes to that assignment. As you can guess 40 administrators who just got laid off, had no idea, they were gonna get laid off, were hopping mad, they were ready to riot. And they did not want to work on the resume. And so I knew that, and I had a day with him. And I decided that I would have them share, we were going to start the program off talking about how they were feeling, what they wanted, and what they thought was next for them. Something like that, as long time he goes, I don't remember exactly,



but it was a sharing exercise. And it took a good bit of time. And I could see the company leaders, they were in the back of the room, their arms folded, looking very unhappy. And so I'm not sure how young Susie knew to go that route, because it worked out. Because after they had time to share. So it was connecting with them as people putting people first. Yes, we had doing things that we need to do. And I had tons of ideas to share with them, that they could not hear it until they were heard. So that listening and seeking first to understand giving them a place. And it took, you know, 40 people very mad, took them hour and a half, maybe two hours of the day. But they were ready to move forward. And they did and we worked on the resume, I gave him all the material, I set up some follow up time because I knew we use that time to that was something I chose to do. But we would have never gotten through the material if I had kept pushing and had not realized that people come first I'd had my trump initial trimetric training by that point. And I understood that maybe that's where I got that from.

21:41

But the people connection always comes before the ability to produce an act, the people connection always comes before the ability to produce something and take action. So that's one day when I look back, and I say okay, good job. Good job. You were learning there, you did good. And I love that they came up to me afterwards and said, Whoa, we weren't thinking this was a good idea. But it was. So those are the top things that I would say are important along with the assessment, talk less, listen more, use that five P process to stop yourself from talking quiet, talking and giving, giving info because we're so excited about what we know and how we want to help and then share back with them their answers. So we're all clear and on the same page, and you show that you've listened. And you're again, seeking first to understand and make sure you got it right. And remember, put people first, that doesn't mean that you don't do the other parts. That's not an excuse to just let everybody do whatever they want to do. Sometimes people think that, but that's not it, it's all three. Now let's go to the second minimum advice, figure out how to get things done. And so that is related to practical thinking.

22:45

And here is my favorite mantra. If you would like to get better at getting things done, write this down, I say to myself all the time, and I noticed how much more it is true for me today than it was years ago. And the mantra is, I get things done immediately, thoroughly and cheerfully do you think about that immediately means okay, I'm being efficient, and I'm ready to do it thoroughly. I'm doing it and I'm doing it well and correct. And I'm cheerfully I'm happy about doing it that relates to the practical thinking on the dimensional balance page graph and the book that helped me organize, process, all the things coming to us. Or you know, if we have all this input, in my mind is very busy, is a book called Getting Things Done: The Art of Stress-Free Productivity by David Allen, I have read it. And there have been times when when I first read it, I only could do one piece, read it again later. And I did more pieces of it. And now I fully implemented their system, I use an app called the GetItDoneapp.com. It has saved me from



myself so many times. Because I can get off on tangents very, very quickly in this helps me capture ideas. And so find them later, and not get sidetracked. But this process of getting things done and The Get It Done app are lifesavers. And it's helped me grow.

24:07

The part of the assessment that measures that which is practical thinking, we want a high clarity, my clarity was always decent clarity is how do you see what needs to be done. And then the bias is how you feel. And I was I had a very negative bias which 70% of the world does or people who've taken our assessment, I think it's 70% still have a negative bias, which is I see what needs to be done and I'm frustrated about it. And it could cause this engagement and cause stress and tension and anxiety. And so that that monitor is so important because that's an awareness of this. That's the state you want to be in and I remember Ron Price, who is the President now of TTI Success Insights gave me that motto he actually he and I were talking I was talking about you know having that negative bias and how so many people do and he wrote it out on a index card and I think I still have The index card somewhere.

25:01

But it's interesting how just awareness of the state you want to be in leads you to books like this. And apps like this and processes that make a difference, the most important thing that I have done over the years, and I still do I do it every night. I'll do it tonight, too, which is a daily list of six. And so the daily list of six is this idea of at the end of every day, I do the new what I talked about earlier journaling about what went well, and how the day went. And then I think about what's going to happen tomorrow. And there's only six things, six things that have to happen. Tomorrow, I might be 25 million things that I get done. But there are six things that have to happen that I'm willing to commit to, that are very important right now. And so I list of six things out, I reference them and I make sure they get done the next day, we have this problem as a culture. That's why so many people have a negative bias on the practical thinking of the term metrics horsepower part of the assessment, is because when there's planning fallacy, we underestimate how much time it takes to get things done, we do. And so if we say only six things, and those are the most important, it forces you to prioritize, it forces you to get in and if I get pulled off, and other things, will go back to that. Listen, I know if I didn't get it done. I mean, nothing's gonna happen, I mean, might not happen. But I know that I'll get it done the next day, by setting the intention the night before you're in the flow of the day. So it's fresh, you're not starting over in the morning, which sometimes there's a delay there. And you're stopping yourself from that planning fallacy problem. And I think it is one of the key reasons that I kept clients because like, I'm always able to keep track of what needs to be done when they get it done, app has really helped, and so has a daily list of six and just that whole process. So that is very important. If we have a good day, have a good day tomorrow, then chances are I might have a good day, the next day, and then I might have a good week, then I might have a good month, and I'll have a good year, then I'll have a good 20 years. But it starts every day. So we



got to get control of every day. And we need some processes. I can't say enough about the Getting Things Done. So all three of those tools really important. And I can't say that I'm meeting that monitor often.

27:17

The other thing that I realized early on is I needed to become a great facilitator. So if you're going to manage groups, or you're going to be in front of the room of people, are you just gonna try to facilitate your family facilitate means to make things easy. And oftentimes, we were good at asking questions, or we're good at a process or procedure that helped make it easy for people to make decisions. So if you've ever led a training session, or you've been in a team meeting, you say, I'm going to do an icebreaker. And you're so excited about it and you go to set up the icebreaker. And then everybody's confused. Like what why don't we what are we going to do and it totally kind of misses the point. And then you end up taking more time. And then you think well maybe I want to exercise next time it didn't really work out. So great facilitator has a process for that. And this is one masterful directions if you have got to if you're working with two people, or 100 people, or whatever the number is the PEDEQS it's PEDEQS. The main parts of it are the capital P, you share. Here's how you give masterful directions on anything, share the purpose of what you're about to do. And then the D is give general directions. You can use verbal pictures and gestures. So you said this is what here's why we're doing this. Here's how we're going to do it. And then the two is are there any questions seem so simple, but I can't tell you how many times I've been in training classes when I've not been the facilitator. And those those don't get shared. And the activity just does not go well. And there's a lot of confusion. So if you want to figure out how to get things done with groups use the PEDEQS you can get the slide here. And I'll give you there's some additional parts to this process. But PEDEQS good thing with groups. I got that from Michael Wilkinson, his Secrets of Facilitation excellent book that became my Bible. I took it everywhere with me for five years at least it's tore its pages or turned down and use and I've used all those processes. I just kept it with me until I could know the processes inside and out.

29:18

The other thing is, is if you ever asked him you say okay, well, I've got flip charts up here. And I am going to get everybody together and ask a question. I'm going to get their input because I'm seeking first to understand I'm listening. And you ask your question, and it's crickets. Everybody just looks at you. You think oh, hey, this isn't working. Or maybe it's a quiet group. And there's crickets. So we want to move from Hey, tell me your inputs for such and such to building an image, extend the image and ask the question and the secrets of facilitation. They call it a type B question which is you're getting people instead of coldly asking them a question. You're getting them to think about the area. Think about our scheduling process and think about how it currently works. And think about what you like about it, what you don't like about it. And then now I want you to think about last time you use the process, what worked? What didn't work.



Now, what would you say? Are the inputs are the most important part of the scheduling process? Or whatever the question is, I just do that on the fly. Usually, when I'm facilitating anything, I will write it out. But uh, you want to build the image, and then ask your question, a great facilitator does that, and it may look informal, when people give you input, you've asked a good starting question. So that's a little big thing that shows up.

30:36

And then the third thing about figuring out how to get things done is give them more than they expect. And I'm showing here a book called *The War of Art: Breakthrough The Blocks And Win Your Inner Creative Battles*, that is a book I've listened to many times, I do it on Audible. It's by Steven Pressfield. And what he talks about, and there's so many important things, but that when it comes to us is he really talks about instead of being an amateur, be a professional. And he says here, the difference between an amateur and a professional is their habits. And amateur has amateur habits, and professional has professional habits, we can never free ourselves from habit, but we can replace bad habits with good ones. But so what I would say to you is don't think like an amateur. And when you're working in your organization, and you're going to put on a program for somebody, or you're going to facilitate or you're going to follow up because you just had a discussion and use us use the input from those five, please give them more than they expect in regard to your follow up.

31:36

You know, when I'm doing a presentation, I script everything out, I just just do more than they expect. And you will feel like and look like a pro what you know, people that you would think about who you work with, it's more like a pro and less like an amateur. And so that book is a really good book, one of the things that we do is I did this recently with a client, this is a program that we deliver for them. And we provide a page of all of their resources. It wasn't part of what I said I was going to do. But it's the PowerPoint slides. It's the all the documents that are part of their training so they can access them. It is it's links to everything we discussed, and porn images. So they really learn it very quick to set up. I'm not a small shop, and I'm able to do this, this is for a big company, and the sponsor there when she saw that she was very surprised, pleasantly. But if we do things like like I have laminated memory jogger cards with the key points on it, and I put a little ring through it, the there's four of them, and it keeps them from going all over their desk, and it keeps them keeping them and you know, several people have often said, I love this, I love that you put these all together that speaks to the inner trainer, and they are going to help me keep these together. People mentioned those little things, it's more than they expect to have a follow up where you don't help people continue to learn on a topic that you're teaching anyway in your world, that you can give them more than they expect. Puts you in the pro field. You know, I'm thinking like a pro, I'm thinking bigger picture I'm thinking about what do they need. If we get really good at the first tip, which was listen first to understand, then you'll



know what are the things that are important. And you'll you'll know what is right to do to help people grow.

33:22

And then what I say here is you can't assert interest and openness, but you can create it. So how do you do that you can't make people want to work with you. You can't pay make people want to do the work that you're trying to help them do on your team, your employees or people in other departments. You can't make them do that. But you can create interest and openness and how the start is putting yourself in their shoes and determine what you can do to reduce resistance to constantly saying, Okay, how can I make this less stressful than them? How can I understand where they're coming from? That helps us figure out the right things that need to be done. One of the things that we do is early on with this whole idea of people are more important than the doing and the actual ideas, or the system is we create a video so anytime somebody gets an assessment and you're in an organization, you can feel defensive about that. Because you're like, oh my gosh, what is this saying about me? And who's gonna read it? And how am I going to feel and So paying attention to that we created a short video. So anytime anybody gets their assessment they get they get to a page that has a video, it helps them understand we call it the strength revealers. And it's simple. It's a little thing it didn't take us very long to do it's material we have and then we have resources for them. And people have said well okay, I was a little nervous about this until I watched that video. And so it feels like something simple like that has really made a difference. And I know there's things in your work and in your world where you can find out what can I give them that what do they need that would help reduce resistance and have them feel more open and interested in what I'm trying to help them do. It's called Influence, you know, and so, understanding that and lastly on this figure out Got to get things done. In our world. If you're working in the assessments, we have to understand there's beauty in every graph, and we must look for it. So this is particularly tied to the assessment world, because it's so much of what we do with people, we empower so many of our clients to use the assessments, we, we try to replicate ourselves so that you have the ability to take off and run with it and not have to have us there that we're there to coach and help. But to understand that there's beauty in every graph, and it starts with us, if we're interpreting and using any of these assessments, we have to remove our bias, we have to remove the idea that our style and everybody has bias, our style, our way of doing things is the only way and that your drivers will put gas in your tank is what really matters in that there's really wrong, so they're wrong with somebody. So we never want to do that we want to look for the beauty. We want to keep that people first idea in inaction, that we're literally doing that. And that, you know, basically, if you're using me assessments or having a deep conversation with someone, you know, it's their life. So we want to do no harm.

36:06



Now there is beauty in every assessment, I want to make a caveat, if we are using the assessment for hiring, we are going to be more objective, because our purpose and using it for hiring is to see whether they're a fit for the job. It's only used less than 30%. So we're going to give you very direct feedback about where the person fits where they might not fit, what could potential gaps be and, and interview questions you can use. And here's where you should follow up. And you should think about these things. Once they're on board, we put on a different hat. And you will do the same thing. If you're using the assessments in your business, you're going to coach you're going to figure out, Okay, help me understand this person. So that can help them be more effective. Let me use the tools to help them do that, and use the training tools and so on. Were more little bit more upset, subjective in that way. So this coaching process that we stumbled upon, really works. And so if you are coaching, or you're talking to somebody when you're onboarding, if you have an assessment, this is a great process, it works every time. It's a process I use, it helps me do number one, which is listen and seek to understand it helps me do this figure out how to get things done because you start to understand where they're coming from. And then you can answer their questions and you're not telling them about who they are. Because you have an assessment in front of them. You're learning about who who they've been and where they're going or where they want to go. And it gives you the ability to speak more directly when you understand these questions. And you'll have to look at the slide. I'm not going to read what's on here, but come over to pricelessprofessional.com/advice and figure out how things get done page. And you'll see the coaching debrief conversation process. It works every time when it's a great start. A lot of times people are uncomfortable with how do i debrief this assessment, what do I say? And how do I do it? I mean, this process of asking them questions, and then you sharing input is a process that can be replicated in everything. And I just have a reminder on the page about how important the acumen assessment is above the motivators above the DISC assessment.

38:11

So figuring out how to get get things done covers all three areas of the world view of the axiology horsepower assessment, which is growing our skills in understanding others in practical thinking, which is getting things done, and systems judgment, understanding the big picture. And so the three things, the four things we covered is I get things done immediately, thoroughly and tearfully, that's the mantra, we want to become a great facilitator, we want to give them more than what they expect. And there's beauty in every graph, look for it. And that ties to how to get things done. We're coming into a close here for our last one. And this advice to my younger self is learn from others. But listen to your inner knowing more. And in the horsepower assessment. We're talking about self view. And so let's let's look at some of the things we've talked about here want to remind you that everybody has opinions.

39:09



So we can learn from others, but understand that their opinions are that they're there they are their opinions. I found this quote by Mark Twain, I'll read it to you loyalty to petrified opinion, never yet broke a chain or freed a human soul. So people get I've heard it referred to as cognitive rigidity, they get really rigid in their opinions. I know what I know what I know. But Opinion share too quickly, can make unnecessary the human standing in front of us and so if Twain's trying to tell us that you know, we never made anything better if we had a petrified opinion and and so that was a big knowing for me. I do like people and I do ask a lot of questions. And I'm really curious and I've had different mentors over the years that have meant a lot to me. Some of them I adopted, you know, I made made them my mentor. They weren't really that officially a mentor. But I like to they are what they said. But I had to learn that not everybody has learned to talk less and listen more. And most people don't mean to act like a No at all. They just know what they know. And so and people like to give advice, and so that's okay. So no judgment. But some of the opinions that I've gotten over the years, these quickly came to mind as I was doing my little review of the past is my name of my business, priceless professional development, my early on mentor as a senior consultant who taught me so much. But he said, That's too long, you can't, can't go with that. Well, priceless professional development has, because it ties to my name has just been personally fun and professionally rememberable. So that was an opinion that I'm glad I didn't pay attention to. People have said different things about you can't do your podcast the way you're doing it. Well, that's worked out really good. You know, I'm always tweaking and learning. But there's not just one way to do things. Everybody has an opinion about that. There's free virtual videos that I give to one key client, I don't charge them for them. But it felt like the right thing to do, because they're important client, and I wanted them to know what they needed to know. And I just spent a lot of time on it. And it's made a big difference, it's made a big difference in their use of the tools, they feel more effective. It's improved the bottom line. So the opinion was, you should never do that. Well, that worked out. People have said early on, I remember one person in particular. So how do you think you can start a business, you don't have an advanced degree? Well, it's worked out okay, then I don't I wish I had a wish life was different than it was up to this point. But I'm happy with the way things are and it has worked out. And that was an opinion that I got a lot of starting out. And here's one that I've about a story I told earlier, you can't take an hour to in a workshop of 40 administrators and allow them to vent and share with each other. Yeah, you can, if you feel like it's the right thing.

42:01

So that's a real journey about you know, learning from others, valuing their opinion, and then then valuing what you know more. And usually, we just need to sit back and just remember that everybody has opinions and then work our way through whether those opinions are for us. That has definitely been a journey. Learn to say no to everything. But the essential. This is an amazing book. It's called Essentialism: The Disciplined Pursuit of Less, try to read or listen to it every year. Greg McEwan is the author. And it is amazing. I listened to it on a plane ride, and I



was just buzzing with it the whole time. The two questions that really stood out and I think about a lot is, if I could truly be excellent at one thing, what would it be? What I knew is that I wanted to embed TriMetrics into every area of my business. And I had known that it was the future. And I was very involved in it. But I was dabbling in a lot of other things that were pulling my attention away from it. And so you know, TriMetrics to me is the tool that helps people self actualize that helps people get what they want in business. It goes throughout the employee lifecycle. So as soon as I made that switch, I became, you know, everything became clear, all my decisions became clear, you know, I served on the Hartman Institute board, I became the President, there's so many things from that one decision, started all these certifications and got an Advanced Master Axiology Certification this year, there's only 24 people in the world, I wouldn't have invested in that if I had not decided that this was a thing I was going to focus on. And I've never been happier, and never felt more joy, it ties to my strengths about being an expert in something. So that question is powerful. So I encourage you to listen to that book and or read that book and think about that question for yourself.

42:11

And then the second thing is, is this the most important thing I should do with my time and resources right now. So we get pulled by other people's opinions and what they want for us. And sometimes we need to be because of who they report to and what's going on. But a lot of times we waste a lot of time. I've been guilty of it. I'm not so much guilty of that anymore, which is amazing to say because I'm the I could have be the queen of distraction. But I'm really good at getting things done. And I'm really good now at listening to what is the right thing for me to do? And that question really helps. I did a podcast interview with Catherine Blakemore Foster, who is one of my favorite people and knows all the marketing and branding stuff with for me. And on essentialism. She is also a fan of the book and pretty good expert and very, super efficient, young, talented person and just amazing. And if you want to go listen to that podcast, it's pricelessprofessional.com/essentialism. And so learn to say no to everything but the essential game changer, and that hell So you weed out all those opinions you get from others.

44:22

And then the third is grow yourself view. So what is your sense of self? Do you see your values or what how aware are you of your strengths? I mean, you can go from zero to 100. In the axiology, part of the assessment, mine has grown tremendously. And what I have noticed, as my sense of self grows, it's not about being cocky or overconfident, I have a sense of value and worth of who I am. And I am open for more. So that's that's the difference. It's, it's you still want to learn role awareness, that one goes up and down for people, it can be a little bit more fluid. But when I am the strongest there, it's when I know who I am in my work, I know who I am. Personally, I know where I'm along and how things work. And then self direction is this goals for the future. It's when you wake up in the morning, you know where you're going. And you know what you're going to do that is self direction, those are three dimensions that can be measured



from zero to 100. And you can catch it early, you can see like, if you're, if your numbers are high, but your the way you're feeling about it is a negative bias, you could catch it, that's an indication of something's not working, and we go fluid in some of this. But the higher those are, the greater you're going to have stronger ties, self management skills, and the greater you're going to have more resiliency be able to recover from stress, the greater you're going to be able to have self awareness of what's going on around you what's working, what's not working. So knowing more about the internal factors on the axiology acumen, part of the assessment, and skills related to that and growing that is powerful, powerful, powerful. That's been my big journey.

46:44

I think I grew up in a family who had I don't know, because I've never assessed my family. But I believe that their internals were all very low based on what they dealt with in their life. And that carried over. And so I've always been very determined, I didn't know I was determined to grow this, but that's where my growth has been, and where I needed to grow. And I'm in I'm in a much better place because of that. And I see that with others too, we can have all the intelligence in the world to work out in the world. But if we don't have our inner self, as a strong foundation, it can be a real challenge. You know, when stress hits or something hard hits, the least resilient of us have low self new scores, and we have to go under the bed and hide for a day. And then we come out as whereas somebody else you'd be, you know, people who have strong self control, and they can manage the storm really, really, really well. Kids are they have a high sense of self as high set role awareness and high self direction. So important tool to understand that and to grow those areas. It's a worthy, worthy endeavor. Or just as a reminder, in this part of the assessment, the whole the reason it was created, was because Robert S, Hartman wanted to figure out self actualization, what's the process or the path to go from not valuing, to valuing and a very strong way. And so this is part of that, and the being our full potential.

48:10

So one part about growing myself view, one is just knowing where my scores were, that made a big difference. And then knowing that they can grow horsepower is something you can tune up, you could tune up a vehicle and make it stronger. And so with awareness you you got to figure out where it is and what you need to work on. Another is, and you'll see a picture here of a man who's looking out into a beautiful mountain water escapes landscape. And it's daily, what I call daily tune in time. I've referred to it a few times here today, and I've talked about it many times on different podcasts is, is take time every day to tune into yourself daily tune in time, if you just do 15 minutes a day, that is 1% of your day, if you do that every day, 15 minutes. So what would you do in 15 minutes, you can meditate, you could write byte list of appreciation, I've got a whole list of things that you could do, you could listen to good music, you could pet your dog, you could go for a walk at least 50 I probably do an hour and a half a day of this at different times. Sometimes it's in one slot, or it's grown over the years because it helps me reflect it helps



me learn from others. But listen to my inner knowing more, you've got to be quiet sometimes and let the inner knowing or the ideas come to you. But start out with 1% a day 15 minutes a day. That's an hour and 45 minutes a week that you're taking some time to be quiet and tune in 91 hours in a year. So daily tune in time is a great way to start and growing yourself view and and we have exercises in our try metrics University around self direction and role awareness and sense of self within are great places to start. There's videos and workbooks and things like that that could help grow that. It's an honorable thing to do. And it's and you will Know the difference, you will feel the difference.

50:02

So as we come to a close advice to my younger self, three, three main things, lots of tools we talked about in between, but make listening and seeking first to understand your superpowers, figure out how to get things done, and listen to others. But listen to your inner knowing more. And we say thank you, Susie, for taking the chance to get out there. And you're going to do good. And you are too I want you to think about do this exercise for yourself. What advice would you give your 20 year old self, I want you to respond back and let me know. And I want to close with a mantra that I use. I used it before I started this podcast, I use it before coaching engagements. And I want you to think about the power of this. You could use this anytime you're gonna go speak or do anything with your team. And here it is, when the time comes. And all eyes and ears turn my way. I will leverage my strengths and manage my blind spots. I will listen deeply and deliberately, I will be prepared, present and tuned in. I was helpful probing questions to better understand I will seek to offer meaningful insight to help those who want to move forward do so let the light of wisdom and empowerment flow through me. And here's what I say to you let the light of wisdom and empowerment flow through you. I know it does every day and we're just open to more of that.

51:25

I hope that this has been helpful to you today. Check out the video and the PowerPoint slides at pricelessprofessional.com/forward/slash/advice. Take care. Thank you for being a wake up eager podcast listener and let us know if you have any feedback or insight you want to share. And if you do the 20 year reflection exercise, send it to me and we'll talk about it and a podcast if you're open to that or I'll just keep it private. Take care. Thank you all the best