

WALL STREET JOURNAL
bestselling author

Success Factors

ICE CREAM THERAPY

Comes
With a **7-DAY**
**MINDSET
CHALLENGE**

WES BERRY

keynote speaker | wordsmith

***Business
Quick
Reads***
Series Volume 2

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ICE CREAM THERAPY And 7-DAY MINDSET CHALLENGE

By: Wes Berry

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Part 1

Why Mindset Matters

*“There is nothing either ‘good or bad’ but
‘thinking’ makes it so.”*

—William Shakespeare (Hamlet)

Chapter 1

The Power of a Positive Mindset

Alice asked the Cheshire Cat which way to go. He responded that it depends on where you want to end up. She said she did not know, and the cat said, “Then it doesn’t matter which direction you take!”

You need to make a conscious decision to be a positive person. If not, you’ll find yourself following the crowd of negative people. However, negative thoughts attract negative outcomes, and positive thoughts attract positive outcomes. Henry Ford once said, “Whether you think you can, or you think you can’t— you’re right.” I have found that a positive mindset is fundamental to both happiness

and success. You decide who you want to be by choosing which path you will take. And when my mindset slips onto that negative path, you'll find me remembering a lesson I learned in line at a Dairy Queen.

Allow me to borrow from my earlier writings. In my book *Big Things Have Small Beginnings*, I describe an encounter at a Dairy Queen that helped me realize the impact mindset can have on how you interpret the world around you, and how by simply adjusting your mindset, you can open yourself up to new avenues of success.

As I waited in line to order my ice cream, two adults stood in front of me. One of them was really starting to bug everyone—myself included—asking dull questions to everyone around her. “Is this your first time here?” she asked. “What kind of

ice cream do you like? Are you gonna get it with different toppings on it?”

This went on and on, going against the long tradition of standing quietly in line, minding your own business and not bothering other people. I was already pretty annoyed when she started loudly complaining about her ice cream, about how she ordered sprinkles but didn’t get the sprinkles and where were the sprinkles and . . .

Finally, after what seemed like a million years, the other woman received her ice cream, then escorted what turned out to be her 35-year-old daughter to a table, so they could enjoy their ice cream.

That was the first moment I realized that her daughter was mentally disabled, and I mentally slapped myself on the side of the head. I had completely misunderstood the situation. I was so busy judging this woman based on my

preconceptions of how you're supposed to wait in line for ice cream that I had ignored the reality of the situation.

In that moment, I realized just how powerful your mindset can be. For me, my mindset was that I wanted to enjoy my ice cream, my treat to myself on a broiling, Michigan summer day, and I felt like this woman was making it almost impossible. But once I learned more of the facts, I realized I was being kind of a jerk, all because I hadn't considered the fact that there were other points of view on the same situation.

I had judged this woman to be a failure, someone who hadn't learned the rules of how to behave properly in society. In reality, she was a tremendous success. I can't imagine how much effort and energy it had taken her and her mother to get to the point where her disability was so inconspicuous that I didn't even notice it.

Developing a positive mindset starts with understanding that the world is full of different viewpoints. When you open yourself to hearing

Developing a positive mindset starts with understanding that the world is full of different viewpoints.

other perspectives, it can have a huge impact on how you look at the world. You gain a deeper sense of how other people function, what their values are, and how they pursue their goals, and that can give you a better perspective on how you work.

You don't have just one viewpoint, either. Depending on the time of day, who you're around, and if you've just had a big meal or you're getting hangry, you can look at the same person or the same situation in completely different ways.

Think about looking at yourself in the mirror. Some days, you feel like a million bucks, and your reflection looks amazing. Other days, you

might be disappointed about something, or maybe you didn't sleep well, and all you can see are the bags under your eyes, the emerging gray hairs, and—wait, are those wrinkles?!

A positive mindset is a critical part of any successful journey. Along the way, you'll encounter a number of situations, both positive and negative. The trick is to learn how to find the positive side of every situation. It's not quite that simple, of course. When you flip a coin, sometimes you're going to lose. But you can flip the coin again and again, until you get the results that you want. Developing a positive mindset is about learning how to keep flipping that coin.

Part 2

Creating a Positive Mindset

*“Don't be pushed around by the fears in
your mind. Be led by the dreams in
your heart.”*

—Roy T. Bennett

Chapter 2

Lead by Example

So how do we develop that positive mindset, exactly? Well, it works a little differently for everybody. But the important thing is that it's possible for everyone to change their mindset, to grow into the kind of positivity that makes you more likely to achieve your goals. Here are five learnable techniques you can use to help empower you to adjust your mindset, allowing you to deliver maximum results.

1. Display a positive attitude and a strong work ethic.

A positive attitude sets the tone for interactions and influences the overall atmosphere.

By maintaining an optimistic outlook, individuals can effectively navigate challenges and setbacks, encouraging others to do the same. A positive attitude fosters resilience, collaboration, and a willingness to learn, all of which are crucial for skill development.

Furthermore, a strong work ethic is a fundamental attribute for success in any endeavor. It involves traits such as dedication, discipline, and perseverance. When individuals consistently demonstrate a strong work ethic, they inspire others to do the same. This can create a culture of diligence and commitment, where everyone strives to improve their skills and achieve their goals.

To develop new skills, individuals can also seek out mentors and role models who embody the qualities they aspire to cultivate. Observing and learning from those who display a positive attitude and strong work ethic can provide valuable insights

and inspiration. Mentors can offer guidance, support, and practical advice on skill development, helping individuals reach their full potential.

Leading by example by displaying a positive attitude and a strong work ethic is vital for personal and professional growth. These qualities create an environment that fosters skill development, resilience, and collaboration. By seeking out mentors and role models who exemplify these traits, individuals can further enhance their abilities and achieve success. Cultivating these skills not only benefits individuals but also contributes to a positive and productive work environment.

2. Demonstrate enthusiasm for challenges and opportunities.

In today's fast-paced and ever-changing world, individuals need to continuously develop

new skills to stay competitive and relevant in their respective fields. Identifying areas where individuals want to develop new skills is crucial in helping them achieve their personal and professional goals. Here are some effective ways to motivate individuals to develop new skills:

- *Lead by example.* When leaders demonstrate enthusiasm for challenges and opportunities, they inspire their team members to do the same. By showing a willingness to learn and develop new skills themselves, leaders create a culture that values continuous learning and growth.
- *Provide regular feedback and communication.* By having open and honest conversations with team members, leaders can gain insight into their interests, strengths, and areas for improvement. This information can then be used to create

personalized development plans that align with each individual's goals and aspirations.

- *Provide opportunities for individuals to learn and grow.* This can include offering training programs, mentoring, coaching, and job shadowing. By investing in their team members' development, leaders create a sense of loyalty and commitment, which can lead to increased productivity and retention rates.

Figuring out areas where people want to develop new skills is critical for personal and professional growth. As the saying goes, "Leadership is not about being in charge. It's about taking care of those in your charge."

3. Embrace setbacks as chances to learn and grow.

When individuals demonstrate resilience and a positive attitude in the face of challenges, it inspires others to do the same. This mindset shift allows individuals to view setbacks not as failures, but as opportunities for growth and improvement. Here's how you can help:

- *Be resilient.* Turn discouragement into learning opportunities. If it fails the first time (or second or third . . .) pick up, and start over. Individuals who see their leaders being resilient will last longer and develop resilience themselves.
- *Have a positive attitude towards setbacks.* This sets the tone for interactions and influences the overall atmosphere within a team or organization. It fosters a culture of

resilience, where individuals are encouraged to persevere and find solutions to overcome obstacles. By openly sharing their own experiences of setbacks and the lessons learned from them, leaders can show vulnerability and create a safe environment for others to do the same.

In her book *Mindset: The New Psychology of Success*, Carol S. Dweck discusses the concept of a growth mindset, where individuals believe that their abilities can be developed through effort and perseverance. Dweck's research emphasizes the importance of embracing setbacks and challenges as opportunities for growth. By adopting a growth mindset, individuals are more likely to approach setbacks with a positive attitude and a willingness to learn from them.

- *Display a strong work ethic.* It requires dedication and discipline to continue pushing forward despite setbacks and challenges. When individuals see their leaders putting in the effort and maintaining a positive attitude, it motivates them to do the same.

These are great ways to inspire individuals in their skill development journey. By demonstrating resilience, maintaining a positive attitude, and displaying a strong work ethic, leaders create a culture that values continuous learning and improvement. This mindset shift allows individuals to view setbacks as valuable learning experiences and motivates them to persevere and strive for personal and professional growth.

4. Share personal experiences of overcoming obstacles.

A leader who shares personal experiences of overcoming obstacles can inspire and motivate individuals to overcome their own challenges and develop new skills. Why?

- *It humanizes them and makes them relatable.* It shows that they too have faced obstacles and have had to work hard to overcome them. This can be a powerful message for individuals who may be struggling with their own skill development. It can give them hope and inspire them to keep pushing forward.
- *It can provide valuable insights into the process of skill development.* Leaders can share the strategies they used to overcome challenges, the resources they utilized, and the mindset they adopted. This can help

individuals develop their own strategies and approaches to skill development.

- *It can create a culture of vulnerability and openness within the organization.* When leaders are willing to share their struggles, it can encourage others to do the same. This can foster a sense of community and support, where individuals feel comfortable seeking help and advice from their colleagues.

Sharing personal experiences of overcoming obstacles can be a powerful tool for motivating and inspiring individuals to develop new skills. Everyone loves a motivational story!

5. Model the behaviors and attitudes you want to see in others.

This helps you to create a positive and supportive environment that encourages skill development and growth. Display a positive attitude and a strong work ethic. When individuals observe their leaders approaching tasks with enthusiasm and commitment, they are more likely to adopt the same mindset. This can create a ripple effect within the organization, as others are inspired to bring their best selves to their work.

Leaders who model these will foster a culture of continuous learning and growth within the organization. This not only benefits individual employees but also contributes to the overall success of the organization. As individuals develop new skills, they become more effective in their roles, leading to increased productivity and innovation.

By leading by example, leaders create a culture of continuous learning and growth, fostering personal and professional development within the organization.

Let's take a look at another great example of a positive mindset: Henry Ford.

Case Study: Henry Ford. Some of the Biggest Successes Started as Real Failures

In 1863, Henry Ford was born on a farm. Specifically, it was his father's farm, and while his father did well enough for him and his four siblings, Henry never aspired to life as a farmer. Instead, he showed an aptitude for mechanics, teaching himself to repair timepieces, run steam engines, and understand the ins and outs of mechanical design.

Ford became an engineer at the Edison Illuminating Company in Detroit in 1891, where he

experimented with designing and building gasoline-powered cars. He soon opened his own company, the Detroit Automobile Company, which quickly folded. So, he opened a second company. He went bankrupt twice.

Undeterred, Ford knew automobiles were the future of American transportation. He persisted in following his vision, eventually attracting investors in what would be his most successful venture: the Ford Motor Company.

In 1908, Ford released the iconic Model T, which by the 1920s would be so common that more than half of Americans learned to drive in one. And in 1913, Ford introduced the moving assembly line, dramatically increasing the number of cars he could produce while decreasing the already low price.

Ford didn't invent the automobile. He wasn't the inventor of the assembly line. He did not create the five-day work week, or any of the other

ideas he incorporated into his business model. What he did do was have a vision of his business and learn how to effectively communicate that vision to others. Henry Ford was an innovator, yes, but that innovation was due to one thing: his positive mindset. And history is full of successful failures. In fact, I don't know of anyone who never failed.

The fear of failure has prevented more success than actual failure has.

Chapter 3

Encourage a Growth Mindset

When you take the time to start your day with a positive self-affirmation, you're taking a concrete step toward fighting the negativity and pessimism you might not even realize you feel. Sometimes, those feelings of worthlessness and apathy can build up over time, so slowly that you don't even know they're there. You might just feel miserable one day, and not even know why. A daily affirmation of your worth can go a long way in fighting those feelings.

But what's even more interesting about these affirmations is how they affect how you react to failure. Studies show that people who give

themselves positive affirmations tend to be less stressed out about making mistakes. They still care, of course, but they're less likely to feel intense anxiety about the mistake. Instead, they're more likely to be able to move on from the mistake, learning whatever lessons are available and applying them to the future.

We've all heard about the power of positivity. But what exactly is a growth mindset? IS it the same thing? Is it different?

A growth mindset is the belief that intelligence and abilities can be *developed* through dedication, effort, and consistent learning. In contrast, a fixed mindset assumes that intelligence and talents are fixed traits that cannot be improved upon. Encouraging a growth mindset in the workplace can have numerous benefits for both individuals and the organization as a whole.

When employees adopt a growth mindset, they are more likely to embrace challenges and view failures as opportunities for learning and growth. This mindset fosters resilience, perseverance, and a willingness to take risks, all of which are essential for personal and professional development. Employees with a growth mindset are more likely to seek out new skills and knowledge, leading to increased innovation and creativity within the organization.

Furthermore, a growth mindset promotes a positive and collaborative work environment. Employees are more likely to support and uplift one another, as they view their colleagues' successes as inspirations rather than threats. This creates a culture of teamwork and cooperation, where individuals are willing to share ideas and knowledge freely, leading to improved problem-solving and decision-making.

From an organizational perspective, encouraging a growth mindset can lead to increased employee engagement and satisfaction. When employees believe that their efforts and dedication can lead to personal growth and success, they are more motivated to perform at their best. This, in turn, can result in higher productivity and performance levels, ultimately benefiting the organization's bottom line.

Fostering a growth mindset in the workplace is crucial for individual and organizational success. By encouraging employees to embrace challenges, view failures as learning opportunities, and continuously seek growth and development, organizations can create a positive and thriving work environment that promotes innovation, collaboration, and employee engage

So how do we foster a growth mindset?

1. Highlight stories of individuals who transformed challenges into successes.

These stories (Like Henry Ford shared in the last chapter) can inspire employees to adopt a growth mindset and embrace opportunities for growth and development. Here are some more inspiring example to get you started:

- *Elon Musk, the CEO of Tesla and SpaceX.* Despite facing numerous setbacks and failures throughout his career, Musk has consistently demonstrated his ability to learn from these experiences and bounce back stronger. For instance, SpaceX experienced multiple rocket failures before successfully launching the Falcon 1 rocket in 2008. Musk's unwavering determination and willingness to learn from each failure

ultimately led to the success of his company.

- *Sara Blakely, the founder of Spanx.* Blakely faced numerous rejections and obstacles while trying to bring her innovative shapewear concept to market. However, she persevered and used each setback as an opportunity to refine her product and business strategy. Today, Spanx is a globally recognized brand, thanks to Blakely's growth mindset and her ability to transform challenges into successes.

When employees witness the success stories of individuals who have overcome obstacles, they are more likely to embrace challenges and view them as steppingstones towards personal and professional development.

2. Praise effort and persistence over innate talent.

This approach emphasizes the belief that abilities and skills can be developed through dedication, hard work, and continuous learning. By cultivating a growth mindset, individuals are more likely to embrace challenges, persist in the face of setbacks, and view failure as an opportunity for growth and improvement.

Individuals with a growth mindset are more motivated, resilient, and open to learning new skills. When organizations praise effort and persistence, they reinforce the idea that success is not solely determined by innate talent, but rather by the willingness to invest time and energy into personal and professional development. Here are a few strategies:

- *Praise individuals for their effort.* In a study conducted by Mueller and Dweck (1998), it was found that individuals who were praised for their effort rather than their intelligence showed greater motivation and performance on subsequent tasks. This demonstrates the power of emphasizing effort and persistence in fostering a growth mindset and enhancing individual performance.

To implement this strategy effectively, provide regular feedback that highlights the effort, progress, and improvement of their employees. Managers and leaders should acknowledge and celebrate the small wins and milestones achieved along the way, reinforcing the idea that growth and development are valued and recognized.

- *Offer opportunities for employees to acquire new skills, attend workshops, and engage in mentorship programs. By investing in employee growth, organizations demonstrate their commitment to fostering a growth mindset and creating an environment that promotes continuous learning and improvement.*

Encouraging a growth mindset and praising effort and persistence over innate talent is a key strategy for creating a positive work environment and driving organizational success.

3. Provide examples of skills that can be developed with practice.

Practice makes perfect! Just like learning to play an instrument or learning a foreign language, the more you do it, the easier it gets. This mindset

shift can empower employees to reach their full potential in many of their work endeavors as well.

Here are some examples:

- *Practice public speaking.* Many people feel anxious or lack confidence when speaking in front of others, but with deliberate practice and a growth mindset, this skill can be honed and improved over time. By seeking opportunities to speak publicly, receiving feedback, and actively working on improving their delivery and presence, individuals can become more confident and effective communicators.
- *Practice leadership.* While some individuals may have natural leadership qualities, leadership skills can be developed and refined through experience, feedback, and learning. By taking on leadership roles, seeking feedback from peers and mentors,

and continuously improving their communication, decision-making, and problem-solving abilities, individuals can grow and become effective leaders.

- *Practice problem-solving.* By approaching problems with a growth mindset, individuals are more likely to see setbacks as opportunities for learning and improvement. Through practice, individuals can develop their analytical thinking, creativity, and decision-making abilities, allowing them to tackle complex problems more effectively.
- *Practice adaptability.* This is crucial in today's rapidly changing work environment. By embracing a growth mindset, individuals can develop their ability to adapt to new situations, technologies, and challenges. This can be achieved through

seeking new experiences, taking on diverse projects, and actively seeking feedback to learn and grow from each experience.

Skills such as public speaking, leadership, problem-solving, and adaptability can all be developed with practice and a growth mindset. By fostering a culture of continuous learning and improvement, organizations can empower employees to reach their full potential—and who knows—it might add to their sense of self-esteem when they realize that they can acquire the skills that seemed so daunting at first!

4. Use encouraging language that promotes belief in potential.

Once your employees unlock their full potential, they can achieve remarkable results. This benefits both your company, and them. One

effective way to cultivate a growth mindset is by using encouraging language that promotes a strong belief in the capabilities and potential of individuals.

Language plays a crucial role in shaping our mindset and beliefs. When leaders and colleagues use encouraging language, it can have a profound impact on how individuals perceive themselves and their abilities. By choosing our words carefully, we can inspire and motivate others to embrace challenges, persist in the face of setbacks, and continuously strive for improvement. Here are some examples of encouraging phrases to use:

- *"I believe in your ability to succeed."* This simple yet powerful statement communicates trust and confidence in an individual's capabilities. It reinforces the

idea that with effort and determination, they can overcome obstacles and achieve their goals. Such language instills a sense of self-belief and empowers individuals to take on new challenges with enthusiasm and resilience.

- *"I know you can handle this challenge."* This statement acknowledges the individual's skills and strengths while expressing confidence in their ability to navigate difficult situations. It helps individuals shift their focus from self-doubt to problem-solving and encourages them to approach challenges with a growth mindset.
- *"Your dedication and perseverance are inspiring."* Use language that highlights effort and persistence over innate talent to reinforce the belief that abilities can be developed through practice and hard work.

Phrases like, or "I appreciate your commitment to continuous improvement" acknowledge and celebrate the efforts individuals put in to achieve their goals. This kind of language not only motivates individuals to keep pushing forward but also emphasizes the value of learning and development.

Using encouraging language that promotes belief in potential is a powerful tool for cultivating a growth mindset in the workplace. By choosing our words carefully and expressing confidence in the abilities of individuals, we can inspire them to embrace challenges, persist in the face of setbacks, and continuously strive for improvement.

Case Study: Ben and Jerry's

Ben & Jerry's is a household name in the ice cream industry, known for its unique and

flavorful ice cream combinations. However, what many people may not know is the story behind the company's success and the mindset of its founders, Ben Cohen and Jerry Greenfield. Their mindset played a crucial role in the company's growth and success and helped them develop strategies to overcome the many challenges they faced.

Ben & Jerry's was founded in 1978 by Ben Cohen and Jerry Greenfield in Burlington, Vermont. The two childhood friends had always dreamed of starting a business together, and they decided to pursue their passion for food by opening an ice cream parlor. They completed a correspondence course on ice cream making from Pennsylvania State University and invested \$12,000 in their business, which they named Ben & Jerry's Homemade Ice Cream.

Their first location was a renovated gas station, and they opened with just four flavors of ice

cream. However, their unique and creative combinations, such as Cherry Garcia and Phish Food, quickly gained popularity, and they began to expand their business. In 1983, they opened their first franchise in Shelburne, Vermont, and by 1987, they had expanded to over 220 franchised scoop shops across the United States.

Mindset of the Founders

Ben Cohen and Jerry Greenfield were both known for their unique personalities and unconventional approach to business. Their mindset was characterized by a strong sense of social responsibility, a focus on creating a positive impact on society, and a commitment to treating employees and suppliers fairly.

Cohen and Greenfield believed that businesses had a responsibility to give back to the community and support social causes. In 1985, they

launched the Ben & Jerry's Foundation, which donated 7.5% of the company's pre-tax profits to social and environmental causes. They also implemented a policy of sourcing their ingredients from local and sustainable sources, which they believed would benefit both the community and the environment.

Their focus on social responsibility and sustainability resonated with consumers and helped to differentiate the company from its competitors. By taking a stand on social issues and supporting causes such as marriage equality and climate change, they were able to build a loyal customer base and create a positive brand image.

Their mindset was also focused on treating employees and suppliers fairly. They implemented a policy of paying all employees a living wage and providing them with benefits such as health insurance and paid time off. They also worked

closely with their suppliers to ensure they were paid fairly and had safe working conditions.

Their commitment to treating employees and suppliers fairly also helped to create a positive work environment and a culture of loyalty and dedication. This translated into high-quality products and excellent customer service.

The mindset of Ben Cohen and Jerry Greenfield played a significant role in the success of Ben & Jerry's.

Challenges and Strategies for Overcoming Them

Despite the success of Ben & Jerry's, the company faced several challenges over the years. One of the biggest challenges was maintaining the company's culture and values as it grew. As the company expanded, it became more difficult to maintain the same level of personal connection

with employees and suppliers, and there was a risk of diluting the company's values and mission.

To overcome this challenge, Cohen and Greenfield worked hard to create a strong corporate culture that emphasized the company's values and mission. They implemented training programs for new employees and franchisees that emphasized the importance of social responsibility and sustainability. They also established a system of checks and balances to ensure that the company was adhering to its values and mission, including regular audits of suppliers and franchisees.

Another challenge the company faced was competition from larger, established ice cream brands. To overcome this challenge, Ben & Jerry's focused on innovation and creativity, constantly introducing new flavors and combinations that were unique and different from anything else on the market. They also focused on creating a strong

brand image that emphasized the company's commitment to social responsibility and sustainability.

One of the biggest challenges the company faced was when it was acquired by Unilever in 2000. Many loyal customers and employees were concerned that the acquisition would lead to a loss of the company's values and mission. To overcome this challenge, Cohen and Greenfield negotiated a unique agreement with Unilever that allowed them to retain control over the company's social mission and values. They also established a board of directors to oversee the company's social mission and ensure that it remained true to its values.

The success of Ben & Jerry's can be attributed to many factors, but the mindset of its founders, Ben Cohen and Jerry Greenfield, played a crucial role. Their commitment to social responsibility, sustainability, and treating

employees and suppliers fairly helped to differentiate the company from its competitors and build a loyal customer base. Their focus on innovation and creativity helped to keep the company relevant and competitive in a crowded market. And their ability to overcome challenges and maintain the company's values and mission, even after being acquired by a larger corporation, demonstrated the power of a growth mindset.

The story of Ben & Jerry's serves as a powerful example of how mindset can impact the success of a business. By adopting a growth mindset and focusing on social responsibility, sustainability, and treating employees and suppliers fairly, businesses can differentiate themselves from their competitors and build a loyal customer base. By embracing innovation and creativity, businesses can stay relevant and competitive in a rapidly changing market. And by maintaining a strong

sense of values and mission, businesses can overcome challenges and achieve long-term success.

In the next chapter, let's take a closer look at how we can hang onto that growth mindset.

Chapter 4

Recognize and Celebrate Progress

Everyone likes to be acknowledged for his or her work. A study conducted by Harvard Business School professor Teresa Amabile and researcher Steven J. Kramer found that even small acknowledgments of progress can have a big impact on employee motivation and performance. When employees feel recognized and valued for their efforts, they are more likely to continue striving for excellence. Celebrating progress also helps to combat the fixed mindset, which is the belief that abilities and intelligence are fixed traits that cannot be changed.

In addition to boosting motivation and combating the fixed mindset, recognizing and celebrating progress also promotes a sense of accomplishment and satisfaction among employees. When individuals receive positive feedback and recognition for their achievements, they feel a sense of pride and fulfillment, which increases their overall job satisfaction.

Let's take a look at some ways to recognize and celebrate progress.

1. Acknowledge and celebrate small wins regularly.

By showing appreciation for incremental improvements, you can motivate your employees to continue their efforts, boost morale, and create a positive work environment. This approach not only acknowledges the individual's hard work and dedication but also reinforces the belief that growth

and development are achievable through effort and persistence. Here are a few ideas:

- *Give individual performance reviews that highlight achievements.* It is important to note that progress can be subjective and vary from person to person. What may seem like a small step forward for one individual may be a significant achievement for another. Therefore, it is essential to assess progress based on individual goals and personal growth rather than comparing it to others.
- *Provide regular feedback.* Providing constructive feedback that highlights the specific improvements made by an individual can be highly motivating. It helps employees understand the areas where they have grown and encourages them to continue developing their skills. By

focusing on progress rather than perfection, employees are more likely to feel valued and motivated to further improve.

- *Offer rewards and incentives.* Offering small rewards or recognition for achieving milestones or reaching specific goals can be highly motivating. These rewards can be as simple as a shout-out during a team meeting, a gift card, or additional responsibilities that align with the employee's growth. By acknowledging and rewarding progress, organizations create a culture that values continuous learning and improvement.
- *Give public recognition.* Acknowledging an individual's achievements in front of their peers not only boosts their self-esteem but also inspires others to strive for growth. This can be done through team-wide

announcements, newsletters, or even company-wide events. Public recognition not only celebrates the individual's progress but also reinforces a culture that values growth and effort.

2. Highlight the journey and learning process, not just the outcome.

In today's fast-paced and results-driven work environment, it's easy to get caught up in the pursuit of outcomes and forget about the journey and learning process that leads to success. By focusing on the journey and learning process, rather than solely on the outcome, you can create an environment that encourages growth, innovation, and continuous improvement.

Employees need to know that their leaders realize that progress is not always linear and that setbacks and challenges are an integral part of

the learning journey. By acknowledging the process, you are validating the hard work and resilience displayed by your employees, boosting both morale and motivation.

Moreover, emphasizing the journey and learning process helps create a culture of learning and development within the organization. When employees know that their efforts and progress are valued, they are more likely to engage in self-reflection, seek feedback, and actively pursue opportunities for growth. This not only benefits individual employees but also contributes to the overall success and innovation of the organization.

To highlight the journey and learning process, organizations can implement various strategies. Let's take a look at few:

- *Provide regular feedback and recognition for incremental improvements.* Managers

and leaders can acknowledge and appreciate the small steps and milestones achieved by employees, reinforcing a growth mindset and encouraging further progress. . Instead of year-end bonuses, have small rewards along the way. Reward milestones. These rewards can be tailored to individual preferences and can include things like public recognition, bonuses, or additional responsibilities that allow employees to showcase their skills and expertise. These rewards not only acknowledge the progress made but also serve as motivation for continued growth and development.

- *Create opportunities for sharing and learning from failures and mistakes.* By creating a safe and supportive environment, employees are more likely to take risks,

experiment, and learn from their experiences. Celebrating these moments of growth and learning helps to destigmatize failure and fosters a culture of continuous improvement and innovation.

- *Create a culture that values effort and progress.* By taking the time to publicly acknowledge and celebrate individual and team accomplishments, employers can reinforce a positive and motivated workplace culture. This not only boosts morale but also encourages employees to support and celebrate each other's progress

Some of the most successful workplaces got the way they are by celebrating their employees success and their company's progress. Airbnb offers cash bonuses along with special vacation rentals to their employees, giving them a chance to

personally value what their company sells. Zappos let employees give out \$50 bonuses to which colleagues monthly in recognition of their work.

Whatever your company chooses, it's important to recognize others. By shifting the focus from innate talent to growth and improvement, setting individual goals, incorporating meaningful rewards, and spotlighting achievements, employers can cultivate a growth mindset and motivate their employees to reach their full potential.

Ice Cream Therapy
Mindset

Wes Berry

Chapter 5

Provide Constructive Feedback

Constructive feedback is an essential aspect of personal and professional growth. It helps individuals identify their strengths and areas for improvement, thereby enabling them to enhance their skills and performance. As a leader, it is crucial to provide feedback that is specific, actionable, and focused on behaviors and actions that can be improved. By acknowledging an individual's strengths, leaders can boost their confidence and motivation. Moreover, highlighting areas for growth helps individuals identify areas where they can enhance their skills and performance.

For instance, instead of saying, "You did a great job on the presentation," a more specific feedback would be, "Your presentation was well-structured and engaging. Your use of visuals effectively conveyed the key messages. However, you could work on your delivery by maintaining more eye contact with the audience."

By offering specific feedback, leaders can not only guide individuals in their skill development but also provide them with a clear roadmap for improvement. This gives your employees a sense of direction and helps them focus their efforts on areas that require attention. Let's explore how providing feedback can strengthen your business.

- 1. Focus on behaviors and actions that can be improved.**

For example, instead of saying, "Your communication skills need improvement," a more effective approach would be, "During team meetings, try to actively listen to others' perspectives and ask clarifying questions to ensure a better understanding of their ideas. Additionally, work on maintaining a confident and assertive tone while presenting your own ideas."

2. Emphasize the learning value of feedback.

Feedback should not be seen as criticism but rather as an opportunity for growth and improvement. By framing feedback in a positive light, leaders can inspire individuals to embrace it as a valuable tool for their development.

For instance, instead of saying, "You made a mistake in the report," a more constructive approach would be, "The mistake in the report provides an opportunity for you to learn and

improve your attention to detail. Let's work together to identify strategies to prevent such errors in the future."

By highlighting the learning value of feedback, you create a safe and supportive environment where individuals feel encouraged to take risks, learn from their mistakes, and continuously improve their skills. It shifts the focus from the negative aspect of feedback to the growth and development it can facilitate.

3. Frame feedback as a steppingstone toward improvement.

Feedback should be framed as a steppingstone toward improvement rather than a judgment of an individual's abilities. When providing feedback, it is crucial to communicate that it is a means to help individuals grow and develop their skills.

For example, instead of saying, "Your performance was below expectations," a more constructive approach would be, "Your performance provides an opportunity for growth. Let's work together to identify areas where you can improve and provide the necessary support to help you reach your full potential."

By framing feedback as a steppingstone toward improvement, leaders create a growth-oriented mindset within their teams. Individuals are more likely to view feedback as a valuable tool for their development and are motivated to take ownership of their growth journey.

4. Encourage individuals to seek feedback and learn from it.

By doing so, leaders promote a culture of continuous learning and growth within their teams.

For instance, leaders can have regular check-ins with their team members to discuss their progress, challenges, and areas where they seek feedback. By creating an open and supportive environment, leaders can foster a culture where individuals feel comfortable seeking help and advice from their colleagues.

Encouraging individuals to seek feedback not only helps them identify blind spots but also enables them to gain different perspectives and insights. It promotes self-awareness and a willingness to learn and adapt based on the feedback received.

Chapter 6

Create a Supportive Environment

A supportive environment in the workplace is essential for promoting creativity and innovation. People need to feel safe in order to be their best. You, as a leader, play a critical role in fostering such an environment by responding to failures with empathy and understanding and reframing them as learning opportunities.

Psychological safety is the perception that one can freely express thoughts, ideas, and concerns without fearing negative consequences, ridicule, or humiliation. It is the foundation upon which open communication thrives. When individuals feel psychologically safe, they are more

likely to share their insights, question existing practices, and take calculated risks.

The benefits of such an environment are multifold. Let's explore this further.

1. Allow individuals to voice their ideas and concerns openly.

We don't know what people are thinking unless they can communicate that to us. Think of the great ideas churning in some of these minds! You, as their leader, need to provide a setting where they feel they can share. Open communication is essential if you want your workplace to thrive. Why?

- *Open communication cultivates trust within teams and between leaders and employees.*
Trust is the foundation of effective

collaboration and a prerequisite for high-performing teams. Furthermore, when individuals feel safe to express their concerns, potential issues can be addressed promptly, preventing them from escalating into larger problems that could harm the organization.

- *Open communication fosters innovation.* Diverse perspectives and ideas emerge when individuals are comfortable sharing their thoughts, leading to creative solutions and new opportunities. It also contributes to a culture of continuous learning and improvement, as employees are more likely to provide constructive feedback and engage in reflective practices.

You, as a leader, must realize that creating a safe space for open communication is not just an

option but a necessity in today's complex and rapidly changing business landscape.

2. Provide resources for skill development and learning.

What better way to improve your organization than to encourage your employees to improve themselves! It's an investment for you, as well as them, creating a win-win situation for everybody. (Tannenbaum & Yuki, 1992) Here are some advantages when your environment provides resources for continuing learning:

- *The enhancement of employee engagement and job satisfaction.* When individuals perceive that their organization values their growth and invests in their development, they are more likely to be motivated and committed to their work. This, in turn, can

lead to improved performance and a more positive workplace culture.

- *Encourages innovation and adaptability within the organization.* Employees who continuously acquire new skills and knowledge are better equipped to contribute fresh ideas, solve complex problems, and adapt to changing circumstances. This is particularly crucial in industries where technological advancements and market shifts occur rapidly.

3. Offer mentoring and coaching opportunities.

Mentoring and coaching play a pivotal role in personal and professional development, nurturing talent, building leadership skills, and facilitating knowledge transfer.

One of the best things that happened to me as a young businessman was having a mentor. I met

with him very early in the morning, and his advice was very valuable in the development of my own leadership skills.

Mentoring is when an experienced individual provides guidance, support, and career-related advice to a less experienced person. (Ragins and Kram (2007). Here are a few primary benefits of mentoring and coaching:

- *Leadership development.* Aspiring leaders can benefit immensely from the guidance and wisdom of seasoned professionals. These relationships provide a safe space for leaders to seek advice, receive constructive feedback, and refine their leadership style. This can be particularly beneficial in leadership roles where decision-making and interpersonal skills are critical.

- *Facilitates knowledge transfer within organizations.* As experienced employees mentor and coach their less experienced counterparts, they pass on valuable institutional knowledge, best practices, and industry insights. This not only accelerates the learning curve for new employees but also ensures that organizational knowledge is retained and disseminated effectively.
- *Contributes to increased job satisfaction and engagement.* When individuals have access to mentors and coaches who support their career aspirations and personal development, they are more likely to feel valued and motivated in their roles. This, in turn, can lead to higher retention rates and a more positive workplace culture.

There is a strong value of mentoring relationships in personal and professional

development, leadership growth, and knowledge transfer within organizations. By embracing mentoring and coaching, organizations can empower their employees, foster leadership skills, and ensure the continuity of institutional knowledge.

4. Ensure everyone feels valued and included in the team.

Inclusion helps build a cohesive and high-performing team. Here are a few valuable insights into the concept of diversity and its role in creating an inclusive environment.

- *Inclusion goes beyond mere diversity; it involves creating an atmosphere where individuals from diverse backgrounds, perspectives, and experiences feel not just tolerated, but genuinely valued and welcomed. The more diverse your team, the*

more potential for newer and more innovative ideas, bringing a broader range of perspectives into the room

- *Fostering inclusion offers improved team performance.* When individuals feel valued and included, they are more likely to contribute their unique insights and ideas, leading to better decision-making and problem-solving. In contrast, teams that lack inclusivity may experience conflicts, communication breakdowns, and reduced collaboration.
- *Fostering inclusion contributes to higher employee engagement and job satisfaction.* No one wants to come into a workplace where they feel unwanted, and their ideas aren't appreciated. If they feel they and their ideas are valued, work will seem less like work and more like a creative challenge.

This can result in lower turnover rates and a more positive workplace culture.

- *Inclusive teams also tend to be more adaptable to change.* They can navigate uncertainty and complexity more effectively because they draw from a diverse pool of experiences and perspectives. In today's fast-paced business environment, adaptability is a key factor for success.

Forbes rated the top companies in 2023 for inclusion and diversity. Progressive Insurance (called “progressive” apparently for a reason!) rated as number one. In the words of their CEO Tricia Griffith: “Being able to speak up, debate important issues, and find common ground and creative solutions is key to our success.”

Progressive offers a week-long Inclusion program that features podcasts, panels and webinars. They also have companywide “Courageous Conversations” and “Dare to Disagree, reinforcing their commitment to an open environment that is friendly towards people sharing their options and perspectives. They also have a DEI Speakers Bureau, where “we make sure all voices are heard, act with kindness, invest in relationships, and make intentional changes to get better at what we do every day.” While many of their employees are virtual workers, they make sure to have virtual programs, as well as hosting these programs in-person all across the country.

Conclusion

Everyone has something important to say; your job as the leader is to listen, and to help others learn to respectfully listen. By prioritizing

inclusivity, organizations can build stronger, more adaptive teams that are better equipped to thrive in the evolving landscape of the modern workplace.

Chapter 7

Set Inspiring Goals

Collaborative goal setting is rooted in the belief that teams are most successful when their members actively participate in defining their objectives. When individuals have a say in setting their goals, they are more likely to be committed to their achievement. This sense of ownership can enhance motivation and engagement, as team members feel personally invested in the outcomes they are striving to achieve.

Setting inspiring goals is a critical component of effective leadership and team management.

We don't want our goals to be so high they are unattainable, so one key principle is to

collaboratively set challenging yet *attainable* goals.

Working together as a team to establish, define, and reach goals is critical. Collaboratively establishing goals not only fosters a sense of ownership among team members but also leverages diverse perspectives, ultimately driving motivation and innovation within the team. Different individuals may have unique insights into the challenges and opportunities associated with a particular goal. By harnessing this collective intelligence, teams can develop more comprehensive and effective strategies for goal attainment. This diversity of thought often leads to creative problem-solving and innovation, as team members collaboratively explore various approaches to meet the challenges posed by their goals.

Balancing the challenge and attainability of goals is another crucial aspect of this process. It's

important to strike a balance between ambition and feasibility. Goals that are too easy to achieve may lead to complacency, while overly ambitious goals can demoralize and overwhelm team members. Collaboratively establishing the right level of challenge ensures that goals push team members to stretch their capabilities without setting them up for failure.

Let's take a look at how to effectively set some clear, concise and inspiring goals without overwhelming (or underwhelming!) your team.

- 1. Explain how these goals align with the team's mission.**

When goals are closely tied to the team's mission, they provide a sense of purpose and direction, foster a shared vision among team members, and contribute to higher levels of motivation and productivity. This alignment

ensures that the team's efforts are directed towards achieving a common purpose and reinforces the significance of their work in the broader organizational context. Team members must understand how their individual and collective efforts contribute to the realization of the team's mission. This connection provides context and meaning to their work, making it more relevant and inspiring. It answers the question of "why" their efforts matter, reinforcing their commitment to achieving the goals.

Furthermore, when goals are in harmony with the team's mission, decision-making becomes more straightforward. Team members can prioritize tasks and initiatives based on their alignment with the mission. This clarity prevents the team from getting sidetracked by activities that do not contribute to the overarching purpose,

ensuring that resources and efforts are allocated efficiently.

Alignment also promotes a sense of ownership and responsibility among team members. When they see that the goals are directly linked to the team's mission, they are more likely to feel personally invested in their achievement. This sense of ownership can lead to increased motivation, as individuals recognize that their contributions play a pivotal role in fulfilling the team's purpose.

Moreover, goals that align with the team's mission create a sense of unity and shared vision. Team members understand that they are working towards a common objective that transcends individual interests. This shared vision fosters collaboration, cooperation, and a strong sense of camaraderie among team members, contributing to a positive team culture.

2. Break down objectives into smaller, manageable steps.

This approach recognizes that setting ambitious goals is essential, but without a clear plan to execute them, individuals and teams can become overwhelmed and demotivated. By breaking down larger objectives into smaller, actionable tasks, individuals can create a roadmap for success, track their progress, and maintain the momentum necessary to achieve their inspiring goals. Let's look at why this is beneficial.

- *Breaking down objectives into smaller manageable steps makes lofty goals more attainable.* Large and complex objectives can be intimidating, leading to procrastination and a sense of being overwhelmed. Breaking these objectives into smaller, manageable steps transforms

them into actionable items that are less daunting. Achieving these smaller milestones builds confidence and demonstrates progress toward the larger goal.

- *It provides a clear structure for execution.*
It outlines the sequence of tasks required to reach the goal, providing individuals with a roadmap to follow. This clarity minimizes ambiguity, enhances focus, and reduces the likelihood of getting off track.
- *It makes tracking of progress easier.*
Individuals and teams can monitor their advancements by marking off completed tasks. This sense of accomplishment serves as a source of motivation, reinforcing the belief that the overall goal is within reach. Progress tracking also allows for

adjustments along the way, ensuring that efforts stay aligned with the goal.

- *It supports efficient time management.* By defining tasks and their timelines, individuals can allocate resources effectively, avoiding wasted time on activities that do not contribute directly to the goal's achievement.

Individuals are more likely to persevere and maintain their motivation when they experience a sense of progress and achievement.

3. Illustrate the impact of achieving these goals.

This is a powerful motivational strategy that energizes individuals and teams, providing a clear understanding of the significance of their efforts. This approach helps set inspiring goals by not only outlining what success looks like but also vividly

describing the positive changes and benefits that will result from goal attainment. When individuals can visualize the impact of their actions, they are more likely to stay motivated and committed to achieving their goals. Here are some primary benefits of illustrating the impact of achieving goals:

- *It provides a compelling vision of success.* Instead of merely stating what needs to be done, leaders paint a vivid picture of how the world will be different once the goal is reached. This storytelling approach engages the imagination, making the goal feel more tangible and exciting.
- *It fosters a sense of purpose.* Team members can see how their individual and collective efforts contribute to a larger, meaningful outcome. This connection

between their work and a higher purpose can provide a profound sense of fulfillment and job satisfaction. It answers the question of "why" their efforts matter.

- *It provides a roadmap for decision-making.* When individuals understand the broader impact of their goals, they can make more informed choices about their actions and priorities. This clarity ensures that efforts are aligned with the desired outcomes.
- *It instills a sense of urgency.* By vividly describing the positive changes that will result from goal achievement, leaders can create a compelling motivation for immediate action. Team members are more likely to commit their time and energy when they can see the tangible benefits on the horizon.

Kevin Jorgeson: A Safe Goal-Setter

Dawn Wall is an intimidating 3000-foot-tall rock face on El Capitan in Yosemite National Park. In 2015, Kevin Jorgeson made history when he and his partner Tommy Caldwell completed the first free-climb ascent. They didn't just decide to make the climb. They spent six years preparing and spent 19 days on the wall from start to finish.

Jorgeson says he prefers process to adrenaline. In other words, he set small goals to reach his big goal. It kept him safe, kept his passion alive (no burnout) and helped him reach his goal.

“De-risking a climb is a process,” Jorgeson says. “You’ve got to break things down. On each climb, the risk looks different, the physicality looks different, the logistics look different.”

You may not be wanting to scale a rock face, but you still have some lofty goals for your organization. With a little planning, Like Jorgeson,

you can set inspiring—and safe (reachable)—goals in your organization. One step at a time.

Part 3

Maintaining a Positive Mindset

“ . . . once you begin to take note of the things you are grateful for, you begin to lose sight of the things that you lack.”

—Germany Kent

Ice Cream Therapy
Mindset

Wes Berry

Chapter 8

The Everyday Mindset Renewal

Sure, all of this sounds easy on paper. But how do we maintain a positive, affirming, and expanding mindset when we're living in a world of uncertainty? When negative people are near, pandemics are threatening us, and the world is at war? Those are big things, which can overpower our smaller challenges of getting through daily life, like how to deal with a difficult coworker, or the lack of sleep from when the washing machine flooded the laundry room floor last night. I'm not saying you have to be positive all the time. We're only human, after all. But here are some steps that can help:

1. Positive Affirmations

In 1991, comedian Al Franken appeared on Saturday Night Live as the host of a self-help television show called “Daily Affirmations with Stuart Smalley.” Sporting a blue cardigan and a bright yellow button-down shirt, Smalley would become well-known for his catchphrase, a personal affirmation he delivered to himself in a mirror: “I’m good enough, I’m smart enough, and doggone it, people like me!”

While these sketches played Smalley’s affirmations for laughs, it turns out that there’s actually a lot of evidence that shows starting your day with a personal, positive affirmation can have a very tangible effect. According to psychological studies, self-affirmations can help lower anxiety while also improving performance on a wide range of tasks.

Try this: find somewhere you can get a good look at yourself. Whether it's a bathroom mirror or your iPhone selfie camera, take a moment to really look at yourself, without judgement. Oftentimes, we don't actually look at our reflection to see what's there—we're too focused on what's wrong, or what we need to do to "fix" ourselves. Instead, just take a look at yourself, and see what you see.

Then, once you've really looked at your image, say something positive to yourself. Tell yourself how good you feel, how smart you are, or how attractive you look today. Don't worry if it feels strange or ridiculous—it is. But that's okay, and that's why it stays just between you and your reflection.

Tell yourself that you're going to have a good day, or that you're going to achieve your goal, or even that you'll make it through the day feeling

good about yourself. You'll be surprised how much of a difference this kind of personal positivity can have on your entire day.

2. Learn from Your Failures

When it comes to failures, there's no better person to think of than Thomas Edison. What's that? Edison, who was a huge success and gave America the light bulb, record players, and motion pictures? Yet Edison knew plenty about failure. His teachers called him stupid, and he was fired multiple times for failing to perform. And his list of experiments and inventions are littered with thousands and thousands of missteps, mistakes, and failures of every kind.

Don't say that to Edison, though. The way he saw it, there was no such thing as a failure. "I have not failed," he told a reporter, "I've just found 10,000 ways that won't work." For Edison, who

was one of the first to apply the scientific method to the process of invention, every failed experiment was really a success: “Results! Why man, I have gotten lots of results! I know several thousand things that won’t work!”

Let’s face it. You’re going to fail, and probably not just once or twice. It’s nothing to be ashamed of. Success requires taking risks, and when you take risks, there’s always a chance for failure. That’s what makes it a risk.

But failure isn’t always a bad thing. Much like how Edison says his failures were really discoveries, your mistakes are an opportunity for learning. Any time you fail, you have a choice: you can treat that mistake as just another in a long line of failures, or you can embrace the opportunity to learn from your mistakes.

In fact, according to a study from the University of Arizona, a certain amount of failure

isn't just okay—it's ideal. If you succeed all the time, then chances are you aren't taking enough risks or challenging yourself to grow. Too much failure, and you can get discouraged.

Research from cognitive psychology professor Robert Wilson says the sweet spot for failure is 15%. If you can succeed around 85% of the time, you're pushing yourself enough to maximize the returns on your efforts without sliding toward despair. Although in baseball a batter fails much more than he succeeds. Babe Ruth had a lifetime batting average of .342 and Ty Cobb holds the record with .366. So fear not, for failure is just part of success. Winners never quit and Quitters never win.

Recently during an interview, I was asked if I had any regrets. My answer was, "Yes, I regret not failing more often." You see, Reggie Jackson holds the record for the most career strikeouts by a batter

with 2,597. While Sammy Sosa had 2,306 strikeouts and Alex Rodriguez had 2,287, and yet by any measure these guys were great players of the game.

To put it simply, it's good to fail sometimes. But in order to effectively develop the positive mindset that's going to help you succeed, you need to treat those mistakes not as failures, but as chances to learn, to make yourself better. In other words, it's not a failure at all—it's an opportunity.

3. Focus on the Good, Not the Bad

When I was in my early twenties, I married and divorced in a span of just a few years. At the time, my divorce seemed like the worst failure possible, and I sunk into a deep depression. Now I can tell you that my divorce was honestly the best thing that ever happened to me. As a result of that divorce, I eventually met and married my present

wife, the finest human being I have ever known. With her, I became the father of my four sons, which I count as both my greatest blessing, and my most prized accomplishment. Sometimes what looks like the worst possible thing can turn into being your greatest blessing.

As a thought experiment, let's think of all the things that might go wrong during your typical day. Maybe you got up, made yourself a lunch, and left it on the counter as you made your way to work. Perhaps traffic is at a standstill on the highway. Or maybe you were planning on enjoying time on your deck this evening, but the clouds opened up right as you left work, and it doesn't look like it's going to stop any time soon.

As you go through your day, it's basically guaranteed that you're going to go through ups and downs. What marks someone with a positive mindset is how they react to those moments.

Dr. Sonja Lyubomirsky, in an article for *Psychological Bulletin*, writes that in studies on more than 275,000 people, a positive outlook is most frequently correlated with success. “When

Worrying is praying for something to happen that you don't want.

people feel happy, they tend to feel confident, optimistic and energetic and others find them likeable and sociable.”

Dr. Lyubomirsky is answering a classic chicken or the egg problem: *are people happy because they're successful, or are they successful because they're happy?* If we acknowledge the findings of this study, that it's happiness that drives success, then it opens a pathway for us to make happiness, or positivity, a central focus of our lives.

When bad things happen, you have two choices for how you're going to react. You can wallow in misery, wondering why bad things always happen to you, or you can try and look for the bright side of the situation, the metaphorical silver lining.

Let's take our hypothetical day. You left your lunch at home. You could be mad at yourself and let it ruin your entire day, or you can embrace the opportunity. You could try a new restaurant near your workplace, or even better, go out with some of your coworkers and build some camaraderie.

Was traffic bad as you drove to work? What a great chance to catch up on a podcast or an audiobook! You could load up a music playlist and jam out to some tunes. Or maybe you can take the opportunity to mentally work through a problem that's been bothering you and try to find a solution.

What about the rain? Maybe you can't go out on the deck, but you can still enjoy your evening at home. You can put on that new movie that just came out on Netflix, or kick back and read a book. Or you could go out somewhere, grab a drink with a friend or a significant other, go see a movie, get some ice cream . . . the choice is yours.

In each of these cases, the problem hasn't changed, and you're still the same person—the only thing that's changed is the framing. And that's one of the keys to developing a positive mindset. You have to learn to frame your reality in a way that allows you to turn a potential setback into something positive.

Of course, it's going to take some practice. You can't just stand up and say, "I'm positive now! All bad things are now good!" It's an ongoing process, and there are a few ways you can

maximize your efforts to keep your positive mindset going.

First, listen to your language. Just like I mentioned earlier, it's surprisingly easy to slip into negative thoughts, and once you do, they can reinforce each other and make it harder to stay positive. But when you listen to yourself, you can start to catch these moments of negativity, and that gives you the chance to reframe it into a positive light. "I'm bad at something" becomes "I can be better at something," while "That was a wasted effort" turns into "That approach wasn't as effective as I'd like—I'll try something different tomorrow."

Second, it's important to realize what you can control, and what you can't. You can't control a traffic jam. You can't undo a mistake that's already been made. And only supervillains can control the weather. Speaking of supervillains, have

you ever noticed how much Jeff Bezos looks like Lex Luther?

When you recognize what you have no control over, you'll start to see that you do control how you react. While it's important not to give up too much control and let things simply happen around you, when you focus on adjusting your reactions to events in a positive way, you'll be able to frame those frustrating events as something you can actually deal with, rather than something that just happens to you.

Finally, you should take the time to celebrate your small wins. What does it mean to win? Well, that's up to you. But if you define a win as something major and life-defining, then I challenge you to broaden your definition. A win can come any time you overcome a challenge, no matter what that challenge is. It could be as big as getting a promotion, or as small as taking a deep

breath instead of yelling at a driver who just cut you off. When you celebrate the wins, you cement that attitude change, ingraining that positive mindset deeper into your brain.

4. Visualize Your Success

Ask just about any event planner, and they'll tell you the secret to their success: visualization. When you're planning events, whether it's a child's birthday party or a 500-guest wedding, it's vital to visualize how your event is going to succeed. By taking the time to mentally proceed through the event step-by-step, planners are able to anticipate needs, troubleshoot potential problems, and effectively pace the event.

Of course, visualization works in almost every situation, and it's an especially powerful tool for developing a positive mindset. A basketball player shooting free throws, a manufacturing

manager ensuring they meet their quota, and a CEO planning out targets for the next year all benefit from taking the time to visualize their success, gaming out all of the moves and the potential pitfalls they might encounter.

I've even crafted business cards with titles I hadn't yet obtained and locations not yet opened and carried them in my wallet until I achieved what those cards symbolized. When you visualize your success, you're trying to see the future. By taking the time to conscientiously, meticulously, and painstakingly see yourself succeeding, you'll not only avoid making unnecessary mistakes, but you'll also establish a clear vision to pursue.

5. Look for the Humor

Dwight D. Eisenhower was a natural leader. From along the Mexican Border during the Pancho Villa Expedition when he received his first

command and was chosen to lead an Infantry's Company, to serving as Supreme Allied Commander in World War II, through his two terms as president, Eisenhower helped shepherd America through some of its most turbulent times. As president, he fully integrated the armed forces, helped establish the Interstate Highway System, and saw the admittance of the final two American states, Alaska and Hawaii.

As a leader, Eisenhower never relied on charisma or intense speeches. Instead, he understood the value of creating motivation without coercion, or as he puts it: "Leadership is the art of getting someone else to do something you want done because he wants to do it."

An important part of Eisenhower's leadership strategy was to never take himself too seriously. While it was important to remain focused on achieving his agenda, he believed that "a sense

of humor is part of the art of leadership, of getting along with people, of getting things done.”⁴

Think about that for a moment. Eisenhower, five-star general, leader of the Allied forces in World War II, straitlaced president for eight years, believed in finding the humor of a situation, and never taking himself too seriously. But it doesn't take much effort to see that he's right.

It's all too easy to take yourself too seriously, and when that happens you increase the pressure on yourself by a hundred times. Every move you make takes on added significance, and each mistake is magnified out of proportion. And this tends to rub off on others around you, too.

That's why it's good to relieve any unnecessary pressure by learning to laugh at yourself and your situation. No matter how badly things are going, no matter what problems you're experiencing, there's almost always a way to look

at it from a different angle and find a way to laugh about it.

That's not to say that you shouldn't take things seriously. When you're traveling the road to success, there are constant challenges that will continue to pop up, and you'll need to treat them with the seriousness they deserve. And if and when you meet a challenge you can't overcome directly, you'll need to reassess your approach.

But even these situations can be viewed with a sense of humor, especially after the fact. For instance, think about how good a story this will make in the future, to tell while you're sitting with friends or business acquaintances, swapping war stories and building relationships. Or if you're in the middle of a tense situation, being able to point out the absurdity of your situation is a great way to break the tension and quickly find a resolution.

One of the best stories I tell is about the time I had a half-million dollars stolen from me. To make a long story short, someone had re-routed our credit card deposits to a bank in Las Vegas. My banker contacted me and wanted to know if I was mad at him. Yet I didn't understand that they thought we were in the process of changing banks since our daily deposits had dropped. Days later I figured out what had happened. The real rub was they got away with a half-million dollars. Fortunately, the processor eventually reimbursed me. What else can you do but laugh about it?

More than anything, learning how to find the humor in yourself and your situation is a critical skill in developing your positive mindset. Laughter is a powerful stress reliever, and it can help build relationships with others, making those bonds stronger through a shared experience. Laughter is infectious, and the more you're able to laugh at

yourself, the more likely others around you will find the humor as well.

6. Surround Yourself with Positive People

For the most part, the previous tools for developing a positive mindset have been focused on looking within. However, surrounding yourself with positive people is an important part of building that mindset.

As you probably know, humans are social creatures. We crave being around other people, even if there are times when we feel like we'd rather be alone. And this social drive makes sense. It's what's helped us grow into the dominant species on the planet. Fossil records show that ancient humans helped care for the sick and injured, and this sense of compassion and care is one of the major factors that separates us from other species.

In a study published in BMJ, political scientist James H. Fowler discovered that to a large degree, our happiness is dependent on those around us, up to three degrees removed from us (so, friends of friends of friends). If we surround ourselves with unhappy people, then we're likely to be unhappy. But if we choose to spend our time with

You need to put yourself in the same room as those who can lift you up.

happy people, then there's a much higher chance that we'll be happy ourselves. So, you are the sum of those you associate with. If your friends are drunks, you are probably a drunk also. Likewise, if your circle is filled with positive, successful individuals, you've got a pretty good chance of being a positive and successful person too.

Think about that for a second. Who we become is in large part dependent on those we have around us. That's not surprising, right? Most of us want to spend our time around people that we like, and usually that has to do with finding people who are happy—or at least happy to see us. But when Eeyore comes around and complains about how hard his life is, it's hard not to start feeling down yourself. And if everyone we know smokes cigarettes QED (*quod erat demonstrandum*), you're probably a smoker too.

Because humans are social creatures, we have a tendency to rub off on one another. Just like laughter, negativity can also be infectious, and if you're not careful it can build up over time, making it harder and harder to maintain a positive mindset. But when you focus on filling your social circle with positive-minded people, their positivity will

rub off on you and, hopefully, you can return the favor.

This step, finding and maintaining a positive group of people around you, is probably the most difficult of all of these steps—but it's also the most important. You'll probably encounter negative people in all walks of life, and in some cases, you won't be able to completely break away. Even then, you need to do whatever you can to contain that negativity and keep it from affecting your outlook.

Say, for instance, one of your co-workers can't stop complaining about their job. Day after day, they grumble about their pay, their duties, their boss, and anything else they can think of. You, sitting at the desk next to them, might politely ask them to stop, but if that doesn't work, you'll need to find a way to counteract that negativity.

The best way? Find your own group of positive people, and focus your energy on them. The complainer might be annoying, but when you focus instead on the positive people in your life, you'll lessen their impact on you. And the stronger your positive mindset, the easier it will be to keep that focus.

Conclusion

Developing a positive mindset isn't always easy, but it's absolutely worth the effort. And the best part is that it gets easier with practice. The more you practice being positive, the less you have to work at it. And once that positive mindset becomes ingrained, it opens you up to brand new avenues to success.

No matter what challenges you face, what obstacles arise in your path, what difficulties bar your way, with the power of a positive mindset,

you'll find a way to overcome. It may not be the way you expect, but as long as you approach with an upbeat, optimistic, confident attitude, you'll achieve the results you need.

**ALMOST THE END! YOU STILL NEED TO
COMPLETE THE 7-DAY CHALLENGE!**

7-Day Mindset Challenge

Why Accept this Challenge?

There are five main reasons to accept this 7-Day Challenge, particularly one presented by the author of a book you are reading:

- 1. Personal growth:** By taking on a challenge, you can push yourself to learn and develop new skills, which can help you grow both personally and professionally.

2. Improved performance: A challenge can motivate you to improve your performance and achieve better results, which can benefit both you and your organization.

3. Increased insight: A challenge can force you to focus your attention on a specific area, leading to deeper understanding and greater insight. This can help you make more informed decisions and drive innovation in your organization.

4. Satisfaction of fulfilling a challenging task: Successfully completing a challenge can give you a sense of accomplishment and satisfaction that comes from overcoming obstacles and achieving a difficult goal. This can boost your confidence and inspire you to take on new challenges in the future.

5. Mastering the Secret of Desire: By applying yourself to these challenges you will

complete the journey of discovery that is the promise of this book.

In the case of a challenge presented by the author of a book you are reading, accepting the challenge can also provide a unique opportunity to learn from an expert in the field and apply the insights and strategies presented in the book to real-world scenarios. This can help you deepen your understanding of the material and enhance your ability to apply it in your own work.

Day 1: Monday

Today is the beginning of your 7-day challenge on how to achieve and maintain a positive mindset. Start by understanding that the world is full of different viewpoints. This means that the way you perceive things may not be the same as others. Try to keep an open mind and be more accepting of different perspectives.

NOTES: _____

Day 2: Tuesday

Take some time to practice positive affirmations. Start your day by telling yourself positive things. This can be as simple as "I am worthy," "I am capable," or "I am loved." By doing this, you are taking a step towards fighting negativity and pessimism that you may not even realize you feel.

NOTES: _____

Day 3: Wednesday

Learn from your failures. Instead of dwelling on your mistakes, focus on the lessons that you can learn from them. Thomas Edison, a great inventor, had many failures but he learned from them and persevered. When you encounter failure, remember that it is an opportunity to learn and grow.

NOTES: _____

Day 4: Thursday

Surround yourself with positive people. People who have a positive mindset can help influence your own mindset. Spend time with people who uplift you, encourage you, and inspire you.

NOTES: _____

Day 5: Friday

Practice gratitude. Take time to appreciate the good things in your life, no matter how small they may be. This can be as simple as being grateful for a good meal, a kind word, or a beautiful day. Focusing on what you have instead of what you lack can help shift your mindset towards positivity.

NOTES: _____

Day 6: Saturday

Stay present in the moment. Don't worry too much about the past or the future. Instead, focus on what you can do right now to improve your situation. Being present can help reduce anxiety and stress, and allow you to appreciate the moment.

NOTES: _____

Day 7: Sunday

Today is a day of contemplation. Take some time to reflect on the past week and how you have been working towards developing a positive mindset. Think about what has worked well for you and what you can improve on. Use this time to set intentions for the coming week and reaffirm your commitment to maintaining a positive mindset.

NOTES: _____

Remember that maintaining a positive mindset is an ongoing practice. These daily exercises can help you build a foundation for a positive mindset, but it's up to you to continue to nurture and grow it over time.

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Wes Berry is a Keynote Speaker and Workshop provider with the professional skills and real-life experience to deliver on any stage. He is a keynote speaker and a workshop facilitator who works with Fortune 500 companies like Johnson & Johnson to businesses and associations of all sizes seeking a breakthrough experience. Wes changes lives and transforms organizations by delivering a Paradigm Shift. He has written sixteen business and success books as a TEDx Speaker and a *Wall Street Journal* best-selling author. As an entrepreneur, he built a \$750 million international company that operated in 130 countries.

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