

Media Selling, 4th Edition

By Charles Warner

Part Two: Attitude, Emotional Intelligence, and Skills

Chapter 5 – Attitude and Goal Setting

We have been using the word attitude in this book in a positive context. You might hear sports commentators say that a particular athlete has an “attitude,” which translated into everyday, non-sports speak means that the athlete has an aggressive, nasty, or arrogant attitude. However, the word attitude is not a singular noun as in sports-speak, but is an aggregate concept that encompasses all types of mind sets, both positive and negative.

In this chapter we will answer the following questions about attitude:

1. What is attitude?
2. Why are attitudes important in selling?
3. Can I control and change my attitudes?
4. How can I motivate myself to maintain a positive attitude?

What is Attitude?

Attitudes: An attitude is a point of view, either negative or positive, about an idea, situation, or person. We develop favorable attitudes about those ideas, situations, or people that are associated with positive rewards and benefits and unfavorable attitudes toward those that are associated with penalties or dislikes. An attitude is also an outlook on life or a mind-set about something.

An attitude has three components: what you think, what you do, and what you feel. To change your attitudes you can change the way you think, act, or feel. But changing the way you think and act is easier than changing how you feel, because attitudes have a strong emotional component despite being supported by varying degrees of fact. Thus, by correcting misconceptions or adding facts, you can change your attitude and those of others. For example, you can learn to like someone about whom you had a negative first impression by thinking about a positive attribute or characteristic and acting friendly at the next encounter, despite lingering negative feelings. Also, acting and thinking positively helps you begin to change the feelings part of your attitude.

Why Are Attitudes Important In Selling?

Attitudes are important in selling because performance in a job depends on a person’s attitudes and attributes – see the definition of attributes further on in this chapter. Performance in selling is like performance in sports; it is a synchronization of mind, body, and action. Many of the characteristics of successful athletes and successful salespeople are similar – as is the jargon of selling and sports – both use the terms, “superstars,” “heavy hitters,” and “rookies.”

Performance in any endeavor starts with a dream of successful accomplishment. Scientist/philosopher Buckminster Fuller said that people can accomplish anything they

can imagine; but first they must have the courage and confidence to believe in their imaginations and to dream. We translate our dreams into objectives and goals, and these objectives and goals are born in our minds as the result of the interaction of our mental attitudes.

You might think that performance comes about as the result of attitudes; to the contrary, we tend to form attitudes because of how well we do things, because of our actions. Research has indicated that performance, which is a series of successful behaviors, often precedes attitudes. In other words, if we do something well, we tend to have a favorable attitude toward it. For example, if you are successful at a job, you are likely to have a favorable attitude about the company for which you work. In contrast, having a positive attitude about your company does not necessarily mean you will perform any better, because what determines job performance is mostly your internal drive or motivation to perform well, not external factors such as a pleasant work environment or company picnics.

Attitudes represent the mind portion of job performance and, more importantly, performance in selling. Attitudes can be useful in helping salespeople perform better because they can be changed, controlled, and directed from counterproductive attitudes to productive, objective-oriented ones to help improve performance. Thus, your actions can lead to a feeling of success, which, in turn, leads to a positive attitude.

Attributes: I also included *attributes* in the Attitude section of the list of Core Competencies in Chapter 4. Attributes are somewhat like attitudes in that attributes have a significant impact on job performance, as well. Attributes are inherent talents, characteristics, or qualities of a person. You are born with attributes, but you develop attitudes as you experience life. You can change attitudes, but you can only improve or enhance your attributes, you can't change them. For the purpose of this book, we are combining the concepts of attitudes and attributes into one broad concept – attitude – to avoid confusion and so that the AESKOPP mnemonic is no longer than seven letters.

The following quote explains why attitude is the first element in the AESKOPP system of selling.

“The longer I live the more I realize the importance of attitude on life. Attitude, to me, is more important than facts. It is more important than the past, than education, than money, than circumstances, than failures, than success, or what other people say or do. It is more important than appearance, giftedness, or skill. It will make or break a company ... a church ... a home. The remarkable thing is we have a choice everyday regarding the attitude we embrace that day. We cannot change our past ... we cannot change the fact that people will act a certain way. We cannot change the inevitable. The only thing we can do is play on the one string we have and that is attitude ... I am convinced that life is 10 percent what happens to me and 90 percent how I react to it. And so it is with you ... we are in charge of our attitudes.”
Charles Swindollⁱ.

Attitude control and enhancement in sports is an obvious example of the importance of mental attitude. Experts estimate that sports performance is determined by about 75 percent inherent ability and about 25 percent attitude, with ability consisting of such inherent elements as size, speed, coordination, quickness, and endurance. Attitude is

the head, or mind, portion of sports performance. Sales performance is also determined by ability and attitude, but, unlike sports, is split equally between ability and attitude.

While skills and knowledge are vital in selling, the following attitudes from the Core Competencies in Chapter 4 are even more important. Successful media selling requires the following attitudes:

Honest. *Honest* is technically not an attitude, it is an attribute – it means behaving with integrity and in an ethical, straightforward, morally upright, and truthful way. You trust honest people and feel that their word is their bond. Because so much media business is conducted by verbal agreements and not by signed contracts (contracts sometimes do not get signed for weeks or months after an advertising campaign has started), being honest in media selling is of primary importance, which is why it is listed first.

Positive/optimistic. You cannot sell successfully if you do not have a *positive outlook* on life and, thus, have an *optimistic* attitude. An example of a positive attitude is Albert Einstein’s comment that, “In the middle of difficulty lies opportunity”ⁱⁱ – the glass-is-half-full attitude. On the other hand, negative people are downers, to themselves and others. Optimism is also directly related to self-esteem and confidence. People with high self-esteem and confidence believe they can affect the future and make things come out right. As Helen Keller said, “Optimism is the faith that leads to achievement. Nothing can be done without hope and confidence.”ⁱⁱⁱ

Committed. *Committed* means you have absolutely no doubts and will give everything in support of an undertaking or a cause without turning back. As Myer Berlow, former President of AOL Time Warner Global Marketing Solutions, says: “When you’re eating ham and eggs for breakfast, the chicken was involved but the pig was committed.”^{iv} Generals have been known to burn bridges behind their troops to make retreat impossible and, thus, forced their soldiers to be totally committed and to fight for their lives.

Another dimension of commitment is passion for the cause and the task. Louis Gerstner, ex-CEO of IBM wrote in his book, *Who Says Elephants Can’t Dance*, which describes his incredible turnaround of IBM, that “personal leadership is about passion.”^v He means a passion for or commitment to winning. Being committed also means that people accept responsibility and hold themselves accountable for their successes and failures.

Confident. Feeling *confident* is vital in selling. Without confidence, or belief, in yourself, your product, and your offer, you cannot generate the enthusiasm required to reflect a positive image of your product to buyers. All training, all knowledge acquisition, all practice, all planning should be aimed at one thing – making you feel more confident about what you are selling.

Courageous. Being *courageous* is a vital attribute for salespeople. Courageous does not mean you have no fear, it means you have the ability to overcome fear. You need courage to stand up to managers and others who might pressure you to do the wrong thing or to be dishonest. You need courage to set out every day to make 10 calls when you know you will probably face 10 rejections. You need courage to tell your boss the bad news that you did not get an order on a piece of business you had been working on for months. You need courage to be honest and tell the truth to your customers and to your management.

Competitive. Being *competitive* means having a strong desire to win. However, the drive and passion for winning must be channeled into two areas being *self-competitive* and being *externally competitive*. When you are self-competitive, you compete with yourself,

pushing yourself to improve. In his book, *Who Says Elephants Can't Dance?* Louis Gerstner refers to this self-competitiveness as “restless self-renewal,” or the motivation to constantly improve.^{vi} Self-competition is a prerequisite for improvement, which the Japanese call, *kaizen*, meaning constant improvement in small increments, which lead to huge improvements in the long run, as Toyota practiced religiously on the way to becoming the world’s largest car maker.

Being externally competitive means having a strong desire to beat the competition, those direct competitors in your medium and competitive media. If you are a television station salesperson, you want to beat the salespeople from other television stations to get higher shares of business and get higher rates, while pulling advertising dollars away from newspapers, radio, Yellow Pages, and outdoor. Being externally competitive means winning by playing the game fairly and by the rules and not becoming overly competitive either within or out of your own company, which can lead to dishonest and unethical behavior, as described in Chapter 3.

This attitude is probably better described as being *ethically competitive, externally competitive, and self-competitive*, and is exemplified by being a member of a 400-meter relay race in the Olympic Games. You cooperate with other team members on passing the baton, as you perfect your own running technique and set increasingly lower lap-time goals, while your overall goal is for the team to win the race.

Coachable (open/non-defensive). *Coachable* means that you are open to feedback and coaching in the form of an evaluation or criticism with becoming defensive. Being open and not defensive is directly related to your self-esteem and self-confidence. People with low self-esteem and self-confidence take almost anything said to them in a negative way, as a criticism or slap in the face. Being coachable and not defensive will help you improve and grow and will make you more valued by your management.

Self-motivated. Being *self-motivated* means that you do not depend on others to spark your drive to achieve but have the discipline and courage to set your own goals and to improve yourself. Being self-motivated means you have a strong desire to work, to do a good job, to achieve, and to improve. Managers often refer to people who are self-motivated and self-confident as being *low-maintenance*

Assertive. *Assertive* does not mean aggressive. It means being firm in expressing your ideas, thoughts, and feelings. One need not be pushy; quiet determination and resolve can result in being heard, included, and recognized.

Flexible. *Flexible* means being willing to change your plans, your attitudes, opinions, and your feelings about people and situations. It allows you to be less rigid, open to new ideas and ways of doing things. Flexibility is an attribute that you were either born with or not, but it can be learned with practice.

Cooperative. Being *cooperative* means being a good team member, willing to help others and work towards company goals. The best analogy for cooperation I have ever read is, “We are all angels with only one wing, and the only way we can fly is by embracing each other.”

Nurturing. Being *nurturing* means caring for others, wanting to help and mentor. Having a nurturing attitude is vitally important for media salespeople so that they will not forget about their customers after a sale and will care about getting results. This attitude helps salespeople overcome a tendency to hit-and-run after making a sale. Paperwork and

production need to be completed properly, the schedule placed properly, and the customer contacted frequently and serviced after an ad or commercial runs.

Can I Control And Change My Attitudes?

Attitudes can be changed and controlled, but you must have the will power and discipline to practice relentlessly. Making any changes within ourselves takes self-discipline and practice. Techniques used by sports psychologists can help you control, manage, and change your attitude.

1. Positive framing. This technique is based on the concept that verbal or written communication creates images, or pictures, in our heads that we cannot erase with mere language. If you tell people “do not think of a tree” and then ask them what kind of a tree popped into their mind, they will invariably tell you they had an image of an oak, Christmas, or a palm tree. They simply cannot think of a no tree, zero tree, or nothing tree, as instructed. Because we think visually, in pictures, you want to put positive pictures in your and your customers’ minds.

Imagine if after losing a basketball game a coach uses a negative frame and says to his team, “Do not miss free throws! We lost the game because we missed too many free throws! You’re a bunch of bums!” The team will get a picture implanted in their heads of missing free throws and will continue to miss free throws. On the other hand, it would form a positive image, if the coach were to say after losing a game, using a positive frame, “Make your free throws. Free throws win ball games.”

Always use positive frames in your inner dialogues with yourself and in external dialogues with others. When you use a positive frame, you put a positive spin on things and you create optimism in yourself. An example of a positive frame would be an offer by a gas station of a “cash discount” instead of informing consumers of a “credit card surcharge.” Positive framing is a very valuable sales tool as we will see later in Chapters 11 and 12.

2. Visualization and mental rehearsal. To use visualization, mobilize all of your senses and imagine a future sales call, down to how prospects will look and act while viewing your presentation. Visualize your prospects’ reaction to your presentation—a big smile and a nod of the head. Next, mentally rehearse your presentation, including how you will overcome objections, and rehearse silently your proposals. Visualize the ideal outcome of your presentation and your reaction when your proposal is accepted. Will you jump up and click your heels? If so, practice this in your mind. Rehearse your presentation word for word, out loud over and over, visualizing prospects’ reactions and your responses to their questions. Constant practice of visualization is a key to success and is an excellent confidence booster. While visualization has been referred to as *instant replay*, Spencer Johnson and Larry Wilson, in their best-selling book, *The One Minute Sales Person*, call this technique “The One Minute Rehearsal.”

Another dramatic example of the incredible power of visualization was seen in the 40-minute IMAX film set in the 1998 NBA finals. The film featured Michael Jordan explaining what makes him so good; why he demands the last shot of the game, no matter what is at stake. Michael Jordan’s rules are:^{vii}

1. Learn to love the game before you learn to master it.
2. Past failures are irrelevant to the task at hand.
3. If you can visualize winning, you won’t fear losing.

4. Strength of heart (attitude) is more important than strength of body.

Visualization also includes the notion of hearing a sound in your head. The great cellist, Zara Nelsova, visualized the phrase “Seamless lines of sound join the eternity between one note and the next...”^{viii} so she could be consistent in her magnificent playing and performances.

3. Do the right thing. Behave ethically at all times. Integrity and honesty are not only good business practices that will help you manage relationships and build trust effectively over the long run, but also they are good for your soul. Conducting business with integrity improves your self-esteem, self-confidence, and health because you know that you are doing the right thing.

Using these three techniques requires mental discipline. Just as the dream of an Olympic gold medal helps athletes push their bodies to their physical limits time and again, they must channel their minds toward positive attitudes. Sales success requires the same persistence and mental discipline.

How Can I Motivate Myself to Maintain a Positive Attitude?

People's motivational drive comes more from internal forces, than from external ones. While people who fail in sales often blame external elements, such as a company or its management, the vast majority of these people lack sufficient internal motivation to succeed. People who are successful in sales and in most other endeavors crave success and are, thus, high achievers.

High Achievers

People who have strong internal motivation and drive to be successful are high achievers. Research has identified some common characteristics of high achievers:

1. They set goals and objectives.
2. They enjoy solving problems
3. They take calculated risks.
4. They like immediate feedback on their performance.
5. They take personal responsibility for achieving their goals and objectives. Looking at these characteristics, we feel solution selling is an ideal occupation for high achievers, who are more likely to satisfy their needs in sales jobs because of the nature of the tasks required in sales, especially in media sales. Selling requires a continual goal-setting process. High achievers like selling and are motivated by it because it gives them the opportunity to use their self motivation to work to its peak while satisfying their needs to solve problems, take risks, and receive immediate performance feedback.

Goal Setting: Theory and Practice

Peter Drucker popularized importance of setting goals and objectives in his classic book, *The Practice of Management*, published in 1954. While there is still some question about who first used the term, Management by Objectives (MBO), it is generally conceded that the initial push came from Drucker, who attributes it to Alfred P. Sloan, the managerial and organizational genius who is credited with building up General Motors. In the 1960s, Edwin A. Locke published a series of articles that detailed his research on goal setting and on how these motivate people. He not only explained why goals work but

also proposed some basic rules for setting them. While Drucker, Locke, and most other goal-setting theorists put their work in a managerial context, these theories also apply to individual goal setting where competence and confidence grow as you get better at your own objectives and goals.

Goal-Setting Theory

Goals and objectives have a significant effect on performance if they have the following attributes: *clarity, difficulty, and feedback*. A goal has a time horizon of more than one year and an objective has a time horizon of less than a year. Therefore, one would set several short-term objectives to reach a long-term goal.

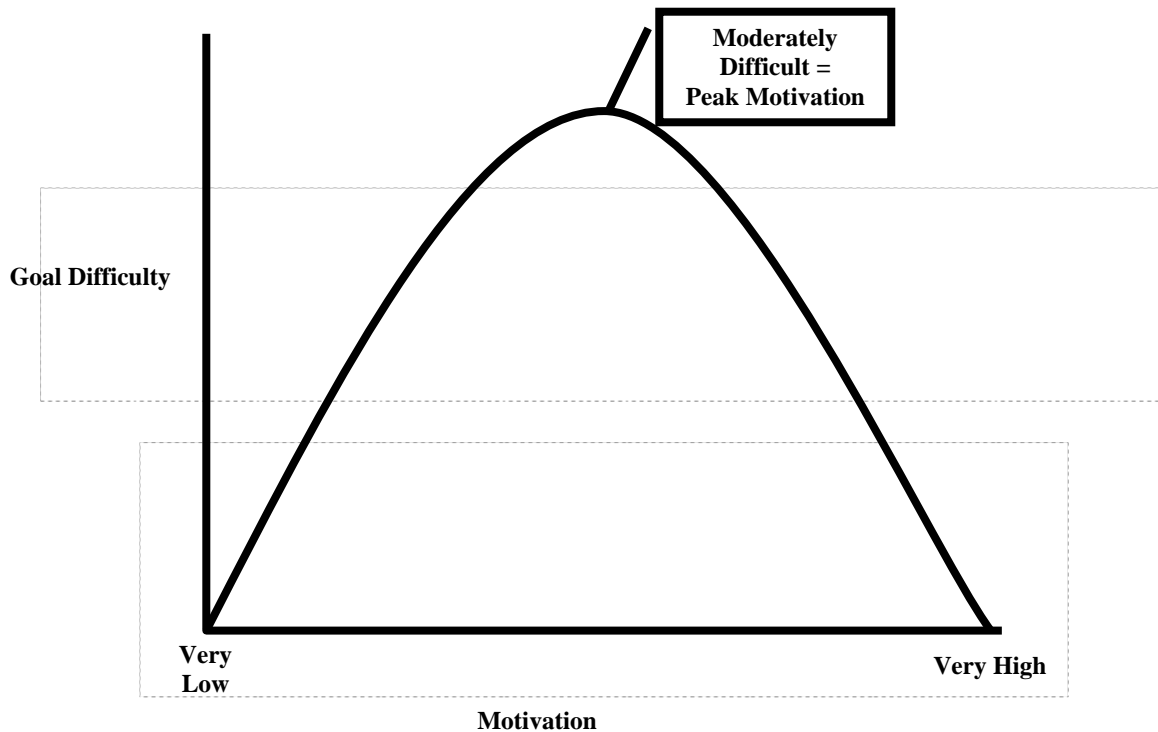
Goal Clarity. *Goal clarity* is the single most important element of setting goals. Goals and objectives must be specific so they can be measured. A general objective of increasing the number of prospecting calls next month is vague, nonspecific, and virtually useless. A more specific objective would be to average two prospecting appointments per day for the next month.

Goal Difficulty. Increasing the *difficulty of goals and objectives* generally amplifies the challenge, which, in turn, raises the effort to meet the challenge. This concept of goal difficulty creates confusion and is where defining the difference between goals and objectives becomes important. Because *goals* have a long-term time horizon, it is useful to set goals, and, thus, expectations, high. In the best-selling book, *Built to Last*, Collins's and Porras's research shows that one of the things that highly successful companies have in common is that they set BHAGs – Big, Hairy, Audacious Goals. The authors write: “A BHAG should be so clear and compelling that it requires little or no explanation. Remember, a BHAG is a *goal* – like climbing a mountain or going to the moon—not a ‘statement.’ If it does not get people juices going it’s just not a BHAG.”^{ix} One of the 18 built-to-last companies was Merck. Its BHAG was “to become the preeminent drug maker worldwide, via massive R&D and new products that cure disease.”^x

On the other hand, short-term *objectives* set by management should be set to make people feel like winners, a deep-seated need. Unfortunately, management often set BHAGs, or “stretch,” short-term objectives, believing that they motivate people. Exhibit 5.1 shows the relationship between motivation and objective difficulty. Setting a very low objective has no motivating effect. On the other hand, setting an objective too high demotivates people because they give up the moment they realize that the objective is unachievable. Working hard to achieve an impossible objective creates cognitive dissonance, so people quit making an effort in order to bring thinking and action into internal harmony.

Figure 5.1

Goal Difficulty and Motivation



As you can see from Exhibit 5.1, the best objectives are moderately difficult, yet provide a challenge because they are perceived as attainable and are, thus, motivating. Contrary to what many managers believe, the trick in setting objectives is to set them on the low side of the moderately difficult peak to insure that they can be reached with a strong effort and, thus, allow people to feel successful. Unfortunately, too often managers set objectives on the high side of the moderately difficult peak and unintentionally reduce people's motivation.

Interestingly, people with low self-esteem often set unrealistically high goals because they expect failure. Already viewing themselves as losers, they are more comfortable reinforcing this view in advance. Claiming that "the objective was too high," allows them to quit before trying rather than attempting something difficult that they think they are bound to fail at.

The ideal is to set a series of moderately difficult, challenging objectives that get progressively more difficult and challenging as each objective is achieved. This series of realistic step-by-step, increasingly more difficult objectives will lead you to your BHAG. This is an art. It takes work, analysis, thought, and luck, especially when faced with an unpredictable future.

Goal Feedback. You need to get *feedback* – a reading on how you are doing. You receive feedback from yourself by successfully solving problems and closing sales, by analyzing what you did right, or by failing and analyzing what you did wrong. For example, analyzing statistics about your ratio of total calls to successful calls will give you feedback on how you are doing. We will offer you more specific advice about methods for organizing yourself and analyzing your productivity in Chapter 26. Furthermore, you

should get feedback on your goals from your manager on a regular basis. You have the right to know how you are doing and what your manager thinks you can do to improve, but remember, be self-motivated and low-maintenance.

Objective-Setting Practice

Sound individual objectives must be:

1. **M**easurable
2. **A**ttainable
3. **D**emanding
4. **C**onsistent with company goals
5. **U**nder the control of the individual
6. **D**eadlined

Here is a mnemonic for setting objectives – MADCUD. I will provide you with more details about using and prioritizing the MADCUD objectives on a daily and weekly basis in Chapter 26. But for now, here are the elements' definitions:

Measurable. The *measurable* criterion relates to the concept of clarity. Objectives and goals must be specific enough to be measurable, for example, “to increase sales by 15 percent” or “to increase your number of face-to-face presentations from a current average of 10 per week to an average of 15 per week.” Notice that objectives always begin with “to,” which implies an action you are going to take.

Setting specific, measurable, revenue objectives is not generally a good idea, although it is common practice. Rather than setting the final objective as a revenue objective, it is more productive to set a series of specific, measurable, smaller objectives that will help you reach a desired monthly revenue level. In the chapter “A Bias for Action” in *In Search of Excellence*, Thomas J. Peters and Robert H. Waterman, Jr. quote the president of one of these successful companies who says he has his managers focus on a few important activity-based objectives. If they have this task-oriented focus, he says that “the financials will take care of themselves.”^{xi}

Attainable. Set moderately difficult but *attainable* objectives. If objectives are reasonable, challenging, and attainable, they are motivating. If people perceive goals to be unattainable, they will not work hard to achieve them. It is important to give time and thought to setting realistic, attainable goals so that when you accomplish them you will feel successful.

Demanding. *Demanding*, like *attainable*, is related to difficulty. As seen in Exhibit 5.1, an objective has to be not only attainable but also sufficiently demanding to be challenging. High achievers are particularly motivated by demanding goals that challenge them. For high achievers the big payoff is the conquest and feeling like a winner, more so than any money that might be involved.

Consistent with company goals. Individual objectives should be *consistent with company goals and objectives*. For example, broadcast salespeople sometimes work at cross-purposes to their sales departments by concentrating on selling rates that are too low or by “cherry picking” inventory, which means only selecting the highly rated advertising slots or special low-price offers to sell. Such practices would be inconsistent with an overall company goal of maximizing revenue, for example.

Under control of the individual. Another seemingly self-evident criterion for sound objectives states that they must be *under the control of the individual*. Instead of setting a revenue objective, set objectives for the number of calls you will make or for the number of presentations you will give. These are activity goals. Too often, the concept of setting activity objectives is overlooked, especially by beginning salespeople. For example, objectives that would not be under the control of salespeople would be “to increase revenue next month by 25 percent.” But what if that next month’s ratings on your television station went down 30 percent or last month was the bottom month in a yearlong advertising slowdown. You cannot control ratings, circulation, or the general economy; you can only control how hard you work and your own activities.

Deadlined. Your goals must be *deadlined*; they must have a due date. Without clear deadlines, objectives become amorphous. Here is an example of some objectives a radio salesperson might *write*: “Next month I will increase my average rates from last month by 10 percent; I will increase the number of prospecting calls I make in the average week from 10 to 15; and I will make 25 percent more face-to-face presentations.” These goals are measurable, attainable, demanding, consistent with company goals, under the control of the person, and deadlined. Notice the phrase “a radio station salesperson might *write*.” Objectives that are not written down are worthless. A further way to increase your commitment to your objectives is to give your manager a copy of your written objectives.

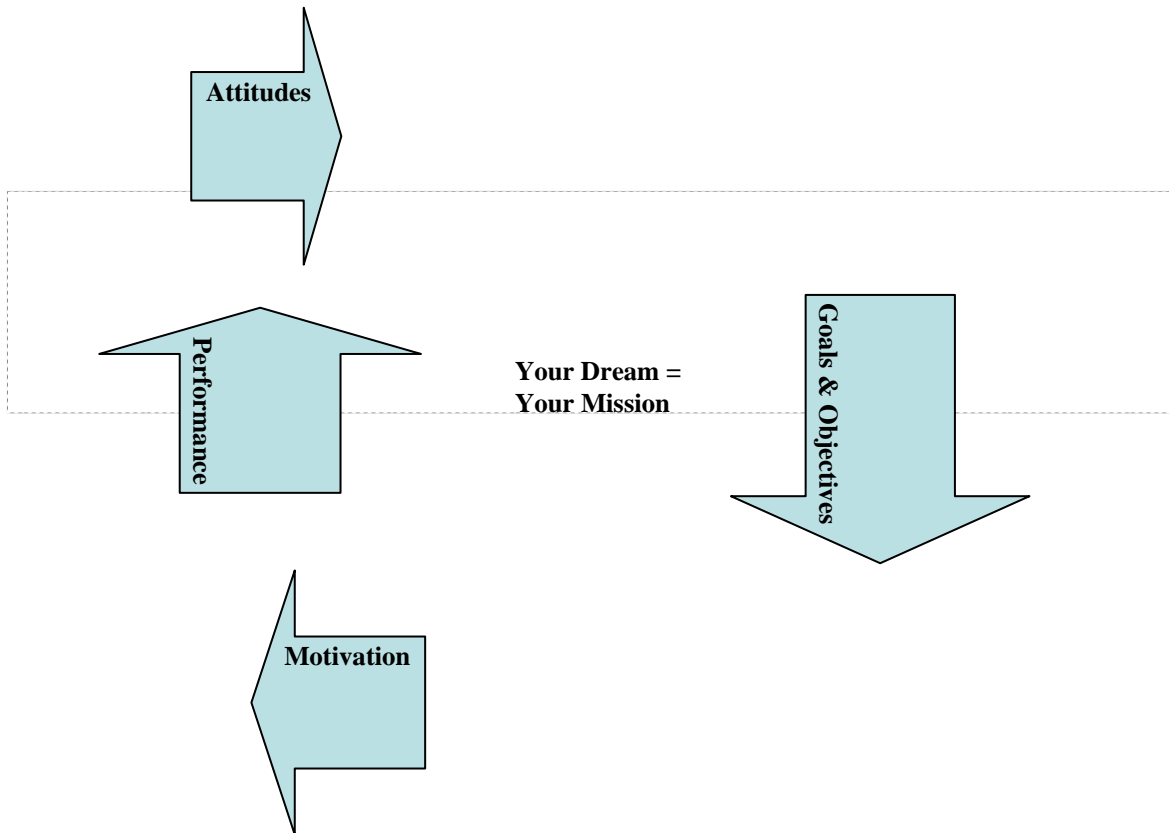
Remember to keep your objectives flexible. If they are carved in stone and unchangeable, your objectives can lose their motivating effect particularly if they turn out to be either too high or too low. In addition, new opportunities might arise that require a priority change.

Take Full Responsibility for Your Cycle of Success

High achievers set goals and objectives, enjoy solving problems, take calculated risks, want immediate feedback on their performance, and take personal responsibility for their own Cycle of Success (see Exhibit 5.2).

Figure 5.2

The Cycle of Success



The Cycle of Success is an ongoing cycle of ever-more demanding objectives and goals that lead to ever-increasing success. But just as the AESKOPP formula for success was multiplicative in the sense that if any of the seven AESKOPP elements were not present, success could not be achieved. It is the same with the Cycle of Success, all of the elements are inextricably linked.

The Cycle is your cycle. You own it and must take full responsibility for keeping it moving. What drives it, the motor for this cycle is your dream. Remember the words of Buckminster Fuller earlier in this chapter, if you can dream it, you can do it. Walt Disney said the same thing, and, in fact, all great people started with a dream of being great.

Your Dream, Your Mission

You cannot win an Olympic gold medal if you do not or cannot dream of winning one. Dennis Waitley in his inspirational book, *Empires of the Mind*, writes about the dreams of accomplished people like Antonio Stradivari, Andrew Lloyd Webber, Sandra Day O'Connor, Michael Jordan, Jacques Cousteau, Jonas Salk, and Bill Gates. He suggests writing a personal mission based on your dream to help you realize it. Write it down, keep it in your wallet or purse, and let it drive your Cycle of Success.

Test Yourself

1. What is an attitude?
2. What is the difference between a value and an attitude?
3. What is the difference between an attitude and an attribute?
4. Which comes first, attitude or performance? Why?
5. What is the difference between a goal and an objective?
6. What are the six criteria for sound objectives?
7. What are the elements in the Cycle of Success?

Project

(1) Choose a task, such as writing a term paper or a sales presentation, or an activity, such as dating, and write a MADCAD objectives statement that will help you complete the task or activity successfully. (2) Then, write a BHAG for yourself – several years in the future – and then write a personal mission statement that will help you focus on and achieve your BHAG, your dream.

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Resources

- www.danielgoleman.info/blog (Daniel Goleman's website and blog.)
- www.lessons4living.com (Lessons For Living website.)

Endnotes

ⁱ www.lessons4living.com/attitude.htm. November 3, 2002.

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- ⁱⁱ Tal Ben-Shahar. 2007. *Happier: Learn the Secrets to Daily Joy and lasting Fulfillment*. New York: McGraw-Hill.
- ⁱⁱⁱ Helen Keller. 1903. *The Story of My Life*. New York: Bantam Classics, reissue edition 1991.
- ^{iv} Personal conversation, October, 2002.
- ^v Louis V. Gerstner, Jr. *Who Says Elephants Can't Dance? Inside IBM's Historic Turnaround*. New York: Harper Business. 2002. p. 236.
- ^{vi} *Ibid.* p. 214.
- ^{vii} Ed Adams. "Coach's Eye." *Sailing World*. December 2002/January 2003. p. 58
- ^{viii} Personal conversation with Daniel Gold, nephew of Zara Nelsova. October, 2002.
- ^{ix} James C. Collins and Jerry Porras. 1994. *Built to Last: Successful Habits of Visionary Companies*. New York: Harper Business. p. 111
- ^x *Ibid.* p. 113
- ^{xi} Thomas J. Peters and Robert H. Waterman, Jr. 1982. *In Search of Excellence: Lessons from America's Best Run Companies*. New York: Harper & Row Publishers. p. 154.