**7 Behaviors That Put Entrepreneurs At Risk**

 Thank you so much, Alexa. I'm really excited to be here. Hello, everyone. It's great to be here today. I hope all of you and your loved ones are safe and healthy right now. That is my wish for you. I chose this topic for a couple of reasons. The first one is there are many strategies about how to increase sales, how to start and grow your business, how to obtain clients, but none of those strategies will do any good if you can't control your own thoughts and your dysfunctional thinking patterns. That is what we will learn about today. The other reason is this topic is near and dear to my heart. I am a survivor of multiple childhood traumas. I have what is called complex PTSD, and I grew up suffering from and displaying all of the seven dysfunctional behaviors we will talk about today. When I first started in my corporate career I was 22 years old. I had trouble interacting with clients and with customers as well as performing professional relationships. Later when I went on to become an entrepreneur I started three businesses. I was having the same trouble there too, connecting with clients and increasing my sales. I worked really hard to overcome a lot of these behaviors that we will talk about today. I had to become very aware of them, identify them, and put strategies in place to overcome them. I am still a work in progress and still a couple that bring me down now and then, but my point is I know firsthand you can alter these behaviors and curb their impact on your life and business. Now I incorporate this kind of work with my coaching clients. I coach executives and business owners trying to succeed professionally. They are trying to address this behavior. The success of your business and your work with clients begins from inside of you, from addressing things you are dealing with before you can put other strategies into place as far as increasing sales and starting and growing your business. Today we will delve into this topic, and you will leave with strategies you can begin using immediately. If you are suffering now emotionally from the current COVID-19 crisis, this information will also help you manage your emotions in a more productive way. What I would like to be sure you have before we get started is a piece of paper and a pen. We will do some handwritten exercises as we go through this and you will need some writing materials. Please have that handy. The objectives for today are we will identify the seven dysfunctional behaviors that are most likely putting your business at risk. We will determine which of these behaviors resonate with you. Like I said with me, years ago I suffer from all of them, and it may not be the case for you. I should point out you don't necessarily have to have PTSD to be dealing with some of these behaviors. It depends on previous experiences and maybe communication habits you have formed over time. And then we will analyze the risks that are undermining your business based on these behaviors. Then we will go into the strategies to help you improve your thought patterns and cognitive agility.

 Before we get into the seven behaviors, I want to say some things about thought and feelings. These are scientific facts. Thoughts create feelings and emotions. Feelings and emotions create your actions, behaviors, and your decisions. Those actions and behaviors impact your work, your relationships, and your health. For me, decades ago when I first entered the corporate world and then the entrepreneurial world, my work was affected, my relationships with clients and my health was impacted.

 Thoughts are a product of the left brain. That is the part of your brain that is mentally active. They deal with facts and information and analysis. We react to events with the both thoughts and feelings.

 Feelings are part of the right brain. This is the emotional side of the brain. Feelings can be stated in one word. These would be things like anger, happiness, anxiety. These are one word statements. If someone were to say I am feeling so down today because I am just really upset. That entire statement is not a feeling. Some feelings in that statement are upset, down and there might be other things that come from that like sadness. It's important to know the feelings are stated in one word and they are an in her reaction to a situation, place or person. Feelings and facts are different. They are not the same. Feelings aren't always connected to reality. That was something hard for me to grasp as I was going through my journey of trying to manage these emotions a little better.

 We will go through an exercise. Here is where you will need the pencil and paper to do this. This will be a quick exercise you will do on your own. What I will do is ask you to think of a negative event, something in your past or something current, something that is not a positive event. When I tell you to begin, I will be silent for about 20 seconds and I will let you concentrate on that event. You will focus on it for 20 seconds. And I will pop back in and tell you to stop and we will go from there. I hope everyone has something in mind that was a bit negative for them in the past. I will be silent for 20 seconds as you focus on that event. Begin. You can stop. I know that 20 seconds seemed way longer than 20 seconds. What I would like you to do on a piece of paper is right down your feelings that came to mind when you were focusing on that event. Remember feelings are one word statements. Sad, angry, depressed. I would like you to jot down however many come to mind for you. I will give you a few seconds to do that. Now the second part of this exercise is the opposite. I would like you to think of a positive event. It could be something current that is happening or something in your past and again I will be silent for about 20 seconds. I want you to really focus on the positive event. Begin. You can stop. On the same sheet of paper, write down the feelings that came to mind for you. One word statements, feelings that came to mind when you were thinking and focusing on the positive event. I will give you a few seconds to do that. Normally if we were in a live chat session or if we were in person, I would be asking for feedback as to what you came up with. In this case, you can probably tell on your own how concentrating on he thought creates an intense feeling or emotion. That focus seems to amplify that feeling or emotion. Science tells us that the lifespan of an emotion is really only 90 seconds. I am sure if you guys are like me, you are thinking many of your emotions last way longer than 90 seconds, especially now in the current environment we are in with a health crisis. What we tend to do is we ruminate, especially on negative thoughts. We end up creating a story around our negative thoughts. We add to them with other negative thoughts. We allow others to add to them with their thoughts and verbalization. Then we end up with this whole story that continues to amplify our thoughts. Unfortunately it's usually the negative ones that get the most amplification. We end up with some really dysfunctional behavior based on that. These are the seven dysfunctional thinking patterns that we are going to go over today. We will delve into these one at a time. I will give you an explanation of each and there is a case study that goes along with each of them from actual clients I have coached so you can have a solid example of how these types of behaviors have impacted people. We have black or white thinking, thinking the worst, mind reading, should and must statements, emotional reasoning, filtering, and jumping to conclusions. These together create a lot of behavioral dysfunction. They distort and create stories for us that are distorted so it's really important that we try to be aware of these and then try to shift them and manage them in a more productive way.

 Brak -- black and white thinking is the first behavior and this is an and flexible way of thinking. It is where there are no gray areas. It has to be one way or another and no in between. It can be seen as extreme thinking. Blowing things out of proportion or minimizing things. Thinking in this way can make it difficult to collaborate, to brainstorm, to give and receive feedback, and to think outside of the box.

 This is a case study based on an actual client. David was a client who was in the advertising agency working with the client who needed a unique branding slogan. David and his team went to work on this, but David was stuck in his black-and-white thinking. He could not think outside of the box and was becoming known to his team as being really difficult to work with. He couldn't think creatively, and it was taking him and the team a lot longer with clients to come up with their deliverables. He was causing the team to miss deadlines, and they were using up a lot of time trying to be creative. David came to coaching and we used one of the solutions we will go over later today in the webinar to try to get him to think more outside of the box, try to get him to understand this was black-and-white thinking and really negative thinking that was sabotaging him. I'm going to send you a poll question and I would like to know if this type of behavior resonates with you. This is black-and-white thinking, so go ahead and check the box yes or no. We will move on to the next question. Thinking the worst. This is a dysfunctional thinking behavior related to victim stance. Poor me, I don't know why these things happen to me, I am so unlucky. This type of thinking is demotivating and will instantly impact your business goals. If you are constantly thinking the worst, then you almost set yourself up for failure and you work with clients. Here is how this happens with Nicole. Nicole is a new sales representative in the pharmaceutical sector and she sells pharmaceuticals. She was really great at identifying leads, developing the relationships with potential clients, nurturing them through the entire sales cycle, but then she would lose the client. She could not close the sale. Because she was new with this company, her manager let it go a couple of times, but after the third time of losing a sale and seeing she was so successful in the beginning and just at the end of the sales cycle that she lost the client, he sent her to coaching. We identified she was putting herself in victim mode by thinking the worst. She had a lot of negative self talk. It went like this. She would get through the entire sales cycle and get ready to close the sale I would start thinking, I hope I don't blow this. I have blown this before. This is a lot of money. Can they afford to actually pay for this? She started creating a lot of self-doubt within herself. By the time she tried to close the sale, her messaging to the client shifted and they could sense she was doubtful. It ended up scaring them off because they could sense her lack of confidence. We used several solutions that we will go over in a little bit. We supported her through the next sales cycle, so the next time she had a new potential client we worked with her in each segment of the sales cycle, and she got the sale. And then the next time she went through it by herself without the support of a coach, and she got the sale also. It was really about her being aware of the behavior, and then being aware of herself talk and shifting that.

 I will send out another poll question. I want to see if anyone identifies with this behavior. And then we will move on to the third behavior. This is mind reading. Mind reading is jumping to conclusions and sometimes called mystical thinking. You might hear some of these behaviors referred to differently, but the definition is the same. You think you know what someone else is thinking. You think you know what they will say or why they did what they did or what they will do next. This causes a huge breakdown in communication. It stifles productive conversations because you think you already know what is coming or you are thinking you understand why someone did something when they actually didn't.

 In this situation, this was Allison making assumptions. Allison was a coach actually. She wanted to bring on a new client. She had the verbal agreement from the client. She sent the contract to her clients email address requesting to have it signed and for the client to call with a credit card number. The email to her client went something like, attached is the contract. Please sign it and give our office a call with a credit card number so we can get you started on coaching. There was no response from the client. So Allison followed up with a second message and still a response. So Allison then sent a third message to this potential client, and it was very nasty. This third message accused this potential client of avoiding payment, being afraid to handle financial commitment, being irresponsible. Seven days later, the client wrote back saying she just found the emails in her spam folder, and she reminded Allison that Allison was supposed to have used a different email address to contact her with the contract. So if we look at the situation for truly what it was, this potential client was not neglecting her financial responsibilities. She was not ignoring Allison. It was a complete and total mistake. A very honest mistake where it was sent to the wrong email address and went into spam. The potential client never got the message in the first place. So this was a wake-up call for Allison. It drove her into getting her own coach to try to win back the relationship. This is a true example of a fractured relationship. Allison made some assumptions based on mind-reading. She thought she knew what was going on, and she really didn't. I will send another polling question. Hopefully that went through. I can't really tell on this end, but it looks like it went through. So that is polling question number three which is related to mind-reading. And we will move on to the next one. Did it go through, Alexei?

 Yes. I went in and made sure.

 That's great. Thank you.

 You are welcome.

 Should and must statements are statements where we place unreasonable demands on ourselves and on others. A lot of times when we do this we are people pleasing. Refill guilted into doing something and our inner talk might say something like we have to do it this way. This is how we have always done it. You should go to the business event, otherwise people will think you are being rude. It is our inner or outer self talk where we say things and they are short or must statements.

 This kind of behavior affected our client, Greg. He sold high-end consulting services. His clients were always guilting him into giving them free or discounted services. He finally came to coaching after he realized that in a one-year period of time he lost $50,000 Justin discounts. We coached him around setting boundaries, watching his language and catching his should and must language and, and some of the other strategies we will look at in a few minutes. In this case, he sold high-end consulting services which are very expensive and allowed his clients to talk him down in the cost of the services. He was doing this so much that he ended up losing $50,000 in one year.

 We will go to the next polling question. If you think this resonates with you, go ahead and click the box.

 We will go on to emotional reasoning. This is deflecting or justifying your behavior or the behavior of another person. There is a difference between deflecting and explaining. Explaining is about relating the facts and taking accountability during the explanation. Emotional reasoning is justifying. It's about trying to get yourself off the hook or trying to get someone else off the hook.

 Our client, Patty, was a corporate employee and a senior manager. She received feedback that she was not taking responsibility when things happened. When something went wrong on her team, when deadlines were missed, she would not take accountability and she actually would pass the blame onto someone else on a different team or someone else within the company. It got so bad and there were so many complaints about it to her manager that she was put on a performance improvement plan which is used in the corporate world to help someone improve behavior. She was given 60 days to improve her behavior. In the meantime, we coached her around some of her underlying fears and what came up with this was she had a fear of failure and of being wrong as well as admitting failure and mistakes. We had to address more of the underlying fear with some different strategies. She ended up correcting her behavior once she was made aware of what it was she was doing and what some of her inner talk was.

 I will send another polling question. This is about emotional reasoning to see if it resonates with any of you. Filtering is another behavior. This is the process of sifting through all the information that you have and focusing only on the negative. It could be plenty of positive feedback or positive information, but if you are in the habit of landing on only the negative, then you are filtering. This has a huge negative impact on self-esteem, and in the business world it can be devastating. What happened with Gloria is she was another corporate employee who was a project manager and was actually a top performer. She was well-liked and with a company for a long time. She had her yearly performance evaluation, and in that evaluation which was a stellar evaluation, she got one piece of negative feedback which was relating to her communication style. She tended to be not only direct but abrasive, so almost seen as being rude because she was so direct. She was told she just needed to use a little bit of a softer tone with more empathy. Her manager offered to work with her on that. Her whole performance evaluation was delivered in a positive way, and I can say from being in the corporate world that there are many performance evaluations that are not delivered in a very good way by managers, but in this case her manager did everything right and the way he delivered it to her and she got a raise. But all she saw was the one comment about her communication style. She filtered out all of the positive feedback and only saw the one negative. It upset her so much that she wanted to leave the company. In this case, we coached Gloria around seeing her value. The value she truly was bringing to the organization. We helped her focus on the fact which is one of the strategies we will look at in a few minutes. Also her skills and accomplishments which were all positive things she had to offer.

 Here is another polling question. This is around filtering.

 Jumping to conclusions. This is almost like mind-reading which we talked about earlier. Jumping to conclusions is more about thinking that you know a future outcome. When you are mind-reading, you are focused on someone else and what they might say or do next. Jumping to conclusions is happening when you are trying to predict the outcome of a situation.

 Patrick is an actual current client. He is a real estate agent. Right now because of the current situation with COVID-19, he has begun to predict the future outcome of his business. At the moment, probably many business owners are trying to understand how this will all play out and how businesses will be affected. It is one thing to be proactive and think reasonably about projecting something into the future, but he has actually already predicted and decided that his real estate business will fail because of the current situation. He is not just planning and adjusting and pivoting his services or marketing messages, but he has already decided. He has begun to notice that the mindset is already carrying over in his conversations with clients. He is already losing clients, but not because of COVID-19, but because of the mindset he has when he is approaching them. Now we are using a fact-based strategy with him to help him look at sticking to the facts and learning how to do that before you start telling this story to yourself that you will fail.

 Here is another polling question. There are definitely risks that you are taking when you have these kinds of behaviors. We are going to talk a little bit more about some of these risks for building your business, customer relations and sales and at a lot of examples of how that happens.

 Now with Patrick, you just saw how it was affecting the building of his business, the real estate agent who was already decided he is going to fail.

 Allison was the person that sent the very nasty email trying to get her client to come on board. That impacted customer relations. She ended up winning back the relationship after coming through coaching, but it was doomed for failure because of the way she sent the email and what she said in the email.

 And Nicole who was a pharmaceutical rep with the negative self talk and was losing sales at the end, that was impacting the sales of her company.

 This is a quick exercise for you. You can do this on the paper you already have. We have gone through all seven dysfunctional behaviors and you have probably identified at least three, so I would like you to jot those down for yourself, any that you have identified and put those on the paper that you have. And a reminder, now you have identified your behavior pattern and become aware of them. Part of that is to become aware of your thoughts, feelings and your body sensations. One thing that happens especially in negative patterns, if we have a negative emotion like anxiety, we will normally feel something in our body. For me, my heart starts to palpitating go faster. I get nervous. I have sweaty palms when I have anxiety. It's important to not only identify these thoughts that are negative, but also the feelings that go with them and the body sensations. In this exercise, I would like you to take a few quick seconds and think about at least one of your dysfunctional behaviors, and think about what thoughts came up for you to create that behavior, what are the feelings that you felt and we went through this earlier when you had to jot down feelings which are one word statements, and then what body sensations do you feel? Do you feel shortness of breath? Sweaty palms? Some people get a headache when they get so worked up. Tried to create a couple of these columns and jot down some of the things that are coming up for you. It's important to identify this. Some of you may be able to relate this to what is currently happening with you by going through COVID-19. Maybe some things are coming up for you with that. Maybe there are some dysfunctional behaviors you are employing now that is causing thoughts, feelings and body sensations about COVID-19 .

 Monique?

 Yes ?

 We have a few folks asking can you show the screen again with the seven behaviors?

 Yes. One second to go back to that. There is one in the middle and then the six around it. I will give you a minute to look at that. Here they are again. Before we go on to the strategies that we can use, I want you to remember two things. The distorted behavior from the seven behaviors can sabotage your business goals. We have seen examples how that has happened. The second thing is you are in control of this dysfunctional behavior and negative thinking.

 The strategies we are going to going to today fall under the umbrella of something called cognitive agility. Cognitive agility is the ability to manage your emotions, quickly become aware of them, and shift your thinking immediately. It takes practice, so we will talk about it today and how it can happen and you will see examples of this.

 These are six strategies and we will go through these one by one. There are many more than six, but in the interest of time I picked what was reasonable for today. There is something called mindsight, cognitive reframing, putting thoughts on trial, visualizing, facts, and self talk. Now mindset -- I'm sorry, mindsight is something we just did. I want to draw your attention to the slides as we go through the 6. If you click on the title of the strategy, so in this case mindsight, it's a hotlink and will take you to other resources for you can learn more about mindsight. This is the case with each of these as we go through it. You can click on the title and get more resources. Mindsight is an exercise in building awareness of your patterns . We went through this in the beginning when I asked you to focus on a negative event and then a positive event and understand how your thoughts affect your emotions. And then when you did the polling question and you became aware of which patterns resonate with you. And then we went on and you identified your thoughts, feelings and body sensations. That was an exercising mindsight . Becoming aware.

 This is another exercising mindsight which we won't do today. When you get the slide deck you can do it on your own. Number one takes you through an exercise whereafter a negative situation happens, rate the awareness of your thoughts. So if you were totally aware of what you were thinking at the time, then you are a 10. If you were not aware and kind of oblivious as to what was going through your mind at the time of the interaction then you are more down at 1. Your goal is to increase your awareness so you catch yourself in real time. Then write them down like we did in the earlier exercise. Number three is reading your ability to stop your negative thoughts as soon as possible. To stop them and change them. This takes practice. If you rate yourself a 1, it means you can't seem to stop and continue to create the story which spins out of control. If you are a 10, it means you catch yourself, you shift your thinking almost immediately, and most of us need a lot of practice before we get to attend. -- To a 10.

 Cognitive reframing, and again you can click on the title which will take you to more resources. This helps a lot with black and white thinking. This is what we used with David who had the advertising client and had very inflexible thinking. Cognitive reframing helps a person shift perspective and think about the situation in a different way or from another person's perspective. It helps you imagine what it could be like from someone else's viewpoint. It helps shift your thought process and language.

 Putting thoughts on trial. This helped with Gloria and her performance evaluation where she only focused on the one negative comment out of all the positive. This is learning to question your own thoughts before you consider them to be accurate. For example, before you say we have to do it this way, you will ask yourself, do we really have to do it this way and why? What is the data behind that? You are questioning yourself before you actually act on something. Inglorious case, when she got her performance evaluation, if she had asked herself what are the positives in this performance evaluation, look how the positives outweigh the negatives and how successful I have been, she should have or could have questioned herself more. We worked with her and helped her do that. It wasn't just her performance evaluation, but a habit she had in her professional career. We went back and looked at a lot of different things she had done and upcoming situations she knew she would have like meetings with clients. We helped her proactively begin to question her thoughts and put them on trial.

 Visualization is very powerful. I used to be a competitive bodybuilder, and athletes use visualization all the time to reduce anxiety and reduce negative thinking. It is very powerful. You can do this in a couple of ways. You can do it in your mind. You can just visualize something in your mind. You can do it by journaling. Some people prefer to use words and visualize something by writing about it or writing about what it could be like. There is also something called visual journaling which is done by drawing pictures. So you are creating the outcome you want in a picture format. There are workbooks to help you do this and it is very powerful.

 Fat's. Remember thoughts and emotions do not equal facts. Before you finalize anything in your brain as the absolute truth, look for the facts that back it up. If you analyze what is going on in your mind, you may find there is nothing that validates that. There are no facts or data that validate what you are thinking. A lot of us don't go through this process and begin to tell a story to ourselves which spins out of control. If we go back and look at it, we realize there is nothing to back it up. Why did it spin out of control? There was nothing really to prove that my emotion is true or what I was thinking was true. It's really important to look for validation.

 Self talk. If you remember Nicole, she was a pharmaceutical rep who could not close her sales at the end of the cycle and was thinking the worst. She was telling herself she was going to fail and she messed up before so might mess up again. It's too expensive and by with the client buy something like that? She was appetizing herself with her self talk. Garrett techniques that I found worked well with me when I struggled with this. If you remember being aware of it, that's the first thing. Once you are aware that you use self talk, when you catch yourself, you can reverse it almost immediately by saying the word delete. When you do that, you are not allowing the negative self talk to anchor itself in your brain. You will think it, catch yourself and say delete. I won't let it happen. That worked really well for me. The other option is to say the opposite. For Nicole who was saying she was going to mess up the sale, to say the opposite would be more of a positive affirmation like I am going to do great on the sale and this client will refer another client to me. You can create a story even in a positive way just like you do in a negative way. You can create a whole story based on positive self talk and positive affirmations.

 What we just went through our strategies of cognitive agility. Cognitive agility is managing your emotions in a way so your actions and thoughts are more productive. In the business world, this is critical. You are working with clients and customers and you may have a team of people. Your behavior is going to rub off on them. You will be modeling the behavior that they have. You want to make sure your actions and thoughts are coming across as positive and productive as possible. You want to exude confidence and control your emotions. When I say control and manage your emotions, I don't mean to tell yourself you are having those emotions. That is not accurate. We have our emotions, and it's okay to have emotions. We want to acknowledge them and be aware of them which was in some of the exercises we have already done. We want to look at them from an objective perspective and think is this really what I want to feel right now? Do I want to think like this right now? Do I want to let myself spin out of control? By being able to manage those emotions better, you actually will have a greater influence over your clients and customers and team. You will be more productive and creative. You will increase your sales. You will also have an increased emotional intelligence. For any of you that have done work around emotional intelligence, there is a lot involved in that. It improves your presence and poise as well as overall well-being. My health improved dramatically over the decades as I worked on managing my emotions a lot better. I respond much better in the face of crisis now. When I was younger I had so many crises that created my PTSD that I learned a lot of techniques to manage and those were negative behaviors. It was my way of survival at that time to get through various traumas. Now as a productive adult and successful businesswoman, I have learned how to leverage those lessons learned and apply them to my own business and I help my clients do the same thing. When you took the polling questions, if you find you answered yes to a lot of them, that is okay because now you can be aware of this and use these strategies to your advantage as you try to improve the behaviors. By practicing them for a little while with some strategies, you will find you will see us shift in your business relationships, and your stress level, and how you react to crisis. Even in this current crisis, we want to respond and not react. Responding means coming at something from a healthier perspective rather than from a perspective of high anxiety and negative stories we tell ourselves that things like that. You want to be able to exude confidence. When you are working with clients, they will see that.

 As we get ready to wrap up, there are a couple more things I want to bring to your attention. If you go to this link words as resources, it takes you to my website where you can learn a little more about me and my background and also other resources there that pertain to this topic. Feel free to go there. What I ask of you is to pick one of the six strategies that we went through today and practice it for a week to see how quickly you can shift your behavior. It is really amazing once you become of where of things how you can shift it. Feel free to let me know. I would love to hear from anyone after you have practiced these for a little while to see what a change it is made for you. Feel free to contact me for more help as to apply the cognitive agility methodology to your business.

 This is a quote that I think is really great. It's from think and grow Rich. If you think you will lose, your lost, for out of the world we find success begins with a person's will, it's all in the state of mind. It is so true and what we have been talking about today. It is your state of mind. It is how you approach things. It is understanding your thought patterns and trying to manage them better. There is one resource I want to leave you with that I haven't listed here because it came up for me just this morning. It is not listed here. There is a really good book called the gift of fear by Gavin Gavin DeBeker . And maybe helpful for you during this time of COVID-19. It's an older book and been up for quite a while. He talks about how our fear and emotions are valuable to us. Whether they are negative emotions or not, they are really valuable to us and used in a good way. He talks about how when we walk through a dark alley we are afraid which is a good thing. You should be afraid because we want to be safe. There are other times when you fear when you don't need to. We are programmed in away from our ancestors to allow the fight or flight response to come up for us.'s book goes on to talk about how the brain functions and what happens in the body when we are acting under fear or other emotions like anxiety. He goes into an explanation about how it's good for us and in other ways how it is bad as well as how to tell the difference and manage your emotions in a productive way. That way they can't get out of control. It's important you become aware of your thoughts, your feelings and emotions and discern if they are helpful to you or not.

 I want to thank all of you for being here today and also Alexa for having me. I really enjoyed being able to talk to you today and give you this information. I hope it was very helpful. And now I will turn it back over to Alexa.

 That sounds great, Monique. I want to make sure my phone is now working properly as we will take the next 30 minutes to go through audience questions. I would like to see if the audience can shoot over a quick message in the box if you can hear me okay. There was an echo earlier on. While I wait for that response, Monique we have people asking what was the name of the book that you spoke about? Could you repeat that again?

 The gift of fear.

 Okay. That sounds good. I am getting some feedback from the audience letting me know my phone has a much better connection now. I have a backup on standby, so let me know if it breaks up at any time during this Q&A. We have been receiving a lot of really great questions. We will go ahead and take as many as we possibly can in the remainder of this webinar session. Often times and it looks like today we have more questions than time will allow us to address, so in the event we are unable to address your question on the slide webinar, we would like to recommend you reach out to your SCORE mentor. That would be after today's session.

 I will take just a second. I will switch over. I feel like I am getting a Moni -- an echo.

 It's okay. It's not too bad. I can still hear you.

 Okay. We will go with this. I hope you can hear me okay. We would like to recommend if we don't get to your question to reach out to your SCORE mentor after today's webinar who can assist you with your question as well as your business needs. We are going to be providing the slide deck after today's session. I want to mention that many folks who have been downloading the deck from the platform in a PDF format, there are links within the deck but they are not hotlinks. The deck that we will provide in the postevent email will be the PowerPoint version so that the hotlinks are active and you can access the resources made available through those links that Monique provided. Be on the lookout for that when the webinar ends today.

 Okay, Monique, let's go ahead and start taking the questions.

 Okay.

 The first question comes to us from John asking if visualization is the same as mental imagery?

 Yes, because visualization if done in your mind, as I mentioned there are other ways to do it through journaling or visual journaling, but done in your mind then yes, it is mental imaging. You are creating a scenario or story in your mind.

 All right. This next question comes to us from Jessica. She asks which of these seven behaviors do you see procrastination falling under? Jessica mentions she has a hard time starting and finishing estimates and then taking too long to return to her clients which put the sale at risk.

 Jessica, that's a really good question. With procrastination, we try to get a little deeper into what is causing that. It could be one of the seven behaviors or more that is causing procrastination. It could be thinking the worst, like being afraid you will fail or anything like that which causes procrastination. It would take a series of questions from a coach or SCORE mentor to try to understand what causes the procrastination. Even though that is a behavior, there is most likely something deeper than that that is part of the seven behaviors that is causing that.

 Okay. The next question comes to us from Denise. She says at what point in the cycle or with anyone of the behaviors should I or my client begin to look outward versus inward toward the client? It says the client focus is customer relations etc.

 At what point should she or her client look inward, was that the gist of it?

 Begin to look outward versus inward toward their client?

 I am not sure I understand the question. At what point to look outward? I am not sure I am understanding the question.

 I'm sorry, Denise.

 Denise, if you want to elaborate further, go ahead and resubmit the question and we will do our very best to circle back around on that.

 The next question comes from Mary who asks what if other people behavior affect you or your performance?

 Mary, that is something that happens quite a bit because many times we have done our own work and still impacted by others. That can impact performance quite a bit. It's very important if you see certain behavior in other people and you know it is impacting you, you bring that to their attention. They may not have done enough work to be able to be aware themselves. If it is something impacting you, you have every right to bring it up to them and explain how it is impacting you and what you are seeing. I recommend that be the first step. There are ways to have those kinds of conversations because they can be very difficult to have. There are ways to have those conversations.

 Okay. Next question is from Neil. Feeling what other people will think of your actions, where would such an emotion fit in, in which behavior?

 I think you are's -- you are wondering what other people will think of you. That could fall into a couple areas. Jumping to conclusions. You could be thinking they think of you a certain way and they don't really. Also mind-reading. You could be trying to predict but they are thinking. I think maybe thinking the worst. I have the chart in front of me and I don't know, Alexa, if the audience can see it or not. I have slide 34 up so we can all look at this again. It could be mind-reading, jumping to conclusions, or thinking the worst. It is possible what you are thinking is true, but what we would use is one of the strategies which is looking for facts to see if it's true. To do that you have to ask them. You would want to talk to that person to find out truly what they are thinking. That's the only way you would really know. That is the strategy of looking for facts to validate what you are thinking.

 The next question is from Dennis. He asks if there is a difference between mind-reading and evaluating. What happens if you don't get the response or outcome you are looking for?

 I think what you mean is if you are mind-reading and evaluate to try to understand more about it and not getting the response you are looking for -- if you already have your mind set on wanting a certain response, that would be black-and-white thinking. It's important when you try to evaluate things do not go into it with a preset agenda of an answer you want to get. Otherwise you are using another habit of black-and-white thinking. If you are trying to evaluate, find the facts and talk with people to get more information. You want to be as neutral as possible. And then you need to accept the new information you get and look at it at that point. I hope that answered your question.

 The next question is from Robin. She says my question is about looking at myself to see what I am adding as far as a personal touch in my words. I am very [ Indiscernible ] and sometimes it comes off harsh. What can I ask myself to self check?

 That is great. We were talking about empathy. This takes us back to one of the examples where the person was being told she didn't have enough empathy when she talked with people. Many of my clients are very fact-based. They come across as maybe not having a personal touch. We are talking about empathy. There are some ways learn empathy or to be better at it. I have my clients learn to start asking more open-ended questions. An open-ended question is one that cannot be answered with a yes or no. Closed ended questions can be answered with just a yes or no. In order to foster more apathy, you want to ask open-ended questions of people that you are working with or dealing with. That helps them realize you are interested in them. It could be an open-ended question about something more personal like their family or even an open-ended question related to business. It pulls you away from just the fact-based left brain activity and puts you into a more right brain emotional side that helps you be more empathetic. It is important to merge both. You don't want to give up your fact-based mindset, because that is how you are wired and you are good in that way. You want to try to find a balance of the left brain and right brain activity. Open-ended questions are a good way to do that. It's a good start.

 All right. This next question is from Mary asking what if others think the worst of you? They themselves may have issues and may want to try to fix you and then they themselves may have issues and dysfunctional behaviors.

 Very good point, Mary. There are people that will always probably think differently of us than we do. It can bring down our self-esteem and self-confidence. It is important for us to do our own work, and make sure we are comfortable in our own skin. We need to realize as you just mentioned, Mary, that person might have their own work to do. We have to separate it and set boundaries so their energy won't impact us. That is done by doing all the work you can do one yourself. That is what build your confidence and self-esteem and things like that. Then you are more able to withstand a person that might be somewhat toxic.

 Jennifer has the next question. She says I try and try and just can't get anywhere. It is a negative story and I seem to find evidence that it keeps happening. I am always in action working so hard on multiple businesses. The issue is I work hard almost all the time, but want to work less and make more and have a lot more time for personal life. Where is my thinking going wrong?

 In this case it may not be are thinking. It could be a couple of things. It could be some practical things that have to be looked at like are you delegating or able to delegate? There are many entrepreneurs who have multiple businesses in multiple things going on and are feeling like they are spinning their wheels. It can be easy to fall into some of these behaviors by thinking the worst or saying what am I doing wrong, nothing works for me, I can't get ahead. You could fall into that thinking because there something else. Maybe something practical. I advise you to talk with a SCORE mentor about things like delegating or maybe finding ways to work smarter and not harder. May be more efficiently. Maybe there are systems that can be put in place that will ease up some of the time you are spending. Otherwise you could easily fall into some of these patterns of thinking. I hope that helps.

 This next question is coming to us from John. John asks if free processing is part of self talk.

 Reprocessing? I'm not sure I'm familiar with that term. I need to have a little more context around that.

 Sure, John, if you could elaborate a little bit further on that, we will do our best to circle back around.

 The next question is from Noreen. She is asking how do you balance feedback from clients where you may only have a short relationship? What about seeking another client opinion to gauge it?

 I think I understand what you mean, Noreen. It sounds like if you have a very short engagement and not a lot of time for a client to really give you accurate feedback if they have given you feedback anyway but not sure if it's accurate or not, what I usually have clients to his look at all feedback that they get as a whole from others and not just from one person. Feedback is a funny thing. It is based on someone's opinion. That somebody could be having a bad day or you could remind them of someone else they don't like. It's hard to know if the feedback is accurate unless you can actually have a conversation with them. If it's too short of an engagement, it might not have been enough time for you to be at your best with them. So I suggest people collect feedback from anyone they can and then look at it in an objective way knowing it could be based on someone's personal opinion. You know yourself better than they do. If you have gotten feedback that seems completely off-the-wall. If it is completely out of left field, I suggest you take that with a grain of salt. Feedback can bring you down and ruin your confidence level, so you need to know how to manage that. Quite frankly, many people don't know how to give feedback. They don't do it in a way that is productive. In cases like that, the feedback is no good. That would be my thought, Noreen.

 All right the next question is from Adam. He says when I get overwhelmed I tend to organize my space around me and even other people's space. At a Y switch focus to deal with the real problem?

 A lot of people use that as a strategy to be in control of their environment and to be in control of the situation. In some ways it's not a bad thing. Being organized and prepared is a good thing. It sounds like maybe you think you go overboard especially if you start to reorganize others spaces. You want to explore when it is happening. I usually have people keep a list of when they do it. I have one client that any time there was a crisis within his company, he would rearrange his entire office and move furniture as well as change pictures on the wall and never realized he was doing it. I had him start tracking when he did it and what was the reason to make him do it, like what was the crisis coming up. It can be like a form of control to try to control your environment. If that is the case, there are usually other things you can do to help you work on the particular thing making it happen. You want to explore the types of things happening in your life when you do that. That may give you more answers.

 Okay. We have had several folks asking about positive and negative work environment. Any suggestions?

 That is very hard to do. If you are in a negative environment it's hard to guard your thoughts. You are absorbing the energy from negative environments. When I have clients that are faced with that, you need to check it in a couple of ways. We analyze what part of the environment, is a coming from certain people? Is it the culture of the environment where it is just everywhere? If it is coming from certain people, I coach them around how to have conversations with those people. If it's the entire culture, we coach around if it's really the culture you want to be in? If it's that negative it will impact your health and performance. We talk through important decisions that might have to be made about the culture in general. It is important to keep yourself healthy during times like that. So emotional health, it's almost like you want to create a suit of armor with doing work you need to do to keep yourself centered and grounded. Some people can do that and stay in a really toxic environment. Other people cannot. Early in my corporate career, I started when I was 22 and had just recently been diagnosed with complex PTSD. I could not handle the toxicity of a lot of the corporate environments. I found myself moving to a different environment frequently because I didn't yet have the skill set to learn how to withstand that. And even today, I am very sensitive to that kind of environment. That may be why I work for myself. Eventually there are decisions that have to be made. The more centered you are, those decisions will come to you. You will know what you need to be doing based on what your instincts are telling you.

 Okay. Monique, the next question comes to us from Tamika who is asking if you could explain the difference between jumping to conclusions and thinking the worst.

 Jumping to conclusions where you assume something is going to happen or someone will do something or thinking a certain way. You are making assumptions about a person or situation. Thinking the worst is different. It's more around negative self talk. Sometimes the self talk is toward yourself like I am so stupid or I can't do this. Jumping to conclusions is more about others and your environment and situations and other people and thinking the worst. That's more about your own negative self talk. I hope that helps.

 Okay. The next question is from Kimberly asking is [ Indiscernible ] the same as emotional intelligence?

 It is slightly different. Emotional intelligence has various components. Cognitive agility is the ability to manage other components. The two are linked in various ways. They go hand-in-hand. But cognitive agility is the ability to be aware of your emotions and quickly shift them. There are some skills in doing that which apply to emotional intelligence.

 All right. This next question is coming to us from Melinda. She is asking if there is a quick test to tell you which are your top behaviors.

 We went through today is the awareness of it. Knowing which behaviors resonate with you is the test. Being able to assess yourself is like a self-assessment. Knowing the behaviors and what they are and how they are defined and then determining if those resonate with you. Sold the poll questions you took today when I went through the explanation and you had to decide yes or no if it resonated with you, that is a self-assessment.

 Okay. The next question comes to us from Janet asking if there is a strategy for a person who thinks of a good idea, works for hours and hours on something and then loses interest? Maybe it's negative self talk? Any suggestions there?

 That is interesting, Janet. Could be a little bit about what we talked about with the person who asked about procrastination. You have a really good idea and work on it and then maybe something underlying scares you about actually implementing it. There are a lot of people that are great visionaries who come up with great ideas but are not the type of person that can execute or implement it. It could be because you don't know how and in that case this is one I suggest to some people they delegate or find a partner who can help with that, in your business or in the workplace. There are some people very good execution and not so good at creating a strategy. When that happens, it is not necessarily a bad thing. You need to find someone that can complement those skills and do that for you. Or try to determine what is keeping you from executing. Is their fear there? Is there negative self talk? What is happening in your mind? Using the strategy that we talked about where you try to analyze your thoughts and put them on trial to understand what's going through your head when you can't execute an idea.

 Okay. The next question is perfectionism linked to any of these behaviors? I know this affects me a lot.

 Perfectionism usually is linked with control, wanting to be in control and not wanting to be looked at like you have made a mistake. That can be linked to some of the behavior. It depends what kind of self talk is going on. One example we had in the presentation was a person who wasn't taking responsibility because she was afraid to admit she was wrong. Perfectionism can be part of that. It's a little bit of self-analysis that has to happen to determine what is the fear about not being perfect and what you think will happen if you are not perfect. Are you afraid to admit it to people or look like less of a person? Maybe you are incompetent? That would be a little bit of self-exploration, to understand the thoughts going through their mind during times you are trying to be perfect.

 Okay. We have time for one or two more questions before closing out for the day. The next question is from Cleveland asking how you overcome the fear of being successful?

 Many of us sabotage our success because we are actually afraid of being successful. There is fear under that too. Some of my clients have seen parents that have been business owners and have failed so they are afraid if they are successful they will fail too. Sometimes it's based on our background and the way we are wired because of something we have seen. There could be money issues around that, like our money mindset. How we feel about money and if we feel we are deserving of money and of being successful. In our coaching relationship with business owners I go down that path to explore what our underlying fears because that is fear-based.

 Okay, one last question. This comes to us from Connie asking any suggestions on regaining my own enthusiasm? The pandemic isolation has tapped that.

 I think that is probably the case for many people. Enthusiasm is linked to doing what you love. Whatever it takes for you to revive that passion. If for some reason your normal activities and things you love to do are hindered because of the shut in and stay at home orders, find something else you are passionate about, even if it is temporary, so you can stay motivated. Sometimes for some people that means putting them on a routine or schedule. Maybe taking control of your day as much as you can even though you have to stay inside. It's a good opportunity for many of us to explore other things we may love doing that we didn't realize before.

 So that is all the time we have for questions on this live webinar today. If we didn't have an opportunity to address your question, we recommend connecting with your SCORE mentor after today's session who can assist you with questions and assist further with business needs. As a reminder, after the webinar ends today, we will send out a postevent email which will contain a link to the recording and also contain the slide deck. It has Monique's information and you can reach out to her with questions. Also for further assistance as well. Before we close out entirely, I want to remind everyone that SCORE is here for you . Regarding the coronavirus outbreak and resources for that , you can access a wide variety of resources on our SCORE.org site through the coronavirus sub page. SCORE mentoring services are going strong with one-to-one mentoring and workshops being held virtually. If you are working with the SCORE mentor, I recommend going to score.org/find-mentor for further information and to request a mentor. After the webinar closes today, a survey will pop up and you can make your request there. We will get that sent along to our mentorship placement team. If you have any needs whatsoever, don't hesitate to reach out for further assistance. On behalf of SCORE, I would like to thank you so much for being here today and I would like to give a special thank you to Monique for presenting. Monique, thank you so much.

 Thank you, Alexa. It was my pleasure to be here.

 This has been very helpful and very relevant for what everyone is going through now as well. We really appreciate that. We will leave you all. I wish everyone good health and safety and resilience during and after these crisis circumstances. Take care everyone. We look forward to seeing you back.

 [ Event concluded ]