

# BE A PROFITABLE AND POSITIVE ENERGIZER!

Use the Science of Happiness to Elevate, Activate and  
Inspire Your Employees to Bring their Best Selves to Work

Created Especially For:

**Northeast Regional Carwash Convention**

By JoAnna Brandi



**Helping Companies Activate the Link  
Between Positivity and Profitability**

[www.ReturnOnHappiness.com](http://www.ReturnOnHappiness.com)

Blogs:

[www.CreatingCustomerHappiness.com](http://www.CreatingCustomerHappiness.com)

[www.PositivtyPractices.com](http://www.PositivtyPractices.com)

*"The fundamental task of leaders, we argue, is to prime good feelings in those they lead. In its root then, the primary job of a leader is emotional. Great leadership works through emotion."*

-Daniel Goleman, Primal Leadership

# THE POSITIVE ENERGIZER

The cost of disengagement in the US is staggering – estimated at \$600 Billion in direct costs alone every year. Potential productivity leaks steadily from organizations where too many people are disconnected, disenfranchised and disenchanted with their workplaces and their leaders. Even in the *best* of companies there's productivity and profit to be gained when leaders inspire passion, purpose and positive emotions in their employees and customers.

**The Positive Leader** is one who has the capacity and desire to create the kind of environment where happiness and positive emotion are driving forces towards a more fulfilling and profitable future.

**The Positive Leader** is one who looks for “What’s right?” and uses strengths and solutions-thinking to deal with what’s wrong. The Positive Leader makes an emotional investment in those who work for her/him and takes great satisfaction when they see that investment return as “discretionary effort” – the going-the-extra-mile- behavior that makes an organization stand out in a crowded marketplace. Thirty-three years of research on the “Service Profit Chain” connects employee engagement, customer engagement and the loyalty that drives the bottom line. Clearly the road to profitability is through your people. A focused and energized workforce enjoys wowing customers.

JoAnna Brandi, Author, Consultant and Founding Member of Positive Workplace International, presents applications from the fields of Applied Positive Psychology and Neuroscience that build a strong business case for a new kind of leadership. **The Positive Leader** is one who understands the difference between “Power Over” and “Power With” and enjoys standing with their co-workers co-creating their future.

The extent to which you, as a leader, are a “Positive Energizer,” is four times more important than your title, hierarchy, position of influence or information, according to Kim Cameron, Associate Dean at the Ross School of Business. When I interact with you am I uplifted, elevated, and inspired? Or am I depleted, exhausted, and demoralized?

Positive Leaders lead high quality teams that get results.

**Is your organization fostering and enabling positively energized leaders?**

# POSITIVE CAPACITY

Positive Capacity is an organization's ability to create, experience and expand on all the benefits of positive emotion for the good of all the stakeholders.

## **Increasing positive capacity impacts business results in all areas.**

Almost two decades of research proves that happiness raises every business outcome:

- Sales by 37%
- Productivity by 31%
- Accuracy on tasks by 19%
- Creativity 3x – 10x more
- Increase customer's likelihood to refer by 30%
- Raise likelihood of promotion at work by 40%
- A myriad of health and quality of life improvements

Positivity increases “profits” in every area!

# **BENEFITS OF POSITIVE EMOTIONS**

**Positive emotion creates changes in brain waves, heart rhythms, heart rate variability patterns and biochemistry.**

## **They make you smarter:**

“Broaden and build response”

Widen scope of attention

Speed problem-solving

Increase creativity and intuition

Broaden scope of cognition and behavior

Dial up the “learning centers” of the brain

Help you make and sustain neural connections

Help you organize new info, keep it longer, retrieve it faster

Literally help you “see” more

Make us more adept at complex analysis

## **They make you healthier:**

Increase immune function

Increase production of T-cells

Lower cortisol

Speed recovery from cardio vascular effects of negativity

Reduce inflammatory response to stress

Reduce risk of stroke and high blood pressure

Help you sleep

Reduce pain

They help you live longer

They build resilience to adversity

## **They make you socially more adept:**

More productive

Expand our social networks and resources and make you wealthier

# POSITIVE AND HAPPY COMPANIES

Companies rated high by employees Outperform S&P 500 by 122 percentage points according to “The Street” 2015.

**Increasing positive capacity impacts business results in all areas.**

## **Happy people are:**

More productive

Make better leaders and better negotiators

Have more friends and more social support

Have larger social networks

More resilient, cope better with change, stress and trauma

Have stronger immune systems and live longer

Are more philanthropic, generous and kind to others, give more

## **Happy companies:**

Have fewer accidents and fewer quality defects

Lower health care costs

Less absenteeism and turnover

Are more creative

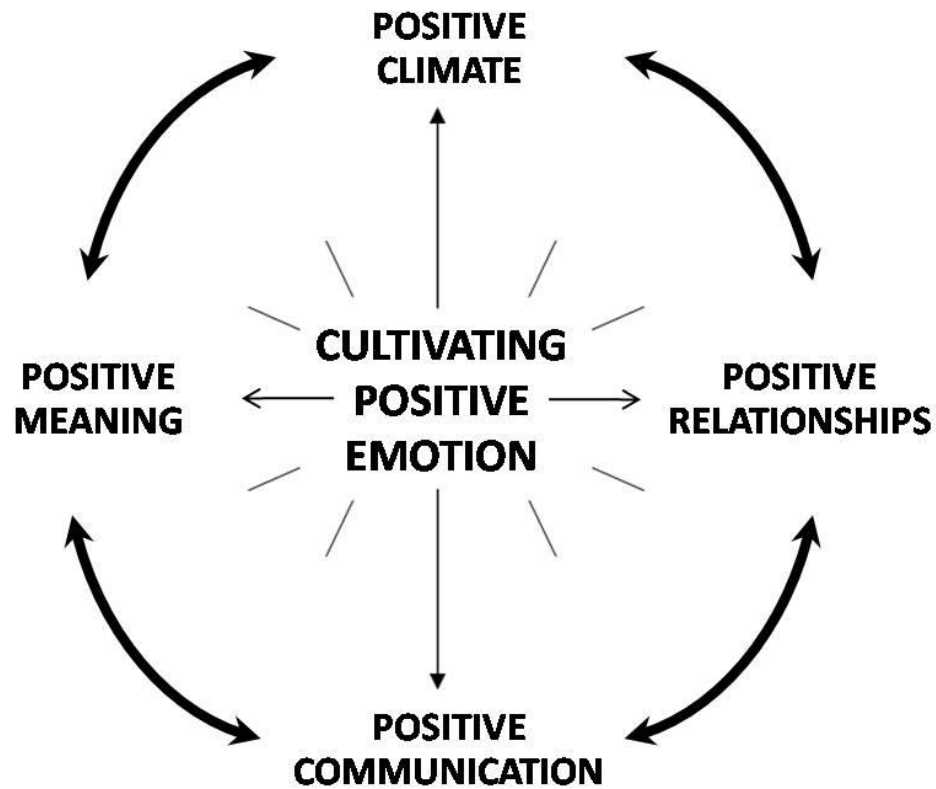
Have happier customers

Have more productivity

Have better bottom lines

**Positive Emotions** serve an important purpose – to build and broaden our capacity to create solutions. When you shift from a focus on the negative to the positive you literally create an opening in the brain that makes you smarter quicker and more creative!

# STRATEGIES FOR POSITIVE CAPACITY



Model adapted from the work of Kim Cameron, Author, "Positive Leadership"

# POSITIVE LEADERSHIP

Intentional and reflective style of leadership that energizes and elevates

Uses the evidence-based findings of Applied Positive Psychology and Neuroscience

Uses best practices in Positive Deviation

Value<sup>2</sup> based – based on strong set of values lived in organization AND a work ethic of creating value at every level of the organization

Authentic

Comes from the heart

*"Turning people, energy and ambition into engagement – and ultimately significant performance lift – **demands attention, focus and some different behaviors from senior leaders...**"*

-Julie Gebauer, Towers Perrin

"Positive leadership requires thoughtful determination and patience."

-JoAnna Brandi

# ENERGIZE POSITIVE MEANING

People need to believe their jobs are important and that work has meaning. They need a place to grow and be challenged. They need to see how they are contributing to the success of the company. They need to feel cared about. People work harder for people who care about them and their success.

The work has impact – it and you are connected to values

Build community – foster friendships, work together

Interpret circumstances in a positive light and frame with hope

Give people contribution goals as well as performance goals

Create a big WHY – a cause worth giving to

***WHY does your company exist? What is its PURPOSE? Who does it serve?***

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*“A key leadership task is to elevate the stature of apparently mundane work, to engage people by getting them to believe they are building cathedrals, not merely laying bricks.”*

-The Hay Group

*“The essence of entrepreneurship is to make meaning.”*

-Guy Kawasaki



# POSITIVITY PRACTICE #1

## Create More Meaning

Recall a time when you were part of something great – a great team, company, club etc. – where there was higher meaning present. What inspired you, or who inspired you and how? What gave the “work” meaning? Jot down some important points.

Sit quietly for 20 minutes and write about what work would look like and feel like if all your aspirations about it came true. Make a plan.

Ask your employees to do the same. Then help them build development plans to pursue their dreams.

What gives work meaning?

# ENERGIZE POSITIVE CLIMATE

**50 – 70 % of how employees perceive the climate is due to the actions of the leader! Leaders set the mood. 30% of financial results come from climate. (Daniel Goleman)**

Create safe emotional space - how and why?

Honor each other

Express and foster hope, optimism, compassion and forgiveness – builds “Psychological Capital” of confidence, resilience and self-efficacy

Manage energy (including negativity)

Practice Emotional Intelligence and Be Positive Energizer

Opportunity to get into FLOW

Celebrate success and have fun

***What one thing can you do tomorrow to change the climate where you work?***

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*“You really can’t motivate people. People motivate themselves. What you can do is create an environment where people feel good about themselves in your presence.”* Dr. Olaf Isachsen, author of “Joining the Entrepreneurial Elite” and “Working Together”

# EMOTIONS COUNT

**67% your ability to be successful leader depends on your Emotional Intelligence (EQ)**

**People want to feel...**

- Appreciated
- Valued, connected and important
- Confident and supported
- Acknowledged and recognized
- Part of something they believe in
- Respected and trusted
- Challenged and accomplished

What else do people need to feel in order to come to work excited to say "Yes!"?

**Incivility and toxicity in the workplace breed poor performance**

48% intentionally decreased work effort

38% intentionally decreased quality

80% lost work time worrying

66% work performance declines

Damages customer relationships

Less creative

Source: HBR.org

## EMOTIONS ARE:

- Are at the fundamental core of motivation
- Direct and prioritize what we do
- The higher the value the higher the motivation
- You are “Broadcasting Emotions”
- **Emotions are contagious.**

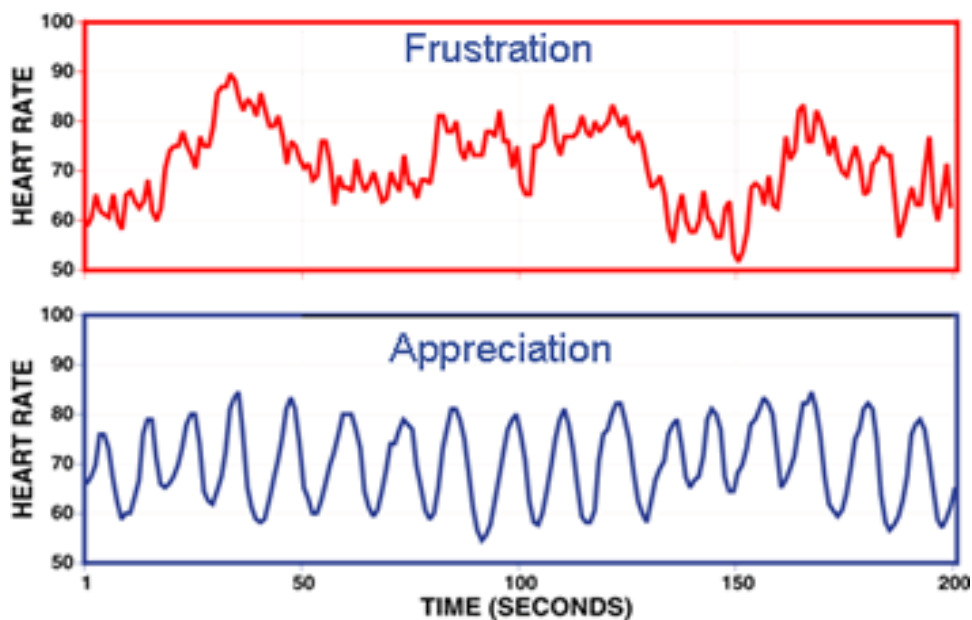


Illustration from Institute for HeartMath [www.HeartMath.org](http://www.HeartMath.org)

*“You really can’t motivate people. People motivate themselves. What you can do is create an environment where people feel good about themselves in your presence.”*

Dr. Olaf Isachsen, author of “Joining the Entrepreneurial Elite” and “Working Together”

## POSITIVITY PRACTICE #2

### Check What You're Broadcasting

Emotions are contagious!

Check your "state" before walking into your workplace. What are you thinking about – is it positive or negative, optimistic or pessimistic? Is it "energy gaining" or "energy draining"?

You broadcast your emotions even if you don't know it. Become aware of it. Notice. Turn your dial to a more optimistic, uplifting channel.

50 – 70 % of how employees perceive the climate is due to the actions of the leader! Leaders set the mood. What mood are YOU broadcasting?

Think about yesterday – from the hours of 2 – 5 PM. At that time what were you doing, thinking and broadcasting?

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# ENERGIZE POSITIVE RELATIONSHIP

The Working Relationship Tripod<sup>sm</sup> –

External relationships - Internal relationships - "Inner" relationship

Recognize, reinforce, build strengths

**Emphasize weakness** – decreases performance by 26.8%

**Praise, support, develop strengths** – increases performance by 36.4%

That's a **60 point spread!**

**Expect the best and Set clear expectations/standards**

On T.R.A.C.K.

Asset-focused approach

Deliberately creating a positive workplace culture means focusing more of your attention on the **things that are going right** than on the things that are going wrong. It means asking yourself and others new questions: **What's good? What's right? What's strong? What's possible here?**

It means creating change by paying attention to what you want vs paying attention to problems and the things that hold you back.

**What do High Performing teams focus on?**

# WE GET WHAT WE EXPECT

Believing in positive outcomes is the first step for great success. Psychologists believe that the brain is organized to act on what you predict to happen next. They call this 'Expectancy Theory.' Your expectations create brain patterns just like actual experiences.

Your beliefs can actually change the concrete result of your efforts and your work. In former Harvard Professor Shawn Achor's book, "The Happiness Advantage" he tells of an experiment on the cleaning staff of seven different hotels.

Half the employees were told how much *exercise* they were getting every day through their work, how many calories they were burning with all the reaching, vacuuming and moving around they did. The other half - the control group - were told nothing.

Several weeks later at the end of the experiment, those housekeepers who had been primed to think of their work as exercise actually lost weight AND their cholesterol levels dropped.

**They did no extra work and did not exercise any more than the control group. The only difference was how they thought about it.** As Shawn puts it, "The mental construction of our daily activities, more than the activity itself defines our reality."

Whether you call it the Law of Expectancy or the Pygmalion Effect, how you think about your employees and prospective employees **matters**. In the famous Oak School experiment teachers that were told that certain children in their classes were little geniuses due to blossom that year. Even though their names had been chosen at random, those kids did show a marked increase in their IQ's at the end of the year,

The same effect can take place in your workplace, helping to create a workplace full of confident, encouraged employees. More optimistic employees have the ability to create higher-quality work and create better conditions. As a Positive Energizer, your role is to expect and **project positive emotions and high expectations**, while at the same time being a positive example for your employees. The more they are exposed to high and positive expectations, the better job performance and higher skill set you will eventually begin to see.

# STRENGTH-SPOTTING

## When people are talking about their strengths:

- ✓ The sound and tone of their voice changes in pitch, often becoming clearer and more focused;
- ✓ They may speak rhythmically, having found their own natural pace and flow;
- ✓ There is a sense of energy and uplift in their voice;
- ✓ They may seem happy and relaxed when talking, but also very energized;
- ✓ They have a great sense of confidence;
- ✓ They sound very authentic, honest, integrated, and complete;
- ✓ They will use phrases like “I love” and “it just fits”;
- ✓ They demonstrate an insightful and rich knowledge of the topic;
- ✓ The passion in their tone and voice is often evident;
- ✓ They are fully engaged with the conversation and fully present with it;
- ✓ They are more likely to be forward looking and optimistic;
- ✓ The conversation will be very free flowing;

## When people are talking about their weaknesses:

- ✓ They may be more hesitant and struggle to express themselves;
- ✓ Their voice may sound dejected and deflated;
- ✓ There may be a harder emphasis on things;
- ✓ They may be more critical and unforgiving of themselves;
- ✓ Their attention may narrow to focus only on the problems they are talking about, rather than their solutions; Their tone may be heavy and self-critical;
- ✓ The conversation may have more stops and starts, and be harder to progress.



## POSITIVITY PRACTICE #3

### Become a Master at Strength-Spotting

Strengths act as a “**Master Lever**” for an individual’s engagement. Most people don’t spend enough time at work in their strengths (and want to)

At the intersection of challenge and the top levels of ability is a “*sweet spot*”

**Ask, “What were you most proud of?” Then listen carefully for a person’s strengths.**

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### Then give them some FIVE STAR FEEDBACK

★★★★★

**Acknowledge** and **Affirm** what you are hearing, express words of **Appreciation**, praise or delight at their strengths or accomplishments

**Amplify** – name the strengths as you hear them being revealed ask about how it feels to use the strength

**Anchor** – ask questions about using the strength in future or other realms of life

# POSITIVITY PRACTICE #4

## Time in: Ask yourself are you on T.R.A.C.K.?

### Trust

Are you credible? Do you tell the truth?

Are you dependable? Do you do what you say you are going to do?

Are you consistent/predictable so that people can understand you?

Do you value the common good? Care for others, not just self?

Do you create a safe environment, emotionally and physically?

Do you minimize fear and encourage love?

### Respect

Do you respect those who work here?

Does it show in your actions as well as words?

Do you communicate respectfully?

Do you call out as unacceptable those behaviors that are disrespectful?

### Appreciation

Do you look for things to appreciate?

When you find them do you acknowledge them?

Have you created a culture of appreciation?

Did you remember to say "Thank you?"

### Communication

Is yours open and honest?

Is yours without blame, judgment, contempt or cynicism?

Is it clear and concise?

Is it plentiful? Does your staff think you communicate enough?

### Kindness ☺

ARE YOU?

[www.PositivityPractices.com](http://www.PositivityPractices.com)

# ENERGIZE POSITIVE COMMUNICATION

**Frequent, regular, positive communication creates context, fosters commitment, gives direction, builds trust and confidence and helps you stay connected to your values.**

Best-self feedback - "One of the ways that you add value and make important contributions is \_\_\_\_\_"

"For example, I think of the time that \_\_\_\_\_"

Appreciative Inquiry – Looking at what's right

Watch your language!

Positive reframes – how can we see it in an optimistic light

The 5:1 Positivity Ratio

Positive expectancy, positive self-talk and language

Savor – "What I appreciate about this is..."

Share good news often – share progress

Communicate frequently without blame or judgement

Ask Empowering and Asset-focused questions

# POSITIVITY PRACTICE #5

## Best-Self Feedback

We can learn a lot about ourselves and each other by asking for “best-self feedback” and by giving it.

To ask for best-self feedback say, *“Please let me know, with specific examples, some of the ways I add value and make contributions to this team.”*

To give others best-self feedback do so in a in a format that sounds like this: *“One of the ways that you add value and make important contributions is \_\_\_\_\_. For example, I think of the time that \_\_\_\_\_”*

### Here’s an example:

*George, one of the ways that you add value and make important contributions is your ability to get people to work together and rally behind your cause.*

*For example, I think of the time that:*

*We were doing the Alpha project. We were getting behind and the stress was building. We started to close down and get very focused on just meeting our deadline. You noticed that we were not doing our best work and stopped the group to rethink our approach. You reminded us of what we were capable of doing and how each of us could contribute to creating a distinguishable difference. No one else in that room would have thought to do that. As a result, we did meet the deadline and created a result we all feel proud of.*

# THE POSITIVITY RATIO

Scientists are firmly convinced that because positive emotions are fleeting by nature we need more of them than negative emotions for mental health. (The brain is designed to keep us safe and tends to regularly go back to that activity.)

3:1 seems to be about the minimum ratio that works well to help us “flourish.” It’s the “Tipping Point”

Barbara Fredrickson = 3:1 [www.PositivityRatio.com](http://www.PositivityRatio.com)

John Gottman’s research on happy marriages 5:1

## USE the High Performance POSITIVITY RATIO – 5 : 1

- ✓ Five times more acknowledgement, affirmation, praise, good will, recognition, compliments and focus on strengths rather than sarcasm, criticism, cynicism or corrective actions related to weaknesses.
- ✓ Five times more questions focused on what’s strong rather than what’s wrong.
- ✓ Five times more focus on what’s right and what you want to create rather than on what needs to be fixed and what you don’t want.

*“The single most important factor in predicting organizational performance – twice as powerful as any other factor – is the ratio of positive to negative statements.”*

*-Kim Cameron, “The Positive Leader”*

## POSITIVITY PRACTICE #6

### Build Emotional Bank Accounts

Listen for the opportunity to affirm, acknowledge, recognize, celebrate, anchor, appreciate and give positive feedback on what matters to others

Every time you do that you add relevance and value to relationship and build your emotional bank account.

You always have the opportunity to take a Moment of Truth (anytime a customer has the opportunity to make a judgement about the quality of care you are delivering) and turn it into a Moment of Magic. A Moment of Magic is when someone says “wow”, or takes a deep sigh of relief, or breaks out in a big smile from ear to ear. A Moment of Magic occurs when the heart feels touched, accepted or loved.



## POSITIVE CULTURE IS THE ULTIMATE COMPETITIVE ADVANTAGE

- ✓ You can't consistently create Customer Evangelists, Deliver WOW experiences or knock anyone's socks off with a Ho-hum culture.
- ✓ When you build an optimistic culture that's coherent, aligned, strong and focused on creating positive customer experiences – you've created an organism that can out think, out delight and out move the competition!
- ✓ It's the culture in your organization that will determine how close you come to realizing your highest business potential.
- ✓ In order to create engaged, happy and loyal customers, you must create an engaged, happy and loyal workforce; one built on strengths, vision, common goals and focus on the customer.

*"In order to create lasting value in the marketplace you must create lasting value in the workplace."*

-JoAnna Brandi

# HAPPINESS IS A CHOICE

It's..

- ✓ A process not a place
- ✓ A practice
- ✓ A skill that can be learned
- ✓ A choice, one you make over and over
- ✓ Personal and subjective
- ✓ An inside job
- ✓ Your responsibility
- ✓ A “work ethic”
- ✓ A muscle that can be developed
- ✓ One of a wide range of positive emotions
- ✓ A competitive advantage
- ✓ A darn good business strategy!



# IS THERE A RETURN ON HAPPINESS? YOU BET!

- |                                      |                        |
|--------------------------------------|------------------------|
| ✓ Creativity                         | ✓ Connectivity         |
| ✓ Resilience                         | ✓ Cooperation          |
| ✓ Collaboration                      | ✓ Helpfulness          |
| ✓ Energy                             | ✓ Enthusiasm           |
| ✓ Appreciation                       | ✓ Meaning              |
| ✓ Physical Health                    | ✓ Psychological Health |
| ✓ Flexibility                        | ✓ Growth               |
| ✓ Empathy                            | ✓ Respectfulness       |
| ✓ Willingness                        | ✓ Motivation           |
| ✓ Less fear and narrowed<br>thinking | ✓ Openness             |
|                                      | ✓ Profit               |

## In the second decade of the 21st century

**Leaders** clearly need new strategies and tools to engage, inspire, motivate and activate the energy of those who work with them

**Customers** seek positive experiences from the companies with whom they choose to do business

**Companies** need to reliably produce experiences that are authentic, easy, valuable and relevant to customers

Those experiences are an outgrowth of a **culture** focused on **positivity, productivity and profitability**

## ABOUT JOANNA BRANDI

President of JoAnna Brandi & Company since 1990, JoAnna is a consultant, a public speaker and the author of two books on customer loyalty, *Winning At Customer Retention*, *101 Ways to Keep 'em Happy, Keep 'em Loyal and Keep 'em Coming Back* and *Building Customer Loyalty- 21 Essential Elements in Action* as well as a gift book on positive thinking *54 Ways to Stay Positive in a Changing, Challenging and Sometimes Negative World*. She is currently writing, *From Positive Thinking to Positive DOING: Positivity Practices That Help You Turn Happiness Into A Habit.*"

JoAnna Brandi is the Publisher of The Customer Care Coach®. A self-study leadership training program in the "The Art and Science of Exquisite Customer Care" as well as "Monday Morning Motivation," a tool to keep employees focused on keeping customers happy.

She is a graduate of Dr. Martin Seligman's Authentic Happiness Coaching program – one of only 850 trained worldwide, and is a founding member of the Positive Workplace International. She has developed one and two day workshops on Positive Leadership and does Positive Leadership Coaching for individuals and groups. Positive cultures help create happy customers!

She is certified in Neuro Linguistics, The Art of Empowerment, and has studied Applied Creative Thinking as well Positive Psychology. Her FREE bi-weekly newsletter delivers insight and wisdom on creating positive, customer caring cultures to thousands of people worldwide for the last 19 years.

JoAnna serves a diverse group of clients in a number of different capacities, in large companies and small alike. Working as a resource for TEC/Vistage, an international organization of CEOs for over **sixteen** years, JoAnna has coached, consulted and served as the "Chief Inspiration Officer" for CEOs, their executives and staffs nationwide. She is a highly rated speaker at conferences all over North America.

In her workshops and keynotes she motivates entire organizations to get passionate about customers and raise their "Positivity Ratios" at the same time. She uses email, telephone classes and video to keep her inspiring message and practical how-to's in the forefront of minds of the leaders and customer facing employees. She specializes in creating more positive, strengths based workplaces where employees are motivated and customers are happy and loyal. She activates the link between positivity and profitability.

Her clients include:

Aircycle, Alliance Laundry Systems, Aquatech, Bank of America, BankUnited, Boston Private Banking, Brickman Group, Cam Industrial, Celgene, Citibank, Citrix, Crowe Horwath, Coneybeare, Corporate Wellness Solutions, Duncan Aviation, Financial Times, Eymac, Fiserv, Florida Fluid, Hammacher Schlemmer, Goodwill, GTE, Great American Business Products, Hansen Catering, Hewlett-Packard, Hunter Douglas, Humana, IBM, Institutional Investor, Lakewood Publications, Liberty Travel, Make-A-Wish Foundation, Master Pools Guild, MCI, Meredith Publishing, Merit Direct, Metcare, Midwest ISO, Motorola, National Apartment Ass'n, National Business Furniture, NAFED, NationsBank, NE Carwash Ass'n, NESPA, NISH, Northern Safety, Northern Tool and Equipment, PHH Vehicle Management, Pitney Bowes, Pivotal Systems, PJM Interconnection, Presgar, Porteck, Quarles Inc, Smith's Food & Drug, Teleco, Timbar, 'Tween Waters Inn, Uline, UPS, Vision Benefits of America, Waste Pro, Wausau Financial Systems, Wells Fargo, Western Union, among many others. Prior to starting her own business JoAnna was the Director of Direct Marketing Services, a multimillion dollar sales division of CMP Media in NY.

# BECOME A POSITIVE ENERGIZER!

Leaders who know how to cultivate positive emotion in the workplace tap into an endless well of psychological capital – hope, optimism, confidence, resilience – that has the power to keep the organization innovating, creating value, and astonishing their customers even in tough times.

Drawing from the wealth of evidence in the fields of Positive Psychology, Positive Organizational Scholarship, Neuroscience, Professional Sports, Wellness and Energy Medicine we now have a deeper understanding of how the human system performs and what it takes to attain a state of “full engagement.”

With tools that have emerged *only in the last several years*, leaders today have access to the leverage they need to **inspire high performance** in themselves and others. *Propelled by scientific evidence* we now know under which conditions people flourish and organizations thrive. *Is yours thriving?*

With a 26 year background in Customer Experience, JoAnna Brandi has designed her onsite workshops and coaching programs especially for companies who want to transform their customer service into “Exquisite Customer Care.” The Positive Leader inspires discretionary effort - the “going the extra mile behavior” - that delights customers. These programs will teach your company leaders how and why to:

- ✓ Cultivate more positive emotion and enable outstanding behavior
- ✓ Increase employee productivity and performance
- ✓ Use positive communication with customers as well as employees
- ✓ Consistently build stamina and resilience into the organization
- ✓ Challenge their own limiting beliefs about “business as usual”
- ✓ Increase employee and customer engagement and loyalty
- ✓ Connect people with profitability

## The Positive Leader Workshop - Inspiring People to Bring Their Best Selves to Work

One and two day workshops available for groups of 12 – 36. This interactive format takes leaders away from their day to day environment and immerses them in the study and practice of Positive Leadership. The Workshop includes 12 weeks of email reinforcement of practices and principles.

## Positive Leadership Coaching

8 and 12 week programs available for individuals or groups of 2 – 10 leaders. This program is done over the phone and includes a 12- 20 minute webinar to review each week prior to our group coaching call where we discuss the practical applications of the new learning and obstacles that arise in applying them.

Call JoAnna at 561-279-0027 to bring the many benefits of Positive Leadership to your company today. It's a positive step towards bringing more happiness and well-being to your customers, employees and your bottom line.

## Announcing the Positive Energizer E-Course!



The Practice of Positive Leadership: Use the Science of Happiness to Keep Employees Engaged and Customers Happy is a new E-Course that will energize you and help you energize others.

### SPECIAL INTRODUCTORY OFFER:

Until October 30, you can enjoy 40% off of the regular price of \$479.

Go to [www.PositiveEnergizer.com](http://www.PositiveEnergizer.com)