How Successful People Succeed

Strategies for Sustaining Excellence and Enthusiasm in Health, Relationship, and Work
“A book of the first importance, a truly revolutionary work.”
—The New Yorker

PLAGUES AND PEOPLES
William H. McNeill
How Successful People Succeed

- Adults
- Children
- Corporations
- Chimpanzees
Exercise

1. What do you believe are the four skills for creating and sustaining success in health, relationships and work?

2. Which of these four skills is essential for a successful, trusting relationship?
• Comprehensive global study of more than 150 countries
• Total sample of 150,000 people
• 66% of people are doing well in one of the three areas: health, relationship, and work
7% are thriving in all three
Two More Proposals:

• There is no such thing as stress, it does not exist!

• Rejection doesn’t hurt!
What are the common physical symptoms of stress?
Skill #1

• A Brief Geography Lesson of the Brain
- Brain stem
- Mid-brain
- Cortex
The most complex thing in the universe

A section through the brain. The temporal lobe is not visible in this diagram.

Source: Tor Wager
Skill #1

• A Brief Geography
• Lesson of the Brain
• The Language of Children
A Different Experience of Fear
I’m coming from a place of acting, so you’re never quite sure if you’re going to get the crew to even be on your side, and you always have this great fear that they will discover that you’re an impostor and that you have no business being there.
You gain strength, courage, and confidence by each experience in which you really stop to look fear in the face. You are able to say to yourself, ‘I have lived through this horror. I can take the next think to come along.’

Eleanor Roosevelt
Our Relationship to Fear

...being “scared to death” was a condition of life in submarine warfare in the South Pacific. Being afraid is OK, if you are afraid with dignity. To a greater or lesser extent, fear is a part of the challenge.

Pat Riley
In the office in which I work, there are five people of whom I am afraid. Each of these five people are afraid of four people (excluding overlaps) for a total of twenty. And each of these twenty people is afraid of six people, making a total of one hundred and twenty people who are feared by at least one person.

Joseph Heller, *Something Happened*
When you are running an institution like this, you are always scared at first. You’re afraid you’ll break it. People don’t think about leaders this way, but it’s true. Everyone who is running something goes home at night and wrestles with the same fear. Am I going to be the one who blows this place up?

Jack Welch, former CEO General Electric
Courage is resistance to fear, mastery of fear, not absence of fear.

Mark Twain
Be not afraid of sudden fear.

Proverbs 3:25
Responses to Fear
How Successful People Succeed

Successful Chimpanzees
“Hey, Fran... Did you hear that loud clap of thunder during the night?”
Science Times

Thriving Despite Hardship: Key Childhood Traits Identified

Ability to seek out a helping adult is seen as crucial.

Success Against the Odds: A Chronology

<table>
<thead>
<tr>
<th></th>
<th>At birth</th>
<th>1 year</th>
<th>2 years</th>
<th>3 1/2 years</th>
<th>Childhood</th>
<th>Teens</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Alert and attentive</td>
<td>Securely attached to mother, although she may become abusive or incapable later</td>
<td>Independent but slow to anger; tolerates frustration well in a disorderly household</td>
<td>Cheerful and enthusiastic; seeks help from adults effectively; flexible and persistent</td>
<td>Recovers rapidly from disturbances. Able to distance self from emotional turmoil. Autonomous and confident; a healthy skepticism. Finds adults for guidance and help when parents fail. Has a one good relationship with at least one adult. At least average academic skills, but high social intelligence.</td>
<td>Manages responsibilities, such as a part-time job or major chores. Despite a chaotic home life, socially adept; participates in group activities. Plans rather than acting on impulse.</td>
</tr>
</tbody>
</table>

The young boy is one of a group of children who are holding an increasing fascination for experts on child development, brought up under the most chaotic, abusive or impoverished circumstances. They go on to thrive. The data on how they thrive have been growing, becoming more specific and offering a cohesive picture of children who had been the most baffling of enigmas.

There is no single set of qualities or circumstances that characterizes all such resilient children. But psychologists are finding that they stand apart from their more vulnerable siblings almost from birth. They seem to be endowed with innate characteristics that insulate them from the turmoil and pain of their families and allow them to reach out to some adult — a grandparent, teacher or family friend — who can lend crucial emotional support.

Grinding hardship will leave even these children with psychological scars. But by and large they are able to thrive in circumstances that leave other children emotionally disabled.

"Such children flourish despite horrendous conditions," said E. James Anthony, a psychiatrist at Chestnut Lodge Hospital in Rockville, Md., who interviewed the self-confident young boy.

Research by Dr. Anthony and other scientists is creating a compendium of characteristics resilient and vulnerable children seem to follow.

Some of the most recent findings on the lifelong attributes of resilient children are from a study of nearly 100 children born in 1935 on the Hawaiian island of Kauai. All the children were born to impoverished families whose parents worked in sugar and pineapple plantations. One parent, and sometimes both, was alcoholic or rotten.

Continued on Page 12
Ability to seek out a helping adult is seen as crucial.
'Without exception, all the children who thrived had at least one person that provided them consistent emotional support — a grandmother, an older sister, a teacher or neighbor,” said Emmy Werner, a psychologist at the University of California at Davis, who directs the study. “These are kids who are good at recruiting a substitute parent who is a good model for them.”
Successful Adults

How Successful People Succeed

Successful Adults
THE EFFECT OF A SUPPORTIVE COMPANION ON PERINATAL PROBLEMS, LENGTH OF LABOR, AND MOTHER-INFANT INTERACTION

Roberto Sosa, M.D., John Kennell, M.D., Marshall Klaus, M.D., Steven Robertson, Ph.D., and Juan Urrutia, M.D.
The control group followed hospital routines, which consisted of infrequent vaginal examinations to monitor the labor, auscultation of the fetal heart, and assistance to the mother during delivery. No electronic monitoring was used in this unit. In addition to the routine care, the mothers in the experimental group received constant support from an untrained lay woman—from admission to delivery; one woman was present during the day and another at night. The support consisted of physical contact (e.g., rubbing the mother’s back and holding her hands), conversation, and the presence of a friendly companion whom the mother had not met before.

A woman was removed from the study if the labor was false or prolonged; if evidence of fetal distress during labor or delivery necessitated an intervention (such as oxytocin augmentation, ce-
Length of Labor

The number of vaginal examinations performed to monitor cervical dilatation for each patient was determined by the obstetric staff and influenced by the clinical course of individual patients; such examinations were limited to minimize the risk of infection. The mean time from admission to the observation ward until delivery for the 40 mother-infant pairs retained in the study was 19.3 hours for the control group and 8.7 hours for the experimental group — (t[38] = 3.81; P<0.001).
The Book for Everyone Who Hopes to Avoid Heart Attack

Type A Behavior and Your Heart

- How to recognize the Type A Pattern in your own personality and behavior
- How and why Type A behavior leads to heart disease
- What you can do if you are Type A

By Meyer Friedman, M.D. & Ray H. Rosenman, M.D.
Peculiarly, an anxiety state of severe degree—that is, one in which the subject is profoundly depressed and seeks the help of others rather than relying upon his own possible powers for coping with his situation—is extraordinarily likely to reduce the serum cholesterol to unusually low levels. This phenomenon has not been widely recognized.
The legend of the lone creator is wrong. In recent years, investigators have begun to appreciate the creators collaborate in all sorts of ways in order to do their work. In fact collaboration is one of the best kept secrets in creativity.
• In a six year span, Thomas Edison generated over 400 patents. He had a fourteen member team.

• “Edison is in reality a collective noun and means the work of many men.”

Francis Jehl
Edison’s assistant
How Successful People Succeed
THE PEAK PERFORMER AS TEAM PLAYER: "WE" RATHER THAN "I"
Because we are a culture of inventors, nothing is standard operating procedure for us. We constantly reevaluate and reexamine everything we do. We go back and study what works and what didn’t work, and we get excited about what didn’t work because, for us, that’s a challenging new problem to solve.

John Lasseter
Chief Creative Officer
Pixar and Disney Studios
In a March, 2008 newsletter for the Grant Study, George Valliant was asked, “What have you learned from the Grant Study men?” He answered, “That the only thing that really matters in life are your relationships with other people.”

The Atlantic Monthly, August 2009
Reaching for Support Type 2

**Outside the Organization**

<table>
<thead>
<tr>
<th>Inside the Organization</th>
<th>Outside the Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Starbucks</td>
<td>Expresso bars in Italy</td>
</tr>
<tr>
<td>Animated Movie</td>
<td>Disney vacation in Paris</td>
</tr>
<tr>
<td>Southwest Airlines</td>
<td>Pacific Southwest Airlines (PSA)</td>
</tr>
<tr>
<td>Wal-Mart</td>
<td>Fed-Mart (Sol Price)</td>
</tr>
<tr>
<td>Costco</td>
<td>Fed-Mart (Sol Price)</td>
</tr>
</tbody>
</table>
people need to feel safe to report incidents or they will ignore them or cover them up. Managerial actions such as encouraging questions and rewarding people who report errors or strengthen an organization wide culture that values reporting.
Two Reasons We Cannot Cure “Stress”

• These are the body’s healthy expressions of Fear, a gift, rather than a disease

• In a culture that values individuality and self-reliance, our body wants us to define our wealth as the quality of people we can lean on in time of need
Skill #1

• An awareness and acceptance of fear in self and others. When afraid, a willingness to reach for support, technical and emotional.
A Question?

How much of your brain did you have when you were born?
25%
Amygdala (Fear)
Skill #2

When afraid, successful people have a “built-in NURTURING VOICE” that automatically and with compassion reassures them that “it is okay to be afraid, okay to make mistakes, and okay to ask for help.” (The Tabernacle Choir)

Or . . .

A commitment to improving one’s own Choir
Skill #3
How We Became Aware of this Need
## Death Rates of Widowed and Married Females.... Per 100,000 Population, Ages 15-64 in the United States, 1959-1961

<table>
<thead>
<tr>
<th>Cause of Death</th>
<th>White Females</th>
<th>Nonwhite Females</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Married</td>
<td>Widowed</td>
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<tr>
<td>Heart disease</td>
<td>44</td>
<td>67</td>
</tr>
<tr>
<td>Cancer of breast</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>Cancer of digestive system</td>
<td>20</td>
<td>24</td>
</tr>
<tr>
<td>Stroke</td>
<td>19</td>
<td>31</td>
</tr>
<tr>
<td>Motor vehicle accidents</td>
<td>11</td>
<td>47</td>
</tr>
<tr>
<td>Hypertensive heart disease</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>Cancer of cervix</td>
<td>7</td>
<td>13</td>
</tr>
<tr>
<td>Cirrhosis of liver</td>
<td>7</td>
<td>15</td>
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<tr>
<td>Suicide</td>
<td>6</td>
<td>12</td>
</tr>
<tr>
<td>Accidental fires or explosions</td>
<td>1</td>
<td>6</td>
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</table>
## Death Rates of Divorced and Married Men per 100,000 Population, Ages 15–64 in the United States, 1959–1961

<table>
<thead>
<tr>
<th>Cause of Death</th>
<th>White Males</th>
<th></th>
<th></th>
<th>Nonwhite Males</th>
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<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Married</td>
<td>Divorced</td>
<td>Married</td>
<td>Divorced</td>
<td>Married</td>
<td>Divorced</td>
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<tr>
<td>Heart disease</td>
<td>176</td>
<td>362</td>
<td>142</td>
<td>298</td>
<td></td>
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<tr>
<td>Motor vehicle accidents</td>
<td>35</td>
<td>128</td>
<td>43</td>
<td>81</td>
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<tr>
<td>Cancer of respiratory system</td>
<td>28</td>
<td>65</td>
<td>29</td>
<td>75</td>
<td></td>
<td></td>
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<tr>
<td>Cancer of digestive system</td>
<td>27</td>
<td>48</td>
<td>42</td>
<td>88</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stroke</td>
<td>24</td>
<td>58</td>
<td>73</td>
<td>132</td>
<td></td>
<td></td>
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<tr>
<td>Suicide</td>
<td>17</td>
<td>73</td>
<td>10</td>
<td>21</td>
<td></td>
<td></td>
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<tr>
<td>Cirrhosis of liver</td>
<td>11</td>
<td>79</td>
<td>12</td>
<td>53</td>
<td></td>
<td></td>
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<tr>
<td>Hypertension</td>
<td>8</td>
<td>20</td>
<td>49</td>
<td>90</td>
<td></td>
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<tr>
<td>Pneumonia</td>
<td>6</td>
<td>44</td>
<td>22</td>
<td>69</td>
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<tr>
<td>Homicide</td>
<td>4</td>
<td>30</td>
<td>51</td>
<td>129</td>
<td></td>
<td></td>
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<tr>
<td>Tuberculosis</td>
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<td>30</td>
<td>15</td>
<td>54</td>
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</table>
Angina Pectoris Among 10,000 Men

II. Psychosocial and Other Risk Factors as Evidenced by a Multivariate Analysis of a Five Year Incidence Study

JACK H. MEDALIE, M.D., M.P.H.*
URI GOLDBOURT, M.A., B.Sc.†
Tel Aviv, Israel
Bethesda, Maryland

The major independent role played by anxiety and severe psychosocial problems (especially family ones) is demonstrated by this multivariate analysis of a five year prospective study of the development of new angina pectoris among almost 10,000 adult men (average annual incidence = 5.7/1,000).

The independent effect of these two variables is considerably augmented by the other significant risk factors of age, total serum cholesterol, systolic or diastolic blood pressure, certain electrocardiographic abnormalities and diabetes mellitus. The presence of all seven risk factors (at a high level) increases the probability of angina pectoris developing within five years to 289/1,000 from 14/1,000, when these factors are low or absent.
A Definition of Attention:

“The opposite of love is not hate, it is indifference.”
George Bernard Shaw

What does it take to get “energy” from another person?
Animal Companions and One-Year Survival of Patients After Discharge From a Coronary Care Unit

ERIKA FRIEDMANN, PhD
AARON HONORI KATCHER, MD
JAMES J. LYNCH, PhD
SUE ANN THOMAS, RN, PhD

Social isolation, family breakdown, social and geographic mobility, and deterioration of neighborhood environments and institutions have been shown to adversely affect physical and emotional health in children and adults. There is ample evidence that persons who are single or divorced or whose spouses have died have
diminished activity levels and healthy behavior, which may influence the progress of illness.

Survival of coronary heart disease for varying periods is often studied in order to evaluate the effectiveness of treatment protocols and natural history of the disease.
The Effects of Pet Ownership on One-Year Survival after Release from a Coronary Care Unit

<table>
<thead>
<tr>
<th>Patient Status on One-Year Follow-up</th>
<th>No Pet</th>
<th>Pets</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alive</td>
<td>28</td>
<td>50</td>
<td>78</td>
</tr>
<tr>
<td>Dead</td>
<td>11</td>
<td>3</td>
<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
<td>53</td>
<td>92</td>
</tr>
</tbody>
</table>
In Search of Excellence
Lessons from America's Best-Run Companies

"Exuberant and absorbing...one of those rare books on management that are both consistently thought-provoking and fun to read"—The Wall Street Journal

#1 National Bestseller

Thomas J. Peters
col-author of A Passion for Excellence
Robert H. Waterman, Jr.
“The systems in the excellent companies are not only designed to produce lots of winners; they are constructed to celebrate the winning once it occurs. Their systems make extraordinary use of non-monetary incentives. They are full of hoopla. There are other opportunities for positive reinforcement…..”
A GREAT PLACE TO WORK
WHAT MAKES SOME EMPLOYERS SO GOOD (AND MOST SO BAD)
ROBERT LEVERING
A COAUTHOR OF THE 100 BEST COMPANIES TO WORK FOR IN AMERICA
“Treat people as adults. Treat them as partners; treat them with dignity; treat them with respect. Treat them – not capital spending and automation – as the primary source of productivity gains. These are fundamental lessons from the excellent companies research. In other words, if you want productivity and the financial reward that goes with it, you must treat your workers as your most important asset.”
Types of Attention

• Words
  – Compliments
  – Questions
• Deeds
Turning towards your spouse in the little ways is also the key to long-lasting romance. Many people think that the secret to re-connecting with their partner is a candlelight dinner or a by-the-sea vacation. But the real secret is to turn toward each other in little ways each day.

John Gottman
Types of Attention

• Words
  – Compliments
  – Questions

• Deeds

• Touch
A CAVEAT

Be Careful What You Reward
• When Swiss citizens are offered a substantial cash incentive for agreeing to have a toxic waste dump in their community, their willingness to accept the facility falls by half.
• When Israeli day-care centers fine parents who pick up their kids late, lateness increases (U. Gneezy, U.C. San Diego School of Management)
• When people offer passers-by a token payment for helping lift a couch from a van, they are less likely to lend a hand than if they are offered nothing (J. Heyman, University of St. Thomas)
The Price You Pay For Not Paying Attention To The Need For Attention
The Price You Pay For Not Paying Attention To The Need For Attention

• Based on this description, is this a person you would like to have as an employee, colleague, friend or neighbor?

• Who is this person?
Skill #3

An awareness of the need for attention, as well as a generosity in giving and receiving appreciation.
Skill #4
Vision/Mission/Purpose

• Service to Others
Nucleus Accumbens = Pleasure Center
Posterior Superior Temporal Sulcus = Altruism Center
Mission/Vision

Service to other

What is the lesson I am in service to learn?

State vs. Goal

Goal → State
Goal → (Emotional) State
State → Goal
Mission/Vision

Service to other

What is the lesson I am in service to learn?

State vs. Goal
Goal ➔ State
Goal ➔ (Emotional) State
State ➔ Goal
Skill #4

A sense of mission or vision. A clear sense of purpose that emphasizes the emotional state one is striving for, in the pursuit of goals.
Sustaining Excellence and Enthusiasm in Health, Relationship, and Work