

Leadership and Self-Deception Monday Call, January 25, 2010

- "MAP your Way to Presidential" Class by Merri-jo Hillaker starting February 8th, Registration and information attached
- Mannafest 2010 Registration now open on <https://new.mannatech.com>
- YES Call tonight at 8:30 PM - Merri-jo Hillaker will share the excitement and great news of the new attitude in Mannatech. She will be joined by another Silver Presidential, Shelene Van Wyk, who will provide an inspiring story of her journey with the company. To Listen to the call 800-846-4681
- Tuesday Night Live with Sam Caster, January 26th ! Be sure to make it out next Tuesday night for a special Founder's Series with Sam Caster. You won't want to miss this powerful and inspiring story of how Ambrotose™ began! To watch over the Internet go to: www.mannatechlive.com

Book Review: "Leadership and Self-Deception"

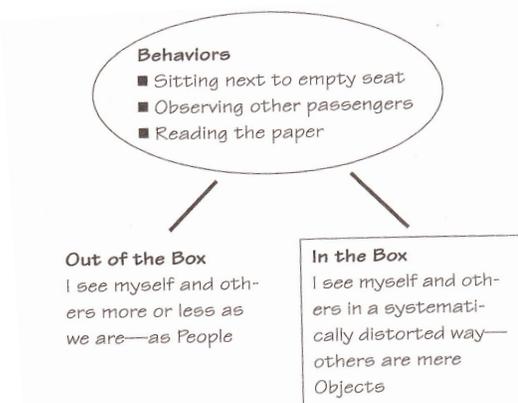
By: The Arbinger Institute

1. Self Deception and the "Box"
 - a. The entertaining story is told to show how most personal and organizational problems result from a little recognized problem called "self-deception."
 - b. Tom is typical corporate climber. Meeting with "Bud" to discuss a discovery that solves people problems.
 - c. First thing Bud says: "You have a problem...and the problem is you don't know what it is."
Draws into an incident on how Tom interacted with an employee who used a conf room inappropriately.
The problem: "Do you feel like you have to put up with people? Do you feel that you have to work pretty hard to succeed when you are stuck with the kind of people you are stuck with?"
We see others as the main cause of the problems that we go through... from our perspective we are the most committed, hardest working. During all of this, we miss the biggest problem...that our self centered outlook creates the greatest problem in the environment. We exhibit insistent blindness philosophers call "self-deception."
 - d. #1 initiative is to minimize personal and organizational self-deception.
Being "in the box" is being in self-deception.
"Like the discovery of the cause of childbed fever , the discovery of the cause of self-deception amounts to the revelation of a sort of unifying theory, an explanation that shows how the apparently disparate collection of symptoms we call "people problems" - from problems in leadership to problems in motivation and everything in

between - are all caused by the same thing. With this knowledge, people problems can be solved with an efficiency that has never been possible before. There is a clear way to attack and solve them - not one by one but in one disciplined stroke."

2. It's not what you say but how you come across
 - a. Establish relationship...ask questions and be interested in their lives
 - b. Once rapport is solid, then request the person to look at the issue differently
"We can tell how others feel about us, and its to that that we respond."
 - c. Another example: When you go out of your way to do things for someone and you still can't get them to "move" perhaps they are seeing that you are MORE interested in what they think of you versus that you are truly interested in them.
 - d. The issue: we can sense how other people are feeling toward us. Given enough time we can always tell when we're being coped with, manipulated or outsmarted. We can always detect the hypocrisy. We can always feel the blame concealed beneath the veneers of niceness. And we typically resent it.
What we'll know and respond to is how that person is **regarding** us as they interact with us.
 - e. Some leaders inspire devotion and commitment in others even if they are interpersonally clumsy. Others who may do all the right things, may result as failures in leading because they provoke people to resist them.

3. The deep choice that determines influence
 - a. "No matter what we are doing on the outside, people respond primarily to how we're feeling about them on the inside. And how we are feeling about them depends on whether we are in or out of the box concerning them.
 - b. Put others first in all you do. Airline story.



"Either I am seeing others straightforwardly as they are - as people like me who have needs and desires as legitimate as my own - or not." Am I a person around others, or am I the person among objects?

c. When you interact, think always how you are being perceived; do you know the nature of those you are interacting with? If they have not reached this level of importance you have already lost something.

d. "We have developed a culture where people are simply invited to see others as people."

e. I find if I am not interested in knowing a person's name, I am probably not interested in the person.

f. It's not important what I think, it's important what you think.

People don't respond as much to what you say but rather how you're being...are you in the box with respect to them?

It is not about behavior...you can be hard or you can be soft, it is all about whether you are in the box or not.

When we're in the box, our view is distorted and we can't see clearly either ourself or others. We are self-deceived.

4. How We get "In the Box"

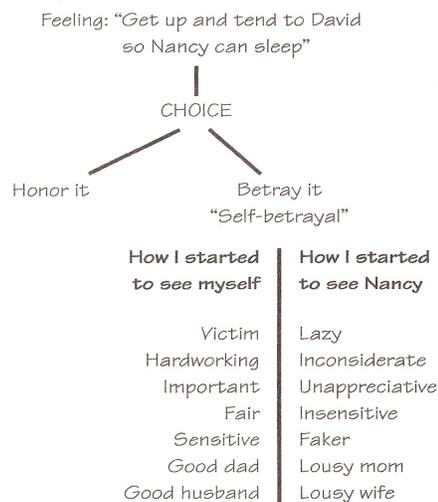
a. Self betrayal

When you have an opportunity to do something for someone else and you don't. Define: "An act contrary to what I feel I should do for another is an act of self-betrayal."

Examples:

b. The implications are astounding.

What is my perception once I betrayed myself.



- c. When you see a self -justifying world, your view of reality becomes distorted.
- d. Before you betray yourself, the other person is a person with needs that you felt you could fulfill. You saw the situation straightforwardly. Post betrayal, view of person and of yourself (victim) became distorted.
So, when you betrayed yourself, you entered the box.
- e. You inflate the weaknesses in others, and inflate your virtues. Then you also start to blame the other person.

5. Life in the Box

a. So clarity: When we go into self-betrayal whatever that looks like for you at any given moment, then you start seeing yourself as worthy, justified, and give yourself all sorts of qualities (good husband, hardworker, conscientious, honorable, etc.). Did you use these words to describe yourself before you went in the box (betrayed yourself)? Probably not...we use these words when we need to be justified.

b. Certain of these self-justifying images being used over and over become characteristic of you....and you carry them into your new situations.

Over time certain boxes become characteristic of me and I carry them with me.

Example: I am a great honoring spouse. At Mother's Day my wife says "You know honey I just didn't feel you gave me much attention today." What is my response?

Did I need a self-betrayal incident to get me in the box? no

Overtime as we betray ourselves, we come to see ourselves in self-justifying ways. If people challenge our self-justifying view, they become a threat. If they reinforce our self justifying images they are allies.

c. So if you are already in the box, in self-justifying view, then you may not have a feeling of self-betrayal, since you are so deep in the box already. Review relationships around you.

Start with how you perceive yourself...make the list.

If you see yourself that way already you are in the box.

Examples: I am a person who cares about others. Who is the focus upon? Exactly, me. So in having that image I inherently am inconsistent.

I know a ton. With this view am I open to others who try to tell me something new? No. So, am I really interested in being a know it all or something else? Like what I look like to others.

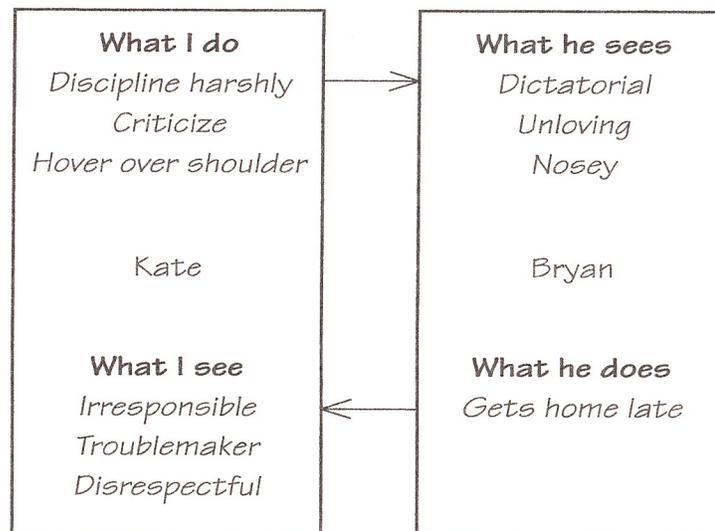
That is the nature of most self-justifying images.

When you look at others and conclude they are in a box, maybe it is because you are in the box. You have a problem and are trying to justify it by others. Now, why don't you just work on your problems...for that is who you can control, and through that there is always hope.

d. Collusion: so far we have talked only internally but "the box" experience impacts others.

If you are in the box, and have self-justifying images, others will be invited to have the same thing...your blame can have that same impact on them. And others who are in the box support me to stay in the box...arrows of blame go between both.

By being in the box, I provoke others to be in the box.



Run through working with teenagers. It is not so much what you have been doing but how you are being around it.

We discipline out of being mad; stuck in our box instead of viewing the other person as a person, with needs. And worst of all, our being in the box, each creates the very problems they blame the other for. We are blind and we provoke the exact behavior we blame them for. Others bad behavior just reinforces our justification as we settle into the box.

In the box, we invite mutual mistreatment and obtain mutual justification. We collude in giving each other reason to stay inside the box. It provokes us because we are blinded by seeing them as the ones with the problem

e. Box Focus

Everyone in Mannatech/work/house is in the box...if we are, then we will be inviting others to be in the box and cause more and more conflict getting in the way of what we are trying to accomplish.

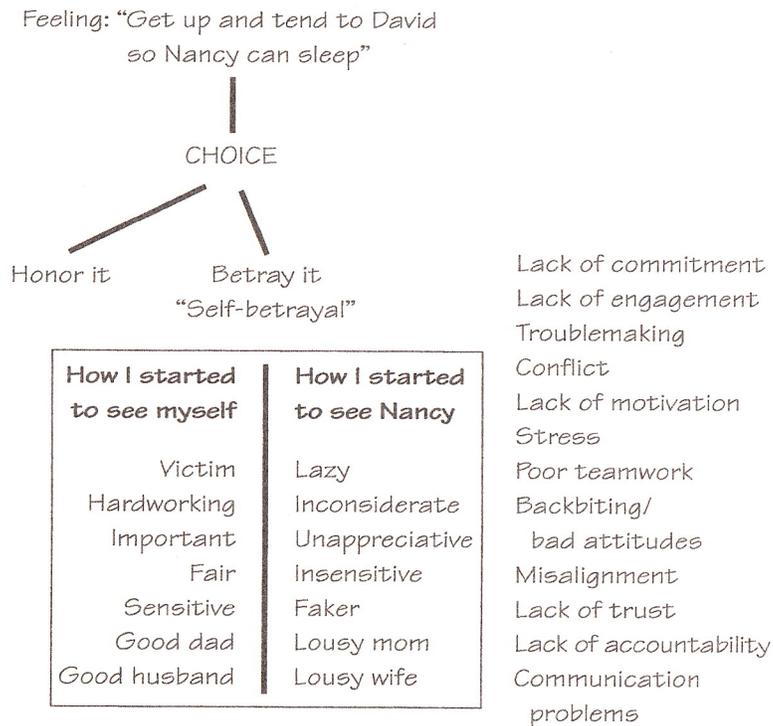
Why important to be productive? to get results
 What is the effect of the box on your collective ability to achieve that?
 You can't focus on results and others when in the box because you are
 focused on you!

- 1) try to control others results in resistance which leads you to want to control even more
- 2) withhold resources from people and they feel need to withhold from you
- 3) blame others for dragging their feet just gives them reason to feel justified to keep dragging their feet.

"We would be RD/ND/ED/PD if only John Doe would do their part/if only Mannatch would get good tools/if only I had a more supportive upline/etc."

NOTE: I am blaming them because their shortcomings justify my own failure to improve. And what happens in your organization is much like the story of Dr. Semmelweis (hand washing in 1800's)...infect others and it spreads!

f. Box Problems



Take entire list of problems and analyze when they started to exist...only after self betrayal, not before.

All people problems really have the same cause...self-betrayal causes self-deception.

At work (Mannatech) our betrayal is failure to do the Daily Dozen, to focus on helping the organization and your people to achieve results.

"...what we're now embarked on produces more results for this company than anything else we do."

6. How we get out of the box

a. Leadership in the box

With teenagers acting up, or employees who leave, or associates who stop doing the business/taking products; we respond with anger, disappointment, blaming them. When in fact that drives them further into the same action. We do it because we are in the box. Then we use self-defense to justify and the lies start flowing: they weren't that good anyway, I'll show them, etc.

Leaders who get caught up in self-justifying images that tell them they are brilliant, enlightened, and the best create immediate collusion in the organization. The more you take responsibility for your team's results, the more mistrusted they feel. Their reaction of resistance, resentment, relying on you for all creativity, etc. just leads you to continue to hold them incapable. Recognize the vicious cycle.

b. Toward being out of the box

How do you get out? But just as important if not more, How do you stay out?

When you feel you want to be real, see the other person as a real person, acknowledging their greatness and their needs, you are already out of the box. So when you decide you want to be out of the box with someone, you are seeing them as a person so you are already out of the box. The Q is how to stay there.

c. Dead Ends

Understand first how not to get out of the box. How we think in the box:

- 1) Who has the problems? Others
- 2) Who do we try to change? Others
- 3) Doesn't everyone need to improve? But we don't see that

What doesn't work in the box:

- 1) trying to change others
- 2) doing your best to cope with others
- 3) leaving ('cause the problem goes with you)
- 4) communicating (because you are in the blame game)
- 5) implementing new skills or techniques
- 6) changing your behavior

You change your own behavior but not while in the box.

If still in self-deception, lies, self-interest, focus on you, any changes in your behavior will be ineffective. Others remain objects. When you try to change your behavior, where is the focus?
 If being in the box or out is more than just behavior, then how can behavior get you out? It can't.

e. The Way Out

The box is a metaphor for how I am resisting others. In the moment we cease resisting others, we are out of the box...liberated from self-justifying thoughts and feelings.

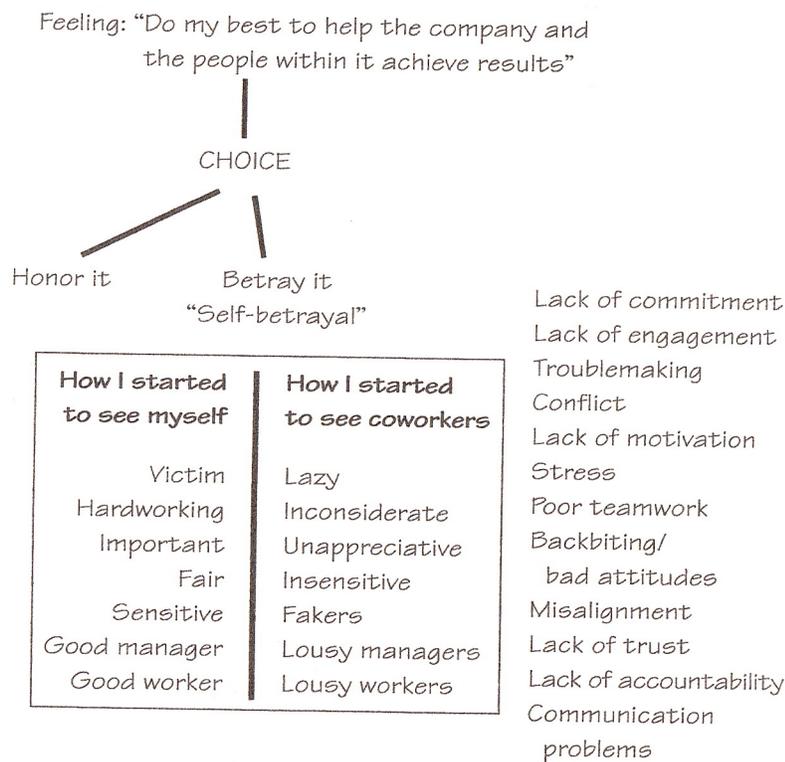
Realize you can be both in and out of the box at the same time, with different people. If we can stop betraying ourselves with them we can stop resisting them.

Self betrayal is ignoring people and what they might need.

You start seeing and feeling straightforward, no need to blame nor to inflate others' faults.

"We know what we need to do...honor people as people, and the moment I see that other person as a person with needs, hopes and worries as real and legitimate as my own, I'm out of the box."

f. Leadership Out of the Box...to stay out



Will we come across people who are "different?" Associates who are lazy, uncommitted, out of integrity, etc.? Yes. Our tendency is to

judge, blame, etc. and get in the box. But once in the box we need the other guy to continue their bad behavior so we can continue our self-justifying behavior. Stop, does that work? If our goal is to be a team, accomplish results, our commitment must be to support others to improve. Does blame serve any outside the box purpose?

NOTE: An "in the box" leader makes it all too easy for others to revert to their boxes....you lead by example. Be free of self-betrayal...and you will build others to do the same, and create great leaders. Build a team who will respond to, trust and want to work with you. Be outside the box.

THINGS TO KEEP IN MIND AS YOU WORK AT THIS:

Know the Material:

- Self-betrayal leads to self-deception and “the box.”
- When you’re in the box, you can’t focus on results.
- Your influence and success will depend on being out of the box.
- You get out of the box as you stop resisting others.

Living the material:

- Don’t try to be perfect. Do try to be better.
- Don’t use the vocabulary – “the box,” and so on – with people who don’t already know it. Do use the principles on your own life.
- Don’t look for others’ boxes. Do look for your own.
- Don’t accuse others of being in the box. Do try to stay out of the box yourself.
- Don’t give up on yourself when you discover you’ve been in the box. Do keep trying.
- Don’t deny you’ve been in the box when you have been. Do apologize, then just keep marching forward, trying to be more helpful to others in the future.
- Don’t focus on what others are doing wrong. Do focus on what you can do right to help.
- Don’t worry whether others are helping you. Do worry whether you are helping others.

MAP your Way to Presidential **A New Day --- A New (Old) Mannatech**

Four Month Course: (February 8, 2010 - May 8, 2010)

6 - Four Hour Webinars (interactive)

13 - Weekly emails

1 - 15 minute personal coaching call with Merri-jo

1 - Certificate of Completion on your way to Presidential

Trainer: Merri-jo Hillaker, 13 Star Silver Presidential

Dates: 6 Saturdays from 9:00 am – 1:00 pm C.S.T. as follows:

Each class will be taped and made available for review for the duration of the classes for all participants in the course.

February 20th

April 10th

March 13th

April 24th

March 27st

May 8th

Note: The course starts on February 8th with Weekly emails Challenging you to adopt Excellence!

Method: Webinar – Interactive audio with powerpoint over the internet (both PC and Mac Compatible)

Cost: \$100 (\$25 is refundable if you complete the course and course requirements)

Limit on Participants: 100

Agenda for Sessions:

1. **Laying the Foundation for Success:** Value Alignment, Goal Setting, Knowing your Why; Healthy business requires systematic approach; Life style changes; Home office; Contact list; Daily system to maximize your results...To Do list, Daily Dozen; How to Win the Incentive (reactivation)
2. **Critical Communication Skills:** What Can I Say? Compliance issues reviewed; How do I say it? Breaking the Ice; MJ Durkin; Ask, Listen, Solve; Conversation transitioning from life to Mannatech; Listening Skills; Written communication; From Head to Heart.
3. **Prospecting, Sorting and Probing:** The Four Core: conquering them; How to Share the story; What materials to use? Website utilization; Our New Storycast; Our New Branding "Live for Real"; How to find leads; Building your business by referrals; Presenting the business opportunity; Sorting is truly the name of the game; Understanding your contacts through personality quadrant analysis.
4. **Responding to Objections, Follow up and Closing:** Preparing for objections; Responding to internet "stuff"; Follow up and closing techniques to reward your sharing; New business strategy.
5. **Commitment and Accountability:** Your commitment to you and to your Mannatech business; Commitment to new associates; Supreme customer service starts with you; Using the NEW Mtech Trainings; Business plans; mentors, teams and coaches.
6. **Your future is yours:** Choose it; Defining the critical path and the discipline to follow it; Leadership characteristics and working on your beingness; Evaluating current systems available.

Registration Deadline: February 5, 2010

REGISTRATION REQUIRED: For More information contact Lydia Stasiak at mannatrain@att.net or (972)660-9006

"MAP your Way to Presidential" Registration

Please Print Clearly - Must be included with payment

1. Name: _____ Home Phone: _____
2. Address: _____ Cell Phone: _____
City, ST, Zip: _____
Email: _____
3. What are you hoping to get out of this course? _____

4. Are you working Mannatech _____ part-time or _____ full-time? (check one)
5. How many hours per week are you committed to working this business?
_____ 1 -10 _____ 10-15 _____ 15-25 _____ 25-40 _____ 40+
6. Goal for June 1, 2010 (if you have one): _____ Where are you today?
Leadership Level: _____
Group Prod Vol: _____
7. I will be Presidential Director by: _____
8. Choose one that most describes you: Circle One:
The way I communicate, dress, handle myself: Formal / Informal
When it comes to decisions, I am: Flow With / Take Charge
9. Can you with integrity commit to an accountability partner for the next five months?
_____ Yes _____ No
10. Can this information be shared with your assigned buddy? _____ Yes _____ No

Payment Information: (Registration in confirmed via Email when Payment received)

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Check: _____ Amex: _____ Visa: _____ Master Card: _____
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