

Richard T.: [00:00](#) Welcome to the Soul of Business Show, for conscious creators, authors, and entrepreneurs, where we talk mindset, meaning, money, and mastery. I'm your host, Richard Taubinger. Find out more at ConsciousMarketer.com.

Richard T.: [00:17](#) Hi everybody, thanks for tuning in. I'm Richard Taubinger, the CEO of Conscious Marketer, and the host of the Soul of Business Show, and I really appreciate you being here today. I'm so excited to have on today's guest, JoAnna Brandi. JoAnna is going to be talking about the spillover effect of positive leadership. I think this is a really important topic for all of us, 'cause so often we get caught up in results focus, and we forget both the process and often why we're doing something, which often is to get toward more happiness.

Richard T.: [00:51](#) Let me tell you a little bit more about JoAnna. She's an expert in customer and employee happiness, she's an author, consultant, speaker, and coach, since 1990. She focuses on helping organizations take exquisite care of their customers and employees, she now uses the science of happiness to help them enrich their cultures, as well as their bottom lines, and I'm so excited.

Richard T.: [01:15](#) She's going to be talking to us about return on happiness, ROH, in business. We're also going to talk about the positive and far reaching effects of a happier work culture, how to be positively deviant, why having a positive culture is the ultimate competitive advantage for yourself and your business, and how leaders can build a positive emotional bank, and also the positivity/negativity ratio that works to create high performers. You've got so many great words here. Hi JoAnna, how you doing today?

JoAnna Brandi: [01:49](#) I am great today, thank you.

Richard T.: [01:52](#) Now, you've been around coaching since 1990. Can you tell us a little bit about how you got into this world and how maybe you became the happiness expert?

JoAnna Brandi: [02:02](#) Yeah, actually I've been around customer experience since 1990. I didn't start coaching until about 14 years ago. I worked for a corporation, I was the director of direct marketing services for CMP Media in New York, I ran a division of the company. Essentially we sold mailing lists and direct marketing services and things like that.

- JoAnna Brandi: [02:23](#) I started to feel not fulfilled. I just started, there were certain things I was noticing. I was noticing that my customers were spending a fortune upfront to get new customers but they weren't doing anything after the fact to keep those customers. I began looking into it, and I was really out there in the early days of technology. I built the first customer database they ever had, and my customers loved me.
- JoAnna Brandi: [02:54](#) I wanted to find out more about where that customer love came from, so after a while, honestly I got cocky. I was at the top of my career, and that was high technology publishing, so I was in the high technology field, and I jumped ship to start a company that focused on customer care. I insisted on using the word care, although people told me, even a professor at one of the local universities, told me that I shouldn't ever use that word because it's not a business word and I had to talk about customer service.
- JoAnna Brandi: [03:28](#) My response was, "My car gets serviced, my air conditioner gets serviced, I don't want to be serviced. I want to be taking care of." So I created this acronym, create authentic relationships with everyone you come in contact with, with enthusiasm and with energy. So, I based the business around the idea that it's not just about getting new customers. We're such an acquisition oriented world. There's always money for marketing and sales, but then they were paying the customer service people were getting 10 bucks an hour and some still are.
- JoAnna Brandi: [04:04](#) People weren't putting their focus on, "What do we do to treat the customers great?" We were putting everything up in the frontend with our salespeople and our marketing people, and this upset me terribly. I jumped ship on a really promising career. A friend of mine said, "You were at the top of the mountain and you jumped off to do huggy kissy marketing."
- Richard T.: [04:26](#) Right, that's super funny. We have seven values for Conscious Marketer, and our third one is care deeply. We really resonate with that one a lot. All of our values we resonate one with, but we come back to that one, because it's like when it's 7:00 at night and you want to turn on Netflix and you're dialing in a client's landing page, or you're going over that email the 10th time and checking all of the links, it's like you have to really care deeply.
- Richard T.: [04:57](#) And then because the digital space is so outward facing, there's all these crazy terms of the numbers of people on your list and

everything, and you detach from the fact that there's actually a human being-

- JoAnna Brandi: [05:11](#) Real people, yeah.
- Richard T.: [05:12](#) ... or a soul. We actually go to a deeper level behind the people that you serve.
- JoAnna Brandi: [05:17](#) I do too, when I can.
- JoAnna Brandi: [05:19](#) When I'm allowed to, I go deeper. Some places don't allow you to use certain words, but I get away with that because I talk about team spirit rather than spirit.
- Richard T.: [05:29](#) So you made this jump over into this touchy feely company, and then where did that lead you?
- JoAnna Brandi: [05:37](#) I started writing. I had been writing newsletters. I continued writing newsletters. I went back to all my old customers to see if they needed my help, but they were still confused by what I was doing. Because they didn't know what I did. Took me 22 months to actually figure out what I was going to do with the company, and then what I realized was that what people were hiring me for was training. I turned it into a training and consulting company.
- JoAnna Brandi: [06:03](#) And I was able to help people both, because I still had the frontend skills, I was able to help them with the marketing, and then I was able to help them with the customer care part at the other end. Then I got hired by Inc. Magazine, who was running, they used to run customer strategy conferences. I got wind of them and call them up one day and made friends with the guy that was running the conferences, and for 10 years, I was on the road with them, twice a year.
- JoAnna Brandi: [06:34](#) They would put me in front of audiences, so my clients came from ... I thought I was going to have a niche marketing business where I focused solely on the direct marketing people. But I got calls from everybody. Sometimes I didn't barely make it home and I had a call from somebody that said, "Oh, I need you, when can you get here?" What began for me was, and then customers, and a lot of us do this as entrepreneurs, customers would say, "Can you do this?"
- JoAnna Brandi: [07:03](#) I'd come in and do a workshop on customer care, people go, "That was great, what else can you do?" I go, "Well, what do

you need?" They would tell me, and then I'd say, "I can do that." Like many other entrepreneurs, that's how I built my business.

- Richard T.: [07:20](#) Right, okay. That's good and bad. I think sometimes it expands you, and then sometimes it takes you out of your lane, and then you end up-
- JoAnna Brandi: [07:25](#) It takes you all over the place.
- Richard T.: [07:26](#) ... doing stuff that you probably shouldn't do.
- JoAnna Brandi: [07:26](#) It takes you all over the place. I mean, at the same time, I was working with a \$2 million health food store that I got half my pay in [inaudible 00:07:37], and I was working with Citibank who was a multinational company. It has a way of making you a little schizophrenic, but I think the gift right now is the wisdom that has come from being inside so many companies.
- JoAnna Brandi: [07:57](#) When I did write books, and because I write every other weekend, have been doing so since 1984, I would go inside companies and interview them. One thing I began to notice is that the companies that had the really great customer care had a particular type of leader. I started writing programs called Managing To Thrive, because I got obsessed with this idea that people were looking at customer satisfaction.
- JoAnna Brandi: [08:29](#) If you look at a report card, satisfaction is a C, and the American Customer Satisfaction Rating never, ever gets above 76. I felt that people were shooting too low, that they weren't looking to create customer happiness. They were looking to create customer satisfaction. They weren't aiming high enough.
- JoAnna Brandi: [08:50](#) I'm a studier, you know? I'm a perennial student, so I kept studying and studying, and began to realize that it's all about the emotion. It's how you make me feel, so I created my own definition of the customer experience which is the sum total of feelings that a company evokes in the customer, the sum total of feelings as a result of every interaction at any touchpoint in the organization.
- JoAnna Brandi: [09:20](#) It's based on the customer's perspective and their expectation of what the value they were looking for. Whether it's somebody sends me too many catalogs in my mailbox, and I form the idea that they don't care about the environment because they don't know how to undupe the names on the list, so they can realize that J Brandi at this address and JoAnna Brandi at this address is the same person, or whether it's in the case of Citibank, we did

so much ... The work there was so great, because we worked with 164 branches.

JoAnna Brandi: [09:58](#) Having umbrellas on hand so if it's pouring rain outside and you see a customer struggling to get out of their car, you run out with an umbrella so you bring 'em in, and it feels like the Ritz-Carlton. It changes everything.

Richard T.: [10:13](#) I want to comment on a few things here. Well, one thing that's interesting is I get Restoration Hardware's catalog, 'cause we had bought something from them a long time ago, and then every, I don't know, if you take five of their catalogs, every five catalogs is like a tree. Every time I get that I'm like, "I will never buy from this company again, because they just mercilessly butcher the environment here." Maybe the Restoration Hardware customer is like that, but they're beautiful catalogs. They're just large tomes.

JoAnna Brandi: [10:47](#) They're wonderful, but that's one more thing to put on our to-do list. I have a stack of magazines here that where I pull the labels off with a mental note to call the company and ask them to take me off their list, then that's one more thing on my to-do list.

Richard T.: [11:00](#) I know, it's terrible. I think the other thing is just the setting of expectations, because people basically will judge you or decide how their experience was based on what they expected. Can you give us some ideas of-

JoAnna Brandi: [11:15](#) Absolutely.

Richard T.: [11:16](#) ... you either set the expectation or is there a way that you figure out what that is?

JoAnna Brandi: [11:21](#) Sure. You talked before about having a set of core values. We were chatting before the show. You can let people know what your core values are, you can let them know, "I really believe that we should let customers know to expect that when you do business with me, here's what you can expect. You can expect a call back within one hour, you can expect to be able to reach someone on our chat box immediately. You can expect, if you're looking for a refund, you can expect to get a refund within three days. If you are looking for" ... First and foremost, where is your customer service phone number?

JoAnna Brandi: [11:55](#) How many times do you go to somebody's website, 'cause you want to call customer service, but then you spend five minutes

of your valuable time, or more, looking for their customer service number?

- Richard T.: [12:07](#) Well, they try to hide it because they don't want you to call.
- JoAnna Brandi: [12:09](#) They don't want you to call. Let's get into the positive leadership talk, though, because that's where all of that had led me, because the kinds of companies that I was finding, that had that level of customer care, and thank God there are more and more out there right now, have a particular kind of leadership.
- JoAnna Brandi: [12:36](#) I always have to say this, positive leadership is not the opposite of negative leadership. 'Cause some people make the assumption.
- Richard T.: [12:43](#) Okay. Can you define what positive leadership is for us?
- JoAnna Brandi: [12:45](#) Well, it's an intentional style. It's intentional, it's reflective, it's thoughtful, it's mindful, it's focused on seeing the best in your people. It's focused on creating an environment where people feel safe enough to bring their best selves to work. It's looking for the good in people before we look for what they've done wrong.
- Richard T.: [13:15](#) Is that something that's born, made, a choice? I think I sometimes look at leaders and I think, "Well, they're just wired that way."
- JoAnna Brandi: [13:25](#) Some people are. Some people are just wired that way. Some people had early experiences, whether it was their parents owned a store and they learned it there. Maybe their first couple of jobs, they had a great boss, because leadership is really about ... We learn from the people that lead us. One of the exercises I do in the Positive Leadership Workshop, I ask people to go back to a time when they were part of a great team, they had a great boss.
- JoAnna Brandi: [13:56](#) Then, I ask them to reflect on what was it that made that boss great. So, they're able then to come from their own experience to say, "Oh wow, he encouraged me on. She pushed me, but she did it with love." Or, as I like to say, it's a leader's responsibility to get people out of their comfort zones and into their stretch zones, without ever putting them in the panic zones.
- JoAnna Brandi: [14:27](#) Because I learned the opposite in a lot of my business experience. I was always a bright kid and I've been working

since I was 11, because my parents had a business, so I worked with them. When I was 14, I got my first job in a supermarket like most people, but I was always bright, so people kept giving me more stuff to do. I always found myself in the situation where people would say, "You look like the smart one. Let me throw you into the pool and see if you can swim."

JoAnna Brandi: [14:58](#)

That's a really tough way to learn. I know a lot of, "Yeah, I got my stripes and I was tough. I was toughened up by it" and all that other kind of stuff, but we're not dealing with a generation of people anymore that wants to be thrown in the pool. We're dealing with a generation of people who want to know what our leaders expect. What do you expect of me? Then, when you keep dishing stuff onto my plate, will you help me prioritize what you want me to do first?

JoAnna Brandi: [15:27](#)

These are the kinds of things that I hear when I'm consulting and when I'm talking to people. Positive leaders, they take the time to take a look at all that. Because of this reflective quality, this mindful quality they have, they're not reactive, they're responsive. They're resilient. They think about the impact that they're going to have on another, before they open their mouth.

Richard T.: [15:56](#)

We've done, at Conscious Marketer, we did the Mindful Leadership Summit, and then we did the Servant Leadership Summit, and then just recently in the last month, we did the Women's Leadership Online Training.

JoAnna Brandi: [16:12](#)

[crosstalk 00:16:13]. You do a lot of them.

Richard T.: [16:14](#)

We're doing these online events and a lot of great wisdom comes out about the benefits of this higher level leadership, whatever you want to call it. I like the term positive leadership. Can you share maybe some of the effects of a happier work culture? Can we get into that? Like, for somebody who says, "Look"-

JoAnna Brandi: [16:37](#)

Oh, the spillover effect. Yes, of course. Of course. I can actually show them to you, because it's an exercise. I just did this exercise with a group of 25 people last week, and I literally bring home the flip charts from it. What happens is when our environment at work is stimulating, when people know they can come to work and they can get a lot of positive feedback, and that that magic number for high performance is five to one, so five times more affirmation, five times more praise, five times

more celebration, five times more of a focus on somebody's strengths rather than weaknesses.

JoAnna Brandi: [17:15](#) When they're getting that, what happens is that they go home at the end of the day feeling good about themselves. They feel proud. When a leader creates what I call an energy gain, because they're creating a great network of people who work well together, they're focused on a goal, there's excitement, there's reward, there's cheering, there's laughing, there's all of that good, positive vibey stuff going on, people go home and there's both a spillover and a crossover effect.

Richard T.: [17:51](#) Is that the positive/negative ratio, the five to one? Is that what you're-

JoAnna Brandi: [17:56](#) The five to one is the positive/negative ratio, yeah.

Richard T.: [17:57](#) Okay, got it.

JoAnna Brandi: [17:58](#) Now, the science tells us that when you hit three to one, this is how I first learned it, when you hit three to one, you go from languishing to flourishing. But if what you're looking for is high performance, you need to up it to five to one.

Richard T.: [18:16](#) Got it.

JoAnna Brandi: [18:17](#) I do teach the three to one, because most people aren't even close to it. But the companies that I work for are very specifically focused on wanting high performance and most of them want a lot of growth. Most of them are looking for a lot of growth. If you want that high performance, you have to take extra few steps, and the requires for most human beings, including moi, that requires a retraining of your brain to look for what's good, to look for what's possible, to look for what's going well.

JoAnna Brandi: [18:53](#) Because we have this knee jerk reaction, and part of it is because we are being bombarded with bad news all day long, to be a more positive leader, for most people it takes training. One of the positivity practices that I recommend when someone's learning how to do this is three to five times during the day, stop what you're doing and we all stop, fill up our teacup, get a glass of water. We get up to do something.

JoAnna Brandi: [19:27](#) Three to five times during the day, do an appreciation audit, and write down three to five things that you've appreciated in the last hour or two. Because when you do that, you're rewiring

your brain, because the neurons that fire together wire together. You're rewiring your brain to look for the good, so that when you see someone, it's easier for you to give them a compliment, to say something good about why they're valuable to the team.

- JoAnna Brandi: [19:58](#) I just watch people's faces light up. When we do some of these best self exercises, "When I see you at your best, you're doing this. You deliver so much value to this team because you do this, and here's an example of when you did this." We take feedback way beyond the attaboy and attagirl, into some very specific deep appreciative feedback that gives people the opportunity then to ... I like the word marinate. To marinate in a positive feeling.
- JoAnna Brandi: [20:36](#) Because usually we're so quick, "How you doing?" "I'm good, how are you? Bye." Rather than stopping and asking a couple of more questions that would give that person the opportunity to talk about what they're proud about, or how the project went well. One of the exercises I do in the workshops is I have people, and it's in the afternoon, and you know afternoons at workshops are just delay, because people have eaten all that food and all that dessert which they normally wouldn't eat.
- JoAnna Brandi: [21:07](#) They pick up their books and they have to go around and interview people and ask the question, "What's going well and why?" They get five minutes and then they go to somebody else, they go to somebody else, they go to somebody else, and they come back with a little book of success stories, and with the skill of how to do that, of retraining themselves to ask that question.
- Richard T.: [21:31](#) When you go in and work with companies, you're giving them practices that they do on an ongoing basis?
- JoAnna Brandi: [21:38](#) I do.
- Richard T.: [21:40](#) Is there a quantum effect, where even though you know people are doing this to you, it doesn't matter and you're happy anyway, because you've realized it's become part of the culture and it rubs off?
- JoAnna Brandi: [21:50](#) It makes you feel good. It just makes you feel good. I had a guy, and when I'm doing a long term assignment with a company, I make sure that I'm following up with people. When I do a workshop, typically I have mailings that go out afterwards, because I don't want them to forget what happens. The

mailings will go out afterwards, and I ask for some feedback. I had somebody just recently tell me that he had a guy working for him who was on a 90 day probation. He didn't think the guy was going to make it.

- JoAnna Brandi: [22:20](#) After taking the workshop, he realized that all he ever talked to the guy about was what he did wrong. He said, "Okay, let's see if this works." He went back and he started looking for what the guy did right, and he started complimenting them. He started striking up small talk about, "How are you? Do you have a family?" He was knew and so he started bonding with him a little bit.
- JoAnna Brandi: [22:45](#) As he put it, "It's not that he started doing everything right, but his attitude changed. And then he started doing things right, because he was listening." Because when somebody keeps telling us what we're doing wrong, it shuts down the front part of our brain. It puts us into fight or flight, so we don't have the capacity for thinking creatively, or for solving problems. One of the statistics that I talk about, it's actually a Gallup statistic that when we talk to people only about their weaknesses, their performance goes down by 26.8%. When you talk to somebody about their strengths and what they're good at, their performance goes up 36.4%.
- Richard T.: [23:31](#) Okay, so .4 then makes a difference.
- JoAnna Brandi: [23:34](#) That's a 60 point spread. For the football players or whatever in the room, that's a 60 point spread. What are you looking for? When you don't seek out and talk about somebody's strengths, you actually disengage them, so they are six times more likely to become disengaged if they don't have the opportunity to do what they do well.
- Richard T.: [24:02](#) Can you talk a little bit about frequency? Like, well the two things that are on my head is, "Okay, do I need to be doing this five times a day to every person that I manage?" Then the other thing is, a lot of teams now are so remote. People are working from home, so I'm sure you get this question-
- JoAnna Brandi: [24:21](#) I do.
- Richard T.: [24:21](#) ... so I'm curious as to what your thoughts on that are.
- JoAnna Brandi: [24:24](#) Well, I think five times a day to every person would be a bit much. Especially if it's not initially part of your personality.

Richard T.: [24:32](#) Unless it's your partner or your child, maybe. It seems a little overkill to me.

JoAnna Brandi: [24:37](#) You know what? You'd be really surprised at how many little things you can find and it doesn't always have to be, "Your hair looks good" or, "Your shirt looks good." But there are tiny little things that you can mention, and you can also draw someone's attention.

JoAnna Brandi: [24:55](#) Like, just like the plant behind you. You can draw someone's attention to beauty. You can draw someone's attention to joy. You can draw someone's attention to awe. When we think about positive emotion, we are thinking it's either happy or sad. There are, according to Barbara Fredrickson, 10 positive emotions. According to me, there are 30.

Richard T.: [25:18](#) Wow.

JoAnna Brandi: [25:18](#) There are lots of positive emotions. Confidence is a positive emotion. Just complimenting someone, "Hey, I noticed how confident you looked when you gave that presentation. What a great job." It doesn't have to be five times to every person, but each time you do that, you're building, I call it an emotional bank account, with somebody.

JoAnna Brandi: [25:41](#) I believe that everybody has a little checklist in their head. There's a plus column and there's a minus column. Whether we're the customer evaluating the experience, or whether the employee who's our internal customer is evaluating the experience, we're putting little check marks. When you notice the things that I do right, more than you notice the things that I do wrong, then you spend a little bit more time with me. When you make eye contact, which is huge today, it's huge.

JoAnna Brandi: [26:13](#) I have a problem when I sit down at dinner with someone and they put their phone on the table. Because that speaks, it's like, "Okay, are you expecting something? I mean, if someone calls?" I can see if someone says, "I have a sick child" or, "I have a client that might be in an emergency situation" but some people routinely take their phone out.

JoAnna Brandi: [26:39](#) Now, maybe gentleman take it out because it's uncomfortable to sit with, I don't know, but I'm real uncomfortable when that phone comes out on the table.

Richard T.: [26:46](#) Have you ever taken the phone and just flung it into the water or anything like that before? I'm just joking.

JoAnna Brandi: [26:51](#) No.

Richard T.: [26:56](#) You're building up this positive bank account, that makes a lot of sense. You also have this term called positively deviant. Can you talk to us about what that means? 'Cause that sounds a little sinister.

JoAnna Brandi: [27:08](#) Oh, it's sinister. I love it. I didn't coin the term, that comes from Kim Cameron at the University of Michigan, who wrote the book on positive leadership. You know the typical normal bell curve that we look at?

Richard T.: [27:19](#) Mm-hmm (affirmative).

JoAnna Brandi: [27:21](#) In the middle is what we call the average in the bell curve. On the left side of the bell curve is low performance, but on the right side of the bell curve is high performance.

Richard T.: [27:32](#) Right, so you want to be long tail positive? Is that right?

JoAnna Brandi: [27:36](#) [inaudible 00:27:36], like long tail positivity. That's like when you think about it, I'd never thought of it that way, but that's part of the spillover effect. Because when you spillover positivity, it goes to your family, it goes to your community, it goes to your church, it goes to your charities, it goes to the softball team, because you come home filled up with energy and positivity, and it's been proven now by science, that we pass that one because emotions are contagious.

JoAnna Brandi: [28:05](#) There's also long tail negativity. What we're finding is that in places where there's a toxic culture, where people are demeaned and devalued at work, when they're put down, when they're not listened to, when they never get an opportunity to use their strengths, they tend to treat their family poorly. There's been some connection with domestic abuse, and people in toxic cultures, and there's also been some connection between children who bully in schools, and whether or not their parents are happy at their jobs. This spillover effect is either positive or negative. We like to be positively deviant.

Richard T.: [28:44](#) Right, I get it.

JoAnna Brandi: [28:46](#) That's doing things, moving in an asset focused, positive direction. It's looking for strengths before we look for weaknesses.

Richard T.: [28:56](#) Yeah, and definitely this is a solo business, so we'll go a little more into the grayzone for some people here, but basically I think that the energy you put out effects the field of consciousness and so you have this-

JoAnna Brandi: [29:08](#) Absolutely.

Richard T.: [29:09](#) ... non-local feel, so it effects everything. It would seem to me that there's a big education piece, because people really don't realize how much their mood or what they say or do even effects the moods of other people. Do you find that that's the case, or?

JoAnna Brandi: [29:26](#) I find that that's the case. I've done some studying with the Institute of Heartmath in California, they're like my favorite people. I use some of what I've learned there to talk about the electromagnetic field of the body, and how far outside the body it extends. I used to, I don't do it anymore, but I used to do a little behavioral kinesiology in workshops, to show people that when their language is positive, that they remain strong, and when their language is negative, that it weakens their body.

JoAnna Brandi: [29:59](#) That can be a little tricky. It was actually a chairman of a vestige group that said to me, "If I were you, I would take that part out of my presentation." Because some people don't take it as a demonstration, they take it as a challenge. I've been able to get the arm of a 6 foot 2, 250 pound football player down, just by asking him to think the word no.

JoAnna Brandi: [30:29](#) But there are times when the person in front of a group feels very challenged, that a 5 foot 2 women couldn't do that with two fingers. You're literally getting the bodybuilder going [inaudible 00:30:43]. So, I stopped [crosstalk 00:30:45]-

Richard T.: [30:45](#) And for people who may not know what that is, is you put it, you ask the person to think of something or to think of a person or a situation and then the body will physically go weak-

JoAnna Brandi: [30:56](#) Sorry.

Richard T.: [30:57](#) ... and things that have negative situations. It was interesting, 'cause I was at a conference a couple of years ago, and I did some work with Jack Canfield, the author of Chicken Soup for the Soul. He actually taught that on stage, so it was interesting that he taught that on stage.

JoAnna Brandi: [31:13](#) I think it's a pretty wonderful thing for people to understand, is that the body has wisdom. And that you can go to your own body, you can go to your own soul for the answer. It's not always about going to a book or going somewhere else, and that's part of what we teach in positive leadership. There's a little exercise that I teach them called being on track, and it is about trust, respect, appreciation, communication, and kindness.

JoAnna Brandi: [31:41](#) It's a practice that I suggest, I invite them to do in the morning, before they start their day, and then at the end of the day, do it again, and go down the list and say, "How did I do?" There's this intentional awareness of, "I am setting out today to build trust, to show respect, to give appreciation, to communicate clearly without blame and judgment, without sarcasm or cynicism," because communicating clearly, and people say if you use clear communication. Calling someone a jerk is clear communication.

Richard T.: [32:18](#) Can be, yeah.

JoAnna Brandi: [32:18](#) We take it and we take it a level deeper. I'm a conscious individual who's been studying noetic sciences and the Institute for Heartmath for close to 40 years with noetic sciences, and over 20 with Heartmath, so consciousness is baked in to everything I teach. I am really getting to the point, because of this spillover effect, where I really believe that businesses have a social responsibility to send people home at the end of the night, with energy leftover for their lives.

Richard T.: [32:57](#) Yeah, that's a really important statement, 'cause I think so many ... It's like almost the person as a resource, but they have other things they need to do, and to show up for their families.

JoAnna Brandi: [33:09](#) They need to take care of their children. they need to have energy to work with ... I mean, look at the local charities. I've gotten involved recently in the non-profit world here. There's something you can do every night of the week to make somebody else's life better, but if you're exhausted when you come home from work, because your employer either has you overworked or doesn't give you any gratitude and appreciation, you've got nothing left.

Richard T.: [33:36](#) A few more questions, but one is, okay, you're a positive person yourself, but you maybe find yourself in an environment where you're providing for your family, how do you protect yourself in an environment that maybe isn't as open to these ideas? Like, what do you do? I mean, obviously you always have the choice

to leave and to find something else, but if you need to maintain or you're surrounded by individuals who may not share the same view, what do you do then?

JoAnna Brandi: [34:03](#) It's a great question. It's a great question. You have your own personal practices. So, either you develop a full on meditation practice, there's something I teach called a power pause, it takes two to three minutes. You take time for yourself to recenter and to get back to what's important for you. You do a gratitude practice, you spend a little bit of time.

JoAnna Brandi: [34:27](#) I like the idea, and it's so fun because for some reason I work with a lot of men, so you have to give them, when you tell them to put their hand on their heart, they look at you and I go, "Just like you do for the Pledge of Allegiance." When you put your hand on your heart, it actually begins the flow of oxytocin in the body, so when you put your hand on your heart, and close your eyes for a few minutes, few seconds is even enough, and think about something you deeply appreciate, and you stay with that for more than 20 seconds, it begins to change the chemicals in your body, puts you back into your parasympathetic nervous system.

JoAnna Brandi: [35:01](#) I did a non-profit meeting yesterday morning, we had the whole group. They didn't want to come out of it, they felt so good. Just, they were sitting there like this. I was teaching them about how when you go in, there's something [crosstalk 00:35:14]-

Richard T.: [35:13](#) You have to follow that up with a couple espressos or something like that.

JoAnna Brandi: [35:17](#) Well, you know, you're calm but you're in a good place, so what happens when you put your body into a state of appreciation, which gives you, if you were to check your heart rate variability, which is easy to do now with these devices that we have to hook up to our phones, there would be a nice, easy, a sign wave flow to that.

JoAnna Brandi: [35:40](#) When you walk into a client's office like that, the clients or the prospective donor in the case of non-profit, they feel calm. 'Cause the emotion is contagious. But when you're all frantic and crazy because you're worried about whether or not you're going to make the sale or get the money, or whatever it is, they pick that up, too.

JoAnna Brandi: [36:01](#) If you do work in an environment, there are also some energy practices that you can do if you work in an environment. I'm an

empath, so I have to be really careful. I literally have a sign on my front door to remind me before I go out there into that world, to cover myself with golden lights.

JoAnna Brandi: [36:24](#) For those people that are open minded enough to believe that that could work, or perhaps you could use a metaphor from a movie, so the force is with me, or whatever it is. It's that moment that I spend at the door that says, "I'm going to take in all the positive energy that I can find out there and the negative stuff can just stay away from me."

JoAnna Brandi: [36:48](#) I find that that works well. The other thing I find that works well is actually making an active commitment to connecting. I think connection is really important. If you find yourself in a work environment, look for people that you can connect with, that are more positive. It may be the lady in the cafeteria that serves your coffee.

JoAnna Brandi: [37:13](#) Rather than looking down, look up and say something nice to her. Or, find a child, if you're out at lunchtime, and you see a little kid, stop and talk to that little kid, and smile at them, and say something. I had a conversation with a child in Trader Joe's the other night, that was the most delightful conversation.

JoAnna Brandi: [37:33](#) She was wearing a shirt about unicorns, so I said, "Unicorns are your favorite animal?" She and I go into this beautiful little state of, here I was, rushed, hungry, ran there for food, was not thinking about how good I was feeling or not, but that two minute conversation, while I was checking out, I walked out and I was brave. I was cheery, I felt good.

Richard T.: [37:58](#) That's awesome.

JoAnna Brandi: [37:59](#) I think we need to take personal responsibility for creating that little bit of connection, happiness, awe, beauty, curiosity, any one of those beautiful, positive [crosstalk 00:38:10]-

Richard T.: [38:09](#) Yeah, it's definitely a choice. I think wherever you find yourself, I mean people find themselves in war zones, or companies that are being sold, or merged, or even difficult projects where people maybe revert to not their best selves, and you have to show up and say, "Look, I've got to choose to take this path regardless of what's happening around me." 'Cause that happens in life, you know?

JoAnna Brandi: [38:32](#) That's it. It does. What you focus on expands, and I have had some experience of that in my own life. When you focus on the

negativity, it just gets bigger. When you focus on the positive on the situation or the challenge of the situation, or the gift in the situation, just asking different questions. "What's the gift in this?"

- Richard T.: [38:54](#) So you have the book The Spillover Effect, you do corporate consulting.
- JoAnna Brandi: [38:59](#) I don't have a book on the spillover effect. I have other books, but I don't have a book.
- Richard T.: [39:02](#) Oh, you don't have ...
- JoAnna Brandi: [39:03](#) No, but I have a course, I have an e-Course.
- Richard T.: [39:06](#) Oh, e-Course, I'm sorry. e-Course on the spillover effect, okay.
- JoAnna Brandi: [39:08](#) Yes. It's at PositiveEnergizer.com, because once you become one of these leaders, you become a positive energizer, and there's an assessment there. You can take the assessment to find out if you are a positive energizer.
- Richard T.: [39:22](#) Okay, what's the URL for that again?
- JoAnna Brandi: [39:25](#) PositiveEnergizer.com.
- Richard T.: [39:26](#) Okay, and then you can also find out more about JoAnna on her site.
- JoAnna Brandi: [39:31](#) The actual website is ReturnOnHappiness.com. If they go to ReturnOnHappineses.com/happyplace, they can find out 12 ways to make their workplace a happy place.
- Richard T.: [39:44](#) Oh, I was just going to say, what do you have going forward? What are you excited about coming up next? What are you working on that we can look forward from you?
- JoAnna Brandi: [39:54](#) Well, I'm working on getting that e-Course into more and more hands. That's what I'm working on, so I can start doing some mastermind groups around it, because I want to keep this conversation going. I think to me right now, getting the e-Course out there, getting more and more people excited about becoming a positive leader, because it feels so darn good to be one, and to spread the word. That's where my biggest focus is at the moment.

JoAnna Brandi: [40:20](#) A little book that I wrote years ago I just revised. 54 Ways to Stay Positive in a Changing, Challenging and Sometimes Negative World is now up at Amazon, so that's exciting. I'm going to be doing more around that.

Richard T.: [40:34](#) All right, great. Well-

JoAnna Brandi: [40:35](#) I'm excited.

Richard T.: [40:35](#) ... definitely connect with JoAnna on LinkedIn, Facebook, go to those website. I love the work you're doing. It sounds like you're just really at the forefront and helping so many companies. I love the idea of bringing more happiness and just changing the energy field of the business and it's really, really good. I love the return on happiness indicator, as well. I think that's awesome. Shifting it away from return on investment to return on happiness, I think that's great. So, thank you so much for-

JoAnna Brandi: [41:05](#) Oh, thank you.

Richard T.: [41:05](#) ... being on the show today. I really appreciate you coming and sharing your deep wisdom. Thanks for all the listeners as well, and you can find this show on ConsciousMarketer.com, and just click the button that says podcast. You can find this episode there. Thanks so much JoAnna and thanks so much for the listeners.

JoAnna Brandi: [41:24](#) Thank you for what you do.

Richard T.: [41:25](#) You're welcome. Thank you everyone. Bye bye. Thanks for listening to the Solo Business Show. Find out more at subscribe at www.ConsciousMarketer.com.