

# KellerCenter Research Report



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## Connecting Luxury Homes with Right-Minded Consumers

*JaeHwan Kwon, PhD, Yuri Seo, PhD, and Dongwoo Ko, PhD*

## Combatting a Stigma Begins with You

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## INSIDER: 2 Chairs: The Secret that Changes Everything

*Courtney A. Harris, MBA Candidate*

## INSIDER: Emotional Agility

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# Keller Center Research Report

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# Connecting Luxury Homes with Right-Minded Consumers

*JaeHwan Kwon, PhD, Yuri Seo, PhD, and Dongwoo Ko, PhD*

Luxury is a rapidly growing market, with an estimated 5% annual growth rate (Bain and Company 2015).

Consumers seek luxury products and luxury homes for many reasons, not limited to increasing self-image, pursuing quality, a need to conform, or a desire to stand out. For example, in real estate, some consumers purchase a home because it is in an exclusive neighborhood, while others will buy the same home because of its proximity



to a good school. One primary factor that affects how consumers view luxury is implicit-self theory: how malleable do individuals believe their personalities to be? Our research examines how a consumer's view of this theory can affect his/her preference for luxury, and how advertisers, marketers, and real estate agents can use this information to increase the likelihood that consumers respond positively to luxury, increasing your chances of a sale.

## Why Luxury?

While there is a wide array of motivators that affect consumer preference for luxury, such motivators can ultimately be categorized into two groups: functional and nonfunctional.

Customers seeking luxury products or luxury homes for functional reasons are interested in how the brand or the neighborhood meets their needs in practical ways – design, and durability, for example. Other customers prefer luxury products or luxury homes for nonfunctional reasons – the brand or neighborhood reflects values and attributes they wish to take on, as well. Most previous research is focused on a consumer's motivations for purchasing luxury products. Our research seeks to fill a gap by focusing on how messaging – through advertising and selling processes -- can affect the consumer's desire to purchase a luxury product or luxury home. We focus specifically on how a consumer's perception of change (particularly with regard to personality) can affect his/her preference for a luxury product or home. Are those who believe personality is malleable more likely to purchase luxury products than those who believe personality is fixed? Which group is more likely to purchase luxury products with the consideration for functional values over nonfunctional values? These are the questions we seek to answer in our research. The results provide valuable information that real estate agents can use to help clients respond more positively to luxury homes.

## Implicit-Self Theory

Psychologists define *implicit-self theory* as *dealing with how people view their ability to change*. In this context, we focus on implicit-self theory as it relates to personal traits. Do people believe their personality is fixed and unchangeable? Or do people believe that their personality can change as they go through life? This first view, that personality is unchangeable, is called *entity theory*. Individuals ascribing to this view *believe they cannot change their personalities*. The second is *incremental theory*. People of this view *believe that their personal attributes can change as they go through life*. An individual will always show preference for one of the theories over the other in the long run, but recent research suggests that movie clips, or even short print advertisements, are effective at temporarily activating one theory over another, even if it happens to be the recessive belief for that individual. Thus, if a consumer typically believes that personality is unchangeable, a targeted advertisement could temporarily activate his/her belief that personality is malleable.

There are two primary ways that consumer views of implicit-self theory can affect their preference for a luxury brand or a luxury home. First, the way consumers view their own personality affects how they view luxury products and homes. Since entity theorists do not believe there is anything they can do to change their personality, they are likely to use external means, such as a product or brand, to “enhance” their personality as they wish to be perceived. Second, since subscribers of these theories usually project their views of malleability to other individuals and organizations, as well, consumers who believe their own personality is unchangeable will also believe that a brand’s characteristics are also consistent. Considering this, we would expect entity theorists to make purchases based on nonfunctional characteristics of the brand. According to entity theorists, a brand that makes high quality watches probably makes high quality clocks because its pursuit of quality is unchanging. So instead of focusing on functional attributes like quality, an entity theorist is free to evaluate the product based on its symbolic values. Thus, we would expect that entity theorists are mostly concerned with the symbolic attributes of a brand or a home.

Since incremental theorists believe that they can change their own personalities, they do not need to rely on external means to enhance their characteristics to others. Additionally, consumers who ascribe to an incremental view would also believe that the attributes of a brand can change across time and across products. So, they would likely spend more time examining the functional attributes of each product.

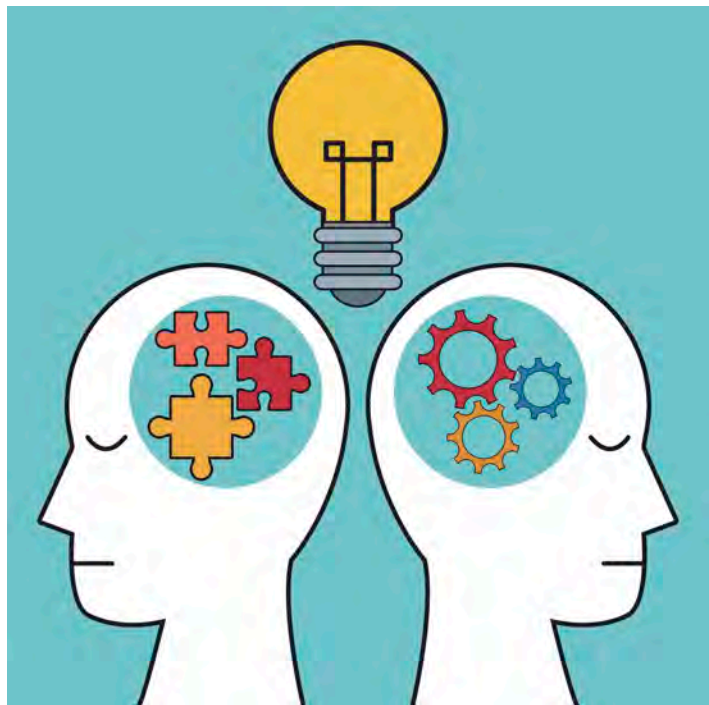
Because luxury brands are typically evaluated for their nonfunctional qualities, we hypothesize that entity theorists are more likely to want to purchase luxury brands and luxury homes than are incremental theorists. Additionally, for the two reasons described above, we predict that entity theorists are also more likely to gravitate toward the symbolic aspects of a brand or home rather than the functional attributes.

## Our Study

We conducted several studies to test our hypotheses. First, we wanted to determine whether or not entity theorists actually prefer luxury brands to those who hold to incremental theory perspective. Evidence from this first study suggests that this is true. Second, we sought to expand that relationship and determine if holding an entity theory view *causes* a person to prefer luxury brands. We found that when we primed, or strategically encouraged, participants to hold the entity view, they were more likely to prefer luxury brands. Next, we wanted to see if the results from our first two studies were consistent across various buying situations. Is an entity theorist as likely to prefer luxury when purchasing a gift for someone else? The results of this study revealed that yes, entity theorists prefer luxury and nonfunctional values, even when purchasing for others. Our next study focused on whether entity theorists gravitated towards the symbolic attributes of a brand as opposed to the functional attributes. This study confirmed our expectations that, yes, entity theorists tend to prefer nonfunctional attributes of a brand. Finally, we tested whether or not advertisers can temporarily “prime” consumers to ascribe to one implicit-self theory over the other. We found that yes, advertisers can indeed prompt viewers to temporarily hold to entity theory, even if they typically hold to incremental theory.

## Implications to Real Estate

Different consumers can view luxury homes in different manners, and even the same consumer can view a luxury home differently depending on how the luxury home is framed by real estate agents. For entity consumers, luxury is about image or a symbolic value, whereas for incremental theorists, it is about functional values. Real estate agencies and construction/development companies can use this information to create efficient persuasion strategies in different situations. If an agent is working with entity buyers, he or she can focus on presenting luxury real estate as a symbolic property in the neighborhood or when the market is



stable. The same property can be positioned as fulfilling a client’s needs, like convenience, security, location, or cutting-edge technology, if the agent is working with incremental buyers, or in situations when the market is fluctuating and dynamic. In order to determine what type of client an agent is working with, the agent might consider asking a few questions. “Do you think a



person's personality is fixed? Or does a person grow and change over time?" "Which of these qualities is more important to you when searching for a home: a beautiful exterior or a functional floorplan?" An agent might pay attention to the attributes a client says she is looking for in a home. Are these more symbolic? Or are they functional? Determining which type of consumer you are working with can help you present luxury real estate in a way that will encourage the client to respond more positively.

So, one option is to determine if your client is an entity theorist or an incremental theorist, and adjust your strategy accordingly. However, there is another option. Research on self-theories shows that people have both self-theories (entity vs. incremental) simultaneously in their mind, although one or the other is more dominant depending on the context. Consequently, either self-theory could be easily activated by targeted marketing efforts. So, rather than trying to identify whether a client is entity or incremental in nature, a real estate agency could try to activate either of the self-theories and match it with the positioning of the luxury property. For example, if you are presenting a home that has many functional features, you would want to prime your client to temporarily subscribe to incremental theory. This could be accomplished by framing the situation for clients like this: "Your life is constantly changing. Our agency is committed to changing with you, and to helping you find a home that meets your ever-evolving needs." The agent would then present the functional attributes of the home. Our research shows that clients in this scenario would be more likely to respond positively to the functional features of the home, even if they have previously preferred more symbolic attributes. This is good news for real estate agents, since it enables you to choose options for your clients from a wider selection of homes.

## Conclusion

Consumers are drawn to luxury products for a variety of reasons, which typically fall into two categories: functional and nonfunctional. How clients view their ability to grow and change over time affects which set of attributes they will prefer in a luxury product. Real estate agents can use this knowledge to present homes in a way that will elicit a more positive response from clients.

## Recommended Reading

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# Combatting a Stigma Begins with You

Sven Mikolon, PhD, Glen E. Kreiner, PhD, and Jan Wieseke, PhD

Workplace-related stigma has been studied in a variety of contexts – from stigmatized work to stigmatized workers. Stigma is inherently problematic for any worker but is particularly detrimental for real estate agents and other sales representatives. Stigma can be detrimental to agents because job performance and personal well-being depend greatly on favorable interactions with customers. Such interactions can fall flat when a real estate agent falls victim to a common salesperson-stigma, which may involve negative ascriptions such as “agents only care about the sale,” “agents are just untrustworthy salespeople,” or that “being a real estate agent requires no real skill set.”

Unfortunately, we lack deep understanding of how a stigma plays out in salesperson-customer interactions. Past research analyzing the phenomenon of stigma in customer-employee interactions only detail the aversive reactions to a stigma by the perceiver or the negative effects for the stigmatized individual. However, the causes and effects of stigma must be directly examined from *both* sides. Therefore, our research sought to expand our knowledge of the interactions between those who are stigmatized and those who stigmatize them by integrating the perceptions of the stigmatized worker and the stigmatizing customer into one model to account for the interdependent effects during stigmatized client-worker interactions.



Our results showed that frontline workers’ meta-stereotypes (i.e., what they, as a group, believe others think about them) and prototypicality (i.e., the degree to which an individual is exemplary for an organization) play pivotal roles in triggering stigmatization by customers. Additionally, our results revealed that the negative adverse effects of stigma in customer-employee interactions are co-produced by the stigma bearer and perceiver. We have termed this interaction between frontline workers’ *meta-stereotypes* and customers’ stereotypes the *stigma magnification effect*.

## Our Study

Our research conceptualizes and tests a model that includes both the stigmatized frontline worker and the customer. Our model captures the phenomenon occurring within the context of social interactions in which stigmatized individuals unwittingly reinforce others’ negative reactions

toward them. We propose that a magnification results from two cognitive processes: (a) as negative stereotypes become activated when stigma is perceived in a stigmatized frontline worker and (b) as negative meta-stereotypes become activated when a stigmatized worker perceives a customer.

For the purpose of this study, we studied the frontline employees of two stigmatized organizations that sell “homeless-advocate street newspapers” – newspapers that are sold often (though not exclusively) by homeless individuals. In fact, only one third of the employed frontline workers are actually homeless. We argue that all of the frontline employees – including the non-homeless – acquire a stigma through being perceived as prototypical representatives of their organization. For each organization, we collected data from vendors, data from trained observers who coded vendors’ prototypicality, as well as data from customers and noncustomers who observed sales encounters with these vendors. Data from the different sources were matched by using code numbers.

## **Our Findings**

We hypothesized that higher frontline workers’ organizational prototypicality (i.e., the degree to which an individual is exemplary for an organization) will both trigger customers’ negative stereotypes more strongly and will lead to stronger frontline workers’ meta-stereotypes (i.e., what they, as a group, believe others think about them). As predicted, results from the study support a positive association between frontline employees’ organizational prototypicality and their customers’ negative stereotypes as well as a positive association between their organizational prototypicality and their own meta-stereotypes. Study results support the hypothesized negative relationship between customers’ negative stereotypes and their perceived quality of interaction. Results also confirmed that perceived quality of interaction is positively associated with customer rewards and that the link between customers’ perceived quality of interaction is affected by meta-stereotypes.

## **Conclusion**

Our integrated approach to understanding stigma, particularly in the workplace, sheds light on the dual-party mechanisms through which a stigma becomes salient and subsequently poisons customer-employee interactions. Our research approach enables us to understand how the stigma phenomenon is related to perceptions of both frontline employees and customers. Through the “stigma magnification effect,” we uncovered that the negative adverse effects of stigma in customer-employee interactions are actually co-produced by the stigma bearer and perceiver. This magnification effect seems to occur without necessarily involving conscious intent of either or both parties involved.

**So what does that mean for you as a real estate agent? It means that combatting a stigma and long-held negative stereotypes of those in your profession starts with you.**

You have some control to minimize stigma placed on you by current and potential clients. Once you have become associated with any stigmatized category, as a function of being a prototypical exemplar for this category, you are believed to carry the focal category's inferred negative attributes. That means, once you do something typical that leads customers to assume you are amongst the black sheep of real estate agents, you are subject to all the negative associations customers have regarding this subgroup of real estate agents.

Therefore, the key is to investigate the *drivers* rather than the *outcomes* of stigmatization you are or may be experiencing. What are you doing that's making you higher in prototypicality for the stigmatized subgroup of your profession? What is the content of your own meta-stereotypes, or what you believe clients are thinking of you as a real estate agent?



Furthermore, rather than trying to change clients' negative stereotypes, you can apply a variety of techniques to cope with a stigma that might be cast onto you by reflecting about your own meta-stereotypes. To initially reduce meta-stereotypes, consider utilizing perspective-taking training, in which you are meant to put yourself in your client's' position. Additionally, try actively addressing your client's' negative stereotypes during your interactions by using humor or other relatively nonthreatening means of confronting stereotypes. Remember stigma in the workplace is not unidirectional but rather co-produced by the perceiver and the stigma bearer, so take control of the role you play in your own stigmatization.

### **Recommended Reading**

Mikolon, Sven, Glen E. Kreiner, and Jan Wieseke (2016), "Seeing You Seeing Me: Stereotypes and the Stigma Magnification Effect," *Journal of Applied Psychology*, 639-56.

### **About the Authors**

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Dr. Sven Mikolon studied business administration and economics at the Ruhr-University of

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Professor Glen Kreiner is a John and Becky Surma Dean's Research Fellow. He received his Ph.D. in Business Administration from Arizona State University. Professor Kreiner currently serves on the editorial boards of the *Academy of Management Review*, *Administrative Science Quarterly*, and *Organization Science*, and previously served three terms on the editorial board of the *Academy of Management Journal*. He has published his research in the *Academy of Management Review*, the *Academy of Management Journal*, *Organization Science*, *Journal of Applied Psychology*, *Journal of Organizational Behavior*, *Management & Organization Review*, *Journal of Management and Organization*, *Human Relations*, *Entrepreneurship Theory & Practice*, *Human Resource Management Review*, *Family Business Review*, and *Organizational Behavior & Human Decision Processes*. His research findings have also been reported on by the Associated Press, *The Wall Street Journal*, and print and broadcast news organizations internationally. He has received two prestigious awards from the Academy of Management's Organizational Behavior Division: (1) Best Conference Paper, 2006 and (2) Outstanding Publication, 2007. He has also won two major awards for his work-family balance research: the Rosabeth Moss Kanter Award for best publication in work-family research and the Best Paper Award from the Society for Industrial & Organizational Psychology. He and his co-authors also won a 2015 "Best Paper" Award from the British Academy of Management Annual Meeting.

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# How Customer Satisfaction Affects Employee Job Satisfaction

Alex R. Zablah, PhD, Brad D. Carlson, PhD, D. Todd Donovan, PhD, James G. Maxham, III, PhD, and Tom J. Brown, PhD

Firms often prioritize and invest substantial resources in frontline employee job satisfaction, hoping that satisfied employees will lead to satisfied customers. In the real estate agency context, this implies that improvements in agent satisfaction are expected to yield an increase in client satisfaction. However, our research suggests that agencies may be missing an opportunity to enhance both agent and client welfare by prioritizing investments in client satisfaction instead.

While academics and practitioners have long held that “happy employees make for happy customers,” we argue that the opposite is also true: “happy customers make for happy employees.” Our view is grounded in a concept known as the *satisfaction mirror* which suggests that a reciprocal relationship exists between frontline employee (e.g., agent) job satisfaction and customer (e.g., client) satisfaction. That is, the satisfaction mirror proposes that what is good for customers is also good for employees and vice-versa, and thus implies that two types of effects exist: an *inside-out* effect of agents on clients, and an *outside-in* effect of clients on agents.



Using the satisfaction mirror as our guide, our study clarifies both the magnitude and direction of the relationship between frontline employee job satisfaction and customer satisfaction. As has often been reported in prior research, we find that investments in frontline employee job satisfaction lead to improvements in customer satisfaction. More importantly, however, our findings also indicate that customer satisfaction has an impact on FLE job satisfaction that is substantially larger in magnitude than the effect of FLE job satisfaction on customer satisfaction. These findings imply then, that, to maximize both customer and frontline employee welfare, firms should prioritize incremental investments in customer satisfaction over those designed to directly improve frontline employee job satisfaction.

## Our Study

For our investigation, we employed a cross-lagged panel design which involves collecting the same data from the same respondents at two different points in time and then estimating the relationship between variables of interest while controlling for each variable’s level at the first-

time point. Cross-lagged panel designs are considered to offer the strongest indication of causality in the field because they involve temporal separation between the cause and effect and can exclude stable third variables as a rival explanation for the observed relationships. Our cross-lagged panel included satisfaction data provided at two time points (one year apart) by 49,242 customers and 1,470 frontline employees across 209 stores of the same multichannel retail chain. Within this retail chain, customers are assigned a primary frontline employee after their first store transaction, and each frontline employee manages their own set of customers, assisting them during store visits and with personal shopping services over time.

### **The 3X Effect of Customer Satisfaction**

Our findings confirm that frontline employee job satisfaction and customer satisfaction exert a positive effect on each other. In addition, we find that the outside-in effect of customer satisfaction on frontline employee job satisfaction is three times as large as the inside-out effect of frontline employee job satisfaction on customer satisfaction. Finally, our findings indicate that the relative size of the outside-in versus inside-out effect becomes even larger as customers' level of engagement with frontline employees increases, which is a common occurrence when repeated exchange between customers and employees is the norm.

Overall, our findings demonstrate that – in contexts where service relationships are used to facilitate exchange – the outside-in effect of customer satisfaction on frontline employee job satisfaction dominates, and, moreover, increasing customer engagement enhances the magnitude of this predominance. Additionally, our findings provide empirical evidence confirming the existence of a satisfaction mirror effect, which supports our contention that customers and frontline employees both impact one another.

### **Implications for Real Estate Professionals**

While the satisfaction mirror effects revealed by our study were relatively small in magnitude, they have important implications for firm performance. Prior research concludes that very small changes in customer and employee satisfaction have substantial implications for firm performance and should thus be pursued. The ability to increase market share or reduce losses by just a few percentage points translates into a substantial sum of money.

Therefore, to maximize both client and agent welfare as well as profitability, agencies should prioritize incremental investments in client satisfaction (e.g., client satisfaction surveys, loyalty and referral rewards programs, enhancements in process of getting homes listed, improvements in communication channels between client and agent, integration of user-friendly technology and web resources, improving fit of agent/client pairings, quality and speed of follow-ups, and assistance with paperwork) over those designed to directly improve agent job satisfaction (e.g., higher commissions/bonuses, strengthening team spirit among agents, good supervisor and subordinate relationships, recognitions and awards for contributions, compensation and



responsibilities matching, job security, informal praise, encouragement, and feedback from supervisors, work conditions and environment, fairness, opportunities for promotion, and



compensation structure). This requires that managers view client satisfaction not only as an important outcome metric but also as a powerful “lever” for improving agent job outcomes. However, managers should proceed with caution when adopting this recommendation to ensure that such an approach does not hurt morale, and that agents don’t construe firm actions to improve client satisfaction as a signal that the firm cares more about clients and profits than about their agents.

### Recommended Reading

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Alex R. Zablah (PhD - Georgia State University) is currently an Associate Professor of Marketing at the University of Tennessee, Knoxville. Prior to his current appointment, he served



on the faculties of Oklahoma State University and George Mason University. His research seeks to improve understanding of how frontline factors (organizational processes, employees, and technologies) influence the quality of customer-firm exchanges and, ultimately, firm performance. Alex's research has been published in leading marketing, management, and information systems journals, including the *Journal of Marketing*, *Journal of Applied Psychology*, *Information Systems Research*, *Journal of the Academy of Marketing Science*, and *International Journal of Research in Marketing*. He currently serves on the editorial review board of six journals, including the *Journal of Marketing*, *Journal of the Academy of Marketing Science*, and *International Journal of Research in Marketing*. Over the years, Alex has received several awards in recognition for his research endeavors, performance in the classroom, and service as a reviewer.

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Brad D. Carlson (PhD - Oklahoma State University) is an Associate Professor of Marketing and Director of the PhD Program in the John Cook School of Business at Saint Louis University. His research focuses on enhancing consumer-brand relationships, with a particular emphasis on those that exist between consumers and branded products, among consumers of the same brand, and between consumers and front-line employees. His research has been published in the *Journal of the Academy of Marketing Science*, *Journal of Applied Psychology*, *Psychology & Marketing*, *Journal of Business Research*, and the *International Journal of Advertising* among others. Brad serves as an ad-hoc for reviewer for multiple top marketing journals and has been repeatedly recognized for excellence in his research, teaching, and service endeavors.

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D. Todd Donovan (PhD – Oklahoma State University) is associate professor of marketing at the College of Business, Colorado State University. His research focuses on two streams: branding and front-line employees. In the branding stream, Todd investigates brands, organizational and endorser identification. In the front-line employee stream, Todd focuses on customer orientation, service delays, and customer satisfaction. Todd has published in leading journals such as the *Journal of Marketing*, *Journal of Marketing Research*, *Journal of Applied Psychology*, *Journal of Advertising*, and the *Journal of Environmental Psychology*. Todd has won several teaching and a research award.

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resource management practices, service policies, product return policies, retail concept extensions, and loyalty card programs influence customer attitudes, shopping behaviors, and store performance. Previously employed by the NCR Corporation and Russell Stover Candies, Professor Maxham currently teaches Customer Analytics & Brand Strategy at the University of Virginia. He also teaches global immersion courses that explore business, economics, and culture in China and Southeast Asia. His research has appeared in *Marketing Science*, *Journal of Marketing*, *Journal of Applied Psychology*, and *Journal of Retailing*, among others. He has served on the editorial review board of *Journal of Marketing*, and he currently serves on the editorial review boards of *Journal of Retailing* and *Journal of Service Research*. Professor Maxham also serves on the CMO Council's Customer Experience Advisory Board.

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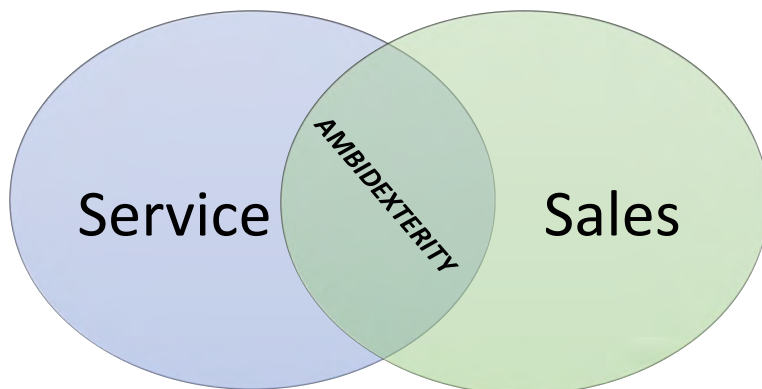
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# The Importance of Motivation to Career Success

Keo Mony Sok, PhD, Phyra Sok, PhD, and Luigi M. De Luca, PhD

In today's competitive sales market, it is no secret that clients expect results. Increasingly, clients demand sales professionals provide exceptional customer service that coincides with meeting those desired results. To have sustainable success in satisfying client's demands, research shows attaining the proper motivation is key.

The need for fantastic sales professionals is greater today than ever before. Salespeople are increasingly experiencing conflicting demands on their time and abilities and must be successful at meeting each demand individually (Jasmand, Blazevic, & de Ruyter 2012). Recent developments in sales have led to an increasing need for sales professionals to provide exceptional customer service to the client, to fulfill the client's desire for results, and to take advantage of cross- and up-selling opportunities which positively impact the bottom line (Jasmand et al. 2012; Yu, Patterson, & de Ruyter 2013). This combination of customer service and up-selling is known as *service-sales ambidexterity* and is widely recognized as a beneficial skill to increase sales productivity and client satisfaction.



## Service-Sales Ambidexterity

To successfully achieve *service-sales ambidexterity*, sales professionals must understand and apply the proper personal motivation, which may include either *can do* or *reason to* motivations. *Can do* motivations are encompassed by the belief that *I can do this*, and research supports that *can do* motivations are positively related to *service-sales ambidexterity* (Jasmand et al. 2012). *Reason to*

motivations are best understood as the *why I do this*, and the main contribution of our work is to indicate that *reason to* motivations are as effective as *can do* motivations to overcome the apparent conflicts of service and sales.

The modern sales professional should aim to be personally motivated in his/her work by *reason to* motivations, which include enjoyment of work and drive to work. If salespeople are able to find their service and sales tasks to be intrinsically enjoyable, they are highly likely to continue down the path of success by using *service-sales ambidexterity*. Equally, if salespeople have an inner feeling that they should or must utilize *service-sales ambidexterity*, they are highly likely to integrate *service-sales ambidexterity* into their sales approach.

## **Can-Do Motivations**

Research suggests that the effectiveness of *service-sales ambidexterity* may be partially influenced by *can do* motivations, in which individuals pursue difficult and complex goals because of their perceived capacity to succeed in a task (Higgins, Kruglanski, & Pierro 2003). Individuals motivated by thinking *I can do this task* fall into two categories: locomotion-oriented and assessment-oriented individuals. However, the fact that sales professionals believe that they can accomplish a task does not mean they will understand the value in the task and adopt it.

### **A. Locomotion**

Locomotion individuals are internally motivated to start their next task and complete it quickly so they may move on to the next task. Locomotion individuals jump right into a task with little time for reflection and pursue their goal of completion in a direct manner with little tolerance for procrastination or distraction (Kruglanski et al. 2010). To attain the greatest sense of personal achievement, locomotion individuals prefer performing and completing various tasks throughout their day, rather than a singular project that requires months of work to complete.

Locomotion orientation and the desire to accomplish multiple goals has a positive effect on *service-sales ambidexterity*. Locomotion-oriented individuals believe they are able to meet the client's expectations for service while also pursuing their personal goal of cross- and up-selling. Further, those who are locomotion-oriented will desire to quickly complete the sale to move that item onto their list of completed tasks. However, risk exists that locomotion-oriented individuals may not grasp the value of *ambidexterity*, instead perpetuating old habits of completing a task quickly with little introspection.

### **B. Assessment**

Assessment motivations are included within the category of *can do* motivations and differ from locomotion by critically evaluating each alternative prior to taking action. Assessment-oriented individuals prefer to do the right thing in every situation and contemplate each decision they make (Avnet & Higgins 2003). Thus, assessment-oriented individuals excel at detecting deficiencies in a plan and providing superior alternatives.

Due to deep contemplation, assessment-oriented individuals are likely to understand the benefits of pursuing *service-sales ambidexterity*. Assessment-oriented individuals have the proper motivation to successfully help clients solve the most difficult problems and will seize every opportunity to cross- and up-sell to better meet the customer's needs.

## **Reason to Motivations**

Our research indicates that *reason to* motivations have a greater influence than *can do* motivations in regards to accomplishing conflicting tasks such as service and sales. Rather than

finding motivation in a belief that *I can do this*, reason to motivators are based upon awareness of *why I do this* (Graves et al. 2012). Reason to motivations include the two separate categories of enjoyment of work and drive for work.

### A. Enjoyment of Work

Enjoyment-of-work individuals are those who find their work intrinsically interesting (Graves et al. 2012). Enjoyment-motivated professionals become passionately involved in their work, and have a feeling that the reason they work is to fulfill their passion or calling (e.g., Buelens & Poelmans 2004). Enjoyment of work is related to positive work outcomes and achievement.

Motivation from enjoyment of work has several positive side effects. Enjoyment is related to reduced work stress, enhanced emotional well-being, and voluntary assumption of tasks without coercion or reinforcement (e.g., Aziz & Zickar 2006). Motivation from enjoyment is found to have a positive effect on *service-sales ambidexterity*, enabling superior interpersonal relationships through service and improvement of sales skills. Yet, if enjoyment of work is low, the belief that you can accomplish a task (such as locomotion or assessment motivation) becomes insignificant. Enjoyment of work enables the sales professional to continue to move from task to task and/or think critically.



### B. Drive for Work

In contrast to enjoyment of work, drive-for-work individuals are motivated by a sense of self-imposed obligation, a feeling that the reason to perform the task is that they *should* or *must* do this (Spence & Robbins 1992). Those who have a drive for work impose pressure on themselves to perform at a level that meets the expectations of others and often falls within the stereotype of workaholicism (e.g., Aziz & Zickar 2006). Individuals motivated by obligation feel proud of their accomplishments when they perform well, yet feel guilty and self-disparaging when they perform poorly.

Counterintuitive to common sense, our research reveals that driven to work motivation results in a strong positive effect on adoption of *service-sales ambidexterity*. Drive for work can be positive in the short run because the individual will pursue multiple tasks at once with great effort. However, in the long run, their efforts may result in increased stress and anxiety which may temporarily impair their cognitive ability (Graves et al. 2012).

## Service-Sales Ambidexterity for Real Estate Professionals

Real estate professionals recognize that their industry encompasses both a service and a sales focus. Some agents believe service is incommensurate with sales, yet a successful salesperson needs to possess the ability to not only sell a home to, or for, a client while also simultaneously providing excellent service.

Sales is a foundational element of the real estate industry and should be of equal importance to service in the mind of the real estate professional. Salespeople seek to meet the needs and wishes of clients for their new homes, or to sell their old. After all, the sales aspect is the primary reason a client hires a real estate agent to begin with.

To earn a client for life, the main goal of an agent should be to help the client find a home s/he wants at an affordable price, or sell the home at the price s/he desires. Yet, exceptional service is built upon showing your unique value to the client and establishing a relationship for the future. Providing great service is a must in modern times, where clients tell two people if they receive great service, yet tell thousands online if they receive poor service.

One way that agents may utilize *service-sales ambidexterity* is to self-promote and sell the unique service that they provide by showing clients their valuable service approach. Highlight your service by identifying your specific skill sets, knowledge of the area, and exclusive service such as unlimited open houses. To emphasize your sales ability, do not be afraid to discuss your past successes and experience. Regardless of how you differentiate your service in the mind of potential clients, it is important to show clients that you are in their corner by providing excellent service while completing the sale.

## Motivation for Real Estate Professionals

It is important for real estate professionals to understand their personal motivations so they may be better able to utilize *service-sales ambidexterity* and ultimately succeed in meeting client's needs. Person-job fit has positive outcomes for job satisfaction (Kristof-Brown, Zimmerman, & Johnson 2005). If a real estate pro lacks the *reason to* motivations of enjoyment or drive, it may be difficult to achieve satisfaction in a service-sales industry. Although individuals with the *can do* motivations of locomotion or assessment are likely and able to use *service-sales ambidexterity*, they show potential for burn-out due to lack of passion and may never achieve full satisfaction in their careers. Sales professionals with enjoyment of work or driven for work often adopt *service-sales ambidexterity*, which results in increased productivity.

For managers and brokers of real estate firms, understanding the motivations of potential hires can be of great importance. Managers would benefit from hiring individuals who reveal the *reason to* motivations of enjoyment of work and driven for work. Agents who are passionate about their work or feel obligated to do their best will combine a service mindset with their sales

desires. However, an agent with low drive and/or low passion is likely to experience little job satisfaction. During the training process and throughout the year, it is possible to stimulate employee's motivations of enjoyment and drive. As discussed in Ahearne, Jelinek, and Rapp (2005), training and motivation are key to an organization's success.

## Conclusion

*Service-sales ambidexterity* enables sales professionals to improve productivity and achieve career success by pursuing the inherently conflicting task of service and sales. Professionals with a thorough understanding of their own internal motives are likely to have greater success in regards to achieving their sales targets and superior reviews for their customer service. By utilizing *reason to* motivations, sales professionals are better able to tap into their passion and/or drive to utilize *service-sales ambidexterity*, which results in higher productivity and job satisfaction.

## Recommended Reading

Sok, Keo M., Phyra Sok, and Luigi M. De Luca (2016), "The Effect of 'Can Do' and 'Reason To' Motivations on Service-Sales Ambidexterity," *Industrial Marketing Management*, 55, 144-155.

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Dr. Keo Sok's research interests encompass Innovation and Entrepreneurship, Branding, Marketing Strategy, and Motivations. Her publications appear in journals such as *Industrial Marketing Management*, *Australasian Marketing Journal* and *Asia Pacific Journal of Tourism Research*, among others.

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# INSIDER: 2 Chairs: The Secret that Changes Everything

Courtney A. Harris, MBA Candidate

In your life, many problems will trouble your heart greatly and leave you at a loss for what to do and where to turn...problems such as accidents, job loss, poor health, divorce, troubled children or financial struggles. Much to our chagrin, we tend to have a whole lot more of these problems than we'd care to admit. For this reason, we need something bigger than us, something bigger than our problems, and, if you're looking for answers for yourself, your family, or a friend, top sports/entertainment search executive and sought-after keynote speaker Bob Beaudine has them. His new book, *2 Chairs: The Secret that Changes Everything*, is crucial not only for people who are in trouble themselves, but also for those who just don't know what advice to give to others in trouble.

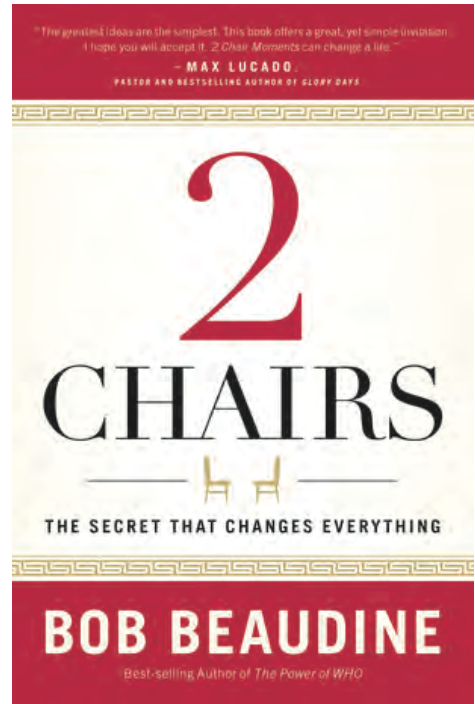
In *2 Chairs*, Beaudine outlines seven steps that, if followed, will leave you feeling affirmed, accepted, loved, joyful, hopeful, peaceful and empowered with a plan of action to overcome your troubles. But before you can embark on these seven steps, Beaudine says you must first begin with three simple but disruptive questions:

1. Does God know your situation?
2. Is it too hard for Him to handle?
3. Does He have a good plan for you?

The point of these questions is to remind you of three important things: (1) God knows your situation and you are not alone; (2) though your situation is too hard for you to handle, it is not too hard for God; and (3) God has plans for you - plans to prosper you and not harm you and to give you hope and a future. After remembering these three key points, you will be ready to discover the life changing secret that is *2 Chairs*.

## THINK POINT #1: Discover the Secret of 2 Chairs and Call Your WHO Friend

Did you know that God is calling to you right now? He is seeking your attention and a real relationship with you. He has such great and wonderful thoughts to share with you, but needs face-to-face time to tell you. So how do you answer his call? Beaudine says through two chairs. It doesn't matter what type of chairs you use...lawn chairs, living room chairs, rocking chairs on



the porch or even an open bench at the park where you do your morning run. And, they don't have to be the same chairs every time. Don't worry about spending money on creating the perfect two chairs space. What truly matters is that you show up expecting to actually speak with Him, to hear his voice, either audibly, in your mind or in your heart.

Beaudine asserts that two chairs is your chance to sit with God, your chance to talk with Him about anything and everything that is troubling you, your chance to give God your worries, pain, hurt, and shame, your chance to ask for and receive forgiveness and your chance to be consumed by God's love. Focusing on two chairs may seem odd at first, but, as Beaudine notes, if you want something now that you've never had, you're going to have to do something now that you've never done. Two chairs is worth a shot.

In times of trouble, we often feel isolated, however, Beaudine says four very important words to remember are "You are not alone." Though you may even feel the urge to hide from others, that's the exact opposite of what you need to do. Don't make the mistake of not reaching out and leaning on close friends and family when you are in need. In fact, a lot of times, all it takes to get you back on track is some empathy, encouragement, and guidance from a great and true friend. Unfortunately, recognizing who these friends are can be difficult especially given today's disingenuous use of the word *friend* and the myriad acquaintances who crowd our lives. Therefore, Beaudine has coined a new word for your true friends. He calls them your WHO. These are the people WHO matter most in your life. The people WHO know you best. The people WHO God himself has placed in your life to help, mentor and direct you in any and every way they can. So, when you find yourself facing tough times, don't hesitate to reach out to your WHO.

## **THINK POINT #2: See the Field and Change Will Do You Good**

During a crisis, Beaudine notes, it's often difficult for you to see a solution. Often, your anxiety overwhelms you and convinces you that even worse things are going to happen next. Therefore, when faced with trouble, you must immediately go to your two chairs and call your WHO friend to get some perspective on your situation, or, as Beaudine says, so you can "see the field" accurately. According to Beaudine, you cannot see the field on your own. In his executive search career, he has had opportunities to interview the likes of Hall of Fame coaches, titans of industry, governors and even a U.S. president, and Beaudine says one thing they all had in common was ability to tell him about one specific person that elevated their perspective, helped them see what all they were truly capable of, helped them see the field correctly. Again, you cannot see the field on your own, so go to your two chairs and call your WHO friend. When we allow God and the people WHO matter most in our lives to elevate our perspective, we start to see the field correctly. We start to see life through God's eyes and see the amazing opportunities he has for us.

Though we undoubtedly love the idea of new opportunities, most of us don't actually like change, especially unexpected change due to trouble. That type of change can be particularly overwhelming. However, change, in the long run, is still good, and taking time to go to your two chairs to talk to God about necessary adjustments in your life is vital. Ask Him questions about what you should change and listen for His answers. Though there will be some changes that are tougher than others to make, God doesn't usually suggest big, crazy, impossible changes but rather changes that are easy to put into action – small changes that bring immediate results. They won't be too complicated and are sure to do you good, so what impactful changes are waiting for *you* at your two chairs?

### **THINK POINT #3: Be Strong and Courageous! Order Yourself...Eyes Forward, and Do the Done!**

Beaudine goes on to assert that many of life's obstacles cannot be remedied with worldly solutions. To face and overcome these obstacles, Beaudine says, you are going to need real strength and courage. Fortunately, the source of this strength and courage is simple to find. So simple, Beaudine claims, that it is just one word – relationship. When we have relationship with God, especially through two chairs, He transmits his strength and courage to us, more strength and courage than we could ever imagine because His is of a limitless supply. God's strength and courage is greater than ours because He always succeeds. He always wins. His strength and courage is battle-tested against every kind of issue. Therefore, in times of trouble, go to your two chairs and relinquish your problems to God in exchange for His strength and courage. Furthermore, replace all negative self-talk with this new positive thought: With God's help, courage, and strength, we can fight and win.



Furthermore, when you sit in two chairs and give your worries, burdens, and problems to God in exchange for His courage and strength, be sure to listen to what He says in return. Beaudine says it will be something like this, "Come on, let's go! Follow Me. Order yourself...eyes forward!" This is God reminding you that when you are facing trouble, it does you absolutely no good to ruminate on the past. You can't go back on an old path, back to old places or back to old habits. That path, those places and those habits have run out. Don't look back, instead order yourself with your eyes forward. When you do this, you'll be ready for the next and final step of 2 Chairs: Do the Done.

During times of trouble we usually moan, worry, complain and play the victim, but what we should actually be doing, Beaudine contests, is being of good cheer. It's tough to be cheerful in hard times, but if you remember that God has already won and he has overcome the world and everything you're facing, you can be of good cheer, you can be courageous, and you can take heart and be confident in knowing that God has already done what needs to be done in regards to your problem. This is what it means to Do the Done. Think of your problems as already fixed. It's already done.

## **Conclusion**

Bob Beaudine's *2 Chairs: The Secret That Changes Everything* is a powerful guidebook for facing the tough times in our lives. *2 Chairs* reminds us that, with God's help, we can make it through tough listings, downturned markets, financial struggles, familial issues, and all other problems we encounter in life. We are not alone. We are not defeated. The answers, the strength, the courage, and the plan we need are all waiting for us at 2 Chairs. God is calling. Will you answer?

## **Suggested Reading**

Beaudine, Bob (2016), *2 Chairs: The Secret That Changes Everything*, Franklin, TN: Worthy.

## **About the Author**

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Courtney is a graduate student from Valdosta, Georgia. She earned a Bachelor of Science degree in Biology from Duke University in 2016. Before beginning graduate school at Baylor, Courtney worked with The Fossil Group, a North Carolina-based marketing and investing firm, as an intern, and later, junior executive, in their brand management division. Courtney is seeking an MBA degree with a concentration in marketing and plans to work in the entertainment industry.

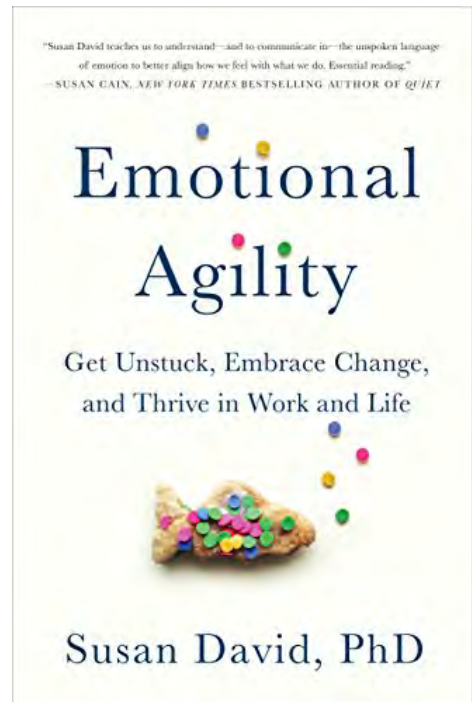
# INSIDER: Emotional Agility

Austin Taylor, MBA Candidate

“One of the keys to a happy life is knowing yourself. In *Emotional Agility*, Susan David offers us a groundbreaking way to recognize our feelings and gives us the tools we need to avoid the emotional ruts that keep us from reaching our bigger goals. This book is a revelation for anyone looking to make lasting change in their life.” – Gretchen Rubin, New York Times Best Selling Author of *The Happiness Project*.

Emotional rigidity arises when we become captive to our self-denigrating emotions, and are tossed about by the waves of the world around us. A lack of flexibility and adaptability prevents the emotionally rigid from stepping out and achieving their well-intentioned goals in life.

*Emotional Agility* enables you to become flexible with your thoughts and feelings so that you can respond optimally to everyday stresses, which is the key to emotional wellbeing and personal success. The emotionally agile understand that life is full of difficulties, but acting according to your own personal values enables you to pursue happiness and achieve your largest and most significant goals.



## THINK POINT #1: Don't Become Emotionally Hooked

Becoming hooked occurs when you are trapped by your own emotions and thoughts. For example, an emotion may arise which indicates a fear of public speaking. Fear in this situation is a healthy thing, motivating you to do well and indicating that you value performing well. If we allow it to, fear of public speaking can quickly develop into a thought that “I’m no good at public speaking,” and then morph into the misguided belief that “I’m the worst public speaker in the world.” Fear becomes a negative influence when you let that emotion take control and listen to the emotion as a fully true statement without questioning it. At this point, the healthy emotion of fear has morphed into a hook, and the mind will persist in this self-denigrating talk until you consciously take control, dispel the lie, and unhook.

Each emotion we feel has a distinct design and purpose to help us live a healthy and productive life. When emotions arise, we should address them, seeking to understand their purpose, and then take control of our response.



While any taking action to respond to our emotions may be a step in the right direction, there is a good and a not-so-good way to do so. Two examples of an unhealthy way to address our emotions include bottling and brooding. Bottling occurs when you suppress your emotions by pushing them to the side and ignore the purpose of the message which our emotions are trying to convey. While bottling feels like taking control, in reality these bottled emotions will eventually boil to the surface in potentially harmful ways. Brooding happens when people are aware of their emotions and feelings, yet let their emotions overwhelm them. Brooders become hooked by uncomfortable feelings – and rather than address the discomfort – stew in their misery. If you obsess over a negative feeling you once felt or constantly look back to that negative experience, you are brooding.

Bottling and brooding are like putting a bandage on a large wound. As short-term solutions, bandages fail to address the source of the emotion and do not provide a long-term option for growth and wellness.

### **THINK POINT #2: Unhook by Showing Up and Stepping Out**

The emotionally agile are present in their emotions, and seek to align their response and behaviors with their core values. Showing up occurs when you face your emotions head on, with curiosity and kindness to self. Rather than dodging your emotions as a bottler, or wallowing in your self-loathing as a brooder, the emotionally agile seek to understand their emotions. With that understanding of themselves, they learn to accept their strengths and weaknesses. Showing up to your emotion such as the fear of public speaking requires acknowledgement of the emotion without letting it control you. Rather than believing the thought that, “I’m the worst public speaker in the world,” someone showing up to and acknowledging her emotions would simply think to herself, “I feel afraid of public speaking right now.” With self-compassion, you can show up to your emotions, acknowledge your prior mistakes and imperfections, and then move on to better and more productive things.

Once you have identified your emotions, *stepping out* occurs by detaching yourself from the emotional stimuli and the response, and seeing your emotions for what they are -- just thoughts and emotions. By pausing before reacting, stepping out allows you to taking control of your behaviors and respond in a way that coincides with who you really want to be. To step out from your fear of public speaking, you would acknowledge the thought that “I feel afraid of public speaking right now” and seek to insert a logical response, rather than succumbing to your negative self-doubt and getting hooked.

### **THINK POINT #3: Walking your Why**

Before you can logically shape your responses, you must become attuned with who you are and who you truly want to be. To walk the life you desire to live, you must understand why you want to walk that way in the first place.

*Walking your why* occurs when you live by your own individual set of values, which are the beliefs and behaviors that give you personal satisfaction, purpose, and meaning. Success should be a personal measure founded upon your own values. While some place value in wealth and fame, others value simplicity and order. Values are freely chosen, not imposed. Values are ongoing rather than one-time goals. Your values should be a broad guide to your path of fulfillment instead of rules that constrict your destiny.

When difficulty, stress or fear arises, a decision must be made. Choice points will arise like a fork in the road: you can choose to pursue your values and growth, or linger in the misery of complacency. Following your values in each and every difficult situation will require courage. Courage is not the absence of fear, it is showing up to your fear, stepping out of that fear, and facing it head on. *Walking your why* happens when you make the logical choice to



pursue your own values rather than succumbing to the pressures to conform to the desires of others. Whatever it is you value, walking your own personal why will enable you to thrive in the moment and lead to a feeling of personal accomplishment and success.

#### **THINK POINT #4: Moving On: The Tiny Tweaks and Teeter-Totter Principles**

Once you have unhooked from the negative emotions, identified your values, and begun walking your why, how do you perpetually stay on the path to growth and change? The most effective way to transform your life is through tiny-tweaks, rather than drastic alterations. The *tiny-tweaks principle* encourages you to seek small, achievable changes in lieu of pursuing large and drastic change in one fell swoop.

Tweaking your mindset starts with questioning your beliefs that are set in stone, such as the feeling discussed earlier that, “I am the worst public speaker in the world.” Adopting a growth mindset in which you believe you can change allows you to chase after your dreams and reach your full potential. An individual with a growth mindset would say, “I may be afraid of public speaking right now, but I want to learn how to be great.” By making the active choice to learn, experiment, practice, and grow, change can be achieved one step at a time.

Tweaking your motivations is a powerful way to pursue change and growth. If you currently feel like you *have to* or *must* improve your public speaking, change will be hard-fought and difficult to achieve. Tweaking your motivation to improve from a *have to* motivation into a *want to* motivation taps into the power found in your own free will and autonomy. With a willing heart,

your actions will align with your internal desires rather than fighting the internal tug-of-war that occurs when you feel you must change but do not truly desire to do so.

The *teeter-totter principle* encourages a balance of comfort and challenge, finding a place where you are living on the edge of your ability, while neither overconfident nor overwhelmed. Choosing challenge over comfort is not an easy task. With clear values and achievable goals in mind, emotionally agile people will embrace a healthy level of stress and seek to continually push boundaries, not because they have to, but because they want to achieve personal success.

### **THINK POINT #5: Thriving in Your Current Work Position**

Fulfillment in your personal life doesn't come from conforming to the values of others that are imposed on you, and the same is true in your work life. With practice and finesse, you can mold your professional life to meet your values rather than having your work shape you.

Whether you are in a career you love or a position you hate, seek to find value in the everyday tasks around you. For the emotionally agile, work provides more than just a pay check. Work provides a sense of identity and purpose, regardless of what others think of your position.

According to the author, "We can use emotional agility to make the most, every day, of the job we have now. That's how we ensure we are not just making a living, but also truly living. ... The bottom-line, take-home message brought to you by emotional agility is this: Denying stress, bottling it, or brooding about it is counterproductive. Avoiding stress is impossible, but what we can do is adjust our relationship to stress. It doesn't have to own us. We can own it."

### **Recommended Reading**

David, Susan (2016), *Emotional Agility: Get Unstuck, Embrace Change, and Thrive in Work and Life*, New York, New York: Avery, Penguin Random House Publishing.

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Austin Taylor is a graduate student from Austin, Texas. Austin is currently seeking an MBA degree with a specialization in Healthcare Administration and plans to work in the healthcare industry. He earned a Bachelor of Arts degree in International Studies with a focus in Politics and Diplomacy from Texas A&M University in 2014. Before beginning graduate school, Austin interned for a Federal Magistrate Judge in the Eastern District of Texas. In his free time, Austin enjoys spending time with his wife, Jessica, and volunteering in the community.



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