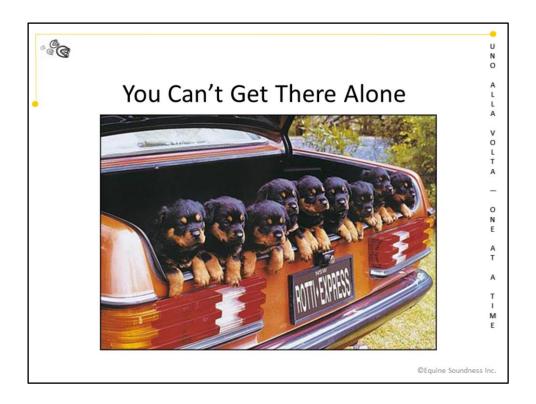


You are out there and you are trimming, you have a ton of clients, and you are doing very well, very well indeed. But here's the thing: I know you can do better. Think about it and then tell me where you can improve.



That is why we need to meet often with other professionals. We are a small community and have to be able to rely on each other.

The more trimmers are in your area, the better. Exchange of experiences, back-up when you get sick, help with difficult cases.



And insist on the truth. Be candid when you see smoke blowing. Press for specifics when people want to generalize.

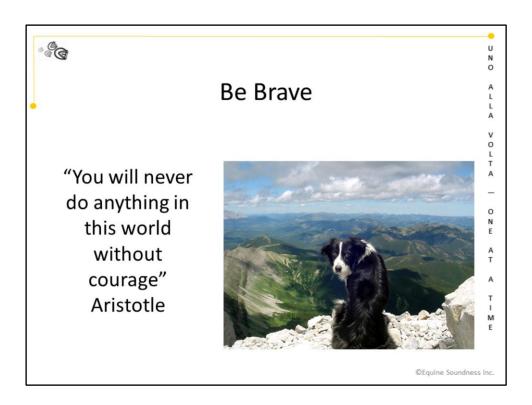
Constantly doubt your understanding of things. Say, "I may not be right."

Answers end curiosity. Keep curiosity alive by saying, "That's a great answer, but are there other options?"

**Confront the Brutal Facts**: If you don't confront the brutal facts now, they'll confront you later.

**Mind the Surroundings**: Create a caring and ethical atmosphere where everyone can make mistakes without fear of adverse consequences.

**Encourage Debate**: Encourage and learn from disagreements.



You are bound to fail. The uncomfortable truth is sincere, smart, hardworking people fail all the time. Success demands hard work and right thinking.

Learning from failure helps you think right.

Accept that courage and fear always dwell together.

Courage doesn't eliminate fear, it answers it.

Acknowledge the fears of others. For example: lowering the heel on a badly foundered horse.

Give fear a name and it becomes just a problem.

Create points of certainty. "People are not afraid of change, they are afraid of uncertainty..." During change, for example, highlight things that aren't changing: "your horse will still be your horse, love you etc., even if you do not feed him grain anymore."



Few things change us more than mistakes. Sadly, mistakes make people feel dumb, even though they are the path to wisdom.

Not making mistakes is worse than making them.

Sometimes the best way to move forward is looking back.

Rather than ignoring mistakes, relive them, uncover shortfalls, determine

alternatives, move forward.

### Reasons mistakes happen:

Please others while ignoring your gut.

Confusing instructions.

Listening to the wrong people. Listen to those with experience. Quick reactions.

You are tired, overworked, or over-stressed.

Acting on your own without seek advice.

Confidence surpasses competence – arrogance.

Rushing.

Lack of training.

Own them. "I screwed up," takes you further than, "It's your fault."

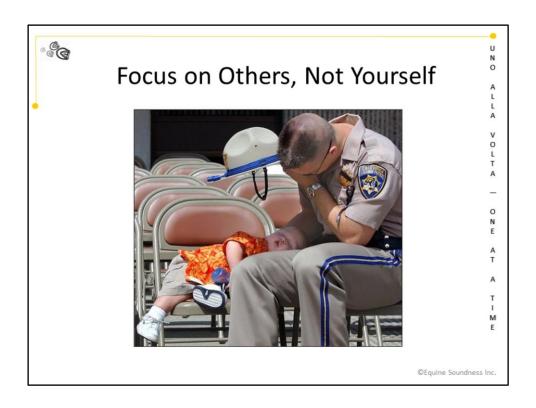
Publicly declare them. Hiding mistakes inspires self-protective cultures. Declaring, even celebrating mistakes, instills confidence.

Determine causes.

Teach others what you wish you would have done.

What mistake-making advice can you add?

It's one thing to accept that mistakes happen. It's another to suggest they don't matter. Repeating the same mistake over and over is a mistake. What whoppers have you learned from? Warning:



The simple, uncomplicated principle of success is you are here to serve. The better you serve – the more value you add – the more success you'll enjoy.

Reject distractions. Anything that requires your attention and doesn't serve people is a distraction.

Stop the irrelevant. Activities that don't directly or indirectly serve the horse or his owner are irrelevant.

You're not selling products. You're serving horses and owners. You're not making money. You're serving horses and owners. Serving:

Serving is an others-first activity. (The reason to take care of you is to enhance your ability to take care of others.)

Serving is giving before receiving.

Serving elevates everyone.

When we serve we get ahead by helping others get ahead.

What makes us reluctant to serve?
What does serving look like in your world?

It doesn't take brains or talent to obscure the simple, complicate the clear, and forget the essential. You are here for one reason, serving



Happiness is more a function of attitude than environment. People in the same environment may be happy or sad depending on their attitude.

#### Help others deeply commit by:

Everyone wants to matter. Everyone needs to connect.

Elevating belief in their potential. This may be the most important thing you do.

Developing their skills. Personal growth invites and excites.

Leveraging their strengths. Making progress. Success invites commitment. Create and celebrate small wins.

#### Most importantly:

"Get the right people on the bus." The "right" people share values.

Feeling unsupported and unappreciated drains commitment.

## Don't expect them to be committed to you if you aren't committed to them. Danger and opportunity:

Weak commitment results in dissatisfaction; dissatisfaction produces blame. The uncommitted always blame, point fingers, assign fault, and self-justify.

Commitment, on the other hand, produces responsibility. Committed people figure out how to make things work. Committed people are always happier than uncommitted.

How can you invite others to make deep commitments?



"Be yourself."

"I'm just being me," can, however, mask stubbornness, resistance, and justify mediocrity. On the other hand, adapting is essential to long-term success. How can you adapt without losing yourself?

## Adapt so others can see the real you but don't lose yourself in the process. Frustration:

What's more frustrating than positive intentions taken the wrong way? You want to be helpful but others see you as pushy or meddlesome, for example.

### Adapting:

Declare your positive intention. "I want to be helpful."

Ask, "What did I do that caused your response?" Believe the feedback you receive; don't resist it.

Ask, "What can I do that helps you see my intent to help?"

### Help others find the inner-you by adapting the external-you.

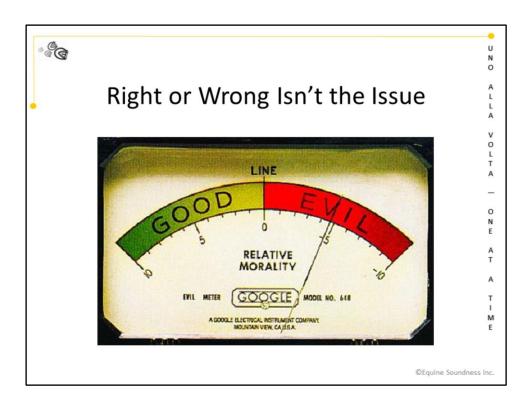
How many times have you been shocked by strong negative responses to your message? You thought it was a no brainer. Yet, they immediately pushed back. You didn't give them what they needed.

#### Adapt communication techniques but don't lose the message.

Some need more time than others, for example.



Work hard..."what's your secret?" You work Saturdays and Sundays, even if it is studying, that's where you differ from others



Most decisions should be about good, better, and best, not right and wrong. They aren't moral.

# Moral decisions aren't compromised. Options, on the other hand, are explored and modified.

Treating non-moral decisions like moral – right or wrong – choices, establishes adversarial relationships. Church people do this when they fight over methods, programs, or the color of the church's front door.

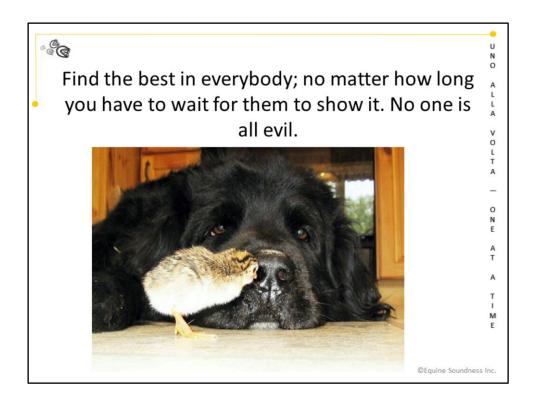
# Treating options like moral decisions makes you look like an out-of-balance fool. Chill out!

Options have a good, better, or best. Explore, explain, and lobby for the option you think is best. Give reasons and data. Then make a choice.

# Don't be offended, but non-moral choices can always be improved.

You can trim better, you have improved the hoof form etc.

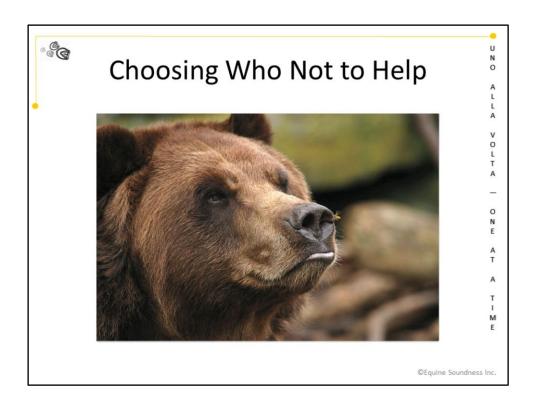
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Think about it. Think about the one person that annoyed you most (professional examples only please). Think about their positive traits, even if it is very little you can find, there will be something. It will make **you** feel better.

There is a tribe in Africa who deals with offenses within the tribe in this way:

The entire tribe sits in a circle around the offender. Then one by one every member of the tribe says something positive about the offender. That's it.

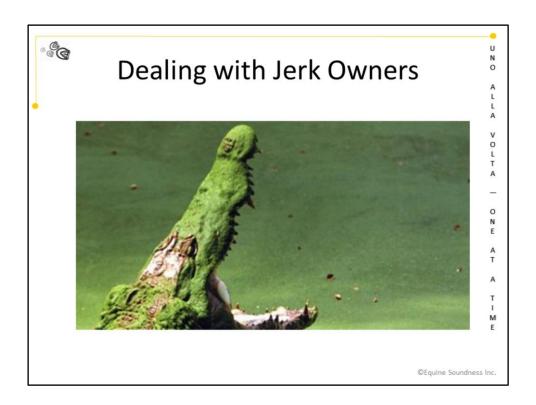


# Let's think about boats for a moment: Focus your energies on boatsgoing in the "right" direction.

There always are people rowing in the wrong direction. Don't ignore them. Work to align them. But: **Never neglect those rowing in the right direction for those rowing in the wrong direction.** 

### Harder than you think:

You work with critics, nay-sayers, detractors, or those with personal agendas. Ignoring them is challenging, perhaps perilous, especially if they have connections. *Stay connected*. Jump in their boat and talk but don't grab their oar. So, they still want to row in the other direction? Get out of their boat!



### If the owner is a jerk to everyone, you have three options:

Change him. (Good luck)

Live with it.

Quit the job.

### Is it you:

If there's a chance the trouble with the owner is you, assume it's you! Grab the bull by the horns and ask yourself some tough questions. Are you overestimating your value and performance? It's more likely you are than you aren't.

Is it blind-spots? Everyone has them. Are you overestimating your positive traits and minimizing negatives? The only way to spot blind-spots is through the eyes of others.

*Is it personal?* Have you offended them? Seek forgiveness.

#### Never:

Never let a jerk-owner be your excuse for poor performance. Never let a jerk-owner be your excuse to be a jerk.



Remember I asked in the beginning: How can you do better than you already do? Have some answers yet?