

You are the essence of your reactions and your responses

My tweet today was: “Resilience doesn’t start with experience – it STARTS with attitude – your attitude.”

It got more than 100 “re-tweets.” Evidently people understood what I was saying and chose to tell others. But since Twitter only allows 120 characters, I wanted to elaborate on the word resilience because it has a much deeper meaning than I was able to provide in one tweet.

PICTURE THIS: Your boss says, “Make 100 cold calls this week.” And the first 20 people you call hang up on you.

PICTURE THIS: You have one prospect left this month and if they don’t buy, you don’t make your quota. They call you and say, “We’ve decided to buy from your competition.”

PICTURE THIS: You get an e-mail from your boss telling you that they’ve revised the comp plan and unless you do 20 percent more you’ll earn 20 percent less.

PICTURE THIS: You finally get an appointment with the biggest prospect you’ve ever had. They’ve agreed to see you for one hour. You arrive and the decision-maker doesn’t show up.

Those are all real-world sales occurrences that every one of you has experienced.

Resilience is how you react respond, and recover from those situations.

It’s important to note that all of these challenges test your mental strength. Resilience starts with your own strength of attitude. If you are easily dismayed, your self-confidence level is low, your self-esteem is lacking or your self-image is in doubt, each of these PICTURE THIS circumstances is taken as a disaster. Your resilience level (on a 1-100 scale) is under 10.

And the ground between 10 and 100 is where your experience, combined with your self-education, is called into play. Attitude resilience challenges your thought process to get from a negative response of “woe is me” to a more positive response of “I can deal with this. I can overcome this. Here are a few ideas that I have right now that will help me ... Here are the actions that I’m willing to make things better ...” and most important, “I’m not going to let these events or situations cause me to think ill of myself, or put myself down.”

And keep in mind that this is just the reaction part of resilience.

Once you’ve processed each one of these circumstances and reacted to them mentally, now it’s time to respond to them. Your response is a combination of your attitude, your past experience and your resilience. Your inner strength manifesting itself in words and deeds.

Most people fail to understand that response is triggered by thought. If you want to use the term “knee-jerk response,” it normally means response without thinking, especially in negative situations.

Each one of you has experienced a dumb response. Something like: “I’m doing the best I can,” or “I’m just doing what I’ve been told,” or some response that’s excuse based rather than response based. Anyone can make an excuse. It takes a person of character to figure out what they can do, be in control

of their own emotions, think quickly on their feet and come up with something that is forward moving rather than self-defeating.

Something that’s on the offense rather than being offensive. Something that states willingness rather than creates a defense. Something that says what you can do, not what you can’t do. Something that states what could happen, rather than restates what just happened.

And keep in mind that this is just the response part of resilience.



Jeffrey Gitomer

Now it’s time for your resilience to really shine. You’ve reacted in a positive way, you’ve responded in a positive way, and now you must recover in a personal way – not just with the people involved, but rather take stock in who you are as a person and take the lesson in how this will help build you and build your character instead of looking around to see who is to blame, become defensive or make some lame excuse about it or

they – never taking responsibility for you.

Recovery lays the groundwork for the next reaction. Recovery after recovery builds the foundation of your resilience. Positive recovery after positive recovery builds a foundation of cement and concrete reinforced with steel rods.

You build your stature, you build your self-esteem, you build your self-reliance, you build your self-confidence and you do it with inner strength combined with mental strength. You can call it fortitude or you can call it guts, but I’m challenging you to think of it as resilience – because it’s going to happen more than once.

So I’ve given you react, respond, and recover. Let me add to this list of three. *Integrity.* Every time an opportunity arises, every time your character or your attitude is challenged and you react, respond and recover in a positive way, you build personal integrity for who you are, and you seek to become.

You never have to talk about it. Others will see it and see that strength within you. Others will talk about you in a positive way, admire you in a verbal and silent way – and others will seek to follow you in an exemplary way.

Well, I seem to have used up my 120 characters. On a personal note, I’ll confess that my resilience is challenged daily – not just as a salesperson, not just as a businessperson, but also as a father, grandfather and a friend.

Resilience knows no boundaries. But every time an opportunity arises to build mine, I eagerly welcome it and all the lessons attached thereto.

I hope you do the same.

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Customer complaints lost in translation

A German car company learned the hard way that its PR firm lacked professional linguistic ability and cultural sensitivity. The German “tuning shop” named AVUS Performance had “souped up” an Audi RS6 Avant and released the car under the new – and terribly offensive – name “Audi RS6 White Power.”

Yes, the color was indeed white, and various alterations made the car more powerful; however, the non-native English speaker who devised the offensive brand translation was clearly oblivious to the historically racist meaning behind such words. Negative publicity, complaints, and accusations spread instantly across the internet, and AVUS responded the next day with a statement blaming the PR firm for the catastrophe.

Disasters like this are common when companies settle for nonprofessional human translation. Such mishaps are most likely to occur when translation is completed via machine, a non-native speaker, or even a native-speaking individual who lacks professional linguistic experience.

Is this type of PR disaster the worst thing that could happen to your business? Do situations exist in which complete silence on the part of your customers could be just as damaging? What could be lost if potential clients remain silent about your mistranslations?

More than \$1 Million Lost in Silence

AlertDriving (incorporated as Sonic e-Learning, Inc.) created online safe driving courses several years ago and attempted to sell translated versions worldwide. However, the company took two years to realize that its localized courses were full of mistranslations and cultural gaffes. For example, Arabic instructions told Dubai drivers that the center lane is the safest on a multi-lane highway; however, those instructions are dangerously incorrect in the United Arab Emirates, where drivers use the center lane exclusively for passing.

According to the January 2010 *Wall Street Journal* article “Expanding Abroad? Avoid Cultural Gaffes,” these errors required \$1 million and 18 months to remedy. No monetary amount was estimated for the substantial revenue lost as potential customers selected competitors over AlertDriving.

Why did it take so long for AlertDriving to discover these errors? Why did potential clients not complain sooner? CEO Gerry Martin explained to the *Wall Street Journal*, “in some cultures, like Japan, criticism is considered disrespectful.”

Potential Customers Complain with Their Wallets

A real-life exchange that further illustrates the danger of customer silence recently took place between a Utah-based website marketing manager and one of his colleagues. The manager was confronted with evidence that his company’s current website translation was terrible and that multilingual customers were unlikely to ever find it because of an improperly

translated language selector and global gateway.

The language selector had been erroneously translated so that it failed to display each language option in the appropriate language (i.e. Spanish as “Español,” German as “Deutsch,” etc.) – as it should so that international clients can quickly identify their language on any page. Instead, the language options appeared all in English, all in Spanish, or all in Japanese, depending on the current language selected.



Adam Wooten

To understand the potential problem, imagine you visit the website of a Chinese company and, without knowing Chinese, see all the language options – including English – listed in Chinese characters. How would you know where to click? What would you do?

The manager dismissed the significance of the issues saying, “I don’t see a problem. Many of our customers know a little bit of English so they get by just fine with the English version anyways. Besides, no customers have ever complained that they could not find the translation they needed. And, until now, no one has ever complained about the translation being bad.”

His colleague responded with an incredulous laugh, “Of course no potential customers will ever take the time to tell us they can’t read our translations! They will simply move on to our competitors’ websites where they can actually find what they need in their language!”

When Customers Do Complain Vocally

Yet, many translation errors do cause customers to break their silence and complain vocally. For example, highly offensive translations like the “White Power” example mentioned previously are certain to elicit complaints.

Translation errors that cause unusual frustration will invite complaints from both existing customers and sometimes even potential customers. For instance, the Japanese version of the popular video game “Call of Duty: Modern Warfare 2” included a scenario where the game was supposed to instruct players to avoid speaking Russian so as not to blow the character’s cover. Instead of saying “Remember, no Russian,” the mistranslation stated, “Kill them; they are Russians,” and players subsequently shot the wrong characters only to prematurely see “game over” flash across the screen.

Some mistranslations are so high profile that you can not help but hear of them, such as when U.S. Secretary of State Hillary Clinton presented the Russian foreign minister with a gift to symbolize a resetting of U.S.-Russian relations. In front of the television cameras, the foreign minister revealed that the U.S. State Department translated the label on the symbolic red “reset” button not as “reset,” but as “overload” or “overcharge.”

Other translation gaffes are highly

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Sluggish jobs picture

Another reasonably dismal employment report.

The American economy suffered the net loss of 125,000 jobs in June, largely matching forecasting economists' expectations. The loss was totally tied to the termination of 225,000 temporary Census jobs.

Private businesses — the more critical component of U.S. employment reports as Census hiring and layoffs muddy the job picture during 2010's first three quarters — added 83,000 jobs during June. The gain, while more than twice the revised 33,000 gain in May, was still less than the 100,000 gain widely expected. Better news saw overall job gains for April and May revised to show 25,000 more jobs.

The fact that an additional 339,000 temporary Census job "losses" will negatively impact payroll totals over the next few months suggest that July and August reports will be lackluster as well, at least as far as the headline number is concerned.

The nation's unemployment rate surprisingly declined to a 12-month low of 9.5 percent in June, down from May's 9.7 percent rate. The decline, however, occurred for the wrong reason — discouraged people leaving the labor force in droves, rendering them no longer counted as unemployed.

Growth Slows

The weak nature of the employment report combines with a volatile stock market and other signs of slowing U.S. economic performance in recent weeks. Such weakness has emboldened more bearish prognosticators of the economy to more firmly embrace the double-dip recession view.

I will maintain my view of a 2.2-3 percent real (after inflation) annual growth pace of the U.S. economy for 2010. I didn't jump on the much more optimistic "growth bandwagon" earlier this year when employment gains and other economic data were more impressive. I won't jump on the "woe is me bandwagon" now, although many economic growth forecasts will move down toward the 1.5-2.5 percent level, or less. And note: the chance of a double-dip has risen.

The Numbers

The goods-producing sector of the American economy saw employment decline by 8,000 jobs in June. The construction sector lost another 22,000 jobs during the month, in part tied to the end of government financial incentives for homebuyers.

The nation's manufacturing sector added an estimated 9,000 net new jobs in June, although it was the smallest gain of the year. The mining and logging sector added 5,000 net new jobs.

The nation's much larger service-providing sector added 91,000 jobs during June, with the addition of 46,000 net new jobs in professional and business services. The leisure and hospitality sector added 37,000 jobs during the month, while the education ns health services sector added 22,000 net new jobs. The transportation ns warehousing sector added 15,000 positions, while retail sales employment fell by 7,000 jobs.

Overall government employment fell by 208,000 positions, again led by the loss of 225,000 Census jobs. In addition, the loss of 10,000 jobs in the financially strapped state and local sector partially offset government job gains apart from the Census.

Down to 9.5 Percent

It would be great if we could talk of a declining unemployment (jobless) rate associated with strong job gains, but didn't happen. As noted, the U.S. unemployment rate did decline to 9.5 percent in June from May's 9.7 percent rate because another 652,000 people left the labor force; hence they are no longer counted as unemployed.

The estimated 652,000 labor force decline in June, combined with the 322,000 decline in May, shows nearly a million people giving up on a job search over the past two months. This contrasts sharply with a labor force rise of more than 1.6 million people during 2010's first four months, when economic optimism was more solidly entrenched in the economy.

Many of these people who stopped looking for jobs in more recent months did so because their unemployment benefits have or soon will stop arriving in the mail. Note: One must be looking for a job to draw unemployment benefits. Others have left the labor force because of genuine and real despair about finding gainful employment in their communities.

Ironically, we could see additional slight declines in the nation's unemployment rate in coming months because of greater pessimism about job availability; hence more people leaving the labor force. We could also see a rising unemployment rate in coming months if optimism regains ground, with hundreds of thousands of people re-entering the labor force.

Other Job "Stuff"

- 14.6 million people have officially been out of work for an average of 35 weeks, the longest duration on record.

- Of the unemployed, the largest number, or 3.46 million people, were between the ages of 25 and 34. The jobless aged 45 to 54 numbered 2.72 million, while the jobless ages 35 to 44 totaled 2.62 million (Bloomberg.com.)

- The average work week of all workers declined to 34.1 hours from 34.2 in May.

- The average hourly wage fell two cents (-0.1 percent) to \$22.53, a 1.7 percent rise over the past 12 months.

- The "underemployment" rate, a figure which includes the unemployed, people working part-time who would prefer to work full-time, and those discouraged workers who have given up looking for jobs, declined slightly to 16.5 percent in June, versus 16.6 percent in May

From Here

The American economy has added private sector jobs at a rate of roughly 100,000 net new jobs monthly during 2010. No question: this pattern is a far cry better than 12-18 months ago, when the U.S. economy and its employment were in freefall.

However, stronger job gains are needed just to keep the unemployment rate from rising over time. Roughly 130,000 net new jobs are typically needed monthly simply to meet the needs of a rising population. Stronger job gains are necessary to push the unemployment rate lower over an extended period to help offset the net loss of 8.4 million jobs during 2008 and 2009. The rise of roughly 600,000 net new private sector jobs during 2010's first six months recoups only 7 percent of the losses of the past two calendar years.

More powerful job gains are required to keep a fragile U.S. economic recovery going. However, given the anti-business flavor of numerous tax increases, more regulations and higher health care costs emanating from Washington, D.C., those job gains will be most difficult to achieve.

Jeff Thredgold is the only economist in the world to have ever earned the CSP (Certified Speaking Professional) international designation, the highest earned designation in professional speaking. He is the author of *econAmerica*, released by major publisher Wiley & Sons, and serves as economic consultant to Zions Bank.



Jeff Thredgold

TRANSLATION

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publicized because they are actually quite humorous. For example, General Motors translated its "Body by Fisher" tagline into Flemish as "Corpse by Fisher." A Chinese restaurant displayed its own name on a storefront sign as "Translate Server Error" after failed use of online machine translation. Lastly, the Parker Pen Co. used to boast that its fountain pens would not leak in your pocket and embarrass you, but mistakenly translated its slogan "Avoid Embarrassment — Use Parker Pens" into Spanish as "Avoid Pregnancy — Use Parker Pens."

Unless the translation is very offensive, unusually frustrating, high profile, or downright hilarious, why would potential customers waste their time complaining? Most will not voice such concerns, but actions speak louder than words. In many cases, a bad website translation will cause customers to vote with their browsers and surf over to your competitors' websites.

Professional Language Solutions

Some might think that the solution is to elicit proper feedback from clients, but that would not resolve the central issue here. The best solution is to avoid such problems from the beginning by using qualified, professional language services.

Use of professional human translation and localization services can help avert both public PR disasters and many silent revenue killers. High-quality translation companies use translators who are subject matter specialists and native speakers of the target language. Avoidance of machine translation except in very specific situations

will also help to avoid such bloopers. Cultural experts and cultural surveys are sometimes necessary to handle softer, non-linguistic issues. Finally, experienced professional localization managers and engineers help with many technical issues such as how to direct multilingual visitors to translated web pages using a language selector or automatic language detection. Additional people and processes in a professional localization company also work together to ensure appropriate quality control.

The Parker Pen Co. learned from the embarrassing "pregnancy" mistranslation mentioned above and used professionals to help with other projects. According to the book *Blunders in International Business*, by David A. Ricks, Parker originally wanted to use the word "bola" to describe its ballpoint pens in Latin American ad campaigns. This word is fine in some Spanish-speaking countries; however, professional linguists revealed that "bola" means "revolution," "lie," "fabrication," or even obscenities in other countries. Having done its homework, Parker successfully avoided another round of embarrassment.

What are customers not telling you about your translation bloopers caused by machines, non-native speakers, and amateurs? Use qualified, professional language services so that you have no reason for such worries.

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