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# EXPEDITE NOW MAGAZINE

Volume 17  
Issue 4

## EXPEDITE EXPO RESCHEDULED!

October 23 & 24, 2020 **SEE PAGE 20**

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Be Highly Productive)  
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Are You an

## EFFECTIVE NEGOTIATOR?

When the other person says, "Okay, you're right," what they  
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# Glance vs. Gaze:

## HOW TO KEEP CALM (AND BE HIGHLY PRODUCTIVE) IN CRISIS

By Sean M. Lyden, Staff Writer



**At the** time of this writing, the U.S. is in its first week of what could be several weeks to months of widespread social distancing and self-quarantining in response to the COVID-19 (Coronavirus) pandemic.

Most international and domestic flights have ground to a halt. Schools and universities are either closed entirely or operating with online-only classes. Gatherings of more than 10 people are discouraged. And most restaurants have closed their dining areas, transitioning to drive-thru or take-out only.

At this point, the impact on expedited trucking is unclear. Perhaps, it could lead to a surge in freight to get critical supplies to areas in need. But if the automotive plants shut down, that could soften demand.

But one thing is clear: While we cannot control COVID-19 or any other crisis that comes our way, we CAN control how we respond—to keep ourselves calm (and be highly productive) under pressure.

**How?** That's what we're going to unpack in this article.

Whether you're reading this while we're still in the throes of the COVID-19 shutdown or at some point down the road where

you're wrestling with another crisis, how do you keep your head about you and be productive when so many others are in panic mode?

Here's a philosophy I've developed over the years that has helped get me through numerous business and personal challenges—and perhaps it can help you, too. I call it “Glance vs. Gaze.”

### PUTTING THINGS IN PROPER PERSPECTIVE

What does it mean to “Glance vs. Gaze”? It's about what you look at and focus on. In other words, when you glance at something, you look at it briefly and then move on. You don't dwell on it.

But when you gaze at something, you focus on it intensely.

So, to keep my head about me in crisis, I've learned to GLANCE at the big picture—the long, challenging road ahead—and then GAZE on what's on tap for the day, pouring myself into the task at hand.

The idea here is that I look (glance) at my problems but focus (gaze) on the possible solutions.

CONTINUED ON PAGE 8  
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This way, if I "win the day"—that is, follow through on my commitments today—tomorrow will take care of itself, no matter how bad things seem right now.

#### But what happens if I reverse the order of Glance and Gaze?

It'll make a bad situation worse.

That's because when I GAZE on the hard road ahead, I feel overwhelmed. I work myself up. All I see is so much uncertainty. So few answers. And I feel completely paralyzed, unable to function and do the important work I should be doing on that day.

But when I choose to GLANCE at the problem, I put myself in a more resourceful state to figure out how to navigate around it. And then, I quickly shift my GAZE—to focus my time, energy, and emotions—on the task immediately before me to improve my situation.

## THE GLANCE

One mistake we tend to make under pressure is to put our heads in the sand. We're so overwhelmed at the moment that we can't bear to confront the problem at hand.

This is NOT what it means to glance.

For example, freight slows, and you start to encounter cash flow challenges. If you're like most people, your reflex response will be fear—where you're afraid to even look at your bank and credit card accounts. You just want to put your head in the sand and hope the situation resolves itself soon.

But, of course, that's not going to happen. If you don't confront the issue, you'll find yourself out of cash—and out of business—way too soon.

"Glance" means to get real with yourself about the situation, where you acknowledge the problem while remaining optimistic that, if you take proper action today, you'll emerge on the other side much stronger.

I know this firsthand. Whenever I've encountered cash-flow challenges in my business, I would set aside 15 minutes as the first item on my agenda to review all my accounts and project cash flow for the next two, four, or six weeks—whatever is necessary.

As I would look at the numbers, I would want to know the whole truth about my situation, no matter how ugly it might be because only then will I know what's needed to improve it.

And since I would address the issue first thing in the morning, this would free my mind emotionally to be productive for the rest of the day. Otherwise, if I kept my head in the sand, I would have those nagging fears in the back of my mind that deplete my energy and diminish my productivity.

## THE GLAZE

Once you've identified and faced the problem, now it's time to "gaze"—to focus on the solutions.

#### Begin by asking yourself questions, such as:

*What can I do TODAY to improve my situation?*

*Who can I call to help me?*

*What expenses can I realistically cut right now?*

*What adjustments should I make to my operations?*

*Who can I call for flexible payment arrangements until we get through this crisis?*

*What is the most important thing I can do RIGHT NOW?*

Then create your action plan for that day, with each task prioritized in order of importance—1, 2, 3, etc.

Finally, focus on each item until it's done and then move to the next one. This

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way, as you complete each task, you're building momentum that also builds your confidence in your abilities to tackle the problems of the next day. And the next. And the next.

## THE LESSON

So what? Why share this with you?

I believe that learning how to strike an optimal balance between Glance vs. Gaze could be the key that unlocks our greatest potential in business and life—no matter what crisis consumes us right now.

### So, what barriers are holding you back today?

Could it be that you've been GAZING on that obstacle, making it bigger than it really is, where it keeps you from taking that next step?

You know...I don't have enough money. I don't know the right people. I'm not good at X, Y, or Z.

### But what if you could shift your focus?

Instead of feeling overwhelmed, you would GLANCE at the obstacle. That is, acknowledge it. But then quickly shift your focus to GAZE at possible solutions.

### The idea here is to ...

GLANCE at the problem; GAZE on the solution  
GLANCE at the plan; GAZE on the execution  
GLANCE at the goal; GAZE on the task at hand.

When we focus on winning the day—each day—we will discover that tomorrow will take care of itself. **EN**

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# ARE YOU AN Effective Negotiator?

By Sean M. Lyden, Staff Writer

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According to Voss, when the other person says, "Okay, you're right," what they're really mean is, "I just want you off my back."



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But when presented with an unfair offer, how should you respond?

Do you have the negotiation chops to arrive at a more favorable agreement?

## TRY THIS QUIZ TO FIND OUT.

(Answers on page 18)

**1.** True or false: Your voice has no significant impact on your ability to negotiate favorable terms.

**2.** Which is a more powerful tactic for winning people over to your point of view?

- a) Shame
- b) Empathy
- c) Flattery
- d) Strong-arming

**3.** Someone gives you an insulting offer. What's the most effective response?

- a) "No way. That's not going happen."
- b) "Your offer is insulting."
- c) "How am I supposed to do that?"
- d) "That won't work for me."

**4.** Which price is more likely to be agreed upon?

- a) \$2,500
- b) \$2,503

**5.** If you're the buyer, at what percentage of your target price should you open your negotiation?

- a) 50%
- b) 65%
- c) 75%
- d) 80%

### How did you do?

Let's go over each of the five questions and the answers to find out!

Never Split the Difference: Chris Voss

I developed these quiz questions after reading "Never Split the Difference: Negotiating as Your Life Depended on It," by former FBI hostage negotiator, Chris Voss.

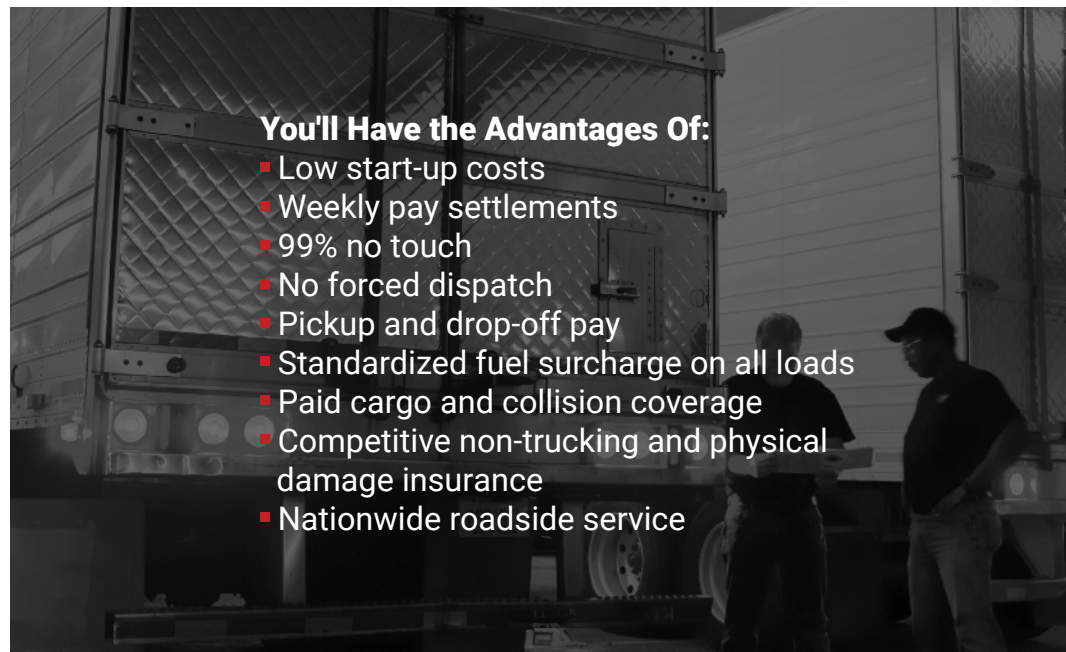
In fact, I first purchased the book on Audible. And, after listening to it several times, I had gotten so much out of it, that I ordered the hardcopy to do a deeper dive so that I could share my notes with you.

I've read a lot of great books on negotiation, but this one is the best so far—a must-read for any expeditor (or any

CONTINUED ON PAGE 18  
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business person, for that matter).

So, here are the answers to the quiz questions, with a breakdown of “the why” behind the answers, to see how you did.

**1.** True or false: Your voice has no significant impact on your ability to negotiate favorable terms.

**A:** False

**Says Voss:** “Your most powerful tool in any verbal communication is your voice.”

Voss says that we should keep three types of voices in mind when we negotiate: The positive/ playful voice: This should be our default voice. The idea is to smile while talking.

**Late-night FM DJ voice:** Use selectively. It communicates confidence and calm: “I’ve got it covered.”

**Direct or assertive voice:** Use rarely. It can cause your counterpart to shut down, especially if you use it too often.

When we encounter potential conflict, we often default to the direct or assertive voice, which increases the tension. Instead, be intentional with using the right voice in the right situation—to ensure your voice is working for you, not against you.

**2.** Which is a more powerful tactic for winning people over to your point of view?

**A:** b) Empathy

**Says Voss:** “Tactical empathy is understanding the feelings and mindset of another in the moment and also hearing what is behind those feelings so you increase your influence in all the moments that follow. It’s bringing our attention to both

the emotional obstacles and the potential pathways to getting an agreement done. It’s emotional intelligence on steroids.”

Voss gives this example of what tactical empathy looks like as an FBI agent negotiating with a hostage-taker: “It looks like you don’t want to come out. It seems like you worry that if you open the door, we’ll come in with guns blazing. It looks like you don’t want to go back to jail.”

The important goal here is to get the other person to agree with you in a way that they say “That’s right,” not “You’re right.”

### Why the distinction?

According to Voss, when the other person says, “Okay, you’re right,” what they’re really mean is, “I just want you off my back.”

But when they respond with “That’s right!” now you’re making progress. That’s because they’re thinking, “Yes—You get it! You understand me!” And that’s only possible when you genuinely try to understand them through empathy.

**3.** Someone gives you an insulting offer. What’s the most effective response?

**A:** c) “How am I supposed to do that?”

**Voss’s advice:** Learn to say “No” without saying “No.” But how?

By using calibrated questions that signal your refusal without attacking the other person’s ego.

### What’s an example of a calibrated question?

**Voss’s favorite:** “How am I supposed to do that?”

Here’s why. Think about how we tend to say “No” to an offer: “That won’t work for me.”

CONTINUED ON PAGE 22



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## EXHIBITOR PREVIEW

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"No way. That's not going to happen."  
 "I can't do it for that amount."  
 "Your offer is insulting."

The problem with statements like these is that they can come across as attacking the person's ego, which shuts down the negotiation.

But when you ask a genuine, calibrated question like, "How am I supposed to do that?" this invites your counterpart to collaborate with you on the problem. And that keeps the conversation moving toward a resolution.

#### Other examples of calibrated questions:

"What about this is important to you?"  
 "How can I help make this better for us?"  
 "How would you like me to proceed?"  
 "What is it that brought us into this situation?"  
 "How can we solve this problem?"

**4.** Which price is more likely to be agreed upon?

**A:** b) \$2,503

#### But wait! \$2,503 is higher than \$2,500.

Yes. But Voss recommends that when you talk numbers, use odd ones. Here's why: "Anything you throw out that sounds less rounded—say, \$37,263—feels like a figure that you came to as a result of thoughtful calculation. Such numbers feel serious and permanent to your counterpart, so use them to fortify your offers."

**5.** If you're the buyer, at what percentage of your target price should you open your negotiation?

**A:** b) 65%

Voss recommends using the "Ackerman Model," which he names after Mike Ackerman, an ex-CIA agent who founded a kidnap-for-ransom consulting company based out of Miami. Here are the five steps that comprise the Ackerman Model for negotiation.

**Step #1:** Set your target price (your goal).

**Step #2:** Set your first offer at 65% of your target price.

**Step #3:** Calculate three raises of increments (to 85, 95, and 100% of your target price)

**Step #4:** Use lots of empathy and different ways of saying "No" to get the other side to counter before you increase your offer.

**Step #5:** When calculating the final amount, use precise, non-round numbers like, say, \$37,893 rather than \$38,000. It gives the number credibility and weight.

**Step #6:** On your final number, throw in a non-monetary item (that they probably don't want) to show you're at your limit.

The Ackerman Model summarizes (in a neat package) many of the techniques Voss shares in the book. Experiment with the opening anchor of 65% of the target price. This process helps take some of the emotion out of the negotiation process so that you can stay focused on your objective. **EN**

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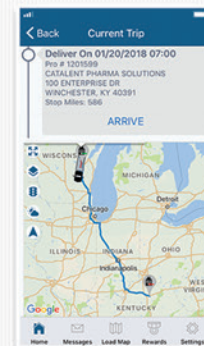
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**Sprinter Van and Cube Truck O/O Needed**  
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**Class A CDL OTR Driver**  
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**Missouri Straight Truck Owner Operators Needed**  
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**Great Lakes Region! Great Pay & Home Weekends!**  
**888-796-5699**

**TWO Straight Truck TEAMS ONLY**  
**419-410-2800**

**Teams with 53' REFR Trailers Needed!**  
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**Semi Owner Operators Needed**  
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**Teams Needed Now**  
**888-249-9028**

**Company Flatbed Drivers needed**  
**888-513-0462**

**Straight Trucks Wanted**  
**888-689-2477**

**Lease Purchase Tractor**  
**888-498-2256**

**Sprinter Van O/O Welcome**  
**888-829-3387**

**HW & Same Family Hazmat Teams**  
**1-833-OTR-EXAM**

**CDL A Owner Operator- Steady Freight**  
**(260) 208-4500**

**Class A CDL Lease Purchase**  
**888-249-9038**

**CLASS A COMPANY DRIVERS MIDWEST TO LAREDO TX**  
**888-733-0712**

**Straight Truck Drivers needed**  
**888-498-2256**

**Straight Trucks Wanted!! - Teams and Solo!!**  
**888-404-2218**

**Sprinter Van FLEET OWNERS Needed!**  
**888-249-9038**

**Owner/Operators Needed- Flatbed**  
**888-513-0462**

**Expedited Team Owner- Operators w/Reefers Needed**  
**888-699-5884**

**Established Tractor Teams**  
**888-887-4828**

**Straight Truck O/O Welcome (Singles or Teams)**  
**888-829-3387**

**Tractor OOs needed for Regional division**  
**888-267-9720**

**Sprinter Van O/O needed - AL & MS**  
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**\$1200 weekly pay guarantee for regional CDL A dry van driver**  
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**SEARCHING FOR CARGO VAN OWNER OPERATORS**  
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**OTR Company Driver wanted NO CDL required!**  
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**TEAMS NEEDED! \$2500 SIGN ON BONUS EACH DRIVER**  
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# Classifieds

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## TEAMS WANTED

FedEx Custom Critical TVAL OR Landstar Express Cold Chain. Experienced same household team to drive a 2016 FREIGHTLINER CASCADIA, Class 8 truck, with Bolt 100" Sleeper. Has all the goodies.  
**Bill 248-930-8827**

TEAM WANTED IMMEDIATELY for 2020 Volvo D unit with FedEx Custom Critical. We are a family-based company with hands-on learning from the owner. We strive to give our drivers the best opportunities available in return, we have a low turnover rate.  
**Rick 502-649-0832**

Immediate Opening for same household TVAL/White Glove team to drive our new 2020 Freightliner Cascadia for FedEx Custom Critical. Drivers must have Class A or B license and hazmat endorsement.  
**Chris 803-804-7208**

Judd Transportation has openings for Teams in our Expedited Fleet. Our Equipment is within three years old and consists of Freightliner M-2 112 with 96" Bolt custom Sleepers with APU's and a 22' box and double bunks. All trucks are automatics.  
**Brian 615-828-0998**

Established team wanted 50/50 Split on 2020 Load 1 Freightliner M2 Straight with 96" Sleeper; Truck is equipped with Carrier APU, full size frig/ freezer, convection oven/ microwave/grill, sink, Smart TV and all of the other comforts to make your time on the road comfortable and enjoyable.  
**Brannin 513-846-5711**

Sign on Bonus to good teams. Freightliner M2 112 96" sleepers, APU, Auto-shift, DD13. Pay rate 40% for 6 months and 43% after 6 months. Sign on Bonus, Customer Service Bonus paid weekly.  
**Tony 734-717-0157**

## DRIVER WANTED

New sprinter class vehicles available 3 skid high roof Bed, insulated, heater, and available generator. Drive 2k to 3500 miles per week safely Must have at least a year experience with a professional attitude  
**Randy 419-984-7946**

Solo or Same Household Team for subcontracted work This is a non CDL / OTR contract position. If solo need someone that lives in the Midwest area. 60/40 split paid electronically. XPO requires truck to be in service 80% of the year.  
**Mac 615-642-4084**

Need driver for 15 Cascadia, straight truck, DD13, Carrier apu incentives for monthly, quarterly, and yearly goals reached. Text experience, endorsements and work history to  
**Scott 989-313-4345**

Looking for good drivers for a straight truck or tractor. The trucks are leased on at load one.  
**205-475-8091**

Lease Purchase - Interested on getting into your own truck very little upfront costs pay as you go lease purchase? if you've always wanted to b your own boss here's your chance  
**Timothy 810-836-9906**

driver for 2018 ford van leased to XPO Logistics 60/40 pay split, at least 6 months expedite experience in the past year, at least 21 years old, pass a drug screen, and have a DOT physical card. out 2 to 3 weeks at a time  
**Michael 517-488-9505**

Driver wanted to drive with owner for Fedex Custom Critical WG division, class A with Hazmat endorsement required. Clean record (both personal and driving). Based in NJ out 2-3 weeks.  
**Enrique 908-770-3980**

## EXPEDITE TRUCKS FOR SALE

2020 Western Star 5700XE, Detroit DD 13 410 hp, Detroit DT 12 Auto Trans, 96" PCS Sleeper, large Rear bed with table option, Upper bunk, Roof Top A/C, Espar bunk Heater, Sink, Cook Top, Too Much to List! Comfort Pro 6000 W APU What others call options we include!!! We're not building cookie cutter. Secure your slot today!!!  
**Todd 888-881-1872**

2019 Peterbilt 579 Ultra Loft. 80" Double Bunks Premium Features! Balance of Factory Warranty!  
**Jason 888-745-0349**

2014 Freightliner Cascadia 113 72-in. double bunk raised roof sleeper expeditor truck with dinette and 24-ft. Morgan dry van with 4 rows E-Track. Detroit DD13 410HP engine, Eaton Fuller Ultrashift transmission, aluminum wheels, , Comfort Pro APU  
**Danny 888-258-7795**

2021 Volvo VNR Expediter; VADA w/ Blindspot Detection & Lane Departure Warning; Heated Windshield; Double Frame 120" Bolt Custom Sleeper w/ Everything. Morgan Reefer Thermo King 880R Reefer Unit, Carrier APU, Palfinger Lift Gate, Certified: FedEx, Landstar, Panther  
**Jeff 419-576-7802**

2016 Freightliner M2 112 96" Double Bunk Expedito Straight Truck w/ hazmat team in place PRICE REDUCED!  
**Halo 586-662-2000**

2013 Freightliner Cascadia CA113 White Glove Clean and Well Maintained 2013 Freightliner Cascadia. CA113 450 HP 1650 Torque DD13 w/ 683000 Miles. Jake Brake, CARB Clean Idle Technology, Eaton 10 Speed Ultra Shift Plus, Watson Chalin Lift Axle w/. California control kit.  
**Chris 303-917-2112**



# TRUCKING CAREERS & OPPORTUNITIES

## TIP!

Keep track of who you have called and yet to call by checking the box next to the company name.

<b>TT</b> TRACTORS	<b>ST</b> STRAIGHT TRUCKS
<b>RF</b> REEFER	<b>CV</b> CARGO VANS
<b>FB</b> FLATBED	<b>SV</b> SPRINTER VANS
	<b>TS</b> TEAMS

COMPANY	PHONE	HIRING
<input type="checkbox"/> A Plus Expediting	888-896-1844	<b>ST</b> <b>TT</b> <b>TS</b> <b>CV</b> <b>SV</b> <b>FB</b>
<input type="checkbox"/> All State Express	888-691-8304	<b>ST</b> <b>TT</b> <b>TS</b> <b>CV</b> <b>SV</b>
<input type="checkbox"/> Expediter Services	888-565-6403	<b>ST</b> <b>TT</b> <b>TS</b> <b>CV</b> <b>SV</b>
<input type="checkbox"/> Expeditus Transport	888-552-2174	<b>ST</b> <b>TT</b> <b>TS</b> <b>FB</b>
<input type="checkbox"/> Jung Express	888-575-6251	<b>ST</b> <b>TT</b> <b>TS</b> <b>CV</b> <b>SV</b>
<input type="checkbox"/> Landstar	800-622-0658	<b>ST</b> <b>TT</b> <b>TS</b> <b>CV</b> <b>SV</b>
<input type="checkbox"/> Load One	888-824-4954	<b>ST</b> <b>TT</b> <b>TS</b> <b>SV</b> <b>FB</b>
<input type="checkbox"/> Panther Premium	866-344-5898	<b>ST</b> <b>TT</b> <b>TS</b> <b>CV</b> <b>SV</b> <b>FB</b>
<input type="checkbox"/> Roadrunner Expedite	888-565-6586	<b>ST</b> <b>TT</b> <b>TS</b> <b>CV</b> <b>SV</b>
<input type="checkbox"/> Tri-State Expedited Service	888-245-4325	<b>ST</b> <b>TT</b> <b>TS</b> <b>CV</b> <b>SV</b>
<input type="checkbox"/> Try Hours	888-284-4179	<b>ST</b> <b>TT</b> <b>TS</b> <b>CV</b> <b>SV</b>
<input type="checkbox"/> XPO Logistics	866-857-4546	<b>ST</b> <b>TT</b> <b>TS</b> <b>CV</b> <b>SV</b>

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