

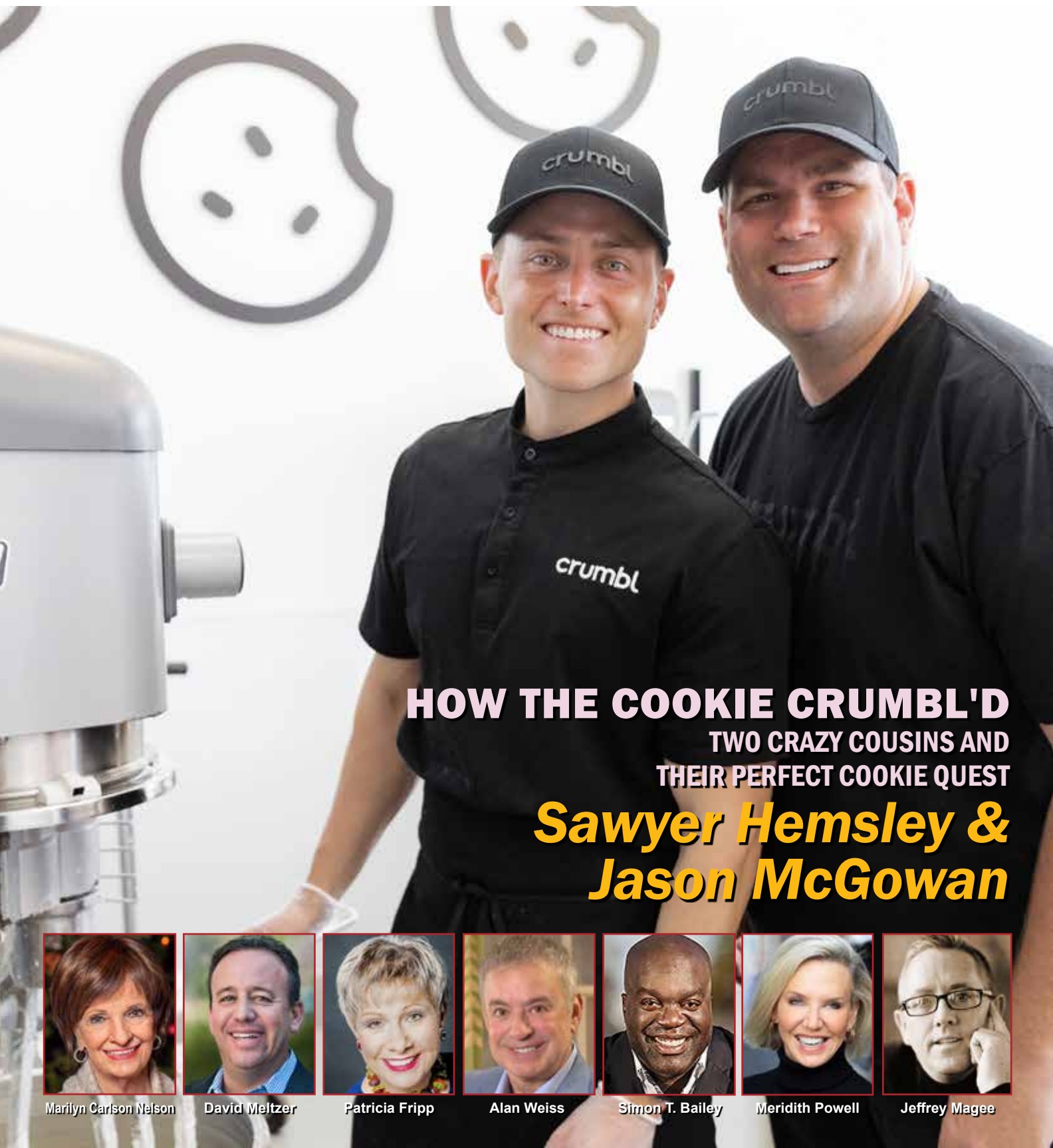
Professional
Performance 360
WHAT YOU NEED TO SUCCEED! Magazine

Vol. 32 No. 4
\$12.95

Life's Recipe to SUCCESS

Your Future is Made Today

25 Power Strategies to
Greater Achievement



HOW THE COOKIE CRUMBL'D
TWO CRAZY COUSINS AND
THEIR PERFECT COOKIE QUEST

**Sawyer Hemsley &
Jason McGowan**



Marilyn Carlson Nelson



David Meltzer



Patricia Fripp



Alan Weiss



Simon T. Bailey



Meredith Powell



Jeffrey Magee

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From the Publisher...

per-form-ance(n): 1. The act, process, or manner of performing; 2. An accomplishment: deed;
3. To begin, carry out, fulfill; 4. To function in a certain way: act

Your reality is your reality ... And, **Performance** readers are always ahead of what reality is.

"The job of a leader is to no longer care about results. The job of a leader is to care about the people that care about the results. The job of a leader is to no longer care about the customer. The job of a leader is to care about the people who care about the customer." – *Simon Sinek*

We have a whole new cadre of popular individuals today that are making a career of mining lost wisdom from those that have gone before us. The chief among them is Simon Sinek. He recently recycled the late Herb Kelleher's Southwest Airlines' classic mantra — "**We do not imitate.**" And, one I have used in our executive programs for the past two decades.

NOISE ... and, even more **NOISE!**

One truth coming out of COVID and one that our **Performance Magazine** contributors and I have been chronicling and writing on for many years prior to COVID (and the same will be detailed before-during-after the next pandemic or global re-calibrator), what knowledge, skills, abilities and experiences needed to be relevant in tomorrow's market space, will not come from the traditional venues or individuals. Regardless of one's political persuasion the facts are in – Our Educational system has produced now repeated generations of inferior products and the world market space is now competitive to what America once held complete ownership on – competent, inspired, entrepreneurial workforce, home grown.

When President Jimmy Carter's administration created the Department of Education, it was to ensure the labor market would have a consistent, brilliant, achiever as a graduate, no matter where that young adult graduated from – Quality Brand Consistency!

In 1867, President Andrew Johnson created the first such governmental agency/department, but it was disbanded a year later when it proved incapable of delivery – interesting lesson learned.

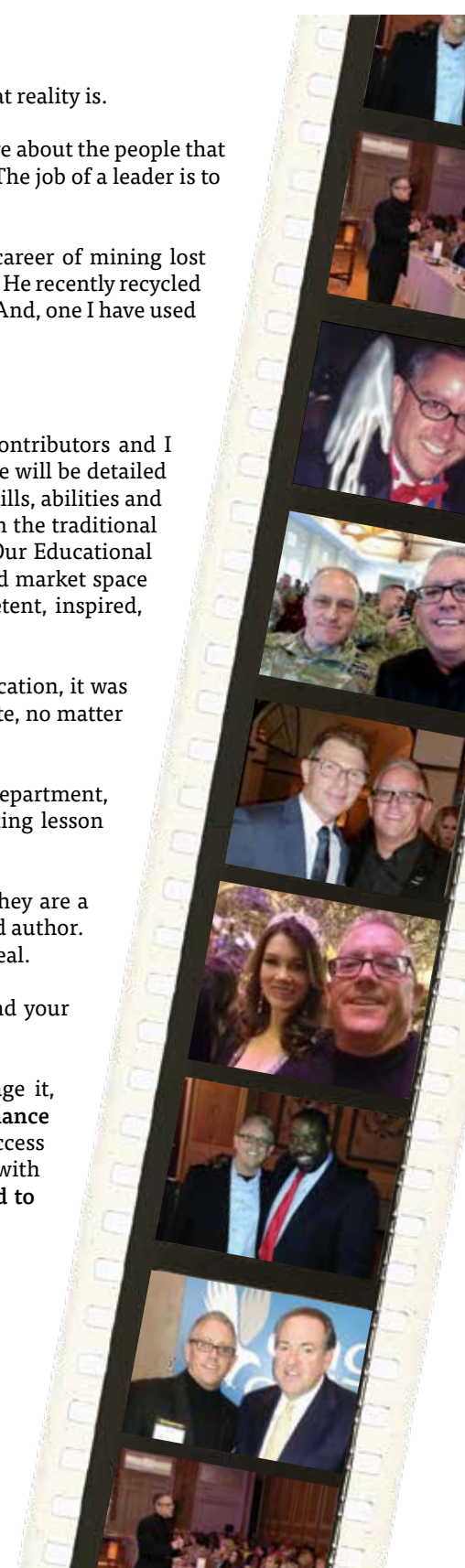
And, what this new decade has accelerated, everyone with a mouth believes they are a worthy podcaster and everyone with a finger believes they are a worthy blogger and author. Sadly, far too many are merely creating **NOISE**, albeit with seemingly magnetic appeal.

The math is simple, if your LinkedIn® profile reflects you can't keep a **JOB** and your resume will not fill up a Post-It® note ... You are more apt to be more **NOISE!**

Performance NOW, is all about the **NOISE BUSTING** ... And, how you manage it, recognize it, respect it, and stop feeding it! In this edition of **Professional Performance Magazine** are powerful real-time insights for accelerating and elevating your success and that of those around you, from true achievers and not just great self-marketers with the ability to distract away from their empty heads. It is all about **What You Need to Succeed!**



Let's connect on [LinkedIn](#), and Follow me for daily doses of **Performance MAGEE'isms!**



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your
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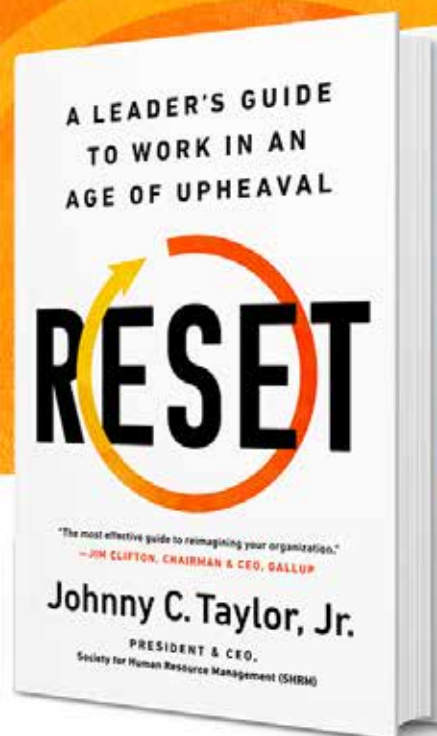
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SIMON T. BAILEY

What Would I Tell My 40 year-old Self

Thank goodness I've been able to experience another year around the sun. As a result, I've been reflecting on what I would tell my 40 year-old self about life, failure, successes, sadness, and joy.

1. **Take a risk and never play it safe.**

When I was contemplating leaving Disney, all of the key people in my life said to stay in a secure job with benefits and future promotions. What they told me was great advice for themselves. Remember, people don't see you the way that you are; they see you the way that they are. In my gut, I knew that it was time to find my happiness elsewhere. Be divergent and go in the opposite direction. You will find your voice in the process.

2. **When you don't know, don't go.**

I know this will contradict everything that I previously said. However, here's the gist. There will be times in life when you are unsure and don't have peace. There's an internal wrestling match in your soul. Yes, you want to jump from the ropes of life onto the mat of opportunity. But somewhere deep in your psyche, there's a still, small voice that says "wait." It's in that moment that our soul senses the divine timing of the universe. When you decide to go for it, everything will line up.

3. **Love with no regrets.**

When a man meets a woman, there's a sense of knowing that you've chosen this partner to have and to hold until death. However, what do you do when life happens, aka divorce? As you look back through the rearview mirror of time, celebrate what you learned and how you grew as an individual in that relationship. Take ownership of your areas of failure, forgive your

spouse, and move on. It will be healthy for you and for your children if you are fortunate enough to be parents. By the way, there is one more thing: Seek professional help through a licensed therapist. I did, as I discussed in my latest book – *Ignite the Power of Women in Your Life – A Guide for Men*.

4. **Situational awareness is your BFF.**

There have been several instances when I was in the right place at the right time, but I wasn't aware of how to show up because I didn't see it or understand it. I was stuck in my limited worldview and didn't use the tools of words to work through problems by asking questions. My analytical skills were in their infancy, and no one taught me the power of being uber responsive. Nevertheless, at the conclusion of every situation I encounter now, I say to my wife, Jodi, "What just happened?", and we dissect every word, tone, and exchange at the moment. We simply start with what is seen, heard, and felt.

5. **Find a bigger room.**

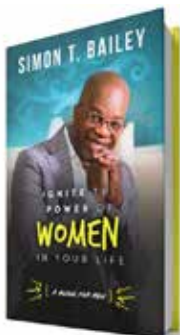
There will be times in life when you outgrow situations. I love this quote by British author Aidan Chambers: "Rooms are fixed size, which can't be altered without pulling down walls and building new ones. They should be unchanging in shape and proportions. But sometimes they do change depending on who's in them." It is time for you to find a bigger room for whom you will become in the process. I found a bigger room when I joined the Kyle Wilson Inner Circle Mastermind group. I've never looked back and have been so tremendously blessed.

These are just a few suggestions that I wanted to share as I was mentally flossing. Your best days are in front of you, and how to do you begin to mentor by imparting your wisdom to those who are 10 years behind you.



Simon T. Bailey has the insight and inspiration to help you find your spark and unleash your brilliance to the world. With more than 30 years of experience, he worked with over 2,000 companies in 50 countries. He has helped countless people find their spark – he will help you find yours.

SimonTBailey.com



DIANNA BOOHER

7 Interview Questions to Hire Top Talent

Avoid Toxic Employees



Your success often depends on the emotional intelligence of people you hire in strategic positions. That means you need to make hiring decisions based on solid information—not just gut instinct and first impressions gained in an interview.

Those interviews require well-planned questions that solicit genuine answers which surface real opinions, character traits, values, and skills. Most applicants have rehearsed for likely questions. So asking for two or three examples will get you past the practiced answers and give you real insights.

Consider the following interview questions to produce meaningful information about your potential job candidates:

Who are 3-5 people in the public arena or your personal or social life whom you admire and why?

Responses here will reveal several things: How informed are they on local happenings, current affairs, politics, or pop culture? Does their response suggest they can't think of anyone, or simply that they can't narrow their choices? Were all choices from public life rather than personal or social circles? That may suggest few mentors or role models in their life. Why? If all choices are personal acquaintances, that may suggest noninvolvement in the community or activities outside the home. Why? At least, their answers will reveal their values.

In your opinion, what are the biggest ways people waste time on the job? What do you think are the reasons for this wasted time?

These time wasters on the job are routinely mentioned: visiting with coworkers, taking long breaks, surfing the web, gaming, online shopping, and personal calls.

Do they seem uncomfortable in answering this question? Or consider this question and their answer in another way altogether: Do they analyze “time wasters” and productivity at a higher level, seeing sources of the productivity problem? For example do they mention these causes: improper workflow, lack of training, indecisiveness, nonfunctional teams and conflict, insufficient equipment. Again, the level of their analysis tells you the level of their thinking in general.

Can you recall ever seeing or hearing about someone mistreated in the workplace? How did you handle the situation?

Their answers will reveal values and ethics. You're also judging their capacity to feel empathy and compassion. Further, the action they took in this situation tells you about their ability to persuade others to stop the mistreatment or otherwise correct the situation. Their response also tells you about their tolerance for risk (if they had to act alone to stop the mistreatment). Did they risk their own reputation or even their own job to do the right thing?

Would you tell me about a particularly bad day you've had this past year or two—a day when nothing was routine and almost everything went wrong? How did you deal with all the stress and calamity?

Their response gives you some perspective on what happenings they consider “routine” versus “calamity” and “particularly bad.” But what you're really looking for is their coping mechanisms—both emotional stability and resourcefulness. Listen carefully to the retelling for words like “so upset,” “so angry,” “had a major meltdown,” “went ballistic,” “frantic,” “just beside myself with worry.” Did they personally solve the problems or did someone else have to take charge? How much and for how long did this problem or these problems affect their work and life? How does their idea of “serious” compare with yours? Does their reaction seem appropriate or extreme? How did their judgment and solution compare to how you would have handled the situation?

What have been your five biggest accomplishments to date? How would you rank order those? Why were each of these things important to you?

Again, their answers reveal character traits and values. Are they sharing all

work-related accomplishments? Personal or family accomplishments? How do they rank the five things named? Reasons reveal much about their view of success, meaningful work, loyalty, and the importance of other people in their life.

Tell me about a time that you failed—either at work or in your personal life. What did you learn from that experience?

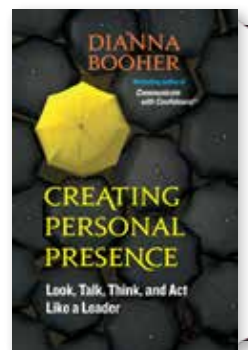
If they have never failed, either they are lying or they are extremely risk-averse. Do they blame others or accept responsibility for the failure? Do they seem teachable? What does their attitude say about humility or arrogance?

Explain a new idea to me. For example, take a complex term, product, service, or project in a past job and explain it to me so well that I could teach a session on it tomorrow.

I've yet to meet the job applicant who admits to having weak communication skills. In my three decades of reviewing résumés and hiring, job candidates routinely claim some version of “excellent oral and written communication skills.” This question aims to test that boast. As the applicant explains the concept, interrupt with questions along the way to see how they react.

Do they overview the idea clearly—and then fill in the details? Do they organize their thoughts coherently and logically? Do they skip steps and definitions, making assumptions about what you “should” know? Does their body language suggest impatience? Do they “talk down” to you, demonstrating arrogance that will likely cause conflict with coworkers or customers on any future job? Is their language lazy, imprecise, and flippant, again representative of the language they'll use with customers as your representative in casual conversations?

continued on page 34



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AMY FRANKO

How CEOs Drive Smart Sales Growth

Growth. It's a hot topic in boardrooms across the country. As organizational leaders look to remain resilient and thrive during disruption, smart sustainable growth is a key priority.

Every CEO should take a vested interest in sales performance as an indicator of the next three to five years of their business success. Yet only 13 percent of CEOs hail from a sales or marketing background. (Source: University of Virginia Darden School of Business.)

The unfortunate result is that many CEOs don't prioritize sales strategy the way they might other facets of the business. This article offers five "must know" elements for CEOs to consider as they partner with sales executives on sales strategy. Knowledge of these elements supports stronger communication with your board of directors as it relates to sales performance.

Know...

How to create a sales growth culture

Ultimately, sales growth culture is your organization's unique combination of factors that help you to create sustainable, meaningful, profitable growth. Sales growth culture needs to be proactively defined and monitored within your organization, as it impacts the major facets of your business. There are four pillars to sales growth culture: strategy, people, process, and technology. For example, under strategy your organization may launch a new product or service in a key market. That launch requires a certain level of revenue and profit to be successful, and it will require prioritizations under the people, process, and technology pillars. The pillars of growth culture are interconnected, and decisions made within one pillar create outcomes in the others.



The strength of your sales bench

Hiring elite sales professionals is difficult in any market. Top performers aren't looking to make a change unless they're unhappy with their current organization. New hires (even seasoned professionals) can take up to 12 months to produce a return on your hiring investment. One strategy is to ensure the sales skills of team members in client-facing roles are evaluated, and especially those on quota. Understanding the composition of your teams' skills leads to better outcomes in skill development and hiring. You'll invest in the right people to build the right sales culture.

How sales performance is measured and rewarded

What is your organization's sales compensation strategy? This goes along with attracting and retaining stellar sellers. Make sure your strategy includes financial rewards that align to your strategy and promote desired outcomes, as well as opportunities for growth and development. For example, compensation models on revenue, profitability, or other organizational levers have the potential to drive different behaviors. Ensure your sales growth culture drives the behaviors you want to be known for both internally and in the greater marketplace.

How strategic decisions move downstream

Decisions like go-to-market strategies, new products and services, or innovating industry approaches impact the sales force and sales outcomes. Everything from the types of customers they attract, to compensation, to implementation and client experience. For example, if a technology company transitions to a cloud-based software as a service model, or a public accounting firm evolves from hourly billing to retainer models, those scenario shifts significantly impact sales results and P&L. Taking the time to inventory the potential intended and unintended outcomes and how customers will be impacted lends to smart sales growth.

To invest in your sales team

Growth-oriented organizations make sure sales strategy and development aren't "one and done." It must be a continual part of the growth plan. As your organization reimagines the pillars of sales growth culture, structural and skill gaps will be uncovered. Improvements to sales structures and sales training can close those gaps. CEO-level support of formal development programs and sales structures gives you improved knowledge of sales function activities and sends the message that you believe in creating a sustainable sales growth culture.

While it's not always a CEO's role to lead the sales function, the most successful CEOs take an active and supportive interest. Your success depends on you and your sales executives defining and leading a productive sales growth culture.

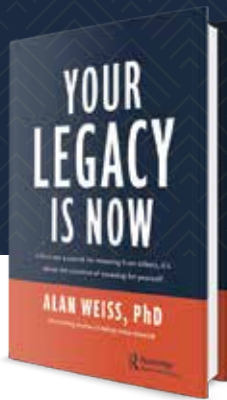
Amy Franko is the leader in modern sales strategies. She helps mid-market organizations grow sales results through sales strategy, advisory, and skill development programs. Her book, *The Modern Seller*, is an Amazon bestseller, and she is recognized by LinkedIn as a Top Sales Voice.

AmyFranko.com

ALAN WEISS, PhD

YOUR LEGACY IS NOW

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Written by Alan Weiss, author of *Million Dollar Consulting* which is in its sixth edition, *Your Legacy is Now* will empower you with the skills, behaviors, and motivation to create meaning in your life—while you're still enjoying life and able to improve it.

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PATRICIA FRIPP

Success

Ask and You will Receive

The Secret of Conversation is to Ask Questions

Your prospects and customers can give you important feedback, both directly and indirectly, but perhaps there is another great way to find out how you are doing.

This is a blast from my past

After addressing a group of sales contest winners in Hawaii, I was on the shuttle bus headed for the airport. My best education and content for my speeches comes from asking questions. As I was the only passenger, I leaned forward and commented to the driver, "I bet your passengers tell you what they really think about their stays at these fancy resorts because they know you don't work for any of them."

"Oh, yes," he replied. "In fact, once a month, the general manager of the hotel where you stayed comes to the depot with a big box of donuts and has coffee with the drivers. While we eat his donuts, we tell him everything we've overheard about his hotel and about his competitors' hotels."

That is what I call Box-of-Donuts consulting

The hotel manager could have paid large fees to a research firm to contact 1,000 guests and ask what they liked and didn't like. That information, however, couldn't possibly be as up-to-date or as honest as the feedback of those drivers, nor would it give him valuable information about his competition.

Do you get, keep, and deserve your customers by finding out what they really want from you? Yes. In addition, I suggest an additional, frequently overlooked low-tech method of talking to others who talk to your customers and have no personal stake in their opinions

I challenge you to find ways to use Box-of-Donuts' consulting. Yes, you can also use bagels or muffins.

My friend, copywriting authority David Garfinkel, says there are five important answers you need to know from your customers, directly or indirectly:

1. What do you like about buying from us?
2. Why did you buy from us in the first place?
3. What problems did you have before you bought from us?
4. How did we help you solve those problems?
5. How is your business better for you now?

"That last answer," says David, "is very important. It's what a positive result looks like to a real customer, and it's going to look the same to your other customers and prospects when you tell them about it."

Remember, exceed your customers' expectations or one of your competitors will. Ask and you will receive. No, I am not claiming that is an original Fripp quote!

Patricia Fripp, CSP, CPAE is a presentation skills expert, executive speech coach, sale presentation skills trainer, and online learning expert. Companies like Nutanix, Veritas, APD, and Zebra Technologies hire Patricia when they want to drive more business by improving their important conversations and presentations. *Kiplinger's Personal Finance* magazine wrote, "One of the best investments in you is to learn presentation skills from Patricia Fripp."

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RYAN GOTTFREDSON

How to Become a Level 5 Leader

In Jim Collins' book, *Good to Great*, he identifies a rare type of leader that is able to transformationally elevate their organizations, and calls them "Level 5" leaders. Collins says that these leaders possess the unique qualities of personal humility and professional will, which speaks to the quality of their being.

The Five Levels of Leadership



Shortly after publishing *Good to Great* in 2001 and in a Harvard Business Review article [Level 5 Leadership](#), Collins states that he is commonly asked about how one can learn to become a "Level 5" leader. His response, "We would love to be able to give you a list of steps for getting to Level 5—other than contracting cancer, going through a religious conversion, or getting different parents—but we have no solid research data that would support a credible list."

But, I have good news for you. Since Collins' 2001 Harvard Business Review article was published, we have learned much about how to become a "Level 5" leader, and it requires a form of development that most people are unfamiliar with.

Two Types of Development

There are two types of development: horizontal development and vertical development.

Horizontal development is improving our knowledge and skills. Nearly all development efforts are a form of horizontal development (e.g., college class, corporate workshops). It is like downloading an app on an iPad. It broadens our functionality. It helps us to DO more. But, it is limited because it does not help us BE more. One does not develop the qualities of personal humility, professional will, emotional intelligence, psychological flexibility, empathy, and vulnerability by simply gaining knowledge and skills.

Upgrading our being and gaining these qualities requires vertical development.

Vertical development is upgrading our internal operating system (as opposed to app downloads). The technical definition of vertical development is elevating our ability to make meaning of their world in more cognitively and emotionally sophisticated ways. It is distinctly focused on improving one's being. And, it is the necessary key to becoming a "Level 5" leader.

The Key to Vertical Development

If you want to elevate your being and become a "Level 5" leader, you need to identify and focus on the key to vertical development. This key can be identified in our definition of vertical development: "elevating how we make meaning."

What are our meaning makers? They are our mindsets.

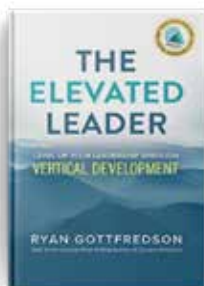
Our mindsets are the mental lenses that we wear that shape how we make meaning of our world. Both neurologists and psychologists have identified mindsets as the most foundational aspect for why we think and operate the way we do.

Consider the two questions:

- What percentage of people think they have good and positive mindsets? Most people.
- What percentage of people actually know the quality of their mindsets? Few people.

I have developed a personal mindset assessment that helps individuals assess the quality of their mindsets cross four different mindset sets (fixed/growth, closed/open, prevention/promotion, and inward/outward). Of the 30,000+ people who have taken the assessment, only 2.5%





are in the top quartile for all four sets of mindsets.

This means that most people have some significant mindset work to do, and when we do so, we elevate our being.

Conclusion

In all, if you want to elevate your being and become a Level 5 leader, someone who has a transformational positive influence on the groups you lead, it is necessary for you to focus on vertical development. And this involves awakening to and improving your mindsets.

But, awakening to and improving your mindsets is generally not a comfortable journey. It, of necessity, involves a deep level of self-awareness, stepping into the aspects of ourselves that are not always pretty, and becoming more conscious of our fears and insecurities.

This quote by an unknown author is an apt description: "The degree to which a person can grow is directly proportional to the amount of truth they can accept about themselves without running away."

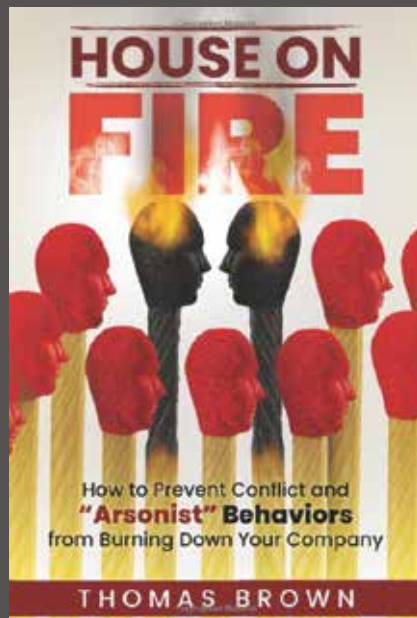
If you want to learn more about vertical development, what your vertical altitude is, and how to vertically develop, check out my new book, *The Elevated Leader: Level Up Your Leadership Through Vertical Development*.

Ryan Gottfredson, Ph.D. is a cutting-edge leadership development author, researcher, and consultant. He helps organizations vertically develop their leaders primarily through a focus on mindsets. Ryan is the Wall Street Journal and USA Today best-selling author of *Success Mindsets: The Key to Unlocking Greater Success in Your Life, Work, & Leadership*. And, he is the author of the upcoming book, *The Elevated Leader: Leveling Up Your Leadership Through Vertical Development*. He is also a leadership professor at the College of Business and Economics at California State University-Fullerton.

RyanGottfredson.com

Personal Mindset Assessment

RyanGottfredson.com/personal-mindset-assessment



House on Fire is a powerful tool to prevent conflict within boards and executive teams from erupting into a destructive blaze.



Thomas Brown is the founder and CEO of Ad Altius Advisors. He is a Yale-educated psychologist with 15 years of experience working with companies throughout the world to prevent or resolve boardroom and executive team conflict.

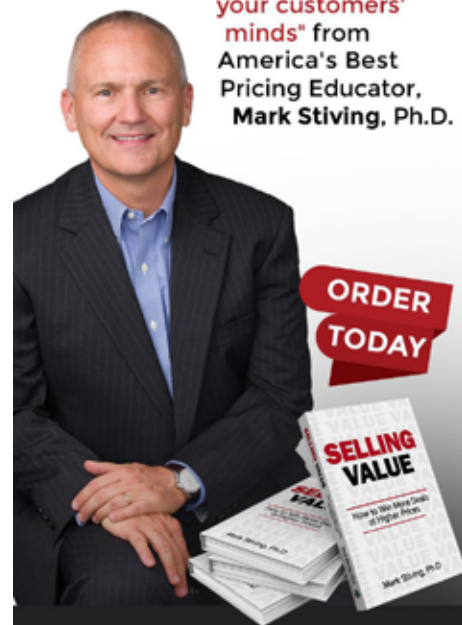


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SAWYER HEMSLEY & JASON McGOWAN



The Way the Cookie Crumbl'd

Couldn't be More Wrong in this Cookie Explosive Interview

Sometimes where you find your success, may be the last place you were looking. For these two cousins that became a blessing and now a nation is eating-up their success recipe ... **Literally.**

Recently, I talked with Sawyer Hemsley and Jason McGowan about the Crumbl Cookie explosion across America, as the #1 Growth Franchise Business today ... And what drives success through their perspective.

Take us back to the beginning briefly ... Why cookies? Where did the idea come from and how did you bring this dream to market?

At the time of Crumbl's conception, Jason and I were living in a rural community in the Idaho/Utah area. I had just lost a competitive Student Body Presidential election, and wanted something more fulfilling to do with my time. During that time, I realized that gourmet, cookie delivery companies weren't really a thing where we lived, although I knew people loved them on the east coast. I brought up the idea to Jason during a family party (we're cousins you know), and he agreed to fund the start-up if I would run day-to-day operations and social media while he focused on building our tech and business foundations. After that, we connected with bakers and chefs that we knew in the area to learn everything we could about the "cookie" part of owning a cookie shop.

In the early days, you must have faced challenges that could have given others a reason to give-up, in those early days, what kept you two grounded and going forward?

McGowan - There were so many days we wanted to give up in the beginning! The one thing that kept me grounded was the fact that our company was one that brought people together. I have built a number of companies prior to Crumbl, but my children never took any interest in them until we opened our first cookie shop in 2017. On opening day my seven children were beyond excited and that's when I knew we had something special. Our cookies are often served at events where people come together to celebrate—weddings, graduations, family parties—and also used to show care when people send boxes of cookies to their loved ones.

This mission and purpose is what has kept us going from day one because it's something that matters!

What traits have you learned are critical for success for an individual or organization to be relevant in today's global market of options?

Hemsley - Adaptability and resilience are traits I believe are essential to success in the global market! You never know what challenges you may face—let's take the pandemic for example. No one was expecting that and hundreds of thousands of businesses had to pivot in order to survive. At Crumbl, we completely had to change our procurement processes to ensure that we could supply our franchise partners with the ingredients they needed to facilitate our weekly rotating menu. Fads come and go, the market changes, and customer opinions change, but a business or individual who can adapt and shift the business offering accordingly will always survive. I also think it's incredibly important for individuals to learn how to innovate, focus on the details, and also master their craft!

From your unique vantage point and unique experiences, what are the most effective ways you have found to create loyalty between you and others that can be applied in business today?

McGowan - In our experience, loyalty is built by creating a top-notch relationship with customers! From the very beginning we had our customers in mind—we adopted our open-kitchen concept specifically so customers could see their cookies being made fresh in front of their eyes! Currently, we have a whole team dedicated to customer experience that is on all of our social platforms ready to respond to comments to ensure that our customers feel heard. Everything we do centers around an ideal customer experience and we have seen that drive our customers back every week to try our cookies. Additionally, our weekly-rotating menu naturally creates customer loyalty as

customers come back week after week to try our flavors of the week.

What drives how 'You' think/thinking style?

Hemsley - I really think that Jason and I compliment each other well—Jason is a visionary and tends to have really big ideas! Usually, I'm always following Jason and his ideas with a mop and broom ready to put thought into the operational details and bring everything to life!

What qualities do you think make star performers really tick today and for tomorrow?" And, "What qualities detract from the general workforce performance?"

McGowan - One quality we have really seen successful employees execute at Crumbl, specifically during the pandemic, is adaptability. We managed to grow during a time when many other businesses were struggling and we credit that to the adaptability of our team members. Our procurement team had to change the way that they source ingredients amid the wild supply chain, our operations-based teams had to pivot and implement curbside delivery and other contactless options. The pandemic was not the only thing to spur on the need for adaptability, however. Growing to open more than 500 locations in less than five years means that things move insanely fast at Crumbl—our best employees are the ones who can adapt quickly and deliver results.





When other people didn't believe in me or the business, she did.

She's always encouraged me to be great, push through trials, and make amazing things happen — she's an incredible example of that in her life!

Hiring - If someone were to apply for a job with you (or your organization) today, what should they know and do to get noticed and considered?

McGowan - Companies spend a lot of time and capital trying to find all-stars that can raise the bar and take the company to the next level,

but maybe your next star already works for you. One approach we have taken at Crumbl is to develop our leaders from within. I am a fan of taking motivated people with great aptitude and placing them into roles they may not be "paper-qualified" for. I believe that it feeds and develops the best talent. That said, we love looking for candidates who are passionate, eager to learn and grow.

With a recent Gallup Study indicating that upwards of 56% of workers surveyed indicated that they are dis-engaged in today's workplace, why does it appear that so many are so complacent today and how do engage them to levels of proactive accountability?

McGowan - Some feedback we often get from employees is that they feel most engaged when they resonate with the work that they are doing and feel like they are creating real change in the world. At Crumbl, our mission statement is to bring friends and family together over a box of the best cookies in the world, and we find that our employees resonate with that mission because they have seen how our cookies actually bring people together. I believe many are complacent in the workforce today because they do not feel connected to their work.

Business owners should work on creating a connection between employees and the work they are doing.

If you had 2-minutes to mentor a high potential individual, what would you share with them from your professional vantage point of experience, training and responsibility to be effective or successful?

Hemsley - I would tell them to expand their knowledge and be the expert in their field. You don't have to start out as an expert, but it is your responsibility to become an expert and be the best that you can be in your position. Also, never listen to the haters!

When you are interacting with other business leaders/owners and celebrities today, what tends to be the burning issues that keep you all up at night, that others should be aware of?

You are a proven achievers, with wins and loses, you never seem to give-up, some would call you "Thought-Leaders & Generational Business Influencers" as you push others to THINK, what are some of the top points you would advise a manager/leader/entrepreneur/business-owner to know or do, to reap the best performance out of their team?

McGowan - Leaders should hire people who are better than them—people who have more experience, education, etc. When I evaluate the difference between a good leader and a great one, it all comes down to collective team performance. Focus on that.

Inspiration - If you could identify one person that has inspired you and shaped who you are today, that you have not given the 'Shout-Out' to as much as you would have liked to, who would that be? And, why?

Hemsley - My mom gave me the start I needed and encouraged me to start this business. She was there baking Crumbl's first batch of cookies with me! They turned out terrible, but she was there.



crumbl
cookies

McGowan - Unit economics, operational success and consistency are topics that are always top of mind for me. This is the only way we've been able to scale to more than 500 stores in less than five years. I would encourage other business owners to be mindful of their own metrics — consideration around those metrics — and what they can do to improve them over time.





What are your thoughts about VALUES, how they shape the individual and organization? Why do you Believe we have such a Values disconnect or collision in our Society today?

McGowan - I think it is impossible to separate values from business. At Crumbl, our core values include being data-driven, authentic, cultivating experiences, inspiring others and having a growth mindset. We do our best to integrate these principles into our daily walk. In addition to these, our mission statement cultivates all that we strive to do.

With what you know and have experienced in the Crumbl journey, what would the today you share with others considering an entrepreneurial life?

Hemsley - Don't wait, just start! When we started Crumbl Cookies we were all juggling many responsibilities and wearing many different hats. From store manager to baker to delivery driver—you name it, we did it! Although it takes a lot of work to start and run a business the end results are so worth it. Be willing to fail fast, that is how you learn.- Sawyer Hemsley

What is next for you two?

Hemsley - I attended culinary school last year, and I am very excited to continue implementing that expertise into our R&D process at Crumbl. At Crumbl, we care deeply about flavor

so I look forward to digging deeper into flavor profiles and creating delicious cookies for our customers to enjoy. I also really love design so I look forward to designing more — be it for Crumbl, real estate, or some of my personal projects! I'm also just excited to spend time with



The first Crumbl storefront

my two dogs, Nilla and Peanut!

McGowan - Aside from everything going on at Crumbl, I always look forward to spending more time with my family. I have seven children, so my wife and I are always running from activity to activity to support them and it's the most fulfilling part of my life. When we reach the end of our lives, we won't remember any of the work, but we will remember the relationships we had, so I plan to spend my time building the most meaningful relationships I can.



Current day Crumbl headquarters



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JEFFREY HAYZLETT

8 Lessons Learned

Hosting 300+ Virtual Events

The party and events market size are worth a whopping \$3.2 billion and expected to grow by 4 percent in 2022. However, we know that wasn't always the case. COVID decimated the entire industry, losing over \$30 billion as a result, according to Marketwatch.

When things shifted, everyone was forced to re-evaluate how events were conducted - and the C-Suite Network was no exception. Here are 8 lessons we learned:

It's totally possible to create a close-knit community online!

Creating a digital community is easier now than ever before. In fact, a 2020 Community Industry Report indicated that **88 percent** of professionals believe community is critical to the company's mission. Community, we believe, is one of the cornerstones for success.

During the shift, we went from hosting 40 in-person conferences to 300+ digital events per year. Hosting consistent, recurring events meant our C-Suite community could continually check in with one another, learn about their peers, and be part of each other's lives in ways that were never possible before.

In March 2020, C-Suite Network recognized the need for weekly events to connect, celebrate our successes, big or small, and discuss the unique challenges our businesses were going through at the height of the pandemic.

The surprising part was that we had members join events while on vacation or even their hospital beds! If that's not a community, I don't know what is.

Mute-in-Chief

Appoint someone to be ready to turn off anyone's video and sound! There's always that one person who sounds like they are in a wind tunnel or another one that thinks they are on mute (but they're not) while taking a personal call.

If you don't have someone appointed to this role ahead of your event, you'll just end up wasting a lot of precious time waiting for people to fumble themselves off mute. Not to mention, annoy the other attendees.

Interaction is key

The vast majority of the feedback received from attendees is that

they are craving to be part of the conversation. According to Markletic, **80 percent** of people join virtual events for educational purposes, followed by networking purposes, so why not get them fully involved?

Do you have poll questions ready? Are you acknowledging comments in the chat? Are you using the breakout rooms for people to connect on a more personal level? The average human attention span is 8.25 seconds and with a lot of noise competing for attention retaining your audience is key to the success of the event.

There's strength in numbers

Even when you don't have a big list of people to invite, find partners who are on a similar mission to complement each other's success.

For instance, we partnered with **LeadHERship Global** and others to add massive value to our joint communities not only by doing some cross promotion, but by creating more diverse events and subject matter expertise. Joint ventures can be a great way to expand your influence and add value to audiences that otherwise may have not known about your brand.

Turn (and keep) your camera on

We understand that sometimes cameras as off for a bio break or any other disturbance that could distract from the event. However, it's rude to attend a networking event while remaining on mute and with your camera off. You appear to be disengaged, which reflects poorly on your brand.

While Zoom fatigue is very real, kindly remind people to turn their cameras on or call on them to ensure everyone has a chance to be heard. Refer to lesson #3. Otherwise, they may not feel like a welcomed member of the group and will never come back.

Show your personal side

It's **OK** if your kids or pets show up on camera. We've seen the more personal side of brands and colleagues and most of us have gotten used to the small interruptions. In fact, they're often a welcome respite.

So, don't shoo your 6 year-old daughter from wandering into the conversation. Embrace her interest in what's being discussed. Remember what



happened to the guy being interviewed by the BBC when his young child showed up on camera? He became a star - and so did his daughter! Everyone wants to catch a glimpse of what happens behind the scenes.

Come prepared

Whether it's technical difficulties, a speaker that doesn't show up, or a silent room, you must have a plan B, plan C and even a plan D. Let's face it, networking events can be a little awkward and scary for some (especially if you're new to a group). Ask questions like:

"Share your favorite picture on your phone right now and explain why it is."

It helps to break the ice in a business setting and bring the conversation down to personal level before diving into the deep end of business issues. Icebreakers add to the fun factor and sometimes even the corny-sounding games get people interacting. That's what creates a memorable experience. Having a prize wheel doesn't hurt either!

Cross train your team on technical tasks

The most stressful part of hosting digital events is when you don't know what you are doing from a technical aspect. Who's the backup? Who's the backup to the backup?

Zoom platforms have some intricacies that can make a stressful situation even more stressful if you're not up to speed. Thankfully, I have a team that's well-

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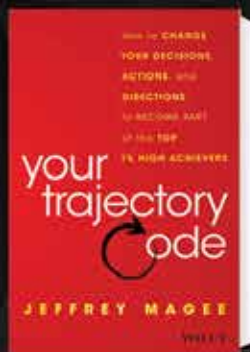
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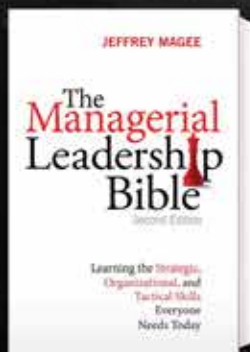
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HARVEY MACKAY

Negotiating 101

40 years of experience

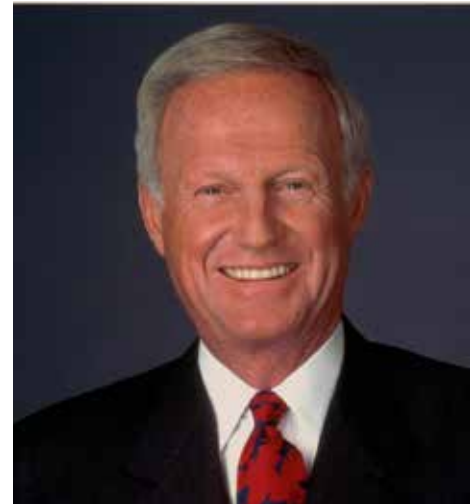
If you ask me what one skill has made the biggest difference in my career, I would answer you, hands down, negotiating. It applies to selling, purchasing, hiring, firing, expanding, downsizing, and every other phase of business you can name. It's part of the game that I am particularly fond of, and it's not just to see how much I can get the other person to give. I like to learn from the varied strategies that other people use.

Here are some of the lessons I have learned over a lifetime:

1. You can't negotiate anything unless you absolutely know the market. Only then you will be able to recognize a good deal when you see it.
2. If you can't say yes, it's no. Don't sugarcoat it. Don't talk yourself into yes just to seem like a nice guy. No one ever went broke because he or she said "NO" too often.
3. The single biggest tool in any negotiation is the willingness to get up and walk away from the table without a deal.
4. Always, always, before you begin any negotiation, look beyond the title and make sure that the person you're dealing with is in a position of authority to sign off on the agreement. If not, don't deal until you can negotiate with someone who is.
5. It's not how much it's worth! It's how much people think it's worth.
6. Many people listen ... very few actually hear. You can't learn anything if you are doing all the talking.
7. In any negotiation, the given reason is seldom the real reason. Find out the real reason and your probability of success goes up dramatically.
8. No one ever choked to death swallowing "his" or "her" own pride.
9. In the long run, instincts are no match for information.
10. There's no more certain recipe for disaster than a decision based on emotion. Or another way of saying this is: Make decisions with your heart and you'll end up with heart disease.
11. A dream is always a bargain no matter what you pay for it. If it's something you've always wanted, and this is your big chance to get it, go for it and make it work.
12. The most important term in any contract isn't "in" the contract. It's dealing with people who are honest. As the old adage goes: You lie down with dogs ... and you get up with fleas. Rotten wood cannot be carved.
13. There is no such thing as a "final offer."
14. Try to let the other person speak first.
15. Never give an ultimatum unless you mean it.
16. You cannot get dealt in with a straight flush unless you are in the game.
17. Smile and say no, no, no, no ... until your tongue bleeds.
18. Agreements prevent disagreements. You have to fight your guts out for an agreement and then you won't have a disagreement.
19. If you can afford to buy your way out of a problem, you don't have a problem.
20. More deals result from whom you know than what you know. And it's not just whom you know but how you get to know them.
21. The walls have ears. Don't discuss any business where others can overhear it. Almost as many deals have gone down in elevators as elevators have gone down.
22. People don't plan to fail, they fail to plan. Top negotiators debrief themselves. They keep a book on themselves and their opponents. You never know when that information may be gold.
23. Your day usually goes the way the corners of your mouth turn. Your attitude determines your altitude.
24. People go around all their lives saying: What should I buy? What should I sell? Wrong question: When should I buy? When should I sell? Timing is everything.

Mackay's Moral

When a person with money meets a person with experience, the person with the experience ends up with the money, and the person with the money ends up with the experience.



Harvey Mackay is a seven-time, New York Times best-selling author of *Swim with the Sharks without Being Eaten Alive* and *Beware the Naked Man Who Offers You His Shirt*. Harvey's books have sold 10 million copies worldwide, are printed in 46 languages and are sold in 80 countries. Harvey is a nationally syndicated columnist for United Feature Syndicate whose weekly articles appear in nearly 100 newspapers across the country.

HarveyMackay.com

JEFFREY MAGEE

Annual Strategic Planning must be Monthly Execution Planning to Dominate Your Marketplace

If anything became clear from the global pandemic of 2020-21, it is how many businesses and leaders had done a miserable job at strategic planning. And, worse yet, how many global leading think-tanks and consulting firms were caught with their managerial-leadership pants down at their client's expense – and years later the fallout damage continues!

The number of organizations dispensing information, articles and SOPs 18-to-24 months after the world started shutting down in March 2020 is endless, and, quite embarrassing actually. The real evaluation questions are simple, if your product, service or deliverable was relevant in January 2020 it should have been relevant at the height of COVID and still today. If your product, service or deliverable was NOT relevant at the height of COVID, then why in the world would someone want to listen to or engage with you today?

One hundred percent of our clients assumed a transformational role, not a change mindset role, prior to COVID, during the time window of COVID and each deployed what strategic guidance they were already committed to, and for those reasons they dominated their respective markets.

Get a copy of the [Changeformational](#) article that appeared in Vol. 31 No. 1 of **Professional Performance Magazine** ([ProfessionalPerformanceMagazine.com](#)). This topic is a business development component and discipline from our Leadership Mastery course, from the

Leadership Academy of Excellence series.

Imagine that there are always three categories of businesses and leaders in good times, normal times and in challenging times: Those that will Thrive, Survive and those that Die.

I like to ask audiences of business leaders ... If we were to roll back the clock and had a gathering of business leaders in one room in January 2020, and each were asked by show of hands, "Do you have a strategic business plan for this coming year?"; most would easily have had raised their hands. If the same group were asked by June 2020, "How many of you are finding your annual strategic business plan has been thrown out the window?"; an equal number of hands would probably have gone up.

In fact, in my thirty years of business and business advising, it is far too often the case that when I ask people if they have a Strategic Business Plan, most say yes. When asked to hit print and send it to me, most fidget at realizing they don't really have one or that it was too grandiose. And, for the small percentage that actually do, few of them actually use it as a living document to measure objectively off of and calibrate accordingly to on a daily-weekly-monthly-quarterly to ensure annual success – the very success measurements, goals, KPIs (Key Performance Indicators) they created.

Along these same lines could be the application of not just ones' Strategic Business Plans, it could be ones' own or departmental or organizational Success Plans for talent.

Years ago, I was the featured Keynote Speaker at an AICPA Annual Conference of the top 100 CPA Firms in America, their Operating Senior Partners (aka CEO/COO

in most other businesses) were the audience. When I pushed these very questions to them, along with succession planning survey questions, it was staggering at the percentages recorded in real time in my presentation and displayed at the front of the room on a screen. That night one of the Senior Partner's of a leading firm shared a horrific anecdote with me at the reception – ... Dr. Magee great presentation and thought-provoking questions ... while we engage in this work for our clients, the reality is we are making so much money, we don't really care about what they do in between our meetings!

Here are a few KPI considerations for your Annual Strategic Business Plan, personal or Human Capital poised Succession Plan(s), albeit not conclusive, that the pandemic put a spotlight on as blind spots for most. And, your plan should be benchmarked monthly against executable deliverables to ensure you are on trajectory.

If the smart business leader learned anything through this decade's disruption, it is that every decade for the past Century has held at least one massive global economic shift/trajectory change that has challenged all businesses to evaluate what they were doing before, during, and after the disruption.

And to those that apply the Business Disruption Cycle™ (or variational of the Grief Cycle used in psychology as a bell curve), disruptions will always be leveraged opportunities. The successful individual and organization will be the one that can anticipate, stimulate and ultimately mitigate the percentage of time spent on the left side of the bell-curve and leverage the time available at the top, to accelerate the optimal points on the right side of the bell-curve.



Consider this Business Disruption Cycle model (and feel free to add KPI's on either side and within the ascension and dissention as appropriate for you). And, remember that the majority of people (employees, customers, citizens) live to love to be on the flat-line on either side of the bell-cure, it is the bell-curve that creates the disruption and chaos for most people.

Annual Business Planning to Monthly Execution Planning comes down to a few simple macro measurements. Most people like to wake-up each day and have to some degree a set of expectations, routines, norms or standard-operating-procedures (SOP) to play by (aka that flat-lines). When these are interrupted or disrupted, most people simply want to know the new expectations, routines, norms or standard-operating-procedures (SOP) to re-appear in a manner in which they can understand, embrace and execute. Consider these:

- **KPI** of what excellence via goals, accomplishments, new roll-outs, progression analytics, performance scorecards, etc., looks like step-by-step must be clearly identified; To be transformational your leaders and SMEs should strategize what this looks like and must be in best of times and identify what these may look like in the worst of times!

- Then ensure that these are sequenced in a manner that you can always clearly and objectively determine if you are on schedule, ahead of or behind schedule. This then allows for real-time allowances and adjustments, so no one is ever once again caught in a losing proposition, at the end of a measurement cycle or year.
- Second, these will directly correlate to the executable **TDRs** (Tasks, Duties and Responsibilities) necessary from both the human capital via positions and jobs to the automation and technology; To be transformational your leaders and SMEs should strategize what this looks like and must be in best of times and identify what these may look like in the worst of times!

Knowing what the exact work-product activities, processes, procedures, tactical behaviors that are meaningful and generate the real ROI is critical in this phase.

- Third, this then will make obvious the **KSAs** (Knowledge, Skills and Abilities) that both the human capital and or automation owns and must execute; To be transformational your leaders and SMEs should strategize what this looks like and must be in best of times and identify what these may look like in the worst of times!

Remember, unless your name is Google, you can't know everything. So, the developmental process of KSA is sequential, chronological and takes time. Building within oneself and in others the level of KSA for success, takes commitment, discipline and time. Are you will to make that a reality within your team or outsourced team?

However, for most people the reality when an interruption or disruption appears, is to go into a series of self-defeating and self-alienating actions – psycho drama. As indicated in the Business Disruption Model above, at any interruption or disruption point, the SOPs/NORMs are challenged and human emotion and psychology are triggered. The amount of or percentage of time one spends ascending the bell curve in “denial” endeavors, “anger” episodes or “blame” gaming, only hinders ultimate success and can actually create the trajectory that derails one into survival mode, or worse yet a decline and death spiral.

Here are a few strategic questions to be asking and addressing into your Annual Strategic Business Plans that will directly impact our Monthly Execution Planning endeavors – and impact your ability to forecast impending interruptions or disruptions to your organization. And, yes, incorporate your already known Best-Practice regimen, After Action Review data, root cause analyses, etc., consider:

1. If we benchmark our last three years financials (AP/AR), or whatever the critical data you need to track, against your then plans, what would it reveal as to patterns, target goals/KPIs accomplishments or unexpected pivots made in that period? Then, how was that leveraged in the subsequent year?
2. What are the analytics of your performance Scorecards (Job Descriptions, Performance Reviews, Goals, etc.) by SBU (inclusive of all layered iterations therein) and Individual and did it matter?
3. Do we know, what are/were the analytics of your rivals/competitor's performance Scorecards by SBU, Individual or in General and did it matter?
4. What are your core deliverables and how are they market connected?
5. What is your capacity limitations and opportunities?
6. What market challenges and challengers are there now and in your foreseeable future?
7. How secure are you in our Human Capital/SMEs retention (Flight Risk)

and engagement (Intent-to-Stay)? And, what is your onboarding ability for future labor and talent acquisition?

8. How do you leverage your assets and human capital in thriving times, sustainment times and in challenging times?
9. How do you know if your Human Capital is outperforming market potentials, performing to market-share opportunities, or merely appear as a rock star internally and coasting?
10. Where are the current opportunities for our business and where is the emerging business opportunities?
11. What is your GO/TO plan at the moment of interruption or disruption? And, who are the critical SME's to be involved?

The ability for organizations and individuals to encounter an interruption or disruptions and have already calculated that KPI happening (transformational thinking and leading), allows one to leverage opportunities and gain momentum within the marketplace. This subsequently, allows one to pull and unite energies at “Acceptance” and immediately deploy or engage in “Option” ideation to maintain success and experience even greater success within the Business Disruption Cycle™.

This became another critical lesson learned when the Enron's (2001-2008; Adelphia, Tyco, MCI, Lehman Brothers, Washington Mutual, Arthur Andersen, and many other global brands) of the world imploded, that all of the power pundits, consulting firms and academics all missed, came true once again in the 2008-2010's economic recession to hit America, and then 2020-21 global pandemic, only proved our models (Dr. Jeffrey Magee | Leadership Mastery Series) to be massively correct.

And, three additional strategic essentials to be the secret sauce to SUSTAINED WINS when everyone else is falling – for those three critical revelations, email us at Jeffrey@JeffreyMagee.com!

Accurate monthly strategic planning execution reveals why many thought of these implosions as accounting failures, and many new laws, regulatory processes and procedures followed to address what became a favored business school case study implosion for years. Yet, the real talent issues that lead to these implosions were completely missed by all involved – and to this day still missed!

Two years after COVID has left the global scene 85% of the restaurants on the Las Vegas Strip are still closed or partially open ... The consolidation of rental car brands, hotel chains and airlines has monopolized the travel/hospitality industry ... The



Dr. Jeffrey Magee

30 Top Brands that filed for bankruptcy during COVID leave the reader stunned, the shift in worker mentality, customer expectations and future employment trends have been changed forever!

If anything became clear out of the global pandemic of 2020-21, what was it to your organization and to you professionally individually?

How have you made yourself as bullet-proof as possible from the lessons you learned, as you enter this next decade?

Jeffrey Magee, PhD/CBE/CMC/CSP/PDM is the "Thought Leaders Leader," publisher and editor-in-chief of Professional Performance Magazine, editor of the *Leadership Mastery* and *Sales Mastery* blogs, a former nationally syndicated Radio Talk Show Host, as well as, a published author of 31 books translated into 21 languages which includes four best-sellers (*Your Trajectory Code*) and four graduate management textbooks (*The Managerial-Leadership Bible*). He works with business owners and C-Suite Leaders to significantly increase their organizational effectiveness through progressive innovative Human Capital talent development initiatives, coaching, and senior level advisory work. He is a leadership columnist and highly sought global professional speaker on performance psychology. The recipient of the United States Junior Chamber's Ten Outstanding Young Americans (TOYA) Award and the United States National GUARD's Total Team Victory Medal for civilian contribution to the Armed Services.

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DAVID MELTZER

Make a lot of Money, Help a lot of People, Have a lot of Fun



Recently, I had the opportunity to sit down with David Meltzer, acclaimed Hollywood Agent and Attorney to mega stars, athletes, entrepreneurs and celebrities. David is the co-founder of Sports 1 Marketing and formerly served as CEO of the renowned Leigh Steinberg Sports & Entertainment agency; Leigh Steinberg's relationship with Tim McDonald was the inspiration for the movie Jerry Maguire (1996). He is a three-time international best-selling author, a Top 100 Business Coach, and host of the top entrepreneur podcast, *The Playbook*.

We discussed the DNA of success through his unique vantage point and lens...

Through the lens of the Great Global Reboot of COVID, what are you seeing as the traits that the great elite personalities, achievers, athletes, celebrities and business leaders possess that others don't or that we all can learn from?"

What a great and insightful question, that gets to the core and is a reason why we have created our podcast THE PLAYBOOK. The podcast of millionaires, billionaires, entrepreneurs, athletes and celebrities exposes the common denominator is DESIRE! They all have a desire to be what they can be. They execute on that desire on multiple levels. The number one commonality of the spirit of excellence, as I call it, is that they learn to enjoy the

consistent every day and persistent every day of what it takes to be excellent – the pursuit of excellence.

I have heard and observed the same over my 30 years of working with my clients, in fact many of them I recognize call this PASSION. The passion to drive them in good days and bad days, to drive them forward. What have you seen as the distractors or derailers?"

I call it interference, and I spell it interFEARence. I help clients to determine and understand that desire is our basement of skills and knowledge. My skills and knowledge are my basement, and when you understand what that basement is for you, then your desire will take you to the heights of your potential. Your faith that you are already. Once you can determine what you do to interfere with your potential, then you can be better by not fearing it.

Most of our FEARS are ego based. One's need to always be right as an example is ego and that creates interference for greater success and for one to be able to reach one's real potential.

These great achievers have a greater ability to recognize and acknowledge what their fear is and by addressing those skills and education, you can better identify what you are doing to interfere with your potential. Stop interfering with your spirit of excellence, and build upon that potential. That allows you to achieve greater and more often than others. This allows you to give to your potential.

How have you recognized that these people hold themselves accountable?"

Just by understanding accountability is where one starts. By understanding to identify when we are in interference ... blame, shame, or justification. Accountability must be defined by the individual. How does one understand and define by the individual – what am I doing to participate in this perception and how do I learn from it. I can use accountability APPS or an accountability partner, the modality does not matter, what does matter is am I in a state of mind of participation of learning or am I in an interfering mode of blame, same or justification.

Let me give you an example of what I see in the spirit of excellence with

millionaires, billionaires and celebrities – This misnomer of going the extra mile. People often say to me, when they see who I surround myself with and say, wow you are around a whole bunch of extra milers. And I say, actually I am not. I am around a whole bunch of empty milers. Then people say, what do you mean? I then tell them we have extreme accountability; We have extreme accountability within our collective consciousness with one another in this spirits of excellence group.

Extra Milers go the extra mile once in a while. In between they use blame, shame and justification to tell you why they are not where they want to be, because they had to go the extra mile once in a while.

While Empty Milers enjoy the spirit of excellence and are enjoy the consistent, persistent, pursuit of their potential by recognizing when they are not interfering with themselves, and they go the extra mile every day, all day, that leads to levels of greatness others only can imagine. And this is actually far less restrictive and less competitive.

I have noticed this with the people I have had the privilege to serve and work with, from business leaders to military generals, it's not a once in a while mindset or behavior, it is an always mindset and behavior. Recently, I had a client ask me a great question ... So, what is the difference in a fade, trend or where we need to be focused for change. I see a lot of people and businesses get distracted with fads, how do your clients stay focused?"

Excellent observation. Those that can best indicate the clues, which can be fades, the patterns that can be trends, or the choices, which is where we want to live, can the prioritize to make better choices. These choices will allow one to select a trajectory to where one wants to be tomorrow.

The only thing that can limit us, are the inflection points or defining moments that from out past that we give meaning to, that can either limit us or accelerate us. And that meaning we give to the past, determines our actions today. Our priorities today. Our analysis of these inflection points drives our trajectories, as you like to call them. And today is limiting, we all have the same 24 hours, so how to you explore and utilize them.

Our future has no limitation actually.



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The limitations are what we set on them and how you live the spirit of excellence. When we limit ourselves, we limit our belief systems.

All of this brings up one more powerful characteristic of successful people, radical humility. As you and I know, as we get to be around some of the greatest leaders on the planet, these great leaders have the ability to acknowledge and say when they don't know what they don't know – radical humility.

How do people remain relevant?"

Community. Today we have accelerated the size, scope and scale of the community. We are globally connected and that radically alters what the definition of



community is and can be. We have to consider two types of communities. One, the Sponsors of ours that know people that know people that can help us. And,

second, Power Sponsors, people that can help us themselves and that know people that can help us. Knowing what you have access to now, I completely changed my thrive-to-thrive sales system, I run away from a closed mind. My vetting process is based upon open minds, open hearts, and open heads. Now the world is my community, as Shakespeare said, the whole world is your stage.

By bringing value to others by being a good person, you will be more relevant and more opportunities will reveal themselves.

DMeltzer.com

IVAN MISNER

Why so High



Called the “father of modern networking” by CNN, Dr. Ivan Misner is a New York Times bestselling author. He is also the Founder & Chief Visionary Officer of BNI (www.bni.com), the world’s largest business networking organization. His latest book, *Infinite Giving, The 7 Principles of Givers Gain®* is a book about building a life and business where you don’t have to choose between winning or helping others.

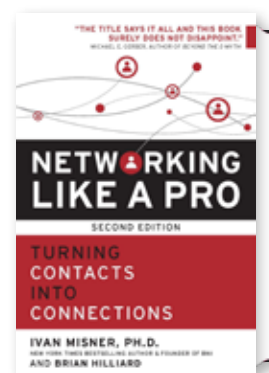
IvanMisner.com

Years ago, I began using a technique in my business that was a game changer in dealing with negative attitudes about some issue that might arise within an organization. It is a variation of a concept that I learned through discussions with my friend Dr. Mark McKergow, author of *The Solutions Focus*.

It is often human nature to focus on the problems and not the solutions. In fact, many times people seem to fixate on the problems over and over and over again. They focus on them to the point that they become experts – on the problem. I’ve discovered that it is critical that we facilitate a “mindset – reset” with people like this in an organization to get them to focus on the solutions instead of the problems.

For example, when talking to a group of franchisees, employees, or even members of my organization (BNI), I learned to ask a series of questions about the anxiety they had on any particular issue. For instance, I might ask a group, “what are some of the things that are a problem for you?” Sometimes, they might say something like, “Referrals. We’re not getting enough quality referrals.” Once I knew the problem, I was able to apply the process. Here’s how it works:

First, I would start by telling them that I think I can help them with the solution to this problem. I would then ask the person who posed the problem the following question: “On a scale from 1 – 10 with 1 meaning that you are getting no quality referrals at all and 10 meaning that you are getting more quality referrals than you ever imagined, what score would you give to the problem?” Ironically, people to whom I’ve asked this type of question almost always say something close to a 4. So, in this example, let’s say the person says to me that the score they give the problem is a 4. My response to that statement is always... “Why so high?” When I say that, the person almost always looks totally perplexed and says something along the lines of, “no, I said a 4 – that’s low right?” I’ll respond by saying, “yes, I understand – you said a 4 out of 10. But my question is – why did you rank it a 4 instead of a 3 or a 2? Name just one thing that made you give it a score of a 4 instead of something lower.” They then offer one positive reason why they ranked the problem a 4 instead of a lower number.



Now, and this is important, I go to someone else – I don’t let the person with the complaint control the dialog. I go to the rest of the room and say, “someone else, give me just one factor for you, just one, that is working for you on this issue.” Then someone else inevitably gives me another. I repeat the procedure over and over again with different people. Each time I write down the answer (preferably on a flip chart where everyone can see the comments). Ironically, I almost always have someone who says something like this, “actually, I wouldn’t give it a 4, I think it’s higher, I’d give it a 7 or an 8. Again, I say “great, why so high?” They then add their thought to the list which I write down on the flip chart.

Once I have a fair number of ideas (somewhere between eight and twelve), I slowly review the entire list with everyone stopping on the items that I think are particularly effective and explaining why I believe they are important. At this point I say something that surprises almost everyone. I say, “actually, I don’t think you need my help. You already know what it takes to solve this problem. You have done a fantastic job of outlining almost everything that it takes to overcome your challenge and be successful with this list. If you do most of the things on this list that you gave me, you are going to create one of the most successful groups we have in the organization.” Then, I promise to meet with their leadership team after the meeting and help them triage the list to prioritize the topics in order of importance for the group.

All too often, when people are facing a problem, they tend to focus on the negatives. They continue to put their attention on what is not working instead of looking at what is working. The truth is, if we focus on the problems, we just find more problems. However, if we focus on the solutions, we find more solutions. Solutions are what the world needs. We have enough problems.

TIM MURPHY

Building True Performance

in Times of Turbulence & Unknown



When I became CEO of Boomers Parks in 2020, the company was operating at a \$10 million loss and struggling through the global pandemic. Within a year, we turned around these eight family entertainment centers – spanning West to East Coast – and generated a 180% increase in revenue.

How did we go from bankruptcy to profitability in just a year?

I used the skills I learned while at Walt Disney World and high performing national restaurant brands to create a guest-first experience, developed new companywide policies, and turned to our core values.

Having grown up working at a Family Entertainment Center called Spirit of 76 that my family owned in New Jersey and serving more than 150 entertainment, restaurant, and food & beverage brands across more than 10,000 locations, I know the hospitality and amusement industries well.

Here are some examples of policies and items that I put into place at Boomers Parks:

- New revenue streams (acquisitions, patents, licensing, and franchising park operations)
- Closing the corporate office – saving the company up to \$1 million annually and allowing employees to work from home
- Establishing a committee to train all staff on stringent cleanliness protocols

- Rebranding with new logo and colors
- Remodeling nearly all areas, including bathrooms
- New pricing packages
- Upgrading food options and adding full-alcohol licenses
- Focusing on group sales
- Shifting to a digital marketing focus
- Positioning Boomers Parks as an 'Employer of Choice,' by implementing employee assistance programs, annual merit increases, recognition, and team bonding events, as well as voluntary benefits, supplemental medical, dental, vision, life, accident, disability, and critical illness insurance.

From day one at Boomers Parks, I needed to set the vision and tone of our new direction. I started with implementing the core values below both verbally and in writing in our new employee handbook.

Core Values

- Honesty, Integrity & Transparency
- Guests and Team First
- Clean, Safe Quality Products & Services
- Clear Vision, Clear Communication
- Passionate, Motivated, Committed
- Accountable, Respectful, Responsible
- Innovative, Take Calculated Risks
- Profitable Sales Growth
- Strategic Partnerships
- Social Responsibility

On every team and management call,

we stress at least one point of the ten core values above to discuss what it means and why it was created, and to show how other great companies and leaders in industries have used these ten core values. And as leader, you must act in accordance with your core values to display to others that if the top leader, the CEO, can live up to these core values, then everyone must live by these values in Boomers Parks as there are no shortcuts.

It's fundamental to a company to adhere to your value system and that itself sends a direct message to your team (and guests and vendors) on how and what we at Boomers Parks do to effectively communicate. This provides your team with an open communication strategy that ensures everyone is working towards what the company values the most.

That's why I made myself a presence, everywhere at every park to talk with team members and guests. Yes, I was hands-on and out at every park... all the time. This was a shock to the company's system, but it worked.

Little by little, even with all the openings and closings due to the pandemic, we survived, thrived, and now are looking forward to more growth.

Tim Murphy is CEO of Boomers Parks. Tim launched his 35+ year professional career at Walt Disney World and has since served 150+ entertainment, restaurant, and food & beverage brands across 10,000 locations in C-suite and senior positions.

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MARILYN CARLSON NELSON

Building & Leading a Billion Dollar Global Business

Your Brands are both iconic and touch the pulse of business at many levels, for many these past few years have been somewhat disruptive, yet your Brands have sustained through time with market disruptions. It seems about every decade or so there is a major market disruption when we look backwards in time, what business success lessons would you share with others to ensure they are best positioned for the next market disruption to be successful?

Carlson is a family business founded in 1938. Over our 85 years we have grown numerous brands and have had the vision and discipline to divest of them at the right time and reinvest for the next wave of growth. Reinvention and agility contribute significantly to corporate longevity.

Our hotel company was born in 1959 with the purchase of our first Radisson hotel and was sold in 2016 with 1,340 hotels in 22 countries. Our restaurant collection began with the purchase of 11 restaurants in 1975 and was an international hotel brand with 930 restaurants when it was sold in 2013.

Throughout our history we have made both strategic and opportunistic dispositions. Exiting these hospitality businesses turned out to be fortuitous because as a private company we could not have absorbed the shock of Covid 19. The combination of skill and luck resulted in creation of the Carlson Private Capital company an exciting next generation growth vehicle just before quarantines literally shut down domestic and international travel.

What traits have you learned are critical for success for an individual or organization to be relevant in today's global market of options?

On the surface, success for an individual and success for an organization are different. In fact, I believe both require clarity of purpose. Successful people I know have taken the time to articulate their purpose, some would call it mission. The same is true of successful companies. Happy is the executive, or for that matter the employee, whose personal purpose aligns with that of their employer. For example, many of my most successful colleagues at Carlson had a "service heart." They took great pride in creating positive experiences for our hospitality customers.

The work itself, for them, was a big part of the reward.

At Inspire Medical Systems, where I currently serve as Chair, the company's mission is to elevate and redefine the standard of care for obstructive sleep apnea. Our employees from MedTech engineers to sales people are driven to make certain every patient gets the help they need. Our hiring process seeks to identify candidates whose personal mission is to improve the lives of others.

Having aligned missions is important, but aligned values are essential. How a company wins is important and has implications not only for the company brand but for the reputation of those who work there.

From your unique vantage point and unique experiences, what are the most effective ways you have found to create loyalty between you and others, that can be applied in business today?

It is interesting you ask about loyalty as that was the genesis of our company. For the first 35 years, Carlson under my fathers' leadership was the Gold Bond stamp company. Merchants rewarded their customers with stamps which, once pasted into books, were redeemed for products. In the post war era, there was pent up demand for household goods. Later, technology and travel were favorite rewards. Ultimately, the company developed frequent flyer programs for many of the world's largest airlines. Reward points were second only to service as contributors to sustained relationships.

Personal loyalty is based on trust, consistency, and mutual respect. Strong enduring relationships contribute to an individual's success in business and to his or her personal well-being.

As an enduring and successful business executive and community leader, what drives how 'You' think/thinking style?

My entire career has been inspired by the belief that business well led can be the most powerful force for good on earth. Responsible business is run in the interest of employees, customers, and communities in addition to shareowners. Family business teaches you to think in terms of generations not quarters.

My greatest professional satisfaction



has come from inspiring and motivating people to come together to do what no one of us could do alone. The opportunity to steward and grow resources – both human and financial is a privilege for which I am deeply grateful.

What qualities do you think make star performers really tick today and for tomorrow? And, What qualities detract from the general workforce performance?

There are two routes to 'star' performance in today's world. The first, of course is not new. In virtually every field of endeavor, we need deep specialized expertise. This type of expert is successful because they are very narrowly focused. The second type of star performer is one who can work successfully across boundaries. Today's complex problems cannot be solved without leaders who understand business, public affairs, and civil society. These integrative thinkers and organizers will be the 'stars' of tomorrow. Intersectional leadership will be required in nearly every human activity if we are to make this planet a safer, happier more productive place for all.

You are a proven achiever, with wins and losses, you never seem to give-up, some would call you a "Thought-Leader" as you push others to THINK, what are some of the top points you would advise a manager/leader/entrepreneur/business-owner to know or do, to reap the best performance out of their team?

At Carlson we have a code of conduct which guides our family members and our corporate teams. It goes like this:



Whatever you do, do with integrity
Wherever you go, go as a leader
Whenever you serve, serve with caring
Whenever you dream (innovate),
dream with your all
And never, ever give up

Each of us holds ourselves to this standard. Our highest corporate recognition acknowledges those who exemplify these values. We have even had company-wide small group meetings where folks at all levels share the challenges and successes of living by this credo.

I had the honor on several occasions in the 1980s and 1990s to be in the audience when your father (Curt Carlson) spoke at business leadership conferences, what would he advise business leaders today to be mindful of in leading others to success?

Curt was a life-long believer and practitioner of the power of goal setting. As a young man, he was known to have a goal in his wallet, once achieved he set another. Later as the company grew, goal setting evolved, and metrics became critical to successful management. "Set challenging goals and focus," that would be his advice. Then he would add, "do what you love, and you will never work a day in your life!"

Inspiration – If you could identify one person that has inspired you and shaped who you are today, that you have not given the 'Shout-Out' to as much as you would have liked to, who would that be? And, why?

My economics professor at Smith College who saw me as someone who could succeed in business in 1961 when there were literally no female role models running schools, corporations, or non-profits.

What is the single most important mindset that people must possess over the next 3-to-5 years for them to be more competitive?"

The single most important mindset over the next 3 to 5 years will be resilience. Agility comes as a close second. The speed of technological change demands both.

With a recent Gallup Study indicating that upwards of 56% of workers surveyed indicated that they are dis-engaged in today's workplace, why does it appear that so many are so complacent today and how do engage them to levels of proactive accountability?

Of course, people are disengaged and of course we are seeing dramatic increases in mental health issues. Humans are social animals, we engage with each other, with a shared purpose when we are together, feeding off each other's energy and creativity. Isolation is another definition of disengagement. Those who choose to work from home, far from being team members, are likely to think more like independent contractors. This is not good for them and not good for business.

If you had two minutes to mentor a high potential individual, what would you share with them from your professional vantage point of experience, training and responsibility to be effective or successful?

I would spend at least the first five minutes listening to discover their purpose. Then I would share our credo and encourage them to find a place for their talents which aligns with their purpose. I would share any connections from my network that might be relevant to helping them achieve their goals.

What makes for an effective and lasting Leader?

Ability to sustain passion, purpose, focus and self-discipline over long years.

What makes for an effective and dependable Follower?

Everyone should think of himself or herself as a leader and a follower. Some people like to place blame and point fingers. Others have a heightened sense of personal responsibility and hold themselves accountable. They demonstrate the wisdom to resist following a leader they don't respect and the courage to speak out and lead when necessary.

When you are interacting with other business leaders/owners and celebrities today, what tends to be the burning issues that keep you all up at night, that others should be aware of?

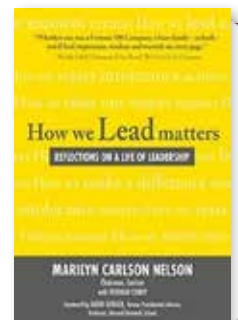
Obviously, today we are all dealing with systemic racism and how to eliminate biases from our environment without creating unproductive back lash. I have been blessed to have had goals of inclusivity throughout my career. No doubt, coming of age as a feminist fighting for women's rights contributed to this. I have a personal mantra to draw the circle bigger. It comes from a poem by Edwin Markham.

*"He drew a circle and left me out,
heretic rebel a thing to flout.
But love and I had the wit to win:
We drew a circle and took him in!"*

Marilyn Carlson Nelson is former chair and chief executive officer of Carlson, a global travel company.

Marilyn served as co-chair of the World Economic Forum, chair of the National Women's Business Council and chair of the U.S. Travel and Tourism Advisory Board. Forbes named her one of "The World's 100 Most Powerful Women." U.S. News and World Report called her one of "America's Best Leaders." Under Marilyn's leadership, Carlson became the first global travel and hospitality company in North America to sign the international Code of Conduct to protect children from sexual exploitation in the travel industry. She and Carlson were recently honored by the White House for pioneering work to combat human trafficking.

Nelson serves as Chair of Inspire Medical. Nelson is an emeritus board member of the Committee Encouraging Corporate Philanthropy, ExxonMobil, the Kennedy Center for the Performing Arts, and the United Nations Global Compact. She is former chair of the Mayo Clinic Board of Trustees, chair of the Minnesota Orchestra, former co-chair of the Super Bowl Host Committee and former secretary of the National Endowment for Democracy.



MERIDITH POWELL

Success Redefined

5 Leadership Trends You Need to Capitalize on Now

If the last couple of years have taught us nothing else, they have taught us that our lives, our businesses, our health, our customers things can change in a moment's notice. The question you need to be asking yourself is are you ready as a leader, are you prepared?

Because the only guarantee you have, the only thing you can count on is that more change is coming. You are now halfway through 2022 and look how much has shifted. We have war in Europe, rising interest rates, gas prices surging, supply chain challenges worsening, and oh yes, COVID is still with us.

As a leader, your role is more vital, more important than ever. Your customers need you; your company needs you, and your team needs you to help them navigate it all. Your best shot of success, and long-term growth for your organization is to get really comfortable and really good at leading through uncertainty.

Here are five leadership trends you need to watch and five strategies you need to put into place to capitalize on them.

5 Leadership Trends You Need to Capitalize on Now

Assertive Hiring – you would have to be living on a deserted island right now, not to have felt the impact of the Great Resignation. In 2021, more than 41 million employees voluntarily left their jobs. Even though many of those have found new opportunities, Gallup recently reported that one in five are already searching for their next role.

One of the biggest shifts you need to be paying attention to as a leader is hiring. How to find talent, develop talent and retain talent has all changed. Luckily for you, the strategy you need to put into place has already been created. Look to your sales team. Pay attention to how they win new customers. Learn from their target market, their pipeline, their prospecting techniques, their nurturing sequences, the time they invest in relationship building, and most of all how assertive they are.

Use those same strategies in your approach to hiring talent, and you are going to win this war.

Change Engagement – think about it, a year ago, COVID was your biggest challenge, now you have so much more

uncertainty to deal with. As we mentioned in the beginning of this article, your one guarantee in life is that more change is coming. Your job as a leader is to move your team from fearing it to embracing it.

People hate change for a number of reasons, but the biggest and most significant is that they hate it because it feels like change is being done to them. They're sitting there waiting for the marketplace to change, their companies to change and their lives to change, and wondering when it is going to hit, and how bad it will be. In other words, they feel out of control.

As a leader you have the ability to change all of that – no pun intended. You can engage them in the change process, give them some control over what is happening, and actually condition your team for change.

As a leader, the more you talk about change, the more you discuss change, the more you ask your team what changes they see coming, ask them what they as a team need to do now to get ready, the more empowered they will be by change. Stop thinking of it as change management, and think of it as change engagement.

Values Driven – One of the biggest challenges you have as a leader is making decisions when you have no idea what the future holds. How do you make a decision when there is so much uncertainty? What happens in the supply chain does not improve? What if you cannot find enough labor? How will gas prices and rising inflation impact your customers?

There is actually more happening outside of your company than inside it that can impact your ability to be successful, and you need a way to make decisions that will ensure you can strongly navigate those shifts.

They answer? Your values – they are your guiding light, your north star, and your clear direction of how to make decisions in the face of even the greatest challenges. Once you are clear on your core values, you need to use them like a litmus test for every decision you need to make. Decisions such as who you hire, projects you take on, customers you work with, and most importantly leaders you promote. Trust your values, and they will carry you through.



Customer Centric – contrary to popular belief an unsteady economy is one of the best times for growth and prosperity. It not the time to be pulling back, it is actually the time to be coming on. In the face of uncertainty, your customers need you more than ever.

However, how you grow in changing economic times is different than how you grow in more steady times. Rather than focusing on attracting new business, focus on understanding your existing customers. Why? Because you cannot attract new business successfully, until you understand the problems or challenges your existing customers have.

Your key to growth lies in listening to your customers. If you engage them, talk with them and become customer centric, they will tell you exactly what their challenges are. The problems they are facing, and they will give you the path to growth and success.

Proactive Productivity – as we shared earlier in this article, there is more happening outside of your business than inside your business that can impact your ability to be successful. This is no time to pride yourself on being busy, no you need to be productive, and you and your team need to understand the difference.

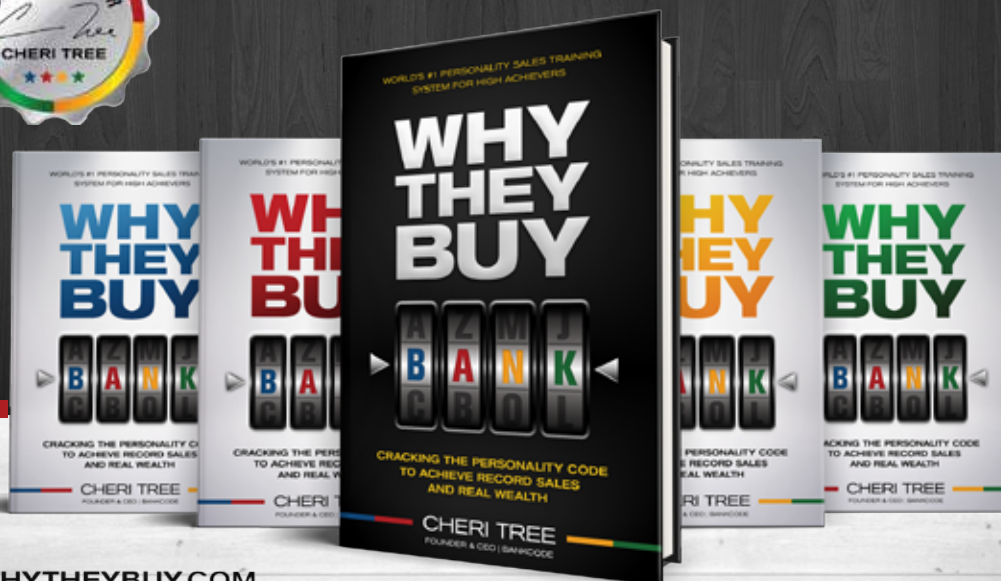
Spend the time reflecting on the team's performance, and engage them in the process. Ask them what is working, what is growing the business, what is effective? Then ask, what is not working, what needs to change and what do you need to stop doing? And lastly, what do you need to be doing that you're not doing that could

continued on page 34

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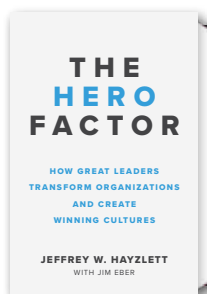
Booher, continued from page 8

Certainly, your interview questions have to meet the job criteria. And these questions assume the job candidate must interact with people and use sound judgment. Given that's a valid assumption, these seven questions can mean the difference between a strategic hire and a costly termination.

Dianna Booher, CEO of Booher Research, is a best-selling author of 49 books, including her latest: *Communicate Like a Leader: Connecting Strategically to Coach, Inspire, and Get Things Done*. She works with organizations to help them communicate clearly and with leaders to expand their influence by a strong executive presence. Good Morning America, *USA Today*, *The Wall Street Journal*, *Investor's Business Daily*, Bloomberg, Forbes.com, *Fast Company*, FOX, CNN, NPR, Success, and *Entrepreneur* routinely interview her for opinions on critical workplace communication issues.

BooherResearch.com

@DiannaBooher



Hayzlett, continued from page 19

trained and adept, but again, have a plan B, a plan C, and a plan D.

Sometimes it doesn't matter how prepared you are, something comes up and it's better that your team is empowered to step into different functions. Everyone should have basic understanding for the entire event process.

Jeffrey Hayzlett is a primetime television and podcast host, keynote speaker, and Chairman & CEO of C-Suite Network. He's a best-selling author and a global business celebrity.

Hayzlett.com

Powell, continued from page 33

make you more effective? To succeed in uncertainty, you need to take charge and be proactively productive.

These are definitely challenging times, and because of that your role as a leader has become so much more significant. Your team needs you, your customers need you, your company needs you. Follow these trends, put the strategies in place, and then watch as all of this uncertainty becomes your competitive advantage.

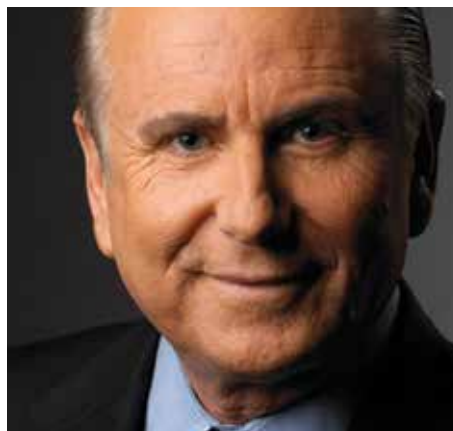
Meridith Elliott Powell is an award-winning author, keynote speaker and business strategist. With a background in corporate sales and leadership, her career expands over several industries including banking, healthcare and finance. Meridith worked her way up from an entry-level position to earn her seat at the C-Suite table.

MeridithElliottPowell.com



NIDO QUBEIN

In Search of Success



Wherever my career takes me — from my home city of High Point, North Carolina, to the ministate of Luxembourg; from the island city-state of Singapore to the island continent of Australia — I encounter people pursuing a common quest: **success**.

Many come to me in search of a secret formula. They've labored for years, butted their heads against walls, suffered failure and rejection, and still they wonder: "Is it possible for me to achieve success, given my level of talent and education?" And I have a ready response: You can if you want to.

Success is not a matter of luck, an accident of birth, or a reward for virtue. It is a matter of decision, commitment, planning, preparation, execution, and recommitment. Success doesn't come to you: you go to it. The trail is well traveled and well marked. If you want to walk it, you can. Think on these inspiring notions:

- Wherever you are, whatever your circumstances may be, whatever misfortune you may have suffered, the music of your life has not gone. It's inside you — if you listen to it, you can play it.
- Winners compare their achievements with their goals, while losers compare their achievements with those of other people.
- Your present circumstances don't determine where you can go; they merely determine where you start.
- Achieving your vision doesn't mean you've reached the end of the line. It simply means that you've come to a new starting place.
- Make a strong and permanent commitment to invest your talents only in pursuits that deserve your best efforts.
- Being genuinely helpful to other people not only makes you feel better about yourself...it is good business.
- Success is finding and doing to the best of your ability, in each moment of your life, what you enjoy most doing, what you can do best, and what has the greatest possibility of providing the means to live as you would like to live in relation to yourself and all persons you value.
- You can't think your way into acting positively, but you can act your way into thinking positively.
- Nobody likes to be around a person who is always looking at the dark side of life.
- Whether you are a success or failure in life has little to do with your circumstances; it has much more to do with your choices!
- Simmering resentment saps energy.
- Hatred is the most destructive force on earth. It does the most damage to those who harbor it.
- What if you could be anything, or anybody, you chose to be? Think about it. What would you choose to be?
- Change brings opportunity.
- The organization that can't communicate can't change, and the corporation that can't change is dead.
- Are you a thermometer or a thermostat? A thermometer only reflects the temperature of its environment, adjusting to the situation. But a thermostat initiates action to change the temperature in its environment.
- For many people, change is more threatening than challenging. They see it as the destroyer of what is familiar and comfortable rather than the creator of what is new and exciting.
- When a goal matters enough to a person, that person will find a way to accomplish what at first seemed impossible.
- If what you are doing is worth doing, hang in there until it is done.
- A decision is made with the brain. A commitment is made with the heart. Therefore, a commitment is much deeper and more binding than a decision.
- If what you're working for really matters, you'll give it all you've got.
- Make a strong commitment to reach your full potential as a human being.
- A commitment is like your signature on a contract: it binds you to a course of action.
- The power comes from within you. It's there and you may not even know it.

The word success does not contain an 'i'. The first vowel is 'u', and until we learn to think in terms of "you" instead of 'I', our batting average in communication and in human relations will be close to zero.

Nido Qubein is an international speaker and author on sales, communication and leadership. In 2005, he accepted the presidency of High Point University.

Dr. Qubein is the recipient of numerous awards and is chairman of Great Harvest Bread Company with 220 stores in 43 states.

NidoQubein.com

STANLEY K. RIDGLEY

Unlock the Power of Strategy with this Key Strategic Question

With respect to accomplishment or productivity, for me there exists a single leadership lesson, or guiding philosophy of life or of business. I find it to be the equivalent to a magic formula, and I share this belief with the great orator Frederick Douglass.

Of course, this bedrock principle spawns derivative spinoffs, and branches, and multifarious variations. But always, we can return to this fundamental, which never fails us and is captured in this single question:

“Where you want to be 5 years from now informs what you do today.”

That’s it.

Now, you likely feel cheated by the simple mundanity of the dictum, the same feeling one gets from learning the “how” of a magician’s trick, when our wonder at an amazing illusion turns to contempt to hide the fact that we were fooled.

This simplicity can frustrate serious men and women who demand complexity in life’s secrets, even when such complexity is unnecessary.

The clarity of our dictum can deceive us to such an extent that we ignore the success “secret” in front of us, ready for use. The simplicity masks the power that has always been ours, power recognized as far back as Frederick Douglass when he described it in his most popular speech “Self-Made Men.” We remain unreasonably skeptical of simplicity, not recognizing the rarity of a simple principle that works reliably and which is available to us all.

In paradox, we strive to imbue a program or plan or concept with mystery. This kind of mystification arises in the

form of the many substitutes for strategy, because we believe that strategy must be mysterious, it must be complex, yet it also must be something we can be trained to do mechanistically, just like accounting or algebra or basic physics. This contrived expectation leads to the emergence of programs designed to fulfill it – Total Quality Management, 360-degree feedback, Six Sigma, Business Process Management, that sort of thing. These efficiency improvement programs are valuable, to be sure. Ferreting out hidden costs and ruthlessly eliminating them has worth and the additional benefit of resource conservation. They offer complexity of a sort, and they require superb execution and commitment to implement.

But they are not strategy.

Most anyone can employ tools of this sort at any time. If they are effective at improving efficiency, then they should be used. But searching out and employing the effective efficiency tools for your company is not strategy. It’s what you ought to be doing as a matter of course. Efficiency tools can only move you to the efficiency frontier of “best practices.” If every company in your niche competes in the same way and organizes activities in the same way, then the default advantage will go to the best-resourced of the competitors.

To achieve a competitive advantage, it takes much more than simply to achieve peak efficiency, which is something you should strive for in any case. Think of it this way – two companies can be similarly resourced, both superbly efficient, but one achieves above-average returns. Indeed, that company is the industry leader. Why is that? Odds are, that company has assembled its activities in a unique way to deliver a unique value proposition.

To move beyond the efficiency frontier, you must do something different than your competition, and this is what makes strategy difficult because it demands much from the leader. Strategy is hard, especially in tough times. It’s easy to engage in the strategic masquerade, to pretend to do strategy.

Another masquerade is to engineer feverish activity in the firm, for no other practical reason than to have new something to manage. In the worst cases, furious activity can substitute for strategy –

what business consultant Richard Rumelt calls “look busy doorknob polishing.” Take, for example, “reorganizing.”

You’re likely familiar with this phenomenon, and strangely enough, the perceived need for reorganizing always seems to correlate with the hiring of a new CEO. Perhaps you are that CEO, who decides to “reorganize” as your first act on the new job.

Does the firm need “reorganizing?” Maybe. But probably not. In any case, we know that it’s not strategy. Reorganizing creates churn, saps energy, infuriates employees, and wastes resources in an inner-directed and reflexive vanity project that is in many cases merely performative. It provides the illusion of action.

One of the best ways to understand strategy, at least the approach to strategy that I teach, is to personalize it first, to make strategic thinking manifest and doable at the personal level.

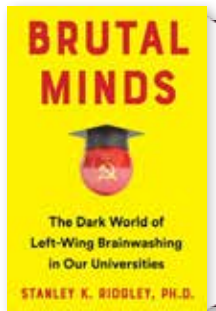
Hence, let’s divide the strategy concept now into personal and company goals, because the strategic approach is valuable and applicable in both. I’ve found that if one understands, believes in, and practices strategy in one’s personal life, the techniques translate much more easily and quite seamlessly to the firm’s operations.

Here is the short form of doing this: Ask yourself this question.

Where do I want to be in five years? Visualize this as clearly and completely as possible. Location, peer group, clothing, language, specific occupation, name of your firms, skills, daily activities. What will it take for me to achieve this and how long? What immediate steps can I take now to realize this vision? What are the long-term activities that I must undertake now to be ready to step into that role five years hence? For instance, if I want to be a marketing manager for L’Oreal in Lyon, France, I’d best begin to study French now.

Here, we translate our personal strategy into policies and procedures – tactics. These constitute the mechanism whereby the strategy is implemented rather than deposited in a three-ring binder or rolled out in a series of colorful PowerPoint slides. This translation of the strategy into policies and procedures is the most neglected of activities, perhaps because they impose upon us the need





for metrics and assessment, for judging progress, a means of determining our success or failure.

As long as a goal is kept distant and perhaps shrouded in ambiguity, we can temporize and dawdle and continue business as usual while pretending that we're dynamic and hip to the latest managerial fad. But when the idea of measurement and assessment enters the picture, the pretense is punctured. We are pinned down, held accountable, we lose our ersatz "flexibility."

This is hard work. It should be. If it were easy, we'd all be great strategists. Moreover, crafting and implementing real strategy, doing something new, means that the possibility of failure enters the picture. Strategy is something that you do daily, not a published plan you point to on the shelf while blissfully carrying on as usual.

This is where many leaders stumble, hesitate, pursue fake strategy of efficiency tools, or even retreat into doing the "tried and true" of safe daily habit and leave strategy to the daring and innovative captains of industry, who achieve the grail of business – competitive advantage.

Stanley K. Ridgley, Ph.D., IMBA is clinical full professor at Drexel University's LeBow College of Business and lecturer in The Great Courses for Strategic Thinking Skills. He is the author of the forthcoming book *Brutal Minds: The Dark World of Left-Wing Brainwashing in Our Universities*, (2023). He is a former military intelligence officer and has taught in Russia, China, India, Spain, and Colombia.



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BRIAN SMITH

Co-Author of *Individual Influence: Find the 'I' in Team*
IA Business Advisors, a Management Consulting firm
Senior Managing Partner

Hierarchical Justification When Leaders Lose Credibility

Businesses have long held the top-down hierarchy. Leaders are often defined by titles such as CEO, President, and (my least favorite) Boss. These titles provide an understanding of where people fit in the organizational hierarchy without having a complex understanding of the organization itself. This type of structure is based on the top-down hierarchy that is rooted in the military. Hierarchical structure provides a way for people to know who is in charge. However, over time, this structure can become exploited and inefficient, even develop into toxic cultural environments where we often hear the phrase, "Sh*t rolls downhill." This phrase stems from the actions of so-called leaders, meaning they pass responsibility downward through the organization until they feel the issue has been resolved and they are justified in their actions. I like to call this Hierarchical Justification.

I have had the opportunity to work with different types of organizations. One common theme throughout many of these organizations is the term "boss." A few years ago, I was consulting with a family entertainment company owned by a group of people. Two of the owners (husband and wife) ran the company but were minority owners. The majority owners lived in another state and had very little to do with the business; in fact, they wanted little to do with it.

I was brought in because the company was losing a lot of money. The business cost over \$4 million to start and lost another \$1 million in its first 5 years of operations. During our first week on site, all of the owners of this company gave our team the responsibility of operational control. During that first week, we identified several gaps in the operational structure, ranging from a lack of policy and procedure to training; ultimately, the company was severely lacking in accountability. Toward the end of that first week, we presented our findings in person to the on site owners (who we were told would represent



the total ownership). During this review session, I learned a new phrase: "I'm going to have to put on my owner's hat." As we moved through the various issues, the owners constantly interrupted the conversation, always starting with, "I'm going to have to put on my owner's hat." These interruptions always came at a point when we challenged who made a decision or why said decisions were made while ignoring the recommendations of shift and/or departmental leaders (which was often).

After a few interruptions, I had to slow down and ask the present owners, "Why do you not listen to your team?" The answer I received was pretty straightforward, and a common one in small business. "Because I'm the boss." As we continued to unpack more issues, we learned that this was the overarching issue we were facing: owners who felt they were always right because they were "the bosses." As an added surprise, I found that each of the owners had a nameplate on their doors: Boss-Man and Boss-Lady is how many team members referred to them.

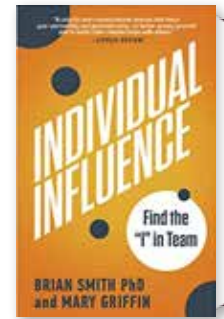
Unfortunately, this is a common occurrence amongst leaders and owners of organizations. They believe their title or ownership status provides them the

right to ignore certain logic and treat people below them in the hierarchy as inferior. This behavior only helps to build an unstable foundation of people and a culture of poor credibility; being a leader by title or ownership status does not give you long-lasting credibility.

As I mentioned earlier, Hierarchical Justification is a term used to describe individuals in leadership roles that seemingly take accountability only when it is most suiting to them. They use their perceived status to conveniently blame others for gaps or issues within their organizations but struggle to hold themselves responsible for the shortcomings. As we saw in the example above, these are the types of leaders that bask in their "boss" titles but fail to maintain the responsibilities of always wearing their "owner's hat".

This is neither sustainable nor beneficial to anyone involved, and we need to do away with it.

Using your title or ownership status to justify poor decision-making or behavior will almost always end with structural issues and/or a lack of trust between individuals at every level. Those of us who hold leadership positions are blessed with almost immediate credibility when we meet new people, but our behavior will soon be judged as to whether our character can maintain that credibility and build a positive culture for our team and customers. Leadership is about how you treat people and help them achieve their individual and organizational goals, not about your status as defined by title or ownership. How will you flip the hierarchy on its head to truly influence the people around you in a positive manner?



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ALAN WEISS

Consensus is Something You Can Live With Not Something to Die For



Business executives sometimes make decisions as though they are playing king of the hill, a childhood game. You simply shoved other people or they shoved you.

The speed of information in the continuous news cycle and persistent social media channels convince us that success translates to one winner and an infinite number of losers. This false binary choice clouds our judgment and inhibits the multiple “good enough” solutions that could generate far more sales, allow more partnering opportunities, and leave doors open for multiple subsequent sales. Failing to recognize the corrosive nature of our linear thinking will lead to countless missed opportunities.

The notion of Million Dollar Influence™ is about achieving acceptable outcomes, not about dominance.

Pareto, an economist, observed that 20% of Italian landowners held 80% of the land. The Pareto Principle has had several adaptations over time, becoming the equivalent of the Eleventh Commandment. One such usage recognizes 80% of the problems come from 20% of the causes. About 80% of revenue in business comes from 20% of clients. The concept applies to global wealth and taxation as well: Twenty percent stand out from the rest for their financial holdings and commensurate tax obligation.

Given the ubiquity of this “80/20” power law principle, it makes sense to consider it in the exercise of influence. But doing so requires that you flip the script. Eighty percent of people spend too much time pursuing the final 20% that doesn’t influence the outcome. *Million Dollar Influencers* accept the 80% “good enough”

solution and move on to the successive success.

Million Dollar Influence is about moving people through their thinking and decision-making to a preferred outcome. It recognizes that influence is not specifically about “yes or no,” right or wrong, good or bad, left or right. Influence does not necessarily require a formulaic prescription to prevail. Merriam-Webster defines consensus as “general agreement.” Can we all agree that murder is wrong? That we should drive our cars within reasonable proximity to the speed limit? If we agree to terms of employment, fair pay for honest work should ensue? Each is a form of consensus thinking. They seem reasonable to the overwhelming majority. Some fringe members of any population might disagree with what the overwhelming majority find satisfactory. Let the fringe be what they are — marginal. Million Dollar Influencers see the merit in the use of such broad strokes. (Bear in mind that Alexis de Tocqueville, in *Democracy in America* (1831), forewarned of the “tyranny of the majority.”)

The energy one must expend to find unanimity in most any business or leadership circumstance is orders of magnitude above what will allow necessary progress. Million Dollar Influence recognizes the waste of this additional and fruitless expense. The juice of getting to 100% agreement is not worth the squeeze. Good enough can often carry the day. That doesn’t mean settling; It means being smart about the cost-benefit.

What playbook are you working from?

Some of you who are reading this either don’t have the correct playbook for your present position or, worse, you don’t have one at all. You’re coasting on prior learned behaviors. The only way to coast is downhill.

Being “in the moment” is a learnable skill; however, many confuse what amounts to “winging it” with being in the moment. Too often, people underperform in professional settings when they speak in the moment because they don’t have an effective plan in mind. What we may think of as being present can appear to our audience as someone thinking aloud as they speak. (Many people do this, and it’s called “articulating one’s cognitive

processes.” Or, in layman’s terms, listening to something you really can’t use.)

Gifted salespeople can convince themselves that they’ve “got this” when walking into a new sales situation. Occasionally, for those with an uncommon gift, a conversation conveys warmth and friendship while lowering barriers, but it may not advance your desired position or outcome. The concept of hubris dates back to Greek mythology. The term’s definition has evolved to include pride, overconfidence, and arrogance. Don’t confuse the outcomes that stem from your hubris with movement toward your preferred

As executives and business leaders rise in the ranks, they often rely on academia’s communications techniques and interpersonal skills. Think back to your high school “senior superlatives.” Can you picture the individuals voted Most Likely to (fill in the blank)? Some displayed natural talents early in life in sports, academics, making friends, public speaking, or election to an office above others. Some moved to the spotlight; others shied away from it. Those good and bad underlying skills, talents, and inclinations may still cloud your perceptions of how well you carry yourself in business. You need a plan.

What is a Win?

Our perception of the world is polarized, and we self-select information that reinforces our perceptions (confirmation bias). The flow of information is no longer a 24-hour cycle; it is a continuous and unrelenting flow from which we have difficulty stepping back. Mobile phones, communications apps, hundreds of cable and satellite channels, increasing social media options, our circle of friends and work colleagues bombard us with information. We are overwhelmed with a continuous information flow that we must filter and interpret to make sense of our world. The round-the-clock, hyper-stimulated atmosphere of a Las Vegas casino was once something we could consciously choose to step in or out of.

Our brains need a way to organize information. Confirmation bias is one such mechanism that helps us reinforce beliefs and positions. However, those beliefs can contain emotional anchors rather than rational facts. To simplify our world, we default to a win-lose mindset.

Some Examples

Our political debates in Congress have become a matter of all or nothing. Senators and members of Congress vote along party lines for most votes. Unless a Senator or Congressperson has a unique situation with a hometown constituency and confers with party leadership about its importance to retaining the seat, members must fall in line and vote with the party. As President Obama, a Democrat, came into office, Senate Minority Leader Mitch McConnell made no secret that his role and ensuing strategy would thwart a Democratic agenda.

As President Trump came to office, Senate Minority Leader Harry Reid, followed by Chuck Schumer, adopted a similar strategy. Recall very high-profile nominations to the Supreme Court during Democrat and Republican administrations: Merrick Garland, Neil Gorsuch, Brett Kavanaugh, Amy Comey-Barrett. Garland's nomination was stalled and never moved forward. The remaining three were confirmed with relatively narrow (party line) majorities. Supreme Court nominations are win or lose in politics because Justices are seated for lifetime terms.

Large tech companies play to dominate their space and move into adjacencies of opportunity. In 1998 Amazon was a seller of books in the developing world of e-commerce, an online market that was nearly non-existent at the time. In 2022, just two decades later, Amazon is ubiquitous with leading positions in publishing, online retailing, pharmaceutical delivery, storefront operations for entrepreneurs, cloud services, and more.

Wal-Mart famously offers "everyday low prices," where shoppers often find items priced 25% less than elsewhere. Wal-Mart does this through bargaining power with their suppliers. The sheer size of Wal-Mart's operations makes them

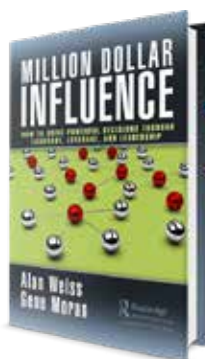
a customer too big to lose. Suppliers integrate the Wal-Mart way vertically or don't get Wal-Mart's business. Wal-Mart does not have a serious competitor of the same type. Target, Dollar Tree, and others pale in comparison. Wal-Mart competes with Amazon for customer dollars – both are playing to win. They are each winning in their respective market segments; they have no close competitors.

When your customers or suppliers respond to a request for a proposal, they game it out to enhance prospects for a win. There is a cottage industry in support of improving "p-win." Companies engage in a specific price-to-win strategy that finds the sweet spot of meeting a buyer's stated requirements while maximizing opportunity and profitability. It often goes well beyond highlighting a competitive advantage and is regularly expressed internally as keeping the other competitor down.

Microsoft competed within the computer industry for decades in browser wars. Microsoft sought and established a dominant position with an inferior product. Microsoft saw a dominant position, where its products were operable and installed on numerous computer brands; however, it was a monopoly. The Federal Trade Commission initially investigated Microsoft's selling practices. Twenty states and the U.S. Department of Justice subsequently filed an anti-trust suit in light of Microsoft's violations of the Sherman Anti-trust Act, which outlaws monopolies. After years of litigation Microsoft ultimately lost its case.

In the ensuing years, more natural competitive forces eroded Microsoft's position of dominance. Microsoft was playing to win at the expense of all others and lost. They remain an industry powerhouse but suffered long-term brand damage for their business behavior.

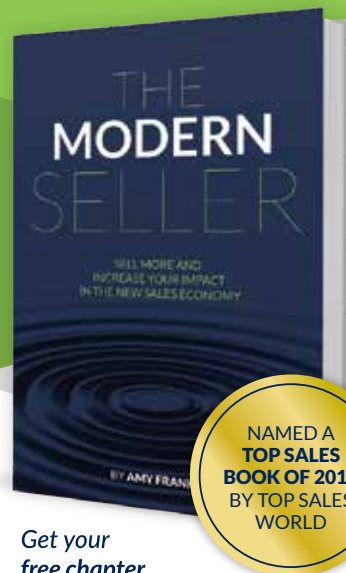
Influence is exerted in many successful forms, don't be circumscribed by the need for a clear "win." Be happy in advancing your cause. The other person doesn't have to "lose."



Alan Weiss, PhD is our longest continuing contributor. This column is based on his newest book, *Million Dollar Influence*, written with Gene Moran (Taylor and Francis, 2022). He's the author of over 60 books appearing in 16 languages, is a Fellow of the Institute of Management Consultants and is an inductee into the Speakers Hall of Fame®.

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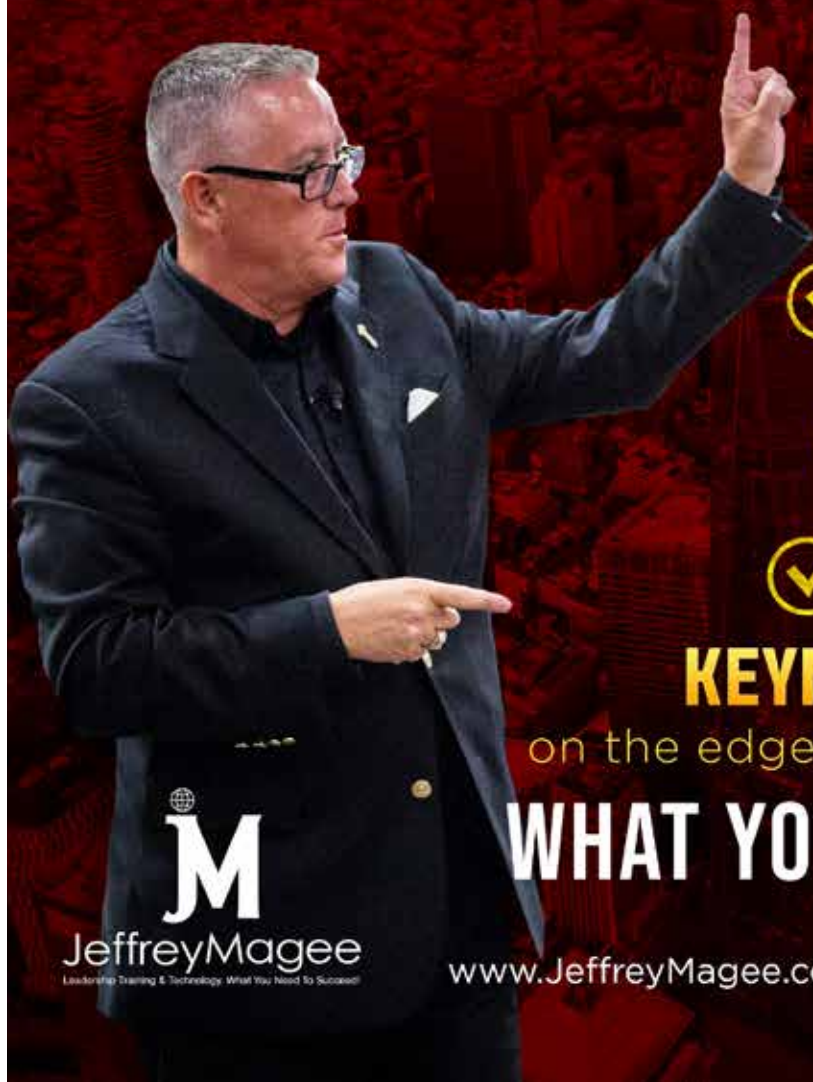


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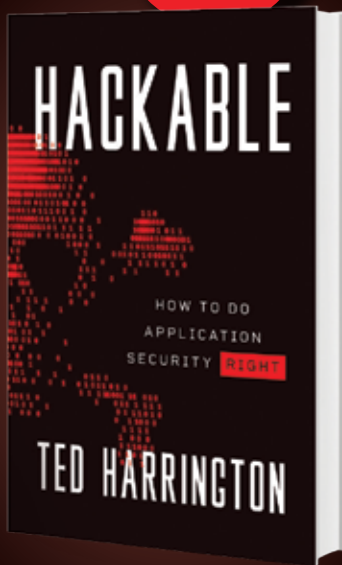
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ZIG ZIGLAR

On Gossip & Spreading Rhetoric

We frequently hear little jokes about gossip, like the two people who were talking and one said, "I can't tell you any more. I've already told you more than I heard." In that line is much of the tragedy about gossip, which can and often has destroyed a person's reputation. Gossip always damages relationships and specifically with the person you are gossiping about. For example, once you have said something unkind about a person, you will feel uncomfortable around him or her and your relationship will suffer.

Dr. Adrian Rogers wisely points out that before we disseminate information that might be considered gossip, we must carefully ponder three questions:

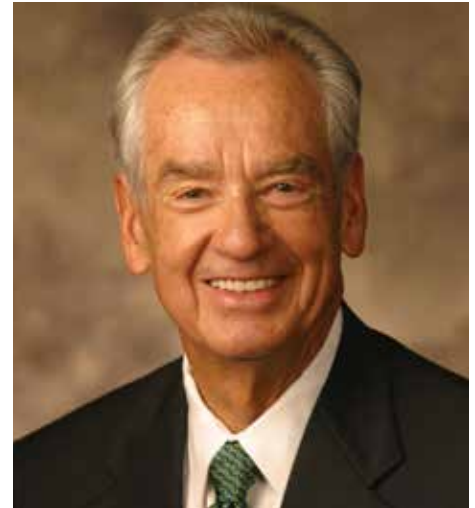
1. Is it the truth? If it fails the first test, then it is not repeatable.
2. Even if it is the truth, do you really need to share it? Will it help anyone? Will it hurt anyone? Would it be better left unsaid? If there are no benefits to anyone, then what possible purpose could repeating it serve?
3. Is it kind? In our world so full of cynicism and skepticism, will repeating this story be kind? Can it be better left unsaid? Would you really be better off repeating this information?

When you analyze it this way, your chances of being a gossip are dramatically reduced. When you consider the benefits of stopping gossip in its tracks, you'll discover they're substantial.

First, you do not damage yourself, which means that your reputation and esteem are untarnished. That's good. Second, you won't harm someone else's reputation. This means that your circle of friends will be larger. Since most of us do not have any friends we would like to lose, that's good!

Think about it, and
I'LL SEE YOU AT THE TOP!

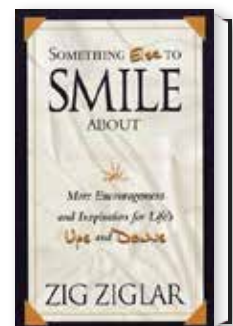
Adapted from his book, *Something Else to Smile About*.



A World War II veteran, Zig Ziglar became a famous American motivational speaker, salesman, author, philanthropist, politician, trainer, and coach. With his Southern charm and lessons grounded in Christianity, he wrote over two dozen books and amassed a following of millions who were encouraged by his lessons for success.

Ziglar was an early supporter and mentor to Publisher Jeffrey Magee. He gifted a series of unpublished articles to **Performance Magazine**. Enjoy this timeless piece!

Ziglar.com





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Call Shani Coleman, Redevelopment Manager, at 702-229-6551 for information on Symphony Park and other development opportunities in downtown Las Vegas.



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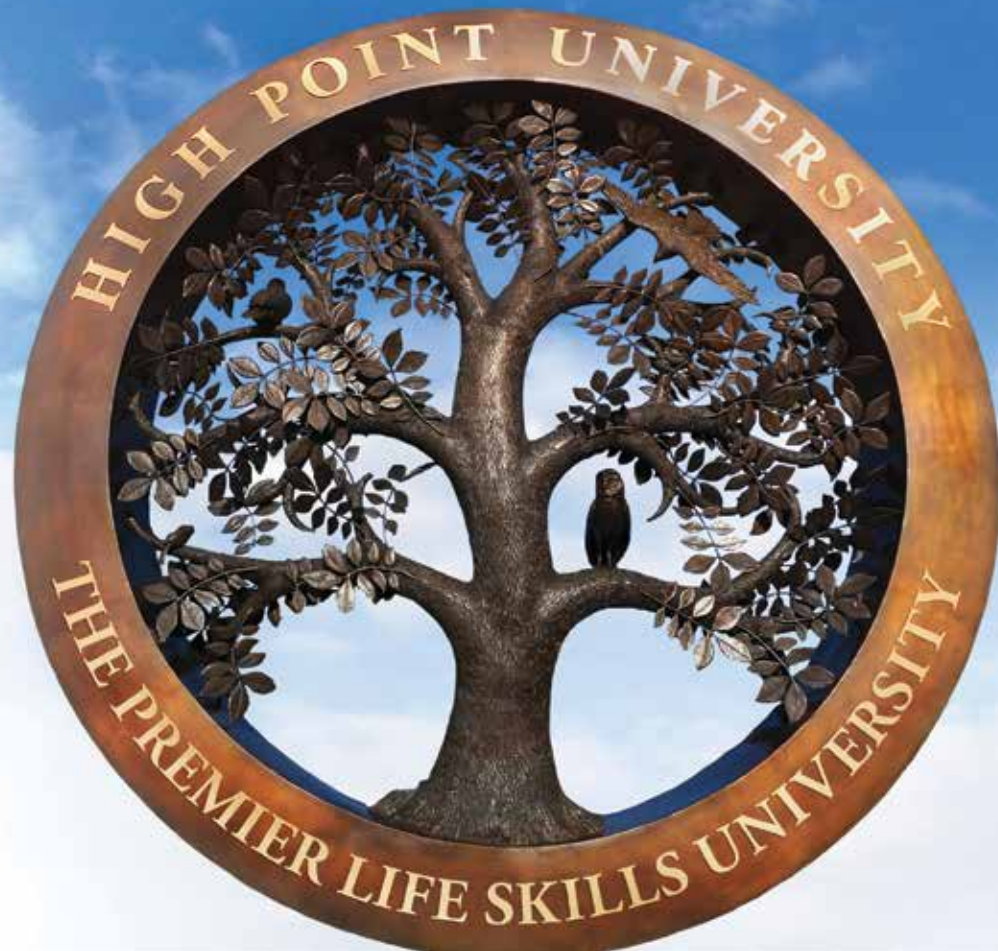
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