

Professional
Performance 360
WHAT YOU NEED TO SUCCEED! Magazine

Vol. 32 No. 2
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Do You Have the DNA to
Reboot to Success?

The Great Fake-Out is Back!



The Golden Boy of Boxing
FROM OLYMPIC GOLD MEDAL TO WORLD CHAMPION
TO GLOBAL BUSINESS STAR — WHAT DOES IT TAKE?

Oscar De La Hoya



Amy Franko



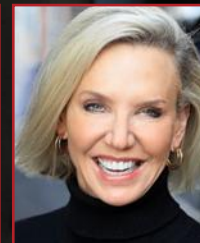
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Carly Fiorina



Meredith Powell



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Contents

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| | | | |
|--|----|---|----|
| Simon T. Bailey | 7 | Ivan Misner | 28 |
| A Flourishing Employee in the New World | | Success isn't an Entitlement | |
| Oscar De La Hoya | 9 | Daniel Picou | 30 |
| An Interview Knockout | | Storytelling is Vital as Leadership | |
| Carley Fiorina | 13 | Meridith Powell | 31 |
| Gain Perspective | | Aligning Your Marketing and Human Resources Team | |
| Amy Franko | 14 | 5 Must Have Strategies to Turn the Great Resignation into the Great Opportunity | |
| 8 Self-Leadership Questions to Reach Significant Goals | | Nido Qubein | 32 |
| Patricia Fripp | 15 | Balanced and Motivated | |
| 3 Simple Actions to Help Business Owners Succeed in Sales | | Kim Seeling Smith | 34 |
| Bob Goshen | 16 | The 9 Currencies of Choice® | |
| Perception | | Reverse Engineered from Over 5,000 Exit Interviews | |
| Jeffrey Hayzlett | 17 | Jim Stovall | 36 |
| Get Up, Stand Up | | Contractualism | |
| Stand Up for Your Brand | | and the Reality We Live In | |
| Ron Karr | 19 | Ruben Ugarte | 37 |
| Leadership in the Zoom Era | | Effective Decision-Making is a Superpower | |
| Christopher Kolenda | 20 | Alan Weiss | 38 |
| Three Key Lesson's We Can Learn | | Sentient Strategy | |
| About Gaining Buy-In from Joshua Chamberlain | | Tom Ziglar | 40 |
| Harvey Mackay | 23 | Leading in Times of Disruption | |
| Vision is Seeing the Invisible | | What Should You Care About | |
| Jeffrey Magee | 24 | Zig Ziglar | 41 |
| How Leaders Motivate Others | | On Personal Discipline | |

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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

NOISE ... more **NOISE** ... And, even more **NOISE**!

The level of NOISE and DISTRACTION coming at us daily, can be overwhelming if you are not focused.

It is said of communication and the exchange of ideas and information, what took centuries to travel the globe, has become compressed into decades and then down into years. And with that exchange and transport, came the influence upon others norms, to create new normalities upon our world and local communities. Today, we live in an instantaneous world where a thought can be converted into an action which can be communicated, seen, and experienced in real-time across the globe. And with this, the ability to think, consider, reflect, and even synthesize new thought or divergent thought before it becomes a new norm is no longer a reality in many instances.

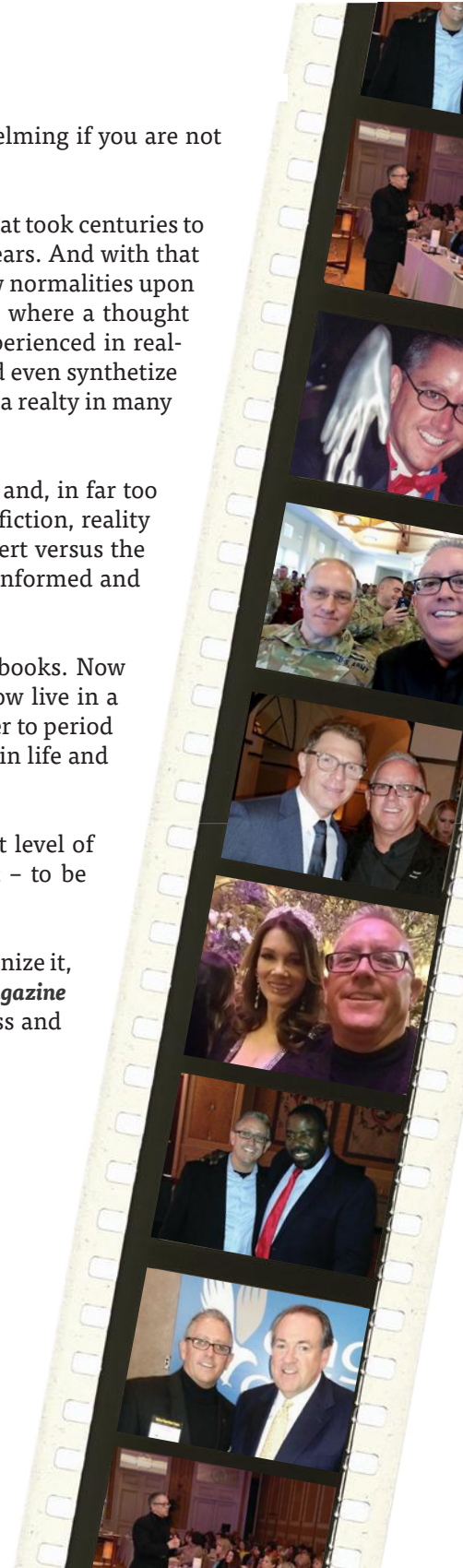
The Globe has become besieged with so much NOISE, divergent agendas and, in far too many cases, disingenuous agendas/people. The need to ferret out fact from fiction, reality from rhetoric, history from revisionist-history and a true Subject Matter Expert versus the newest shiny item (aka person) on the stage or front of the room to make informed and sustained sound decisions off of is critical.

For many years, I have spoken to this and written about it in my many books. Now COVID has proven me overwhelming correct. We must recognize that we now live in a zero-sum game, and an even playing field as the Great Global Reboot (as I refer to period of COVID), has afforded each of us the opportunity to evaluate our trajectory in life and determine if it is meaningful and sustainable?

With this comes PERFORMANCE, and here is where we must ask at what level of performance expectation must we have and our customer we serve expect – to be relevant and how do we align these factors?

Performance NOW, is all about the NOISE ... And, how you manage it, recognize it, respect it, and stop feeding it! In this edition of **Professional Performance Magazine** are hundreds of real-time insights for accelerating and elevating your success and that of those around you. It is about **What You Need to Succeed!**

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SIMON T. BAILEY

A Flourishing Employee in the New World

If you're like the many that I speak to and work regularly, you're doing a lot of reading about how to transition to a post COVID workforce.

Here's what I've been telling the companies I've been speaking with: the gauntlet has been thrown down as the world emerges from the pandemic cocoon, and everyone is reassessing their life, career and business existence.

The volcano of the soul has erupted. A lava of questions are flowing fast and furious, as people grapple with the vicissitudes of the pandemic. In the latest 191 page State of the Global Workplace 2021 report, Gallup found that roughly 7 in 10 employees are struggling or suffering, rather than thriving, in their overall lives.

Here's the bottom line: employee well-being is a strategic imperative.

Employees will no longer be emotional hostages in cultures where they are tolerated rather than activated. They have decided that if they have One Life to Live (OLTL), then they might as well enjoy it mentally, emotionally, spiritually, and financially.

That means, if employers are going to hire and retain top talent, understanding how to help employees thrive will need to become part of the strategy.

Thriving employees are good for businesses, too. According to Gallup, thriving employees report significantly fewer health problems: less worry, stress, sadness, depression, and anger, and more hope, happiness, energy, interest and respect (Gallup 2021).

Here are the trends according to Gallup that are very interesting. During the previous day...

- 41% of employees experienced worry
- 43% of employees experienced stress
- 24% of employees experienced anger

And employee engagement remains dismally low at 20% globally. Gallup estimates that low engagement costs the global economy US\$8.1 trillion.

In order to increase engagement (and ultimately increase profits), you'll need to understand what your employees need to feel like they're thriving.

To create a workplace that supports employee thriving, offer competitive benefits.

Recently, I gave 27 presentations in a 30-day period in 13 different industries, across the world. On top of investing over 100+ hours in interviewing and preparing to share our best thinking, our team decided to evaluate the Fortune 100 Best Places to Work, LinkedIn Top 50, and Glassdoor.com to really understand what companies are doing to help their employees flourish.

Here's what we discovered they offer:

- Flexible Work Arrangements
- Financial Incentives
- Family Friendly Policies
- Healthcare Management
- Upward Mobility
- Empowerment & Trust
- Caring About People

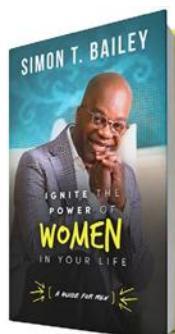
When I look at these key flourishing indicators that are important to employees, I can't help but think about the virtual interview with Simon Sinek during the SAP's Sapphire Now Event. Simon said something that still reverberates today:

"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 the 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

If you are an employer, please know that helping employees flourish is an ontological approach that is intentional, biogenic, and kind.

If you are an employee or in career transition, think about these seven flourishing indicators as need to have vs. nice to have. Rank which ones are your top 3-4 need to have to ensure your happiness and wellbeing.

It's time for you to flourish.



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 has 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

OSCAR DE LA HOYA



OSCAR DE LA HOYA

An Interview Knockout

*"Everything I have in this World,
I owe to the sport of boxing,
and I won't ever forget that!"*

With business and boxing accolades of winning 10 world titles in 6 weight classes and an Olympic Gold Medal in Boxing in 1992, today Oscar De La Hoya is a diverse businessman with varied interests and an economic empire of nearly half-a-billion-dollars. Today a sports promoter, author, businessman, and philanthropist, one consistent narrative about Oscar from others over the decades, is that he's a gentlemen first!

It was a pleasure sitting down with someone I have followed through the decades and talk about success, performance, and achievement from his perspective. And, not just a discussion on sports and boxing. Oscar and, his partner, Holly Sonders (Professional Golfer, FOX Sports Analyst, and Model), shared freely ...

We'll talk about the early life of Oscar later, first I'd like to get inside the mind of Oscar today...

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

I have always felt that treating everybody as equals, has been a great personal asset and great place to start a relationship. For example, I recall early on, I was signing autographs for eight hours, thousands of people in line, the very first person in line I was excited for them and the last person after eight hours of signing, I was equally excited to see them ... you treat everyone equal. Whether the person on your team is the janitor or the CEO, you treat the person equally. That has always worked for me. In all of my businesses, whether it's Golden Boy Promotions today my primary company or my other endeavors, it's about respect. Then it's about investing into others, you get out of others what you invest into them, expect from them and hold them accountable to produce."

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?

Leveraging your relationships and loyalty comes in time. It comes from instinct, and you have to earn it. You grow and get this by being a leader and what you show them. For example, by being the first person into the office, the last one out. By showing interest and communication, by making others a part of ... I feel I have been successful because of what I have put in over the years and what others see and do as well, and I have the loyalty of others. This transcends into being the best and everyone will want to be the best.

Work Ethic is another major differentiator. As a leader, you have to let others speak their mind, let others be involved, let others own their solutions. Everyone participates in the labor and the fun. Make sure people don't have fear in speaking out, everyone must feel at home. You never know where the next great idea will come from or who it will come from. And, when everyone has the work ethic to achieve and succeed and we are doing this together, great accomplishments will become your norm."

What drives how 'You' think/thinking style?

Great question, interesting question. For me, it starts with, I set no limits for myself!

It is a combination of ingredients, like a salad. You put all of these self-ingredients in there and mix them all up to get the YOU, that comes out. It's ingredients of ideas, setting no limits, believing in yourself, having short term and long-term reachable goals. I come from a background of being a boxer, and it is about bobbing and weaving my way through life, and punching the opponent head on to win. I believe the ingredients come from, as I shared, work ethic. Coming in early, fighting forward. Have short term and long-term goals, short term reachable goals that will allow you to achieve those in route to the big dream's goals and long-term wins. You must believe in yourself.

And, it is about having great people around you. Oscar has had great people around him for many years and even decades, that he trusts and that have the same work ethic, dedication, commitment and beliefs he has. The President of Golden Boy has been with him for 40-years. His circle is very small and tight.

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

You must have experiences ... being a true winner, being fired from a job, experiences. The person must be trustworthy, possess work ethic, not be a fraud. A person must be real, be willing and capable to participate, achieve and raise the performance of everyone else around them. You have to be able to connect with others and do so at some level on a personal basis.

I have hired people with great resumes, Harvard Graduates, but if they can't connect with others as people and if I can't connect with them on a personal level, it won't last. Intuition will tell you that while on paper the person may be qualified, but they must connect with you as a person. If you look around and talk with people, you will be amazed at who knows who and what you can learn.

"You are a proven achiever, with wins and losses, you never seem to give-up, what are some of the top points you would advise others to know or do, to reap the best performance out of their team?"

Everything I have in this World, I owe to the sport of boxing, and I won't ever forget that!

First - Fear: As I shared, work ethic must drive one, yet for me everything I have accomplished, everything I have set myself up to succeed in, comes from my work ethic and that for me is driven by fear. Fear of not accomplishing, fear of what's on the other side, fear of what's going to happen, fear of the unknown. The way I dissect fear, is I tell myself not to be scared of pursuing a dream or goal that's right in front of you, just rise and face it. Rise to the occasion. Most often by doing so and having a positive internal dialogue, you can and will achieve what others don't believe to be possible - you will win"

Second - Motivation: Those around you have to be at your level, drive and energy. By keeping people involved, people like to be a part of new idea, be a part of what is being decided and included. When you do this the energy level goes up and that is motivating for me and those around me!

Third - Being Tough: People will not live up to and perform up to their

potential if you instill fear into them, in this manner. You may have to be tough with people, but that is only because you can't accept anything but the best from others, especially if that is what you expect from yourself. Whether you are a man or a woman, you can't allow bias, gender, age and things like that to allow you to be anything but the best – no exceptions.

Fourth – Belief: My employees know I can be tough. They know I can hire them or fire them, but they will not flourish and work up to their potential if I mean. In short, people will excel when you empower them and let them live up to their potential. At the same time while you can be nice and encouraging, you can't allow people to take advantage of you. It's a fine balance.

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?

Being kind wins in the end, every time. There are many people that have influenced me.

Another great question. It starts internally. I wake up in the morning, normally I like to take time to reflect, breath, wake up in a great mood. It works for me. What drives me and motivates me, is looking forward to the day, what I can do and accomplish. I am constantly looking at new things and new projects, that are meaningful. I am very selective for what I do and pursue, I must have passion for the next project, and that gives you the energy and desire to get up a go.

Passion drives us and it must drive YOU!

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

Competition. The competitive spirit. We both come from that world. As we are talking here on Zoom, the competitive world may allow us to go into an office, we like that, but people are now remote. So being online first, like being in first and out last at the office, gives you the competitive spirit and advantage ... So, your mindset has to be one to hold onto what you know works, and at the same time being willing to recognize where you and the market are, and adjust accordingly. Ideally, be there the first to arrive and the last to leave..

Just as in boxing, you may get knocked down eight times, make sure you get up nine times. Championship fights are won by never quitting, have the strength to go on and give yourself the credit to keep going.

Give yourself the chance you deserve!

What makes for an effective and lasting Leader?

Vision. Always thinking ahead. An example, in terms of being a business man or being a fighter in the ring, it's always a twelve-round event. You have twelve rounds to work with. So, even though you may be in the moment of the first round, and whether you are winning or not, I go back to my corner and I think about what's going to happen in that second round or in the tenth round, I want to have that vision and be prepared. Prepare my mind, prepare my incremental goals to make sure everything turns out well.

So, it's having that vision and being always able to think ahead!

It's also important to know when to mute all of the noise. Remember, everyone has a voice and everyone will want to tell you what they are thinking, whether it is right or wrong, left or right. So, it is important to hear others and involve others, but you have to be able to be true to yourself and your vision, and at times you have to care a lot less about what others are thinking and saying and stay true to your vision. Be firm with your decisions and confident and secure with your decision making. If people feel uncertainty from you, then what kind of a leader are you?!

The element of surprise is not what you want to experience, be prepared at all times. A fight and life have twelve rounds, be ready and be prepared.

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?

We are very big on Values, everything in your life is about values. Being proud of what you have accomplished in life and what you are immersing all of your energies into and what you are going to accomplish. Be careful of those things that can derail you. Social Media as an example has been a very bad element to derail people's values, people allow social media to influence who they are and what their values will become, without any regard. Whether you are Jeff Bezos or that janitor I discussed earlier, people will always judge you, be true to your values.

Values are everything. Values are what align you with others. With values you never intentionally hurt others, and you always come back around with others.

Manage or eliminate egos, egos kill values. Egos have no amigos! Check yourself and go deep down inside and think about who you are as a person, your values drive you.

With what you know and have experienced in your life, what would the today you share with the 23 year-old you, if you could talk to YOU then?

Prepare yourself. Prepare yourself. Information and education are so important for the future. Don't just fixate on the next round, but envision the tenth and eleventh rounds, to be a champion. Believe in yourself. Don't think about failure, think about what you do as thriving, prepare yourself more, be a visionary now and always. People a lot of times have told me to stay in the moment and I have always disagreed, the future is right around the corner.

Tell yourself everything is going to be OK. Don't spend so much time and energy on things that don't really matter, when you get older and look backwards on life, it's amazing how many situations you can identify that you over stressed and spent far too much time on, that turned out to not matter.

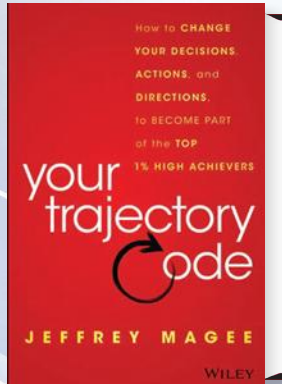
And, just be authentic. Authenticity allows you to connect with others, and when you are authentic, people know how real you are and can better grow with you.

Humor, it fixes a lot of problems and can be a great thread that pulls people together and keeps them grounded.



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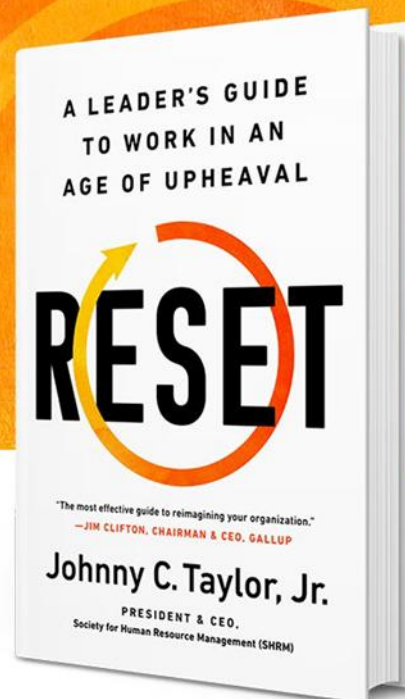
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CARLEY FIORINA

Gain Perspective

I sometimes remind my clients and readers of this magazine how much like termites we people can be. A termite you ask. Those disgusting, destructive creatures? Yes, but perhaps not for the reasons you think. A termite has a “lane” in life, and keeps its head down, pushing dirt or dust, day in and day out. They don’t look around, they don’t get out of their lane, and there is always a lot of dirt to push. We can get like that too. We have so much to do in our “lane,” so much work to push forward, we sometimes forget to lift our heads and look around. While this is understandable, it’s dangerous for a leader. We lose perspective. We miss what’s happening all around us. When we lack, or lose, perspective, we make bad decisions.

If you look up “perspective” in the dictionary, you will find many definitions. Here is my favorite: “The faculty of seeing all the relevant data in a meaningful relationship.”

When I arrived at HP, the company was falling behind: the press dubbed HP “the gray lady of Silicon Valley.” Not where you want to be. People were understandably proud that our profitability was at its highest level in absolute dollars, and that in our all-important printing business, our profitability was twice that of our nearest competitor. These were data points that indicated we should “stick to our lane” and stick to the status quo. With heads down, people didn’t see other relevant data: our profit as a percent of revenues had been declining for several years; our top-line growth had slowed dramatically; and while our printing business did outperform our nearest rival’s, their growth was accelerating, and their profitability was improving rapidly. Seeing all the relevant data revealed a meaningful relationship

between HP and our competitors. They were catching up and we were slowing down. With this perspective, change was clearly necessary.

Perhaps you read this example and scoff. “That’s so obvious,” you might be thinking. “How could people fail to see this relevant data?” All my experience with all kinds of companies and organizations reinforces this reality: teams can lose perspective alarmingly easily and quickly. We are a lot more like termites than we would care to admit.

It takes real effort to gain and maintain perspective. Everyone is always under so much pressure. “Looking around” too often feels like time away from the job. Or like “rocking the boat” when everyone just wants to get on with it. Or like asking a tough question when everyone else is ready to move on.

I remember serving on the board of a large, successful corporation. Executives were presenting a report on a product turn-around effort. They provided data on sales over the last several months. The trajectory was positive. The board was pleased. The agenda was packed, and we didn’t have a lot of time. I asked to see sales data for the same period from a year ago. Sure enough, sales were up in that same period, but then fell again. This perspective indicated we were perhaps looking at a seasonal pattern, not a successful turn-around. The “meaningful relationship” was that we couldn’t declare victory yet and we had more work to do.

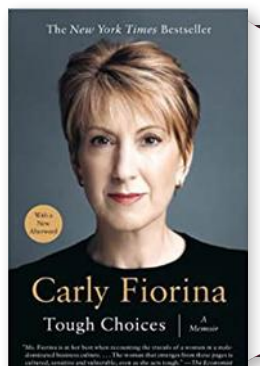
When we read about companies or boards or teams that have made egregious mistakes, it never has happened suddenly. The news might seem sudden and unexpected, but in truth, the trends have usually been clear for a long time. People usually aren’t stupid or dishonest. Instead, they have lost perspective on what’s really happening. They’ve made a series of decisions based on a limited amount of data. They’ve kept their heads down and been busy pushing their dirt. They’ve missed the relevant data that revealed the most meaningful relationship of all: where are we, how are we doing, where are we going? Are we succeeding and moving forward or treading water and falling behind?



Make it a point to pick your head up and “look around.” You can study competitors. You can ask people who are closest to the problem. You can talk to customers. You can talk to colleagues. Seek insight from those who are in a different lane. Pay attention to what is going on in the world around you, because external events can have a big impact. The pandemic certainly reminds us of that.

If you want to make good decisions, take the time and do the work to develop “the faculty of seeing all the relevant data in a meaningful relationship.” Gain perspective.

To learn more about how Carley can help you and your team become more effective visit CarleyFiorina.com.



AMY FRANKO

8 Self-Leadership Questions to Reach Significant Goals



One of the most powerful ways to build better outcomes is to have clarity on our most significant goals. Self-leadership matters, because the way in which we lead ourselves directly impacts how we lead others, lead our companies, and contribute to the world around us.

Use these questions to help you deepen your understanding of yourself, how you want to lead, and how you want to impact the world around you.

How do I define significance?

Significance is highly personal, and it will be different for each person reading this piece. Having a clear idea in mind of how you personally define significance can help you curate the goals you want to pursue and the impact you want to create.

What goals have the most significance to me in the next 12-24 months?

This could be a fresh brainstorm list, or a revisit of your past lists. As we evolve and grow, our goals will, too; it's an interesting exercise to see what remains significant and what goals have been accomplished.

What would my future self say about these accomplishments and their impact?

As you consider your goals, look with an eye to the future. I was recently advising a CEO considering a major change to the company's offerings. I questioned the CEO on how long they would be willing to put in sustained effort, because it was likely a multi-year endeavor to achieve the desired result. That question completely changed this CEO's thinking and next steps.

What am I willing to give up or say no to?

For the "yes" in all of us, this can be easy to say and hard to do. It's true that every time we say yes to one thing, we are saying no to others. It works in the reverse as well. Clarity on your most important goals, are a filter by which you make your decisions. If it's not in the service of your most important goals, that request or opportunity becomes a "no," so that you can say "yes" to what serves those goals.

Who can hold me accountable on the journey?

Am I willing to be coached and held accountable? This is a big one. In the sales assessment work I do with teams, I can measure their level of accountability and coachability. Those two qualities and the actions you follow through on will determine how successful you are in reaching your goals. In writing *The Modern Seller*, I had a weekly check-in with my publisher to report progress and review drafts. That consistent cadence helped me to stay on track to accomplishing a long-term goal.

How can I better invest my time, energy, motivation, and discipline?

Every day we have a finite amount of these important resources. How you invest them reflects what you prioritize. Successful individuals are very selective about how they invest.

There's a saying that we overestimate what we can accomplish in a year, and underestimate what we can accomplish in five years. In the pursuit of significance, committing our resources to one or two key goals in a year makes us happier, more productive, and a more impactful leader.

How will I celebrate successes along the way?

Significant goals take time; they're more of a marathon than a sprint. They have peaks and valleys, so finding ways to celebrate your progress helps to weather the challenges.

What is one skill I'm willing to improve?

We all have skills that come easily, and we have skills that challenge us. It's a sign of self-leadership to risk a bit of vulnerability to improve. Not all skills need improvement, as we may outsource or seek help to shore up a weak area. But is there one skill of significance, that if you improved, would make a tangible difference in your impact? That's the skill that deserves your time and energy.

Reaching our most significant goals begins with a willingness to build self-leadership. Self-leadership leads to stronger people leadership, better outcomes, and true impact.

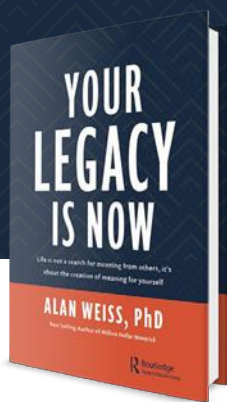
Amy Franko is the leader in modern sales strategies. She helps mid-market organizations to grow sales results, through sales strategy, advisory, and skill development programs. Her book, *The Modern Seller*, is an Amazon best-seller, and she is recognized by LinkedIn as a Top Sales Voice.

AmyFranko.com

ALAN WEISS, PhD

YOUR LEGACY IS NOW

Life is not a search for meaning from others, it's about the creation of meaning for yourself.



Your **legacy** is the most powerful contribution you create in your life.

It's time to write the new page in your book every day, and not allow it to be blank, or a repeat of yesterday, or written by someone else.

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

3 Simple Actions

to Help Business Owners Succeed in Sales

Everyone in your business must be focused on business to thrive in the global marketplace of tomorrow, not just the business owner or leaders. Imagine if everyone could at their own level think like a business owner ... ?

One — Make short-term decisions that will help your long-term goals. Ask yourself, "Will my time and financial investments position me and my business for where I want to be in 5 years?" Consider the timeline of your weekly activity. Are you learning, improving, keeping in touch with past clients, and taking time to refresh yourself?

The Frippicism is, "Tell me what you want, show me one week of your life, and we will both know if you will achieve it."

Two — Although it is always important to drive new business, don't forget to keep in touch with past clients and prospects. On a regular basis, call 5 past, happy clients. Your goal is to leave the most interesting voicemail they will receive. Try this type of message, "Hello, John. This is Patricia Fripp. I never get tired of talking about what fun we had at your last sales meeting. When you have time, I would like to hear about the results. Let me know if you are interested and when it would be convenient. I will send an email reminding you of my business and cell numbers. Hope this message finds you happy and healthy."

The Frippicism is, "It is not your customer's or prospect's job to remember you. It is your obligation and responsibility to make sure they do not forget you."

Three — Your promotion has to be ongoing, consistent, and relentless. You start and do not stop. Revisit, refocus, and rescript what you say about yourself and business. When you have finished a successful project or made a great sale, ask your customer what they think. Some of your best advertising is promoting with their comments.

The Frippicism is, "Life is a series of sales situations. Every day you sell yourself, your company, your products, and your services."



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."

Fripp.com

BOB GOSHEN

Perception

pre-cept | 'prē,sept —

A general rule intended to regulate behavior or thought.



In the mid-1970's we witnessed a very unusual economic trend in the United State —“stagflation.” Stagflation creates persistent high inflation combined with high unemployment and stagnant demand in the economy.

I was a 31 year old entrepreneur full of passion and on the grow, when all of a sudden I found interest rates at 20 percent and employment rates of 11 percent. In a matter of just a few short months, I went from owning a vibrant business to having to liquidate all my assets in order not to claim bankruptcy. The fall was dramatic; we lost our home, cars, and credit — overnight. As we began to recover, I established five precepts that moved us out of our demise and have kept us on a successful track. I am confident that many of you can agree that we often learn more from our failure than from our success in life.

But if you follow these five precepts, I believe you will stay on that successful track as well.

Become brilliant on the basics.

Often we can grow so fast that we feel we need to step outside of our major focus and find new opportunities. We leave the basics that put us in a strong positive position, and we diversify in areas that can not only pull our financial resources but also our mental resources away from our initial growth.

Know what you can control and what you can't control.

Larry Don was a stock car driver in South Carolina. Every Friday night he would go to the old dirt track south of Charlotte and race, normally winning 9 out of 10 races each and every week. When ESPN heard about Larry Don, they went down to interview him, knowing that he would soon be moved up to the big track at Daytona. The question from the reporter was, “Larry, how do you do it? You are winning 90% of your races week after week. What is your secret?” Without hesitation, Larry responded with “I ain't got no brakes. I either win or I crash.” We often waste multiple hours in a week focused on activities we have no control over. We worry about people or projects that we cannot help. Clear that calendar and drop those pursuits you have no control over.

Your life must follow your vision!

Often when things begin to fly apart, we lose our positive vision of where we see ourselves in the future. We tend to focus on our immediate negative circumstances and ignore the future. When our life began to spiral out of control, I never stopped dreaming about what was possible. I EXPECTED everything to get better, which opened my mind to innumerable options. Never lose the power of the dream; thank goodness Dr. Martin Luther King did not say “I have a strategic plan.” No, he said “I have a DREAM!”

Kill negative influences.

It is amazing how so many people who were for you when you were winning begin to abandon you when you have a setback. There were people who began sharing stories about how I failed and suggesting that if I had done this thing or another, I would have succeeded. It

didn't take long for us to recognize how many negative influences around us needed to be eliminated—from music to movies, even the negative dialog most people used. We quickly tightened our immediate circle and only allowed those into that circle who would speak positively and feed our dreams—others we just loved at a distance. This is a major precept to winning.

Lighten up.

Don't take life so seriously; don't get caught up in the news or what may be fake news. Remember precept number two: know what you can control and what you can't control. Two major things you can control are your attitude and your response to negative challenges. Laugh, enjoy your family and friends, watch comedies, listen to uplifting music, and just have fun. Before his death, I had the opportunity to be with my friend and mentor, Mr. Zig Ziglar. What a giant of a man! Zig had asked me to come to his headquarters in Dallas on a Monday morning and speak to his team. After the session, he and I were sitting in the boardroom when Zig says, “Bobby, I've got this whole thing figured out.” Now when Zig Ziglar said he had something figured out, it was time to grab a pen and paper and get ready. He waited about 30 seconds, looked me in the eye, and said, “Bobby, we are not getting out of here alive.” We both just looked at each other and laughed, but down deep he was saying lighten up, enjoy the trip, and have some fun.

Today my wife and I live by these five precepts, and we have had the opportunity to stand on stages around the world to share each one of them in depth. I am confident that when you find that person who has real success, not just financial—but total success, you will find these precepts in their DNA.

Bob Goshen is an author, speaker and coach to CEO's and business leaders around the world. Bob's expertise in leadership and in the development of corporate culture has been applauded by many corporations, universities and most recently the U.S. Army. Bob's book *The Power of Layered Leadership* has become a cornerstone for CEO's on how to develop leaders within an organization. Bob has endorsements from some of America's top leaders.

BobGoshen.com

JEFFREY HAYZLETT

Get Up, Stand Up

Stand Up for Your Brand

If you think that just because you've had a brand for a while that you don't need to give it a fresh coat of paint, you're sadly mistaken. Everything has changed – and to stand out in today's digital climate, you need to succeed at the power of reinvention. How can you do that?

It might seem like a daunting task to have to reinvent yourself, but the good news is, in today's day and age, anyone can create a platform around anything they love.

The Rise of the Service Industry

In the 1970s, the U.S. economy moved from a manufacturing-based economy to a service-based information economy. Today, the service business in the U.S. alone, represents 85 percent of the U.S. private sector. As service businesses emerged, the “brand promise” transferred from product quality to a specialized knowledge expertise and skillset.

This evolution gave rise to what we call, “The Knowledge Business.”

During the 70s and 80s, business used to be called the “Knowledge Industry.” That was soon forgotten in the 90s when the internet was born. The information era came with a new way of delivering information – the world wide web. The Knowledge Business was about to become a global business endeavor and competition started to heat up.

The Rise of Individuals as Brands

In a 1997 Fast Company article, Tom Peters sparked a phenomenon when he publicly acknowledged for the first time that developing individual personal brands is a necessity for businesses to

compete in a cut-throat digital economy. The key to getting ahead was then linked to your ability to establish a personal equivalent of the Nike swoosh.

The conclusion: It's that simple, that hard, and that inescapable.

Fast forward almost a quarter of a century. Peters and his original article remain a leading authority on the topic. But now, because anyone can be positioned as an expert, everyone is.

The Brand Called “YOU.” You Can't Move Up if You Don't Stand Out.

Thought leadership is on the rise. According to an Edelman-LinkedIn survey of over 1,000 decision-makers, 58 percent of them spend one or more hours reaching what thought leaders in the industry have to say on a regular basis.

In case you haven't noticed, there's a growing rate of increased competition for subject matter experts and ideas. With so many “experts” right now, how will B2B businesses differentiate themselves to their desired customer in an era when everyone is a consultant, speaker, author, and coach? How will we find customers in such a crowded space?

The good news is that demand for information is at an all time high.

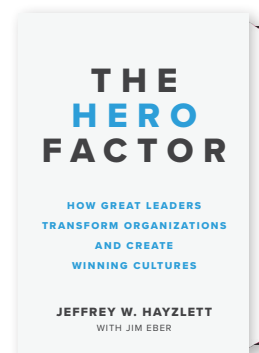
The bad news? The rapidly increasing supply of on-demand content. It's definitely becoming difficult to stand out from the crowded room of other experts.

Based on a simple LinkedIn search using titles, there are:

- 22 million consultants
- 12 million authors
- 6 million experts
- 300,000 coaches
- 300,000 trainers
- 40,000 speakers
- 6 million experts

The Rise of Coaches

Over 6 million people identified themselves as “experts,” 6,109,719 to be precise. There is an expert on every topic! Consultants surpassed experts with a whopping 22,009,581 million results. Fortunately, if anyone desires to be coached, they will only be able to find the best fit by searching and meeting with more than 5.9 million (5,904,507) available to assist you.



Even celebrities can be categorized as coaches. For instance, Gwen Stefani identifies as a “music coach” because she is a judge on “The Voice,” a television show that evaluates musicians looking to be the next big star.

The Rise of Media Brands

Today, every person and business have access to the same distribution tools as the largest publishers and media networks. This means anyone can create a brand reputation on any topic.

While it may appear that the rise of people as brands is a relatively new phenomenon, in reality it has been a 50 year overnight development in the making.

Frequently I get asked by fellow speakers how to reinvent themselves being that the business of speaking on stage hasn't returned one hundred percent. If you're already a speaker, you're an expert in your field. Therefore, you've already started the re-invention process, you just didn't think of it as such. Personally, I don't care if I ever see a stage again. Everything has changed so much and even thinking about going back is unrealistic.

Put on your thinking cap, think about what you've done, what you want to do with your expertise and skill level, and formulate a plan. What makes you unique? Start formulating a plan, and let's get you to the next level.

I challenge you, stand up for your brand. How will you do that?

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

Want to learn the strategy to operate as a media company? Read this comprehensive overview where you can view how to operate your business as a media brand in 32 pages. Download a copy [HERE](#).

Hayzlett.com





GOOD**NEW**STV

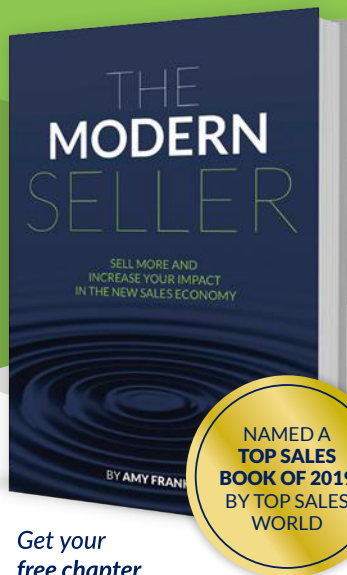
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Author of *More Sales Less Time*
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AMY FRANKO
Sales Strategist,
Consultant &
Keynote Speaker

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RON KARR

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Leadership in the Zoom Era

The global lockdown and the resulting Great Resignation created a simultaneous convulsion throughout the business world. Everyone wants to work from a distance, but good leadership principles still apply—now more than ever.

Yes, it’s important to master the technical challenges of remote work, but that’s not enough. We still have to connect with our team members on a visceral, emotional level. A leader is responsible for creating the right psychological environment that is conducive to actual conversation—where words are sent and received with the same intent.

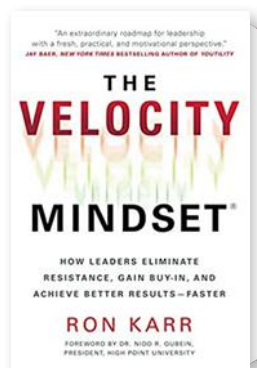
Human beings have evolved basic mechanisms that served them well in survival situations back then but can be problematic today. These include our “fight-or-flight” response to stress, triggered by elevated levels of the hormone cortisol.

It’s not a leader’s task become a neuroscientist, but it’s helpful to know something about it, and to be aware of the underlying causes of our team members’ emotional responses. Knowing what’s going on, hormonally speaking, informs us, allowing us to promote actions that serve a common objective.



Zoom does limit our ability to read body language, but neuroscience principles are the same. You can understand what’s happening under the surface when you really listen to a colleague’s tone of voice or read their facial expressions during a virtual meeting. You can use those insights to hone a leader’s greatest tool—empathy—to guide your conversations. Leadership in the virtual age has its own challenges, but it is still achievable.

Once we understand more about our built-in mechanisms and start working with them, we will achieve an increase in velocity (speed plus direction) that is the hallmark of every great leader.



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CHRISTOPHER KOLENDA

Three Key Lesson's We Can Learn

About Gaining Buy-In from Joshua Chamberlain



Being Careful with Military Lessons

Colonel Joshua Chamberlain's inspiring defense at Little Round Top likely saved the Army of the Potomac on July 2, 1862. Outnumbered, exhausted, and nearly out of ammunition, Chamberlain led a bayonet charge into the attacking Confederates, surprising and forcing them to retreat. Had Chamberlain's 20th Maine broken, the rebels would have rolled up the entire Union position on Cemetery Ridge and probably won the battle of Gettysburg.

There's a conceit among some veterans and historians that so-called battlefield lessons translate directly to business. I've not found evidence of corporate bayonet charges or heroic stands by marketing executive against hordes of surrounding enemies. The list of military leaders who've failed at business is long, and the list of what people fear about military lessons is even longer. After all, isn't the military a rigid, authoritarian, top-down, hierarchy? If so, it's the opposite of what most companies need to succeed.

And yet, the same skepticism is important when trying to draw insights from any endeavor. Tony Tsieh's holacracy, for example, failed everywhere else it was tried, and worked at Zappos until it didn't. Many of Jim Collins's all-star cast of companies in Good-to-Great have fallen on hard-times. The cringe-worthy "How I did it" sections in Harvard Business Review reveal mostly idiosyncratic pointers.

I approach Chamberlain's stand at Little Round Top with these cautions in mind. The key to success when learning from the examples of others is to gain the underlying principles at work and apply them to your unique context.

Chamberlain's way – gain buy-in

Chamberlain's cultivated buy-in by combining emphasis on the common good with enlightened self-interest, and accountability.

Chamberlain led by example, personally modeling the behaviors he expected from his troops. He treated everyone well, regardless of their rank, and shared hardships. He marched with his regiment into the fire of Confederate guns in the disastrous battle of Fredericksburg. His soldiers knew that he would never throw them under the bus (or gun carriage). He passed the credit to his men and took the blame for shortfalls.

As the Union Army marched towards Pennsylvania, the 20th Maine was down to about 250 soldiers from an original strength of 1000. On the eve of battle, Chamberlain was ordered to take custody of 120 deserters from another Maine regiment. The soldiers had thought they signed two-year enlistments like others in the regiment and they wanted to go home with them. Chamberlain had authorization to shoot them.

Instead, Chamberlain met with them, made sure their needs were cared for, and gave them the choice to join the 20th Maine or remain prisoners. He spoke with them about the Common Good – why we were fighting – and that he would do everything he could to have the charges dismissed for those who fought in the upcoming battle. 117 picked up their muskets and stood in the ranks. Chamberlain distributed them among his units to boost accountability. He could not afford a gaping hole in his line if the new men had a change of heart.

Their buy-in increased the unit's strength by over one-third, which proved vital to the 20th Maine's stand at Little Round Top and the success at Gettysburg.

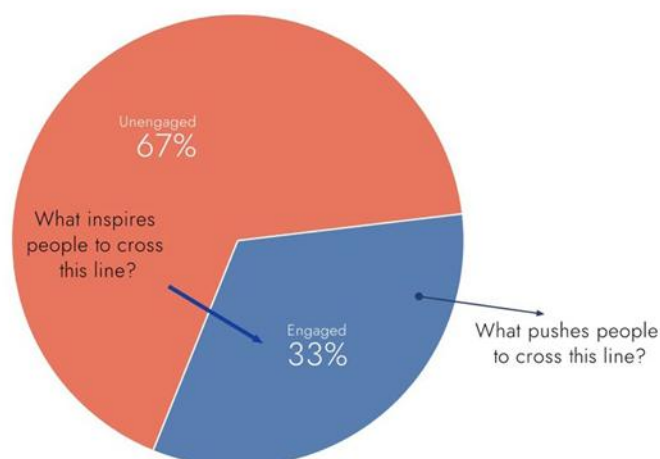
What does buy-in mean for my business?

Lack of buy-in is at the heart of the Great Escape – people are voting with their feet to get away from bad bosses, toxic work environments, and ill-fitting jobs.

According to Gallup, only thirty three percent of American employees report being engaged at work. That means two of out of three are punching the timeclock and drawing a paycheck without being productive. Seventy-five percent of those who reportedly left their jobs voluntarily did so to get away from their managers. **What if you could turn those numbers around so that you retain your top talent and inspire engagement in sixty-seven percent or more of your employees?**



Voting with their feet



Employee engagement data from Gallup, 2019

To do so, you have to determine what makes people want to cross the line from disengaged to engaged, as well as what keeps your top talent from voting with their feet to your competitors. The key, both at Little Round Top and in your business, is employee buy-in: commitment to the organization's common good, individual belief that they

are better off when pursuing the common good, and accountability for doing so.

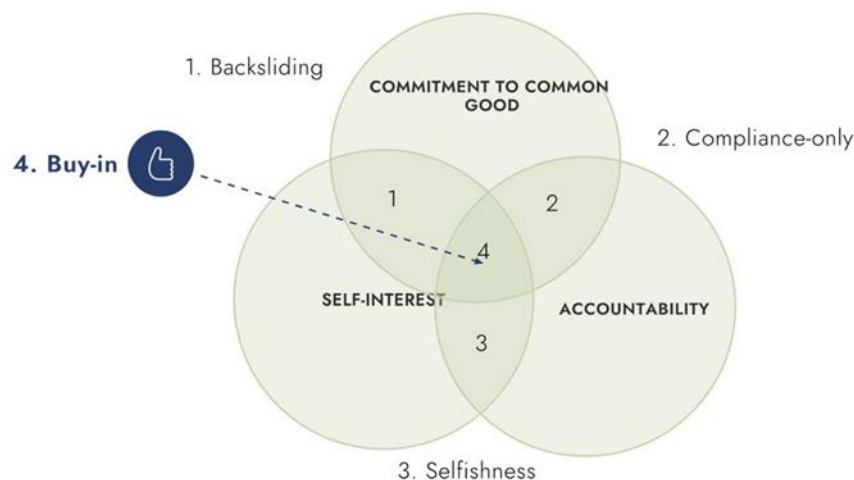
Your organization's common good is the sum of your mission and vision, goals and values, and standards and expectations. Gaining commitment that people need to know the common good and have faith in the path to achieve it. At the same time, people need to believe that

they are better off pursuing the common good – they have a self-interest in doing the right things the right ways without you having to watch over them. Third, there must be clear consequences for good and poor performance. Standards without accountability are meaningless.

People vote with their feet if an element is missing.



GAINING BUY-IN



Commitment to the common good and self-interest without accountability creates backsliding and perceptions of favoritism.

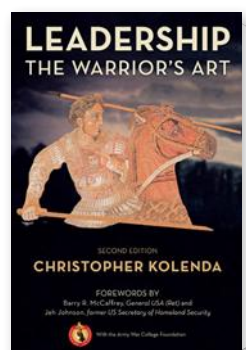
- Why did Jane get rewarded for innovation but Jim didn't?
- How can Joe show up late every day and the boss looks the other way?

Commitment to the common good and accountability without self-interest creates a compliance-only mindset. People will do what they are told, but won't take initiative. They will feel like work is all sacrifice and no one cares about them.

Self-interest and accountability without commitment to the common good leads to selfish behavior. The office alphas will be the ones in charge and your employees will feel that they have to put-up, shut-up, or leave.

My clients have found this diagram is an excellent diagnostic tool for identifying shortfalls and determining ways to strengthen employee buy-in for your company's success. Of course, having this discussion on the ground at the place where Chamberlain's 20th Maine made

their stand creates a powerful lifelong memory that you can deploy in business and life.



Retired U.S. Army Colonel Chris Kolenda, Ph.D., helps leaders be their best selves, build winning teams, and make the pivotal decisions that create sustainable growth.

His books include *Leadership: The Warrior's Art* and *Zero-Sum Victory: What We're Getting Wrong About War*.

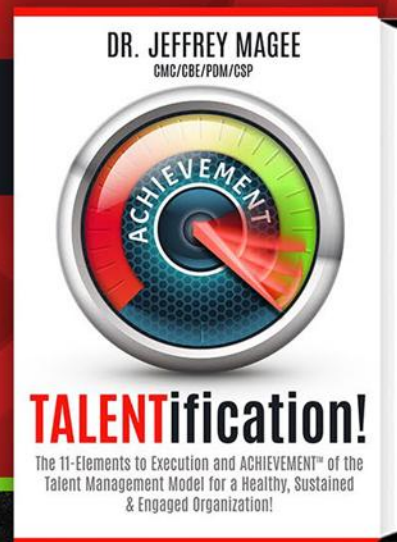
Chris has created the Saber Six Foundation in honor of the six paratroopers from his unit who were killed in action in Afghanistan.

KolendaStrategicLeadership.com

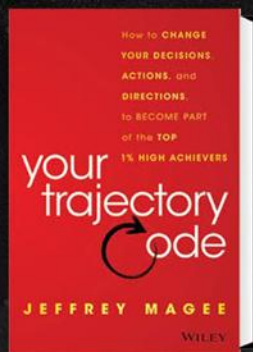
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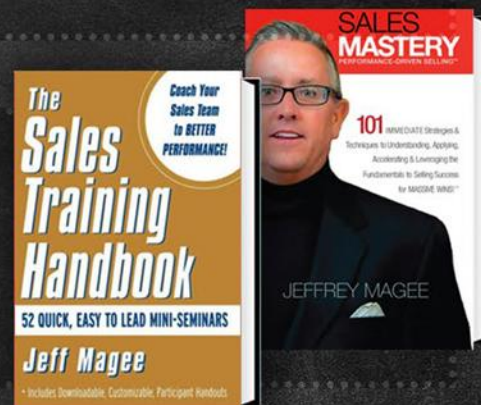
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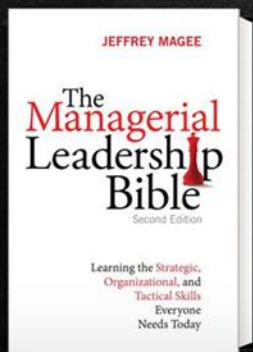
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HARVEY MACKAY

Vision is Seeing the Invisible

"When I was a young man, I wanted to change the world. I found it was difficult to change the world, so I tried to change my nation. When I found I couldn't change the nation, I began to focus on my town. I couldn't change the town and as an older man, I tried to change my family.

"Now, as an old man, I realize that if long ago I had changed myself, I could have made an impact on my family. My family and I could have made an impact on our town. Their impact could have changed the nation, and I could indeed have changed the world."

These comments, from an unknown monk in 1100, illustrate the power of vision.

A vision is the mental picture of what you desire. Clear goals are essential but having a vision is more than just achieving goals. You must have inspiration and motivation and a believe-in-yourself mentality. A vision provides hope and a desire to work harder. Having a vision means having a clear sense of purpose.

I learned long ago that projecting oneself into a successful situation is one of the most powerful means of attaining personal goals. Vision doesn't do the planning and it doesn't anticipate the obstacles. It gives a real idea of what is possible, if only you want it bad enough.

Author J. Oswald Sanders said: "Eyes that look are common. Eyes that see are rare."

Here are some of the characteristics of a successful vision:

IMAGINABLE

The first thing is to make sure that your vision is doable. Many people have visions that are not attainable. You need to have a clear picture of what you want.

DESIRE

The will is as important as the skill. History books are full of tales of people who said certain things could never be done – and then prove that anything is possible. I've always said that you can accomplish almost anything if you put your mind to it. If you believe you can do something, you have a chance. If you don't, you won't.

MOTIVATION

I think one of the best motivators, the one that is most likely to stick with you – even for a lifetime – is the one that comes from

within. . . the voice inside you. You have to ignite your own passion. Motivation is the spark that ignites success.

FOCUS

How many times have you heard an athlete talk about focus? It's a topic I also hear about frequently in business. The most common complaints: Too many irons in the fire. Too many projects spinning at one time. Too many interruptions. Too many phone calls. Too many emails. Too many things to do. Too little time.

Decide what is most important. Stay focused as best you can, and don't let things happen to you – not when you can make things happen.

CONFIDENCE

Confidence doesn't come naturally to most people. Even the most successful people have struggled with it in their careers. The good news is that you can develop confidence, just like any muscle or character trait, if you're willing to work hard and achieve some success.

FLEXIBLE

No matter how good your ideas are, or how committed you are to your vision, remember that things change. Be ready to modify your plans so you can take advantage of opportunities that present themselves.

At age 40, Thomas Watson Sr. became general manager of a little firm that manufactured meat slicers, time clocks and simple tabulators. However, he had a vision for a machine that could process and store information long before computers were a reality. To match his lofty vision, Watson soon renamed his company International Business Machines Corporation. He was asked late in life when he envisioned IBM becoming so successful. His reply was simply, "At the beginning."

In the early 1970s, Fred Smith described his vision for an overnight nationwide air express delivery system in a term paper for his economics class at Yale University, for which the professor awarded him a C. Today Federal Express delivers freight and packages in more than 220 countries across six continents each day.



Mrs. Walt Disney gave the inaugural speech at the opening of Disney World in Florida since Walt Disney had passed. An interviewer said to her, "I wish Dr. Disney had lived to see it." Mrs. Disney replied, "He did."

Mackay's Moral

A vision without a task is a dream.

A task with a vision is drudgery.

But the two together are
the hope of the world.

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

How Leaders Motivate Others

Whether it is a family-owned business, private sector organization, publicly traded company, non-profit entity, global business, military or government agency, the long-standing dilemma among leaders has and will always be – How do you motivate others?

Beyond the obvious, hire motivated professionals. Next, and for some it is not so obvious, the loudest way in which a leader motivates others is by their own passion, energy, convictions, actions, comments, values, work ethic, behavior, conduct, how one treats others and talks about them in their absence, and how one acts in tough and easy times – don't make your sole judgement by any one act, consider the totality of the other person.

Every decade for the past 50 years there has been a massive global recalibration (global and local reboot) if you will. And with this, a great opportunity for true forward focused leaders and these businesses to take the lead and re-evaluate how they engage, capture and energize (motivate/incentivize) their human capital.

In working with incredibly successful business and military leaders for the past three decades globally, here are a few rules of the road that I have consulted, taught and witness work successfully for leaders in motivating others:

Motivate to Why (aka Purpose)

Don't assume everyone is motivated the same way, that is the classic old school approach. Ensure that you have a way to

engage each person on their own level, to gain perspective of understanding their "Purpose" for being in the organization or in their role. Purpose serves as a powerful underlying driver to what one does and is seeking. Once you have this understanding the broad macro ideas of how to engage and motivate will gush at you ...

Then, motivate to and explore the WHY even deeper for a greater understanding of how to really motivate an individual on their level. Ensure everyone understands the work, commitment and its connection to purpose. Regardless of attempting to motivate, incentivize or reward individuals onward and upward, whatever you do, should always be "MERIT" based on how one excels within their expected Tasks, Duties, Responsibilities (TDRs) and "COMPETENCY" driven from their earned Knowledge, Skills and Abilities (KSAs)!

If you really want the business to be sustained and thrive ... And, if you want the individual to remain and thrive – MERIT & COMPETENCY must be the rule, eliminate the passive feel-good handouts to placate and keep low to mediocre performers!

While there may be some value to someone, somewhere, at some time for tenure based or COLA based incentives, these in the new re-boot (post 2020) global economy will drive more talent away than keep them – so consider your situation and organization unique and do not attempt to compete with others, be uniquely you.

Motivate to Alignment

When the purpose of the organization and the purpose of the individual are in alignment, the ability of peers and leaders to motivate one another is much easier. One way of achieving this alignment from the beginning, is to ensure everyone shares similar Values and Vision for what the organization stands for and why they and you are there (interview smarter, higher better, on-board smartly, remain connected with one another!).

Motivate and Remember Maslow's (Five-Levels of the) Hierarchy of Needs

This is a critical calibrator to designing, implementing and executing any incentive or rewards/awards/motivation system, whether a one-off situation or an involved program. Ways to motivate

others can start by recognizing at any given time where is the individual in your organization you are focusing in on and then at what need state are they, address that. Then, what need state are they ascending to or that you want to motivate them to and address that next. The level or need state provides you with greater clarity of what deliverables or touch points an individual is focused upon, needs or expects to perform at, with limited to no distractions ... As a leader how you motivate others forward and upward will be in direct correlation to where they are and your ability to deliver at that level. So, first recognize where they are and where you want them to ascend to next, then start the process of creating the ways you will go about engaging individuals or your organization to motivate their contributions ...

- **Need State One** – Psychological/Survival – food, water, breathing, survival, getting and keeping a job/role/position/team
- **Need State Two** – Safety/Security – financial, health, basic needs-belongings to excel within their job/role/position/team
- **Need State Three** – Social – fitting in, connection with others, friends, family, relationships, a sense of confidence within their job/role/position/team
- **Need State Four** – Esteem – a sense of purpose and valued by others, participation in group/team activities where one can be appreciated, contribute meaningfully and achieve within their job/role/position/team and sought as the subject-matter-expert
- **Need State Five** – Self-Actualization – One's higher-level goals and aspirations are actualized, more internal accomplishment focus, with less outward concern for others validation opinions being sought job/role/position/team/organization and industry
- **Need State Six** – Enjoyment and Fun – I have recognized in high performing teams that are at thrive level 100 percent of the time and accelerate to levels that others benchmark off of them, individuals and teams thrive to elevate all that they do to pure enjoyment, fun, challenges and an



inward focus that allows for outward servant minded collectives ...

Remember, at times of crises or uncertainty, individuals and entire groups may re-calibrate downward and your ability to recognize this and provide confidence, comfort and clarity to others will in itself be massively motivating and unifying.

Motivate to Generational Diversity

Another accelerator to designing and implementing an incentive program or in identifying ways to motivate an individual, is to consider the generational segmentation demographic one falls into (based upon sociological and governmental indexing guides – and yes there are exceptions to rules and stereotyping, but this at least gets you thinking out of your normal mental box). If an organization is evaluating organizational wide motivation/incentive approaches and programs, consider a temporary committee with each generational segmentation represented to consult into for feedback, as what may be a profound and resounding YES deliverable for one generational segmentation may fall flat with another generational segmentation).

You can adjust the generational segmentation names and even age ranges of representation, it doesn't matter in the final analysis, we have basically five different generational segmentations in the global workplace at the time of this article. Each has some over lapping descriptive psychological similarities that drive behaviors, value-system, and how one has been conditioned to think(logic) and feel (emotion). Each will have distinct massive differences among them, consider the generational segmentation you are dealing with and what their life influencers have been for a greater understanding of what may and may not have motivating impact upon them ...

- **Centurion** – Over 75+-years of age. These may be influencers, members or customers and in rare situations employees ... It's about legacy.
- **Baby Boomer** – 55 to 75-years of age. These may be influencers, members, customers, employees and some instances individuals coming back into

the workplace ... It's about longevity, materialism and sustainability!

- **Generation X-Y** – 40'ish (+/-) to 55'ish (+/-) years of age. These may be influencers, members, customers, employees ... It's about Me'ism and concert with a more global awareness footprint!
- **Generation Millennial** – 25'ish (+/-) to 40'ish (+/-) years of age. These may be influencers, members, customers, employees... It's about status, challenge and global sustainability!
- **Generation Z** – 20'ish (+/-) and younger years of age. These may be influencers, members, customers, employees, interns, co-operative part-times ... It's about what one stands for or advocates!

Motivate to Macro Professional Motivation Drivers

My experience has taught me in the professional setting people are motivated in one of three ways, consider what you create for others to be feed and how you motivate others in one of three areas ...

- **Money/Financial** – Cash, salary, wage, bonus, commission, pay-raise, gift(s), stepped-incentive programs, stock, deferred income programs, benefit programs, etc. Not all people and not every time does this one work.
- **Recognition** – For some, the act of recognizing meaningful accomplishment feeds that need state or level and drives them and others onward and upward. These can range from awards, rewards, citations, gifts, trips, plaques, clothing, vehicles, announcements (media/trade journals/social media/etc.), titles, upgrades to work-life environment, promotions, increased responsibilities, decreased responsibilities, talent development opportunities, thank you, etc.
- **Intrinsic** – Somewhat harder to define and possibly much more rewarding, being able to quantify, identify and then feed that most internal driver and motivator to an individual, that may only be seen as valuable to the recipient. This may be a variation of one of the ideas from above lists or it could be paying-it-forward to a cause important to the individual that may

be completely unrelated to their work persona.

- **Hybrid** -The accelerated global workplace has challenged traditional views on motivating others, these considerations now are challenging every traditional HR consideration. From traditional work place environment factors to remote and hybrid work opportunities, and more ...

One way to find the keys to the individual's motivators, is to have each person (ideally done during the on-board process) provide you with a list of entries under each of these three drivers just listed or have a pre-described list of deliverables to each driver and have an individual's pre-rate in order of importance to them these offerings. Then when you are compelled to want to do something you will have their insights to what works for them and what does not have as much value or meaning to them.

I recall as a small child our parent's asking each of my siblings and I to write our list for Santa Clause, the power and human resource management beauty to this, our parents then knew for each of us what had meaning and what drivers were being identified – brilliance.

Motivate to Three Rules of Motivation

If we surround ourselves with the right people and motivated individuals to start with, you will find the need of this LEADERSHIP MASTERY™ Article to be a rare deployable. With that said, there are times we all need some motivation, incentivization or a push ...

- **Meaningful** - Avoid killing yourself to find out what and how to motivate others, start by reflecting on what has meaning to the individual you wish to recognize and therefor motivate. Know 'thy' recipient as the saying goes. For example, if I worked for you and you have never seen me wear a ball cap and I don't collect ball caps, then giving me a ball cap for performance accomplishment may get a "thank you" from me, but it will have very little to no meaning for and to me.
- **Repeatable** – The other problem we have with human behavior and expectations, is that if you have ever received acknowledgement for



Dr. Jeffrey Magee



great performance (whatever the acknowledgement, gift, award, etc.), the next time you are recognized you expect a greater motivational acknowledgement the next time. We have painted ourselves into a corner.

- **Lasting Impact** – The silent motivator after the fact, whatever you do to motivate others, ask yourself how do I get the biggest bang for my buck, as the saying goes. If you select smartly and deploy correctly, then the individual you wish to motivate will be motivated immediately by your act and subsequently motivated in the future from that said act. And, this can become a dual awareness building among others). For example, if you give me a fancy writing pen as recognition of a performance attained and behavior exhibited that you want me to continue with, and every time I use that pen, I will be reminded of the performance recognized and that may very well serve as continued motivator of what to achieve and sustain.

In the latest copy of *The Managerial Leadership Bible* graduate management text book, I go into deeper discussions and provide charts, research and suggestions around this issue of how one motivates and engages individuals within the organization (Dr. Jeffrey Magee | Books and Managerial Leadership Bible (lulu.com)) ...

Again, if we surround ourselves with the right people and motivated individuals to start with, you will find the need of this *Leadership Mastery™* article (Dr. Jeffrey Magee | E-Zines) to be limited. With that said, consider the theme of what you have read as the fuel options (motivators) for a vehicle (an individual), that vehicle being yourself and others. Just like any vehicle, consider what you drive right now or have ridden in lately? No matter what the vehicle is or how much one paid for that vehicle, every vehicle has one common denominator, at some time you will have to re-fuel it in order for it to continue working. Some vehicles need constant refueling every day (constant motivation and validation) and others just need refueling once in a while. As a leader your responsibility is to understand how each person works, what fuel grade each person needs or likes, and when they need refueling/remotivating.

It should also be said, although very politically incorrect today that many individuals need to be recalibrated back to a ground zero (using 2020 as the great re-boot) at the time of their hiring and on-boarding, so as to appreciate the totality of the financials for their employment by the employer. Transparency can be a great equalizer for everyone. Many individuals do not understand what the financials add up to for their employment – payroll, local/state/federal taxes, health benefits, any/all other associated related financials (and imagine the bottom-line financials every

pay period for the entire labor force to an organization being published), before any of the above items are discussed and deployed.

And one key factor for all of the above Key Performance Indicators (KPIs) or action strategies and items, is to understand the purpose and expectations of the person you are wanting to engage and what is the ultimate final result or outcome you wish to accomplish as the leader in MOTIVATING others.

Dr. Jeffrey Magee, CMC/CBE/PDM/CSP, 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!

Jeffrey Magee, PhD/CBE/CMC/CSP/PDM is the "Thought Leaders Leader." Jeffrey is the publisher and editor-in-chief of *ProfessionalPerformanceMagazine.com*, editor of the *Leadership Mastery* and *Sales Mastery* blogs, a former nationally syndicated Radio Talk Show Host, as well as a publisher 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 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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IVAN MISNER

Success isn't an Entitlement



Everyone wants some degree of success. They might want it in different forms, but I've never met anyone who didn't want to be successful in or at something important in their lives. This is good, because I believe that everyone's entitled to pursue success; but, success itself is not an entitlement.

Success is largely determined by our hard work and our choices. I know many people who work hard but make bad choices. It's amazing how many of them think they deserve to be more successful because they feel like they've worked so hard. On the other hand, I don't know very many, if any, successful people who have made good choices, but didn't work hard.

Working hard is only the first part of success. Making good choices is the second part. It truly takes both to achieve success at whatever you do.

Many years ago, I knew someone who was constantly lamenting her "bad luck". She wasn't happy with the various jobs that she had over the years, her personal life was a shambles, she was almost thirty, hadn't completed college, and constantly

had money problems. She often blamed situations or other people for the various predicaments that she was in. However, the glaringly obvious truth was that although she worked fairly hard, she continually made horrible choices. One day she would complain about money and then the next day she'd buy something totally extravagant and completely unnecessary. The next week she'd complain about not being able to get a good job while showing up to work an hour late for personal reasons (which happened regularly).

From time to time she'd talk to me about her issues and I'd point out the choices she made that led to the current problem at hand. Each time she'd pay lip service to acknowledging the connection, but the truth is she never took ownership for the real problem – her choices. She once lamented "why me, why me, I deserve better!" I didn't offer my opinion on this question, but what I wanted to tell her was that "everyone feels like they 'deserve better' at some point in their life – get over it, stop complaining and start really doing something about it. Work hard and make better choices!"

I've had the opportunity during my career to work with tens of thousands of people who have experienced varying degrees of success in their lives. One of the recurring themes I see with these people is that they plan their work and work their plan. That is, they think through their choices, make the best ones they can with the information they have, and then work hard to carry those choices out.

As the Founder for an international business, I know that the choices I make are sometimes pretty important to the business. The decisions I make can impact hundreds of employees, franchise owners, and associates as well as tens of thousands of clients around the world. Years ago, I was talking to a friend about some tough decisions I had to make and my concerns about them. He gave me some great advice. He said, "Not every decision you make has to be a good one. Just make sure that you make more good ones than bad ones and when you make a bad one – minimize the impact by fixing it quick." Wow! This was great advice. It's advice that squarely hits the point about working hard and making good choices. Not every choice you make has to be on the mark. However, enough of them do in order for you to get the kind

of results you want. Some of my biggest lessons in business have come from my losses, not my successes. Generally, neither had much to do with luck but instead, with the choices I made or the commitment I gave to the project.

Not long ago I was talking to someone I've known for years about the growth of my business and some other personal goals I've recently met and he said, "Man you're lucky. It must be nice."

I responded to him by saying "Yea, I'm lucky, let me tell you the secret to my luck..."

"First, I went to college for ten years. During that time, I started my own business and worked fifty to sixty hours a week for two decades. Along the way, I mortgaged my house a couple times for the company and I wrote over a dozen books. You too, can have this kind of luck. All you need to do is apply this kind of effort to whatever you do and you can be just as lucky."

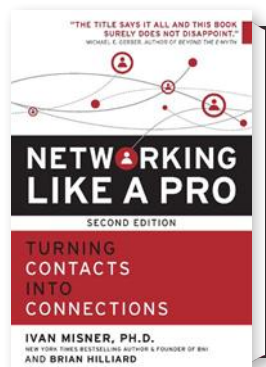
He laughed and said, "Okay, Okay, I get it!!" Did he really get it? I don't think so, because he hasn't changed his behavior or started making different choices. If being successful was easy - everyone would have the success they think they deserve.

For most of those 2 decades I mentioned above, I didn't feel very lucky or incredibly successful. It took time, effort, hard work, and fairly decent choices before I felt any modicum of success. The problem is that many people want to go from point A to point Z and bypass all the challenges in between. They work hard, therefore "deserve" the success they want.

Success is not an entitlement. It's not a "right" or a "claim" that we should have. Oh, people have the right to "pursue" success – but that's it. Success is most often earned, not handed over because you are entitled. I think I was in my thirties before I really, truly, understood and internalized that notion.

Years ago I asked my nine-year old son to quote the "mantra" of success that I had been teaching him. I said, "Trey, what's the secret to success?" He said, in a young boy's slightly bored sing-song tone - "the secret to success without hard work and good choices is still a secret, Dad. Can I go out and play now?"

OK, maybe nine is a little young to start the training... but, maybe not.



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



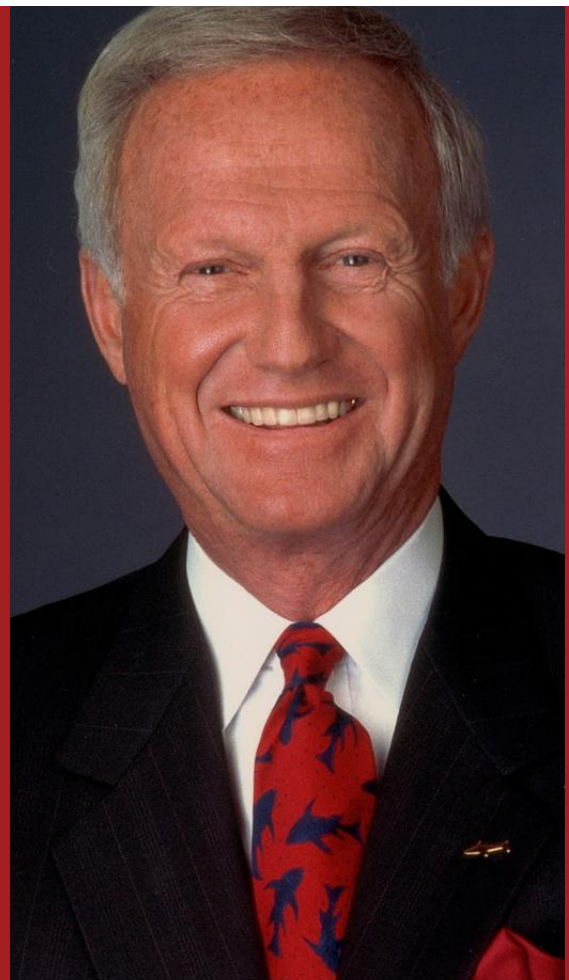
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DANIEL PICOU

Storytelling is Vital as Leadership



The theme of our organization's most recent convention, Tell Your Story, is a vital principle for every business, for a myriad of reasons.

A growing number of global organizations are providing their senior executives with 2-day seminars to instill and increase their abilities to tell meaningful stories in their presentations and within their leadership activities day to day. Why? There are many reasons, but according to a recent Forbes article, the top five would typically include:

- Inspiring the organization,
- Setting (and communicating) a company vision,
- Teaching important lessons,
- Defining a company's cultures and values, and
- Explaining who you are and what you believe.

For example, our organization, Vasayo, has an underlying vision of living life abundantly, with a mission to empower the people we work with to improve their physical, emotional, and financial health (and with that power, to change the world by improving and changing lives). We express these ideals frequently. But when we, as leaders, share the stories behind our ideals, these concepts take flight.

For example, when we share that our philanthropic arm has created 111 clean-water wells in Africa to support more than 420,000 people in Tanzania, the accomplishment is impressive. But when

the people involved share their personal stories about the villages, the children, and the families the wells are supporting, those who hear the stories come away from the experience no longer merely impressed. They're transformed.

At our convention, our Founder & Chairman, Dallin Larsen, and I took the opportunity to share our own stories (both the victories and the experiences that were painful) that have influenced who we are, the lessons we've learned, and how we came to acquire our current missions and values.

Then we turned the tables by challenging all participants within our community of influence to improve their businesses and the lives of those they interact with by sharing their own deep and personal experiences as well.

A healthy company – and society – thrives on stories

Our stories are our legacies, which applies to companies as well as individuals. For example, a current female executive leader recently shared in a presentation the personal courage she had mustered to strap an 80-pound motor to her back and leap into the air over an embankment as she was learning to paraglide. She was touched to the core when her young son, after hearing her story responded, "Mom, when I grow up, I want to have just as much courage as you."

Along with our founder and chairman, I recently shared my own very personal stories from my childhood at our Vasayo

convention. I told the audience how I grew up without my father, who left when I was very young. Subsequently, I became very close to my maternal grandmother. My grandmother became like a parent to me, and the things she taught me have been highly influential throughout my life.

It was my grandmother who gave me the confidence to know that no matter what odds were stacked against me I would make something of myself. She told me that I could become more, have more, and do more. Her belief in me has had a profound influence on me throughout my life.

As leaders we should share our stories more freely, as they can give meaning, perspective, and wisdom to all who listen. We should also think about the stories from others we've read or listened to that blew our minds or changed our way of thinking. We should remember to share them freely as well.

By increasing this one skill—understanding and improving our ability to tell our stories—we can make a much greater contribution to the success of our businesses and the success of the people within them. And in our quest to live "Life Abundant," we can use our stories to enrich the life experience of all who surround us as well.

Daniel S. Picou is the founder and CEO of Vasayo. His company specializes in advanced delivery systems to optimize health and wellness.

Vasayo.com

MERIDITH POWELL

Aligning Your Marketing and Human Resources Team

5 Must Have Strategies to Turn the Great Resignation into the Great Opportunity

All the experts say that one of your best strategies to improve business performance is the alignment of your sales and marketing team. Get those two divisions working together and for sure your business will grow.

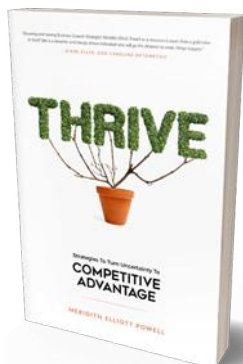
Well not so fast. In today's marketplace, the biggest obstacle to growth for most companies is not sales, it is supply chain and labor shortages. Talk to any CEO, and they will tell you that the two areas keeping them up at night are - will they have enough product to sell, and will they have the people to sell it?

Now, supply chain is a tough one. There is not much any of you can do about getting ships into port, finding truckers or dealing with all the other supply chain obstacles that surface on a regular basis. But when it comes to labor believe it or not you do have some control and some leverage.

Your best shot of turning the great resignation into your greatest opportunity is to align your human resources and marketing teams. You need to start thinking of human resources as a sales engine, working constantly to find, attract, retain, develop and hire the right people.

Now finding the right people is where marketing comes in. See the best talent, they are just like your best prospects, they are not actively looking for a new opportunity. To get them to come and join your team is going to take market positioning, branding, the right messaging and consistent proactive focus. Everything that your marketing team can help and should help you do.

So how do you align your human resources and marketing team?



5 Must Have Strategies to Turn the Great Resignation into the Great Opportunity

Set the Meeting – first step is to set the meeting. Get your human resources and marketing teams talking and layout the objective. Help them see the why behind the strategy of how the marketplace has changed, and how talent acquisition needs to change with it. Share the strengths each division brings to the table, and begin to brainstorm ideas on how they can work together. Leave this meeting with a clear understanding of the common goal, and the individual role each department will play.

Clarify the Avatar – just like you define the perfect customer, you need to define the perfect employee. Right now, you have team members working for you who love your company, are completely committed, and do an exceptional job. You need to clearly define who they are – their qualities, characteristics and skills. From that description you build your avatar. The employee you are going to be marketing to. Just like your define the ideal customer for your sales team, do the same for your recruiting team.

Define the Strategy – with the avatar defined you can begin to design the strategy of how you are going to find them, attract them, and continuously market to them. Where are they? What social media platforms do they use? What networking or community groups are they a part of? What is the right messaging? Remember, this is a long process, and one you want to approach with a well-defined strategy.

Take Action – execution, implementation and timelines. Taking action on the strategy and focusing more on progress than perfection. Consistency is key. Put the strategy into place, set timelines, and track and measure.

Adjust and Improve – then every few months review the process. What is working, what is not, and what do you need to adjust? Keeping your human resources and marketing teams talking,

strategizing and coming up with new and innovative ideas to find the best and brightest for your team.

Remember, your best opportunity for growth is to win the war on talent. The business is out there, the supply chain will get better, and you'll want to be well positioned with a strong talent pull to take advantage of the growing opportunities.

Stop sitting back and waiting for talent to come to you, get proactive and align your marketing and human resources team. With this effective strategy you are sure to turn all of this uncertainty into your greatest competitive advantage.



Meredith 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. Meredith worked her way up from an entry-level position to earn her seat at the C-Suite table.

MeredithElliottPowell.com

NIDO QUBEIN

Balanced and Motivated

A good plan takes you nowhere. It only tells you where you expect to go. Tracing your route on a road map doesn't get you from Topeka to Los Angeles. Getting there requires that you hit the road.

But before you hit the road, there are preparations to make. You have to pack your bags, make sure your vehicle is in good condition, fill your gas tank and stock up on travelers' checks.

Action usually comes at the end of a series of preparatory steps, best described in the starter's words at the beginning of a race: **Get ready, Get set, GO!**

At the Get ready signal, foot racers assume a balance stance that allows them to respond quickly when the action signal is given. Successful people acquire balance, too, in the physical, mental/emotional, social and spiritual aspects of their lives.

When you achieve this state of equilibrium, you're ready to accept any challenge and conquer any barrier between you and success.

To acquire balance means to achieve that happy medium between minimum and maximum that represents your *optimum*. The minimum is the least you can get by with. The maximum is the *most* you're capable of. The optimum is the amount or degree of anything that is *most favorable toward the ends you desire*.

Let me illustrate the difference between maximum and optimum.

Your automobile may be capable of a maximum speed of more than 100 miles per hour, but if the end you desire is reliable, safe and comfortable transportation, you'll never drive it at top speed. At 100 miles per hour, you're subjecting it to excessive wear and the likelihood of a fatal crash.

At the other extreme, your car can crawl along at 5 to 10 miles per hour, minimizing the chances of your losing control on a curve, or crashing head-on into an object or rear-ending the vehicle ahead. But at such speeds your car is an inefficient form of transportation. It's wasting time and horsepower, and if other traffic is traveling at normal freeway speeds, it poses safety hazards.

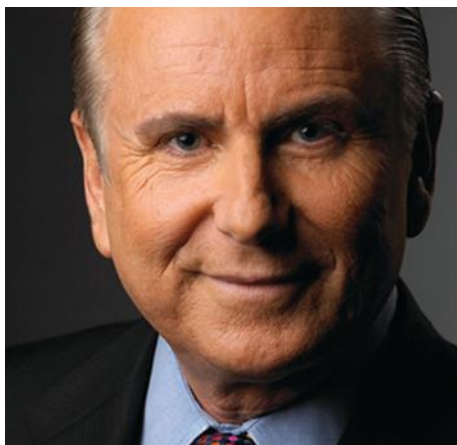
Your car's optimum speed is a steady pace somewhere between those high and low speeds -- probably between 55 and 65 miles per hour on an interstate highway. That speed range usually provides the best combination of safety, fuel mileage, engine wear and travel time.

To use a human illustration, if you're running the marathon and you go all-out for the first mile, you may take an early lead, but the victory will go to the runner who strikes the highest sustainable pace. If the pace is too slow, the others will pass you. If it's too fast, you'll run out of energy before you reach the end of the race. You have to choose a happy medium.

You need to strike the same kind of balance in your personal habits and behavior.

Getting set entails bringing yourself to a motivational edge that allows you to put your heart and soul into the effort once the action has begun. Acquiring motivation means developing a strong reason to carry your action plan to a successful conclusion.

When you're balanced and motivated, you're ready to respond to the signal: GO!



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

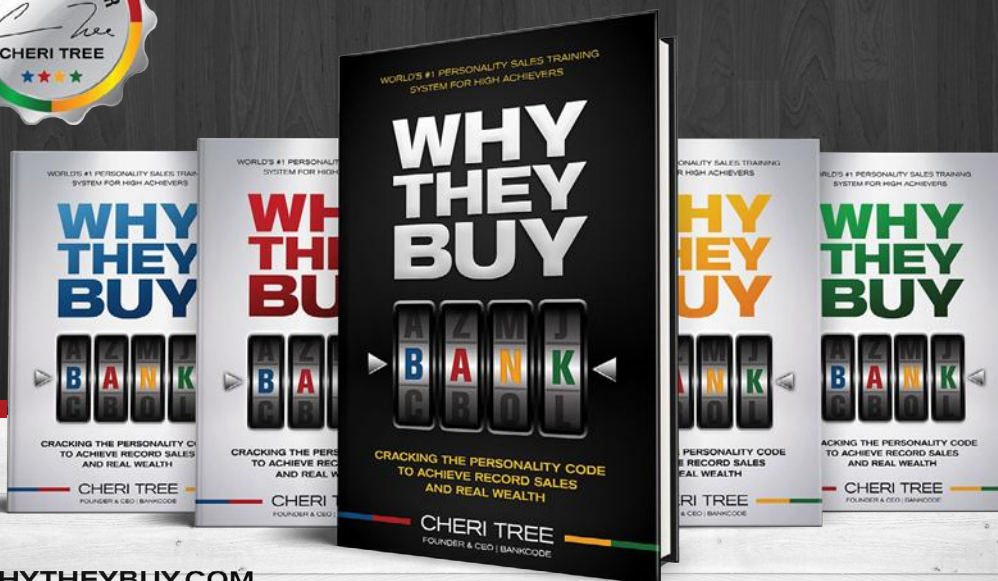
Dr. Qubein is the recipient of numerous awards and is chairman of Great Harvest Bread Company with 220 stores in 43 states.

NidoQubein.com

“Why your prospects buy” is exponentially more important than “How you sell.” Companies spend thousands of hours and millions of dollars annually teaching their people how to sell, instead of investing in the only question that ever matters to the bottom line...



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"Just tell me, what do I need to give them to keep them from walking out the door?" he asked.

In January of this year, my new client Alex, the CEO of a medical technology company, was staring at me down the barrel of his camera on Zoom. Head in hands, frustration clear on his face, asking the question many CEOs and senior leaders are asking today.

Leaders are twisting themselves into knots trying to figure out to avoid the Great Resignation – especially given the silly money being thrown around by some companies to poach your best people.

What most leaders don't realize is that VERY few people leave because of money.

Push and pull reasons for changing jobs

Having spent over 15 years working as an international recruiter for some of the world's top brands, I can say with certainty that there are always two reasons people choose to leave one job for another.

Recruiters call these push-and-pull reasons. Money almost always falls squarely into the pull category.

More money may indeed be the reason people take a new job. But it's very rarely what pushes them to look for another role, to take that call from the recruiter or jump onto the internet to see who's hiring.

After conducting over 5,000 interviews, I found that there are nine factors that typically push someone into actively pursuing other roles.

Reverse engineering those 5,000 'exit interviews' provides 9 keys to help you avoid the Great Resignation.

Let's unpack these nine factors now.

9 Keys to Avoid the Great Resignation

1. People want to work for a company with a compelling purpose and aligned values.

Let's talk about purpose first. Doing good while doing well has become more critical to businesses and employees over the last few decades. So much so that the Business Roundtable in the US, made up of the CEOs of America's top companies, officially changed the Statement of Purpose for a Corporation in August, 2018. They changed it from one that states that a corporation's sole purpose is shareholder return - to one that puts shareholders at the end of the list that includes customers, employees, suppliers, and the communities in which they operate.

In a candidate short market, many candidates will not apply for a role with a company whose purpose does not inspire them.

It's not being hyperbolic to say that your purpose must describe the impact your organization makes on the community or the planet.

In fact, Shawn Achor, author of *Big Potential, The Happiness Advantage* found that 80% of people he surveyed said they would rather have their boss care about them finding meaning and success in work vs. getting a 20% pay increase.

With some reflection all organizations should be able to describe the impact they make – if you couldn't you probably wouldn't be in business.

Yet few articulate this well.

Now let's look at a company's values. Not only is a values alignment key for culture fit, an Atlassian study conducted by PwC found that many employees would quit if they found their employer's values did not align with their own.

2. People want to work for someone that they trust and respect – and someone they know cares about them.

That person is their direct manager.

The Gallup Organization has known for years how much the manager directly impacts their team's happiness and productivity at work.

Their research shows that managers can impact employee engagement by up to 70%

3. They want to feel like they belong.

This has always been true and is hardly surprising since we are tribal at heart. But research is showing that it's even more important since the pandemic.

Two years of remote and hybrid working have allowed us to be more authentic. We've seen our coworkers' children, pets and most intimate spaces in our homes.

We want to be accepted as we are, and we want to work with like-minded people.

4. They want to be appreciated in a way that's appropriate to them.

The feeling of not being valued is a common theme amongst reasons that people give to change jobs. In fact McKinsey found that over 50% of people leave because they don't feel valued.

Appreciation doesn't have to include a grand gesture. A simple "job well done" or "thank you" is enough.

It must, however, be authentic and it must be meaningful to them.

Beware, the adage that managers must praise in public and correct in private is only half right. Some people don't like public recognition.

5. People want to have a voice.

The skills shortage and post-pandemic insights has given rise to a newly empowered workforce. A workforce who demands more transparent communication – and the opportunity to be listened to and heard.

6. They want to know what they need to do to succeed and how that success will be measured.

Greg McKeown's book *Essentialism* makes a strong case that having clarity around roles and goals not only helps teams perform better; it encourages better behavior.

According to McKeown's research two debilitating patterns emerge in teams without clarity around purpose, roles, and goals.

The first pattern is that they focus on making themselves look good by making others look bad instead of on results.

The second pattern he saw is that they work on things that advance their own interests, instead of the results of the team.

Unfortunately, the Gallup organization reports that less than 50% of employees know what is expected of them.

They may understand their duties and responsibilities, but they are unclear about what they are meant to achieve – or how their success is measured.

Recently forward-thinking companies have been trading in traditional, task-oriented job descriptions that are overly prescriptive for Success Profiles that define and articulate 5 or fewer outcomes, with measurable results and written in real language.

This practice has also proven to be extremely successful in effectively managing employee performance.

Setting a specific benchmark to hold staff accountable gives you a common language and a much clearer set of criteria. Managers who use this method of performance management report that their teams are more productive and effective - regardless of whether they are sitting next to them in the office, down the hall, or in another state or country.

7. People want to learn, grow, and develop in their career.

Not everyone wants to climb the corporate ladder, but they do want to develop and grow in some way through training, additional responsibilities, special projects or simply having variety in their role.

We are seeing an even greater emphasis on this since the beginning of the pandemic.

According to one RMIT study, 52% of the people they surveyed prefer a learning culture over a fun culture at work and 38 per cent would prefer paid study leave over a promotion.

8. They want agency, control, and choice.

The world increasingly feels like it's out of control.

Since early 2020, we have seen a pandemic, the obvious effects of climate change on our world, global social justice reckoning movements, supply chain disruptions and a war in Europe.

People long for a sense of control. They want to determine their own destiny.

After 2 years of working from home, we can no longer argue that work must be done from the office during the hours of 9 to 5.

And after 2 years of not straying far from home, they want variety.

If we don't give that to them in their current role, they may look for it elsewhere. To some, changing roles is the only option they see.

9. Finally, people want to be able to do their best work every day. They want to spend time doing things that they're not only good at but also enjoy doing. This is the very definition of someone's strengths and The Gallup Organization research finds that if you have a team that spends most of their time working to their strengths, they are:

- 73% more likely to be highly engaged
- 50% more likely to have low employee turnover
- 38% more likely to be highly productive
- 44% more likely to earn high customer satisfaction scores

But even more compelling is The Corporate Leadership Council's 2002 study on employee performance which showed

that a strengths-based performance approach led to an average year on year performance increase of 36.4% as opposed to the old school deficit-based performance approach which showed a decrease of almost 27%.

The 9 Currencies of Choice® are important to all staff, but the relative importance of each of the nine factors is dependent on the individual, their stage of life, and other external circumstances.

How do you know which are important to each individual? You ask them.

Actually, you engage in regular dialogue about them over time.

If your experience is like those managers within over 30 industries, across a dozen countries who have introduced the 9 Currencies of Choice® to their teams, your team's performance productivity, motivation and engagement will go up.

And your workload and stress will go down.

Future of Work expert, Kim Seeling Smith, helps organizations build and retain a future fit workforce to reach their commercial goals, create thriving cultures, and thrive in the post-pandemic world. She is a master storyteller, passionate educator, and trend translator.

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JIM STOVALL

Contractualism

and the Reality We Live In

Here in the 21st century, we live our lives based on contracts written in an obscure language known as legalese. We may have agreed with a friend, relative, or colleague to enter into a transaction that seems totally clear and straightforward, but due to the litigious nature of our culture, we are compelled to get a written contract. What was a simple understanding between two people of goodwill now involves each of them retaining a high-priced attorney to put their agreement into legalese which neither can understand.

While I recognize that contracts may be a necessary evil in the world in which we live, we need to understand their limitations and shortcomings. A contract is only as good as the word and honor of the parties involved. I am very pleased to have been in a multitude of businesses for four decades and have never sued anyone nor been sued. Furthermore, I am proud that there's no one I have done business with in the past that I couldn't do business with again.

When contracts serve their highest and best purpose, they memorialize our understanding and serve as memory tools for the future. Whenever possible, I try to avoid lengthy contracts and reduce the paperwork to a brief statement of agreement between the parties involved. I certainly understand that when dealing in real estate, intellectual property, or investment vehicles, a well written contract is required. But for a simple understanding between respected colleagues or associates, a brief letter of agreement may be preferable.

Often it is as simple as, "I agree to deliver a certain product or perform a certain task by this date. If for any reason you are unhappy, you don't owe me anything at all." There are a number of people I've done business with on a handshake for over a quarter of a century. While we may have an email exchange to confirm dates, times, prices, and other elements, there's no need for a protracted, intimidating contract.

Here are a few talking points for contractual rules:

- Never sign anything you don't fully understand. Even if you need your lawyer to explain it to you, be sure you know what you're committing to.
- Nothing goes without saying. Assume anything that can happen will happen, and plan for it in your agreement.
- Account for the "Ds." Death, divorce, disability, dissolution, and debt.
- People who are disagreeable or hard to nail down before you sign a contract will often be worse after the agreement is finalized. Be careful who you're dealing with.
- Whenever possible, leave an escape clause, a trial period, or a window during which you can re-evaluate the contractual arrangements before you deal with long term consequences.

In the final analysis, you must be prudent when considering formal contracts, but, whenever possible, less may prove to be more.

As you go through your day today, value honor and integrity above contracts.

Today's the day!

Jim Stovall is the president of Narrative Television Network as well as a published author of many books including *The Ultimate Gift*, a columnist and motivational speaker.

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RUBEN UGARTE

Effective Decision-Making is a Superpower

In 1973, American Express released their famous slogan, “Don’t Leave Home Without It.” However, in 2020, it became woefully out of date as the world found itself under lockdown from the COVID-19 pandemic. American Express brilliantly changed the slogan to “Don’t Live Life Without It.”

The change in slogan shows the power of effective decision-making. American Express didn’t vacillate for months while waiting for the issue to go away on its own. Companies and executives understand that making the right decisions rapidly can almost be a superpower.

There’s a stat floating around the internet—which means it is true—stating that we make 35,000 decisions every day. I’m doubtful of the accuracy of this number, but we do make a significant number of decisions every day. How many are you getting right?

Our ability to make decisions is like a phone battery. Every decision we make, small or large, depletes the energy. By the end of the day, deciding what to eat can seem insurmountable. We need strategies for sorting through all of our decisions efficiently while saving our energy for the most critical ones.

I advocate for three strategies in my work with Fortune 1000 companies: problem-solving, automation, and the 3Os. Each strategy helps you figure out the best approach for any given decision. When you look at the most successful companies and executives, you will see that they have mastered all three strategies.

In the first strategy, you want to find the right problem or opportunity to tackle. The best framework on this topic comes from Kepner and Tregoe in their book *The Rational Manager*. They provide

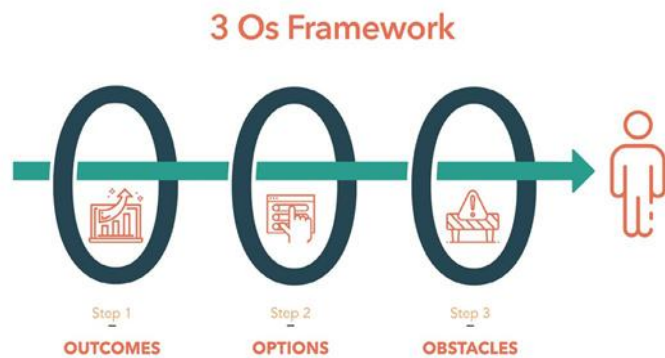
an exercise to find the root cause of any problem using just a pen and paper. These exercises came out of the WWII era and seeped into corporate America.

In the second strategy, you focus on automating recurring decisions. For example, Steve Jobs famously wore the same turtleneck and jeans as an unofficial Apple uniform. He automated the decision on what to wear to work. You can do the same with other personal items such as eating, when to workout, and your family time.

At work, you’re already automating certain decisions. Recurring strategy meetings, one-on-one reviews, and other items have been “automated.” You don’t

actively decide on when to have to them. Automating decisions ensures that you don’t “drop the ball” on essential items. If your team continually forgets to innovate or talk to customers, automation can help you.

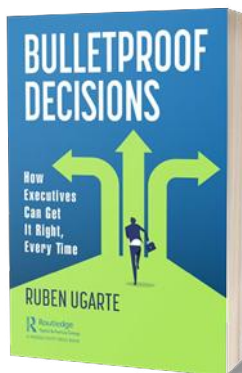
In the third strategy, we look at the 3 Os framework. It has three components: Outcomes, Options, and Obstacles. In the first step, you decide what outcome you would like to achieve. It could be higher profits, increased revenue growth, or a stronger brand. In the second step, you explore all the options to help you reach this outcome. Finally, you look at the obstacles that deter you from achieving your outcome.



Bulletproof Decisions by Ruben Ugarte

Having a clear framework is the best way to align multiple people. Instead of debating opinions, roles, and budgets, you focus everyone on the same north star. Then, everyone can choose the correct outcome and option and identify obstacles that need to be prevented.

Decisions can go from being seen as “mystical” and something that only a select few can make to something anyone can quickly learn and master. There’s no point in working feverishly on the wrong outcome or option. Going forward, you can make effective decision-making one of your team’s secret weapons.



Ruben Ugarte is the global expert in Decisions, Strategy, and Data and author of the *Data Mirage* and *Bulletproof Decisions*. He helps executives at the most innovative medium and large enterprises find their hidden treasures and use them to dramatically boost performance, increase profitability, and make their teams world-class. He has done this across five



continents and in three languages. His ideas have helped hundreds of thousands of people make better decisions.

RubenUgarte.com

ALAN WEISS

Sentient Strategy



Which came first, strategy or action? Did we begin with long-term goals or short-term efforts? Unequivocally it was the latter, because people (and plants and animals) needed to eat!

From the time of primitive animals there was competition for food. The worst competition was between those organisms which were identical, in that their food sources would be the same. The competition was studied and researched in 1934 by Professor G.F. Gause in Moscow. Different species pursued different food supplies, but identical animals pursued the same supply.

Thus, competition between life forms predates strategy. The same dynamic applied (and applies) to humans.

Sentience

When differing entities compete for the same resources, one will eventually be more effective and subordinate or eliminate the other.

Millenia later, this is still true. So how is it that there are millions of species today that are not constantly displacing others? The answer lies in diversity. The more abundant the environment, the more opportunity for an organism to achieve a specialty and flourish.

Today, there is an axiom that competition opens markets, and does not foreclose them. So Burger King builds its stores down the block from MacDonald's because everyone knows that people are going there to buy burgers—or what passes for burgers. Neither the early, primitive animals nor Burger King were and are engaged in strategy for such survival. But you probably do know who

recognized this and documented it long before drive-thru: Charles Darwin.

We're talking about natural selection and survival of the fittest. Today people refer to “social Darwinism” and “business Darwinism” and with good reason.

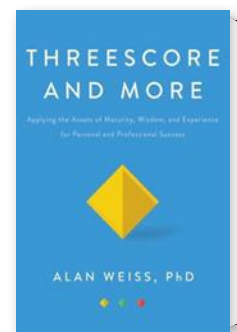
But let's mix in another variable, that of “luck,” or “unanticipated change.” The dinosaurs thrived for about 129 million years, and the *Tyrannosaurus* lived closer to our time today than to the first of the dinosaurs. They were fabulously successful and diverse, and if a piece of space junk hadn't hit the Yucatan we'd all be reptiles today. (And the birds, of course, are still with us.)

As I write this, there is a championship series in the National Basketball Association and the National Hockey League. And like any championship, whether “one and done” or a seven-game series, the outcome mostly depends on who has the “hot hand” at the decisive moments. A player may score 40 points in one game and 12 the next. The difference isn't really the coaching or the defensive maneuvers, but whether or not Michael Jordon, or Sandy Koufax, or Serena Williams, or Tom Brady was having a banner day.

In business, these issues, among others, dictate “luck” or “chance”:

- **Public perception:** The fear or lack of fear of a new disease, war, or video game.
- **Normative pressure:** When the Hula Hoop was introduced in the 1950s about 120 million were sold, but try to find people using one today.
- **Accidents:** It's claimed that everything from Velcro to Super Glue, and Coca Cola to the traction of running shoe soles was discovered by happenstance.
- **Sloth:** People fail to see obvious trends and patterns though complacency or poor critical thinking skills. While the Japanese photo companies were hiring IT experts for electronic photography, Kodak was still hiring chemists for its emulsions until its ouster from the film market.

Adaptation is a key. Just as birds with various length beaks could thrive in particular environments, organizations with differing shipping methods or accounting practices could thrive while others did not. For many years, I was a



consultant with Merck, the pharmaceutical giant, at one point named “America's Most Admired Company” an impressive five years in a row in the Fortune Magazine poll. It had the most highly respected sales force in the business.

But when the regulatory and social environment changed (e.g., pharma companies could no longer wine and dine doctors in the Bahamas or wherever), Merck didn't anticipate the change. Instead of selling to medical people, at which the sales force was adept in pointing out the efficacy of drugs, they were now selling to the procurement people down in the basement who cared only about cost. Merck—and other companies—had to make major changes to its sales force and selling techniques.

What enables strategy?

I've noted in my consulting work over the years that we deal in three common realms, hardly a breakthrough concept:

Past: Something occurred that presents us with a problem today, or a lesson learned, or some kind of emotional “baggage” (such as something our mother told us 40 years ago). This is commonly called “problem solving” in business if we feel we need to make a correction today. We use remembrance—memory—to deal with this, as well as research and fact-checking. Memory, of course, is often inaccurate and even “research” can't always turn up valid answers and is sometimes plainly wrong.

Present: We need to make a decision in the “here and now.” We have options to consider, risks to weigh, and usually others who are also impacted by what we decide. *We use perception of our environment and circumstances to help guide our decision making.* Perceptions, of course, vary from person to person and even day to day.

Future: We need to implement a plan and protect it, either with the aim of avoiding future problems or launching innovative initiatives and taking new paths. *We use our imagination to forecast our futures as well as what trends and patterns we feel we can foresee and justify.*

If you consider memory, perception, and imagination to be the three drivers of these business issues (past, present, and

future), what do you believe we're weakest at doing?

Unequivocally, I think it's imagination.

Despite those who would prefer to be on a more profound basis, imagination enables strategy, *along with a rational process for its inclusion*. Competition may open markets, but it also can foreclose on the opportunities of others:

- VHS and Betamax
- Airbus and Boeing
- Nike and Reebok
- Marvel Comics and DC Comics
- Coke and Pepsi

But let's return to "identical" competition for the same resources. Dunkin' Donuts and Starbucks both sell coffee and breakfast items, but they are not competing for the same customers. In a now-famous study, loyal customers of each were given free coffee if they patronized the other store. The idea was to determine how many would "desert" for the other brand.

The answer was none, zero, *nadie*. The Dunkin' people thought they had invaded someone else's living room and were being shunned, while the Starbucks people were stunned at the poor furnishings and lack of oat-flavored, non-gluten, double-shot, trentas. (I exaggerate but only minimally.)

As a result, the researchers dubbed the two groups "tribes" and realized that each had its own market that was safe, and wasn't about to "steal" from the other's market. Growth would have to come from unaffiliated coffee addicts!

True competitors, with identical markets, will fight until one is vanquished in most cases. This proves the case made earlier that two or more entities seeking identical customers cannot both thrive, at least to the same degree.

Coke and Pepsi drinkers are different people, and they'll only "crossover" when the establishment they're in doesn't have their brand. However, Beta fell to VHS and Kodak fell to Fuji.

Sentience

It's best to identify your ideal market—your ideal buyer—and seek 100 percent of that market rather than try to embrace wider markets against entrenched competition which already "owns" that market.

Alan Weiss, PhD is our longest continuing contributor. This column is based on his forthcoming book, *Sentient Strategy*. He is the author of over 60 books appearing in 16 languages, is a Fellow of the Institute of Management Consultants and an inductee into the Speakers Hall of Fame®.

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TOM ZIGLAR

Leading in Times of Disruption

What Should You Care About

Leaders are facing disruption from every direction:

- Covid
- Supply Chain
- Hybrid Workforce
- The Great Resignation
- War and Global Uncertainty
- Inflation
- Recession

An April 2022, survey of over 2000 workers by JobSage revealed that 28% of people quit their jobs in the prior two years because of mental health reasons.

As a leader, here are five things you need to care about in order to make disruption your strategic advantage.

Care about Human Potential

Human potential is often measured in two primary ways: Aptitude/Intelligence/IQ and How Much You Care.

People can raise their IQ but the results are mixed. However, How Much You Care – perseverance, grit, desire, work ethic, passion, resilience, and antifragility all blow the lid off of human potential.

As a Leader, how do you get your people to care?

The April 2022 JobSage survey mentioned earlier went on to say that of the 28% of people who quit their jobs in the prior two years because of mental health reasons, the respondents listed three major contributing factors:

- 55% - Stress and Burnout
- 38% - Depression
- 37% - Lack of Motivation

These three factors are critically important because they show what happens when people are overwhelmed and don't care - they quit! Human potential is impacted by how much people care and you, as the leader, set the stage by caring about them.

"People don't care how much you know until they know how much you care... about them." Zig Ziglar

Care about Quality of Life – the antidote to stress and burnout

Stress and burnout are results of overwhelming change combined with an uncertain environment and the blurring of boundaries between the personal and professional life. Leaders know that the answer to this is helping those on their team create work/life balance with the goal being overall quality of life. Good mental health depends on all seven areas of life being strong: Mental, Spiritual, Physical, Family, Financial, Personal, and Career. If any of these areas are suffering, then so will mental health. It is hard to care about your work if your overall Quality of Life is in the tank.

Care about Purpose – the antidote to depression

"The opposite of depression is not happiness. The opposite of depression is purpose." Rabbi Daniel Lapin

People are depressed not only because of stress, but because they don't see purpose in what they are doing. Leaders constantly share the mission and vision of the company (purpose) and then proactively engage each team member to discover what their bigger personal purpose is (what they are working towards besides just the paycheck). When people have a bigger cause to work for that also takes them closer to their own purpose in the process, the byproduct is happiness.

Care about Growth and Goals – the antidote to lack of motivation

One of the primary factors in self-motivation is having clearly defined goals and personal/professional growth plans to get there, and then taking action. Leaders know that when they help guide their team members to create goals based on the

team member's bigger purpose and dream, the team member now works for a dream and not a paycheck.

Thought question: If someone is growing, achieving their goals, working towards a clearly defined purpose, and experiencing a balanced quality of life, how likely are they to quit their job? People tend to stay where they are cared about!

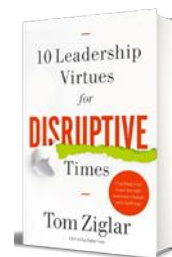
Care about Mindset

Disruption is only going to increase in frequency and intensity. As a leader, what mindset are you feeding in yourself and demonstrating to your people? Do you see disruption as your strategic advantage or as your most feared enemy?

Disruption is like the bear in the woods. Two hikers had finished hiking for the day and they were relaxing by the campfire. Suddenly a huge bear came running into camp. "Run!" said the first hiker. The second hiker started putting on and tying up his boots. "Why are you putting your boots on?" asked the first hiker. "We need to run!"

The second hiker replied, "I don't need to outrun the bear, I just need to outrun you!"

There are many things in life and in business we have no control over. But we all have control over our own mindset. When we embrace disruption, and realize that disruption creates opportunities to serve others and encourages us to grow, then we can welcome it. This creates confidence in the people we lead and work with and reinforces the concept that maximizing human potential is really about how much we care about achieving a bigger purpose. The best way to get our people to care about something bigger than themselves is to start by caring about them. People who are growing towards their purpose in a place that values their quality of life achieve amazing results. It's time to care!

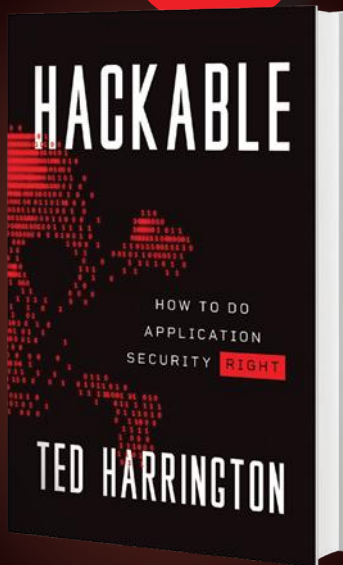


Tom Ziglar is the CEO of Zig Ziglar Corporation and the author of *10 Leadership Virtues for Disruptive Times - How to Coach your team through Change and Challenge* found at Ziglar.com.

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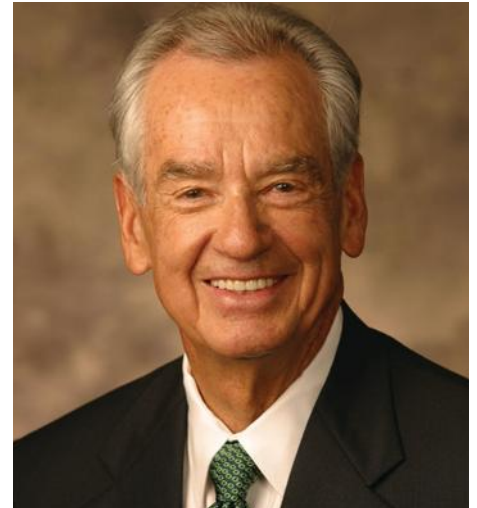
ZIG ZIGLAR On Personal Discipline

Personal discipline, when it becomes a way of life in our personal, family, and career lives, will enable us to do some incredible things. One of my favorite sayings is “When you discipline yourself to do the things you need to do when you need to do them, the day will come when you can do the things you want to do when you want to do them.”

We need to understand the difference between discipline and punishment. Punishment is what you do to someone; discipline is what you do for someone. My friend and mentor Fred Smith points out that some people are very disciplined in one phase of their life and not in another. Pavarotti, for example, was a perfectionist in his music and yet totally unregulated in his eating habits. Elvis Presley’s life points out the discrepancy between his discipline in his personal life and his creative life. Many noticed that he would sit at the piano, working for hours on his phrasing, going over and over it until it was exactly right. He was totally disciplined about his singing. Even some geniuses such as Ernest Hemingway, who lived a very dissolute and destructive life, said, “Every morning at eight o’clock I bite the nail.”

Fred Smith goes on to say there are people with superior talent who will not submit to discipline and so are not known or recognized for their abilities. He met a young man who in high school could run so fast that he would run through the curves on the track. Coaches saw that he had world class speed and expected him to be an Olympian. He refused discipline, wanting to take the easy way of simply using his natural speed. He even lost his college scholarship. Laziness was his enemy.

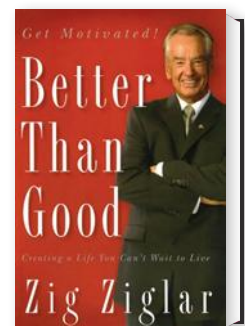
Discipline is building good habits into reflexes which become part of our life. It’s absolutely true that unless you can instill discipline upon yourself, you will never be able to lead others. Example is still the best teacher. As Fred says, “Discipline is building good habits into reflexes which become part of our life,” and to this I would add that when it becomes a habit you will be able to control your impulses in each area of life and succeed in a balanced way.



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!

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HIGH POINT UNIVERSITY

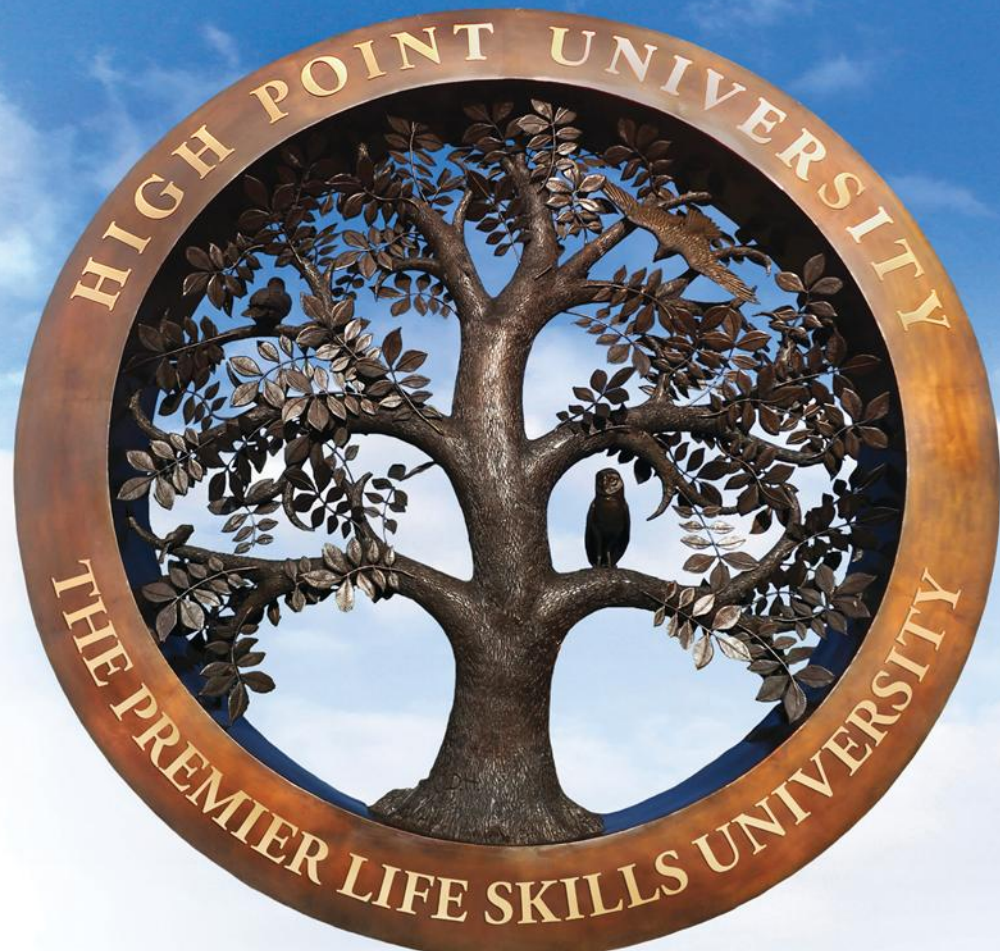
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