

# Professional Performance <sup>360</sup> Magazine

WHAT YOU NEED TO SUCCEED!

Vol. 32 No. 1  
\$12.95

What Made You Great,  
Will Be Your Un-Doing Tomorrow

"Why" May Not Matter to Most People



**Stuckey's**  
Building Back ICONIC Brands in a New World &  
the Birth of the American Fast Food Restaurant Industry

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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

A Century of human behavior, respectful conduct, expectation calibration to ones' professional and personal goals, the role of public servants and government leadership (or in many instances lack-there-of), have all collided in recent years to create a perfect Global Reboot!

The time for bold, accountability and execution is NOW!

For 30 years, **Performance Magazine** has been dedicated to that boldness in providing readers with unique, reliable, constructive evergreen editorial and advertisers to elevate, accelerate and motivate greater SUCCESS, ACHIEVEMENT and PERFORMANCE ... The great Global Reboot (of 2020-2022) has created the opportunity to challenge everyone, everything and every previous SOP or KPI.

As I called out in previous editions, one of my clients is fond of saying, "now is the time that sadly many will use to **Race-to-the-Bottom** of mediocrity and failure, with grand excuses as fingers point in every direction as deflection away from personal accountability, responsibility and lack of execution."

Just ask some simple questions of those around you, those you listen to, those in power positions (to include elected political leaders, regardless of party) and objectively assess whether you are being played and pulled into the **Race-to-the-Bottom**:

1. If one's resume would not fill-up a Post-It Note = **Race-to-the-Bottom**
2. If one's LinkedIn profile screams, "can't keep a job" = **Race-to-the-Bottom**
3. If one has nothing of value to add, yet they believe they are a blogger, podcaster or author = **Race-to-the-Bottom**
4. If you vote for a person that you would never hire to run your business or that a BOD would never approve to be in your C-Suite = **Race-to-the-Bottom**
5. If you are more concerned with keeping a person in your life or on your team that is the least productive and most toxic at the expense of losing your Rock Star(s) = **Race-to-the-Bottom**
6. What you tolerate is what you condone and what you condone is what you tolerate = **Race-to-the-Bottom**
7. If you are recognized as a Guru, yet you self-nominated and then campaigned for votes to attain the acclaimed title = **Race-to the-Bottom**

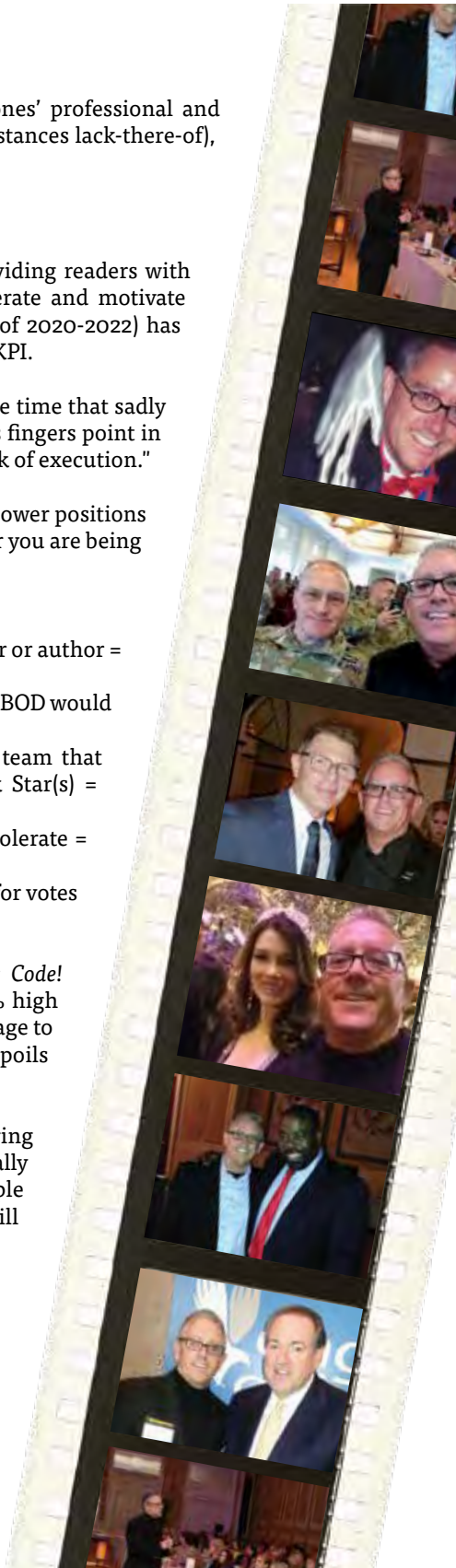
As I research, live, and observe through my bestselling book, *Your Trajectory Code!* How to change your decisions, actions, and directions to become part of the top 1% high achievers will become clearer and speak for itself as the smart, strategic few will leverage to **Race-to-the-Top** and all of those engaged in the **Race-to-the-Bottom** will expect the spoils and fruit of others' labor – just watch and listen.

Performance success is critical today and will be in our foreseeable future, ensuring that what you mentally consume and who you physically connect with will fundamentally be needed to sustain success. The global reboot has made the demographics of people and business very clear — some will DIE, many will struggle to SURVIVE and few will THRIVE!

Performance now is all about the **Race-to-the-Top**. And, **Performance 360** is all about **What You Need to Succeed!**



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— Leadership Academy —

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# SIMON T. BAILEY

## Smart Failure for a Fast Changing World

In his spirited and fast-paced Ted.com talk, business educator Eddie Obeng asserts that the world is changing at lighting speed, far faster than most businesses and people realize, and that creative output cannot keep up. Outlining three changes we need to adopt for increased productivity, Obeng calls for a strong culture of “smart failure.”

### All the Rules Are Gone

Remember the way we grew up and learned about rules? Everything had a rule attached to help us make sense of the world, not mess up too badly, and keep the status quo intact for the benefit of all. Not anymore. About 15 years ago, probably at midnight when most of us were sleeping, someone or something changed the rules around. The rules for starting and running a successful business, or even a country, have been flipped upside down and backwards, and now, they often make no sense at all. So we spend our lives reasoning and responding to a world that no longer exists.

But people are expected to make things happen. We are supposed to have vision, and we are to execute on it fast! We live in a fast new world (that much we've gathered); however, when we do things fast now, we have no real idea what we are doing because none of it has been done before, so we experience smart failure! What this means is missing the mark of what our intended outcome is, albeit in a smart way, as true innovation can never be anything less.

Obeng gives the hilarious yet true example of a family of five embarking on holiday from London to Hong Kong. The family's budget is 3,000 pounds sterling (\$4,500). He remarks, “If I compare this to the average real project, average successful project, the family actually ends up in Makassar, South Sulawesi, at a cost of 4 000 pounds whilst leaving two of the children behind!” There are things that don't make sense to us.

### The Density of Information

As Obeng explains, design must get big and design thinking must tackle systems for the challenges we have. But why was

it ever small? If collaboration is cool, why build such huge hierarchies? What has happened is that we have not noticed the exponential expansion and speed-of-light acceleration that has occurred.

Everybody is after change. At the same time, the speed is accelerating. We've experienced a doubling of the population in the last 40 years and put half of that population in cities connecting everyone so they can interact. The concentration of information and interaction is nothing short of amazing. And yet, we can barely comprehend the data that comes out of it all.

### Global is the New Reality

You may say to yourself, “Okay, I am here at my little desk under the stairs.” “No,” says Obeng. “You are not at your little desk under the stairs because you are actually sitting at the headquarters of a global corporation if you are connected to the Internet. Size and scale are no longer the same.” Every time you tweet, a third of your customers are from a country that is not your own. All the rules of turbulence are gone, and our challenge is to detect the speed, scale, and density of the turbulence.

We grew up with the idea that there is always a correct answer, but now, our point of learning has flatlined, and we are faced with a world that seeks and rewards only endless innovation.

Investors, CEOs, and employers harp on getting new and creative innovation from their people—they want the best, and they want risk takers. But as their words carry through the air, they change. They morph into saying, “Do crazy things, and I'll fire you.” In the old world, you would be fired for doing something creative in business. Why? Because you were supposed to ask permission from someone, usually your boss, who was wiser with more experience and equipped to make sound decisions as to whether an idea was a good one—even though the response was usually the opposite of innovation.

In those days, if you took the chance to be innovative, how should you have been treated if things failed? Harshly, of course, because you should have asked someone



before taking such a chance. So for 20 or 30 years, we've carried in our thoughts that we should not do things that are different! Then, suddenly, we're in a position to tell our teams to go ahead and be innovative, and it doesn't work.

In this new world, there are two ways to fail. If you mess up and fail, you're likely to be fired. Alternatively, if you fail by exercising innovation and trying something new, you deserve a free pizza and should be treated better than the people who succeed. It's called smart failure. Why call it smart failure? Because there was no one wiser than you to ask, no one had ever done it before, and you took the risk. You may not be able to put it on your CV, but the effort will be worthy nonetheless.

So, I hope I have injected a little bit of “green ink” into your life as Obeng puts it, so that when you are making your next practical and rational decision, you'll pause to think, “Hmm, I wonder if this makes sense in our new world after midnight?”

---

Simon T. Bailey is an American speaker, author, life coach and entrepreneur. Bailey is the author of *Shift Your Brilliance: Harness the Power of You, INC* and *Release Your Brilliance: The 4 Steps to Transforming Your Life and Revealing Your Genius to the World*. Bailey was inducted into the National Speakers Association's CPAE Speaker Hall of Fame in 2015.



BEAGLE

U.S. ARMY





# MAJOR GENERAL MILFORD BEAGLE, Jr.

## The One Attribute that You Can't Teach

### Humility

With 32-years of service in the Army and multiple leadership positions on my bio, I am frequently asked the same question, which unfortunately, has the possibility of an unimaginable number of responses. It's not politics, or old war stories. It's not seeking vindication or condemnation on the great many of historical events our Nation has witnessed during my tenure in service. It's simply stated and yet deeply complex. It is "what are the characteristics, qualities or attributes of a good leader?"

As a leader, there are numerous traits, attributes and competencies that are expected of me, and that I expect from those I trust to lead in my formation. Generally topping the list are: competence, credibility and character. We put an enormous amount of energy and resources toward training and improving these qualities through education and self-directed study. However, there are some attributes that can't be taught or trained from the roots up. In my experience, a seed of humility is already planted in every leader that grows to be effective or "good" and that seed is nurtured wholly from within.

Abraham Lincoln once stated, "Nearly all men can stand adversity, but if you want to test a man's character, give him power." It is the power that comes with leadership and various leadership positions that has the capacity to corrupt. Due to a high level of personal investment coupled with validated competence and status, leaders run the risk of not staying grounded and true to their purpose to serve others. The privilege of position must not override

the privilege of serving others. We are not without a weapon in this battle of self-centeredness vs. service, corruption of character enabled by power can be overcome by humility. So if we can't teach humility, how do we elevate it in such a way that leaders recognize its importance and leverage self-development to grow toward greatness? Here are my thoughts:

#### *Hunt the Bad Stuff*

Recognizing hubris is easier. We can teach others what the opposite of humility is; hubris. It is o.k. to be prideful and confident but going overboard to the point of arrogance is dangerous to the leader and the led. Sometimes it is better to highlight what something is not before one can understand what it is.

#### *Own the Work in Progress*

There is a great book titled "What Got You Here...Won't Get You There" by Marshall Goldsmith. The title alone implies that we must change and adapt in order to continue to advance and grow as leaders. Humility is recognizing and remaining mindful that although we may achieve status or stature, we got there because of qualities that were valued. Conversely, status or position can be achieved based on negative qualities that were deliberately overlooked, ignored or missed. Chances are, people recognize your strengths and your flaws but do you recognize them yourself? Introspection is a great way to continually assess attributes that require improvement not acceptance.

#### *There is Always Room at the Top*

Award winning author, Alex Haley posited, "if you see a turtle sitting on a fence post, you know he had some help." We never get anywhere alone. Someone has helped shape, guide and coach us along the way. To think that you charted your own path or broke new ground simply because it is what you believe is the quickest route to hubris and a detour from humility.

It will continue to be a great topic for debate whether or not humility can be taught - or even if humility is a top 3 attribute desired in a leader. Nonetheless, it should be obvious that every individual can monitor their path to humility or hubris, and which path generally encourages more people to walk along side.

I know I've done a good job of answering the first question posed here if the second question is "How do I avoid the pitfall of hubris?" We must be ever so mindful that an over-inflated sense of self-importance is a slippery slope. Three questions to always keep in mind that could prevent stepping onto this slope:

1. How do I see myself?
2. How do others see me?
3. Do the answers match?

Our character as leaders is on display for all to see and it is one thing that will follow us to the grave. The gatekeeper of our character is humility - you hold the keys.



Major General Milford "Beags" Beagle, Jr. serves as the Commanding General, 10th Mountain Division (Light Infantry) and Fort Drum, New York.

Major General Beagle was commissioned as an Infantry Officer upon graduation from South Carolina State University in 1990 as a distinguished military graduate.

He holds master's degrees from Kansas State University, Manhattan, Kansas, and the United States Army School of Advanced Military Studies (SAMS), Fort Leavenworth, Kansas.

Major General Beagle has served in numerous leadership capacities from the platoon to division level. He has served in combat in both Iraq and

Afghanistan in positions ranging from operations officer in tactical combat units to Advisor as part of NATO missions.

His most recent assignments were as the Executive Officer to the 35th Vice Chief of Staff of the Army, General Allyn, serving as the Deputy Commanding General (Support), 10th Mountain Division (Light), Fort Drum, New York, and forward deployed in support of OPERATION INHERENT RESOLVE, Kuwait. Prior to his return to Fort Drum, he served as the 51st Commanding General, United States Army Training Center and Fort Jackson, Fort Jackson, South Carolina.

Major General Beagle and his wife Pamela have two children, Jordan (Valencia) and Jayden.

# KEN BLANCHARD **AND** RANDY CONLEY

## Simple Truths of Leadership

Servant leadership and trust go hand in hand. It's just common sense. When servant leadership is effectively implemented in the workplace, trust abounds among leaders and their direct reports. Putting your people first is simply the best way to achieve great relationships and results.

So why is it that the commonsense principles of servant leadership and trust are so seldom used in common practice? They aren't complicated or difficult to put into action. They are simple truths that, when applied, can lead to high performance, extraordinary goal achievement, and proven success for you, your team, and your organization.

In our book, *Simple Truths of Leadership: 52 Ways to Be a Servant Leader and Build Trust*, we bring together our favorite principles of servant leadership and trust and explain their benefits. Then we describe specific action steps you can use in your workplace with your team to make these commonsense leadership behaviors common practice. Here are a few examples:

**Create Autonomy Through Boundaries.**

When we talk with leaders about how to help their team members become autonomous, they think we mean they

should set people free to do anything they want. That's not true—boundaries are necessary. But people need freedom within those boundaries so they can grow, develop, and accomplish their goals in a way that makes sense. Encourage and empower your people while making sure they understand the established goals, expectations, procedures, and rules. Ensure they are invested in your organization's vision and values. Just as the banks of a river channel the power and energy of the water, so do effective boundaries channel the power and energy of your people. They will thrive within the reasonable margins set for them.

**Servant Leaders Don't Command People to Obey; They Invite People to Follow.**

Some leaders think when they give an order, people need to obey it immediately. But most people don't like to be told what to do. They like to be involved in decisions. That's why we talk about servant leadership being a better way of leading than top-down, command-and-control leadership. Trusted servant leaders invite people to follow them in a side-by-side working relationship. So be sure to focus on we more than me. Let people know why they are important and how they can

contribute to the team's success. And word choice is important: "Would you mind?" will get a more positive response than "Do this for me!" And please and thank you are welcome in any relationship. To make a true impact on the world, gather a cohesive team of people who are eager to follow your lead.

**Tell the Truth. Always. It's That Simple.**

Leaders who rationalize the truth or who don't tell their people the full story are telling half truths—which, by definition, are half lies. Spinning the truth erodes trust, while being transparent in your communication builds trust. Think of situations when you've been tempted to be less than honest. Look for examples that involved your ego and pride, which are often at the root of dishonest behavior. The heart of trustworthiness is integrity. Trusted servant leaders always tell the truth. It really is that simple.

**The Most Important Part of Leadership Is What Happens When You're Not There.**

Controlling leaders believe that when they aren't watching, people will get off course and do something stupid that will reflect badly on the leader. But in today's world where so many people work remotely, leaders can't always be physically near all of their people. The real proof that



you are a trusted leader is how your people perform when you're not around. Servant leaders empower their people so they perform just as well, if not better, on their own as they do when the leader is present. Your team members know you trust them and they want to live up to the standards you have demonstrated. So provide them the direction and support they need to accomplish their goals. Let them know you are there if they need your help. Then step aside and watch them shine!

Self-serving leaders strive for personal success by putting their agenda, status, and gratification ahead of others. Trusted servant leaders make the world a better place by working alongside their people, empowering and developing them. Servant leadership is simply the best way to lead. It's just common sense.

Ken Blanchard, one of the most influential leadership experts in the world, is coauthor of more than 65 books including the iconic best-seller *The New One Minute Manager*® with combined sales of over 23 million copies in 47 languages. In 2005, Ken was inducted into Amazon's Hall of Fame as one of the top 25 bestselling authors of all time. Ken is cofounder of The Ken Blanchard Companies®, a globally recognized leadership training and consulting firm in San Diego, California. Connect with Ken on LinkedIn and Facebook.

Randy Conley, vice president and trust practice leader for The Ken Blanchard Companies, works around the globe to help organizations build and restore trust. Randy coauthored Blanchard's *Building Trust* training program and is a contributing author to three books, including *Leading at a Higher Level* with Ken Blanchard. His award-winning *Leading with Trust* blog has influenced over 4 million viewers since its inception. Follow Randy on Twitter: @RandyConley.

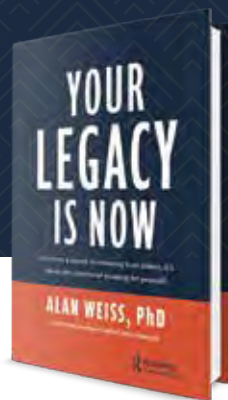


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# CARLY FIORINA

## Making Tough Conversations Productive

In the last couple weeks, we've been talking about those conversations we all know we need to have but we just don't want to have: those conversations that are awkward and difficult, but necessary. We've talked about why we avoid them and how to prepare for them. Now it's time to think about how to make them most productive.

In preparing for a tough conversation, we talked about the importance of having goals: you're trying to accomplish something, to solve a problem, to improve performance. You're trying to change the order of things for the better. You are not simply venting, or blowing off steam or reacting out of anger or getting even. You have a larger purpose in mind. And so, you need to think about the other person or people with whom you intend to have this conversation.

Presumably they are not going to agree with you, otherwise it wouldn't be a tough conversation to have. Maybe they don't see the same things you do. Maybe they see them, but interpret them differently. Maybe they have different goals and objectives in mind. In other words, they are not in the same place you are. They don't see the same problem—they may not see any problems at all - and they don't see the same solution.

Difference and disagreement cause resistance or even denial. It is human nature. When confronted with something new or different or threatening to our view of ourselves or our world, we don't tend to open our minds. We tend to "fight or flight". Either we deny and deflect or we defend ourselves and protect our worldview. The more difficult the subject, the more likely this is to be true.

A tough conversation cannot be productive if participants get stuck in disagreement, defensiveness, and denial. A tough conversation is only productive if people move to collaboration and problem-solving. To accelerate this movement, you need to take a few steps before putting the most difficult issues on the table.

### **First, begin by finding common ground.**

In other words, don't start with the disagreements, or the difficult feedback, or the looming problem. Start with where

you do agree, where you share a goal or perspective.

This may seem counter-intuitive at the least, perhaps even manipulative or disingenuous. It is neither. Finding common ground - a shared goal or achievement, an agreed upon set of facts or data, a common view of a situation - begins the process of a productive conversation by establishing that you are on the same team. You are not adversaries, on opposite sides of the fence. Your goal is not to attack, therefore defense is unnecessary. You share many things, not the least of which is respect. Your goal is to improve a situation you both care about that needs attention. For example, you might start a difficult conversation by saying something like: "I know we're both focused on ensuring that our next product launch is as successful as our last one." It's worth spending some time on where you agree.

### **Second, ask a lot of questions and listen to the answers.**

You have prepared for this conversation and you know what you think. You need to know what others think, otherwise you cannot engage them productively. If someone says something with which you strenuously disagree, practice the discipline of not jumping in immediately. Pause and ask a question: "That's interesting. Tell me why you see it that way." Now is the time to practice empathy.

### **Finally, give yourself enough time.**

Tough conversations don't happen quickly or easily. They frequently don't get resolved in one encounter. So, schedule accordingly. If it's important, make the time to do it right and don't rush through it.

Don't avoid a tough conversation. Get prepared for it, schedule enough time for it, be patient enough to establish common ground and present enough to learn more about someone else's perspective. Put it all together and a tough conversation you've been dreading can become a collaboration to solve a shared problem.



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To learn more about how Carly Fiorina can help you and your team visit [CarlyFiorina.com](http://CarlyFiorina.com).

# PATRICIA FRIPP

## What Does it Take to Make Your Presentation Introductions Exciting

The purpose of a speaker's introduction is to establish their credentials, to create interest from the audience, and often to sell the importance of the subject to that audience at that time.

Recently at a client's conference, one of my roles and responsibilities was to introduce other speakers, all of whom I had recommended. A couple of them spoke multiple times to the same audience.

The toughest slot of the day is that of the concluding speaker before the cocktail party and buffet at the hotel's trendy nightclub.

Imagine sitting in the audience in a large ballroom in a fabulous Las Vegas hotel. You have been locked at home for almost two years. Not far outside the ballroom door are shops, shows, eateries, bars, spas, slot machines, and games of chance. Even walking to your comfortable hotel room is an adventure for watching exotic looking people you do not see in Iowa. It is 4 pm, and you have been in the ballroom since 8 am.

My introduction of the concluding speaker had to keep them in their chairs long enough for the speaker to engage them. I began,

**Your speaker has more degrees than a thermometer and has written more books than most people have read.**

This was a more entertaining way to introduce all the degrees and well over 40 books and college textbooks that our speaker had written.

When my good friend Dr. Jeffrey Magee walked on stage, he engaged the audience and held them in the palm of his hand for an hour.

Was that a result of the introduction? Of course not. Remember, however, being predictable is often boring. The purpose of the opening of a presentation is to arouse interest in the subject. Your introduction needs to begin that process. Remember that when you prepare your introduction or have to be creative for another speaker.

Several years ago, at a longtime client's speaker training, 10 minutes before we began the afternoon program, my client asked, "I have an emergency to handle. Will you introduce Sean, our next speaker?"

As I walked over to meet Sean, he seemed surprised when I asked, "When you were a little boy, what did you want

to grow up to be?" He was delighted with the way I incorporated his answers into my introduction.

He was a vendor of the organization, and his job was to help them understand their webinar platform for online training content. As a longtime speaker and presentation coach for them, I help their members, leaders, and conference speakers improve their presentations. Part of my responsibility is to model how to improve every aspect of speaking. I'm sure you agree that most people do not take introducing another speaker as seriously as they could.

**The next time you have an introduction to make, why not try using the same question that I asked Sean?**

My introduction began, "As a little boy, Sean wanted to be a detective to solve crimes, a journalist to bring readers the latest news, an astronaut to go where others have never been.

As the Director of Sales Engineering for xxx, the next generation of digital broadcast solutions, he provides training for speakers that eliminates boring presentations with his webinars, brings his audiences the latest information about their subjects, and helps take his listeners to new places in learning.

A graduate of The Illinois Institute of Art - Chicago, Sean adds an artist's eye to his craft, helping us improve our visual presentations.

Please welcome, "Sean xxx."

**The best way to sell the importance of the subject is to ask the audience questions.**

For example, this was the beginning of my introduction to a group of professional speakers.

"Are you a good speaker who wants to be great, an ambitious novice who wants to shorten your learning curve, or do you think you are so good that it is impossible to improve?"

Even if you have enjoyed plenty of career success, we promise you that our guest speaker has the unique ability to help speakers like us take our presentations from *Good to Great*."

**When I addressed an International Toastmasters conference, these were the beginning questions.**



"When you first joined Toastmasters, did you dream of one day becoming an in-demand, award-winning keynote speaker, of being invited to deliver 3,500 presentations on five continents, or of being acknowledged for designing one of the best presentation skills online learning platforms?"

It might surprise you to know that when Patricia Fripp left Wimborne, Dorset, England, at age 20 to find fame and fortune in America, neither did she!

At age 30, she joined Cable Car Toastmasters . . ."

**What does it take to make your presentation introductions exciting?**

**Thought, creativity, and a few good questions.**

---

A true presentation skills expert, Patricia Fripp, CSP, CPAE, is a Hall of Fame award-winning speaker, a sales trainer, and an in-demand executive speech coach. For over 30 years, she has been focusing on how professionals from all industries can communicate their ideas more effectively. She was the first female president of the National Speakers Association. She has won or been awarded the CPAE Hall of Fame, CSP Certified Speaking Professional, and the Cavett Award. She has authored two books and coauthored three others. She was named one of the Top 25 Women in Sales and Top 30 Coaching Gurus in 2019. And, can virtually train everyone anywhere with her interactive online learning system, FrippVT.com Powerful, Persuasive Presentations.

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# BOB GOSHEN

## Essentials for a Dynamic Organization



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

Creating a dynamic organization that sustains growth requires several factors. No organization is guaranteed perpetual success; if you simply Google the top ten companies in the U.S. twenty-five years ago, you will find most are gone. Unless steps are taken, it is easy to lose the passion and momentum to sustain.

When speaking to Chambers of Commerce around the country, I will at times start by asking the question, "What are the items necessary to begin and build a successful company?" The usual answers are "marketing plan," "business plan," "inventory," "furniture, fixtures, equipment," "available cash," and many more. It always amazes me to never hear, "Creating a strong corporate culture."

The Harvard Business Review had an article a few years back discussing the value of a strong culture. They began by saying that the majority of business owners and CEOs agree that culture is imperative to success, however, few understand how to get their arms around what is required. Many believe by opening up a room with no walls between the employees, that action will create more creativity. They feel by having groups within the company going to lunch together is the key or perhaps after work meetings at the bar or bowling. I am not saying any of those ideas are wrong, for the most part, they are needed. However, corporate culture is the "spirit of those in your company." That spirit must be fed and nourished, or erosion will occur within.

I had a ranch in Oklahoma for many years. There was a large oak tree by a running creek and over time I noticed the tree was getting closer and closer to the edge of the creek. Erosion is sometimes difficult to see, for it is slow, silent, and subtle. The same is true in many corporations that are not feeding the culture or "spirit" of its people.

So, what are some of the essentials needed to begin and feed a strong corporate culture?

**Passionate Leadership.** Nothing can substitute the passion of a leader, not "hype" but continued hope and vision for where the organization is going. A leader that comes to work each day alive, empowering and equipping his or her team.

**Loyalty and Unity.** Without loyalty, there can never be unity. And without unity, strong execution of plans never happen. You don't demand loyalty; you create a culture where those working within that environment are loyal to your ideas and vision. A culture where unity is the norm instead of the exception.

**Values.** There must be a defined set of values that drive the culture to greatness. I recently acquired a company and immediately developed values that every employee from the C-Suite to the Janitor has memorized. They are:

Authentic  
Compassionate  
Humble  
Vibrant  
Disruptive

Every new hire is passed through this set of values; he or she must accept these values to be a part of our culture. These values are consistently taught throughout the company and shared at each meeting. When you have a set of values that everyone agrees upon, the spirit of the company grows dramatically.

**Vision.** The leader of the organization must have a strong vision of what he or she sees for the direction of the company. I have said many times that your vision must be so large that it scares you! That vision must be shared along with the values at each meeting within your organization. Everyone must know the vision of the company and continually have an update on its progress. The spirit of the culture requires that people feel involved in the direction of the organization.

**Edification and Recognition.** What drives the culture is continued recognition; building up those working within the organization who are contributing to the vision. Everyone needs recognition, they need to hear and know their efforts are being noticed. Having a positive attitude within the organization is the key to producing the greatest spirit within the culture.

By focusing on the above five principles, you will soon discover you are building a culture that will survive the years and you will find yourself in the rare few who create an organization that grows in perpetuity.

# SETH GREENE

## How to Read Your Clients' Minds

### And Have Them Love You for It

"I can't believe you did this!"

"How did you know?"

"This is one of the most thoughtful things anyone has ever done for me!"

Those are actual client responses generated as a result of our client survey, segmentation, and gifting program.

Even more important than the raving fans it generates is the referrals and production that comes out of it.

"A" level clients that go through it tend to refer FOUR TIMES the amount of "A" level referrals as compared to clients who haven't experienced it.

How does it work?

First you have to send your "A" level clients a multi-step, multi-page direct mail survey.

Yes, it has to be direct mail. We have tested doing it online and almost nobody fills it out.

Yes, it has to be multiple pages. Trust me, they will fill it out.

Yes, it has to have multiple steps; they don't always fill it out the first week you send it.

Yes, there has to be a relevant, ethical bribe that they want and will use to incentivize them to fill it out.

No, it can't be about their money. That's one of the secrets to making it work so well.

It has to be about their life – their hobbies, the books they read, the magazines they read, the food they eat, etc.

Once you have the results you can segment and appreciate your clients to make them love you more and refer like crazy.

How do you segment? Let's say you find out that out of 300 clients, you have 40 who are avid golfers. So you invite them to an exclusive golf event, but they have to bring another member of their foursome to get in. That's 40 warm introductions right there. Then you follow up with a proven warm and fuzzy drip marketing campaign (via direct mail) on those 40 golfers, and turn a lot of them into clients (because their advisor isn't doing anything like this).

Perhaps you discover that 20 clients really like wine. You could invite them to a wine tasting, but they have to bring another couple they drink wine with to your event.

What about gifting? The worst thing you can do if your client has a birthday is nothing. Next best thing is call them and say, "Happy Birthday."

**Next best thing is send them a card and call them.**

Number three would be send them a card with a gift card in it to Starbucks or wherever and then call them. Some advisors are sending a box of chocolates. Just Godiva or branded with their logo on them. All those are better than obviously doing nothing.

What you could really blow them away with is a strategic gifting program. Let's say it's Mrs. Jones' birthday and I know because of the survey she filled out. She drinks red wine, likes dark chocolate and loves John Travolta. What do I do? As a top producer what do you do? You send a gift basket with a bottle of red wine, bags of dark chocolate, glasses, a DVD from Grease, her favorite movie even though she already owns it and six movie tickets to his latest movie. Why do you send six? Why not two? Two would be cheaper. Because if you send two movie tickets then she's going to take her husband and that's it.

Nothing else happens. If you sent six, they are not going to go to three movies by themselves, they are going to go to one movie and bring two other couples and they are going to say, "Hey, my financial advisor sent me movie tickets for my birthday. Come over we'll have wine and chocolate before we go. Then we'll go to the movie." They'll tell them where the gift basket came from and those people will start thinking, "Hey, how come my financial advisor didn't do that?" You'll get phone calls. You have to give gifts that have to be consumed by more than two people.

You see how that works?

Want to see how it can work in your practice?

---

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# JEFFREY HAYZLETT

## Why Everyone Should Act Like a Media Brand

In 2006, **Wired Magazine** was sold to Condé Nast for \$25 million.

Later that year, one of the original founders of the magazine, John Battel, was recognized as being one of the first media executives to point out a simple fact – that for the first time in history, there's absolutely nothing stopping companies from being media brands to attract the audiences we all need. We all have access to the same tools and platforms.

So, why isn't everyone thinking, or acting, like a media company?

This is a simple mentality shift for someone like me. I was one of the first executives, as a former Chief Marketing Officer for a Fortune 100 company, to be on Twitter. I've always liked being on the cutting edge of technology, but I also see how it can be challenging for many to think of themselves, or their companies, as a brand, or as a media company.

My advice? **Get over it!** or risk getting left behind.

**The New Barrier to Entry for Every Business Moving Forward**

When consumers can choose from limitless amounts of content, on their own terms and on their own devices, the battle for their attention has now become the barrier to entry for any business competing online for the same audience. Companies have recognized these developments overtime and are reaching towards the same conclusion: we are all now in the media business.

We are all consumers of content – whether we listen to podcasts, stream a show, draft a number of blog posts, or scroll through social media, we are consuming content. In 2020, the average

digital content consumption doubled to 6 hours and 59 mins. Some even believe that the average person processes 74 GB of information on a daily basis.

Granted, this was mostly because we were isolated because of the pandemic, but the fact remains that we won't be going back to whatever 'business as usual' was. Times are changing and it's critical that we change with the times.

### Remember the Yellow Pages?

Before the internet, brands had to rent consumer attention by interrupting someone else's audience. While advertising hasn't always been the consumer's best friend, surveys show that consumers don't hate ads, they had bad ads. More than three-quarters of consumers, or 77 percent, agreed with the "I wish there were a way to ad-filter instead of ad block..." statement.

Today, brands are focusing on creating content to attract the audiences they want. We're now behaving a lot more like media companies. They're accomplishing that by creating content that offers value to their audience, instead of just promoting their brand(s). How are you helping your customer solve an issue or pain point?

Over time, brands have been gradually moving away from interruptive advertising to creating a digital network of potential buyers. Building an audience for your business starts with creating content they actually want to consume.

### Why We're All Media Brands Now

On average, U.S. adults are now spending more than 11 hours a day (which is two-thirds of their waking time) consuming media in some form or fashion. Think about it, if you weren't reading this right now, you'd be consuming information somewhere else.

The brands who are succeeding now are the ones creating content to dominate their industry category. Here are a few examples:

#### Orbit Media

They receive over 50,000 visitors a month. Why? Because their content is original. They also curate their survey data into valuable statistics and morph those into branded images, charts, and more.

#### Shopify

They created a glossary of terms within specific niches to establish expertise, create brand awareness and drive top-of-funnel organic traffic. This level of detail ranks them 106,000 organic users per month. They keep it simple.

#### GoPro

The type of content they produce can energize the biggest adrenaline junkies on the planet. In fact, the best part of their user-generated content is that 79 percent of consumers say it strongly impacts their purchasing decisions. Their YouTube Channel recently celebrates their first 2 billion views.

We all aim for those eye-popping numbers of customers viewing our content. The only way to come close to that is creating quality, engaging, and not sales-y content. Otherwise, you risk becoming noise and no amount of content will evangelize whatever audience you have left.

Ready or not, we're all in the media business (we just happen to be selling products and services).

Digital media is changing the world. We can either watch it happen or use it to become the biggest digital brands in our industries. Just as it was in broadcasting.

Welcome to the media business.

### Take Action!

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](#).

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.

Hayzlett.com







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# SABRINA HORN

Award-winning CEO, author, tech communications expert, and advisor/board member

## Five Ways to Make It Through a Crisis and Avoid the Temptation to Fake It

Make It, Don't Fake It: Leading with Authenticity for Real Business Success

As the saying goes, when the going gets tough, the tough get going.

Here are five basic actions every leader can take to run their businesses through the fear, uncertainty and doubt of challenging times.



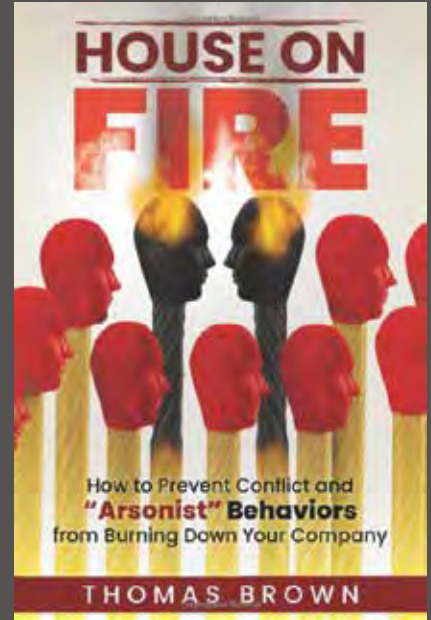
1. Values – In times of crisis, reaffirm your company's core values, as well as your value proposition. It is both grounding and inspiring for employees and customers to be reminded of what you stand for and how you remain steadfast in your mission.
2. Planning on Steroids – In turbulent times, reality may be changing every week, day and hour. Now is the time to flex those short-term planning muscles. Develop multiple contingencies you can use in any number of scenarios. They may be very tactical in nature, but each one is actually a strategic move to finding your way to the clear.
3. Over Communicate – In times of uncertainty, plan to reach stakeholders more frequently than you otherwise



4. Humility – The best leaders are secure in knowing that they don't know everything, and they have no problem asking for help, learning from others, listening to complaints, even apologizing for their mistakes. That level of confidence and open-mindedness draws people in, demonstrates strength and builds trust.
5. Self-Care – It can be very lonely at the top, especially during times of uncertainty. It's important to have people you trust to talk with. Cultivate a small personal network of mentors – the handful of people you can talk to about anything



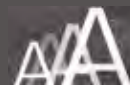
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*House on Fire* is a powerful tool to prevent conflict within boards and executive teams from erupting into a destructive blaze.



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



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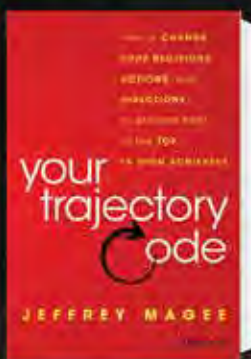
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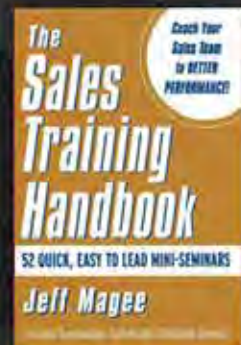
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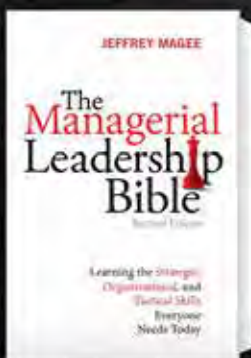
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# BUCK JACOBS

## A Life in Order

*"In life there will be found great fundamentals, like pillars bearing the weight of some great building. The wise man will simplify his life by going to the center of it. He will look well to the foundations and, having done that, will not worry about the rest.*

*Life as we know it in our painfully intricate civilization, can be deadly unless we learn to distinguish the things that matter from those that do not. It is not major things that destroy us, but invariably the multitude of trifling things thought to be major."*

~ A.W. Tozer

Many years ago I attended a seminar taught by the very popular author, Dr. Steven Covey, who wrote one of the most popular professional development books of all time; *Seven Habits of Highly Successful People*. Little did I know that just one gem that I gleaned from that day would still be impacting my life over 30 years later, in fact to this very day. It is the concept of defining and creating a personal Statement of Purpose (SOP) or Mission Statement, that is clear, concise, memorable, and able to be used as a practical decision making tool for important life issues.

I had been advocating and teaching that such a document was super-helpful in creating alignment, consistent decision making, and enhanced accountability in organizations for years. But for some reason had never personalized the practice.

In retrospect I can see God's perfect timing in this event as He knew His plan for me and the changes that would be coming to my life very quickly. Changes that would lead to starting the C12 Group

(now C12 Business Forums), which He would grow into a global force for training Christian business owners and CEOs. He knew that I would need a personal "true north" as He led me through some desert times and into what has certainly been my sweet spot and His calling in my life.

Please understand that, while I am writing this article as a Christian it isn't necessary for one to share my faith to benefit. Others may substitute their faith or no faith as their center and get great value from the process. I'm going to share my basic (SOP) with you as it stands today not one word changed for 30+years. And then we will add some detail through the additional articulation of specific roles that have been like a supercharger in the effectiveness of my SOP.

### First the basic Statement of Purpose:

"My purpose is: To be used up for God as I completely fulfill His plan for my life, and to honor God through obedience in allowing Him to live His Life through me as; Husband, Father, Grandfather & Minister (Jerusalem, Judea, Samaria, the ends of the earth)"

That's it. Simple, clear and easy to remember. But to me this is almost too generic. I sensed that I needed more definition to make it more applicable. If clarity is so helpful organizationally wouldn't be reasonable to be even more so personally? I added these elements as core values.

### To honor God through obedience to His Word and His Spirit in life situations:

#### As Husband

Loving (Spouse name) unconditionally, sacrificially, as Christ loves His Church. Praying for her. Meeting her needs for

affirmation, security, and freedom to be herself. To cherish her.

#### As Father

To (Children by name) by loving and communicating with them, affirming them, and, as far as I am able, modeling for them an example of a heart that loves God. To share what I have been given with them.

#### As Grandfather

To be a godly grandfather for (grandchildren by name) - staying close to them and encouraging them to know that God loves them by showing them His love through me.

#### As Minister

To serve the Body of Christ as a minister of encouragement and faithful commitment. To love the Body, to minister wholeness and against sectarianism. To be an example of a Christian citizen. To be involved with Christian candidates and to avoid being entangled with people or causes that do not represent Jesus Christ.

Over 30 years later, Jesus Christ is still the center of my life and the SOP still guides me and helps me make decisions big and small. C12 Business Forums has become a global leader in our market niche.

What's your center?

Do you have a "True North" that influences your legacy?

---

Buck Jacobs, Chairman and Founder of The C12 Group, LLC - Christian CEO and mentor. Buck has an extensive background in successful organizational development based on the principles found in scripture. The motto of the C12 group is "Building great companies for a greater purpose."





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# HARVEY MACKAY

## Never Stop Getting Better

Do you know what makes someone worthy of the title “greatest of all time” or GOAT?

It's so much more than natural talent, excellent coaching, or dumb luck.

No, it's the constant effort to improve. Even those at the top of their game must keep getting better no matter how many victories they have amassed.

And this isn't just confined to sports. The “GOAT” designation can be applied to every kind of occupation.

One example that comes to mind quickly is Tom Brady, superstar quarterback of the Tampa Bay Buccaneers, formerly of the New England Patriots. He was recently interviewed in the “Wall Street Journal Magazine” and talked about how he strives to get better every day.

In particular, he was asked “What's one thing you have too much of?” Brady answered: “I have too many people who tell me too many nice things. I feel like I need more critical evaluation of certain things. So many people want to try and please me. A lot of people don't want to let me down. But it's nice to get a real straight, truthful answer.”

Too many people surround themselves with what I call “Yes” people. What I'm referring to are people who kiss up to you and tell you the things you want to hear. When I ask people for advice on something, I always preface it with, “Don't tell me what I want to hear.”

Like Brady, I realize that the only way to get better is with honest feedback. The amazing thing about Tom Brady is that he is already the GOAT and yet he wants to get better. He knows that if you want to be great you have to continue to improve.

Look at the greats in all sports, from Michael Jordan in basketball to Serena Williams in tennis and Wayne Gretzky in hockey, they all tried to improve every day and season. Jordan picked something to work on during each off-season to be better the following year, be it rebounding, three-point shooting or defense. How many times have you heard an athlete say they are just focused on getting better every day?

It's much the same in business. Look at Warren Buffet, investment genius and one of the world's richest people. At age 91 he is still trying to get better every day. He has no intention of slowing down.

As Will Rogers said, “Even if you are on the right track, you'll get run over if

you just sit there.” Complacency is death. Even if you're doing the right thing, if you're not moving forward and getting better, you'll get run over. The competition will overtake you.

Elon Musk is another shining example. From electric cars to outer space, Musk just keeps reaching further and further – and now his SpaceX company has been ranked as the second most valuable private company in the world.

Lifestyle maven Martha Stewart offered this philosophy, “You should never accept what can be offered to you if you feel it can be improved.” She has plenty of experience with improving all sorts of everyday items.

You don't have to look far to find examples of people who have achieved success and outperformed even their seemingly impossible ambitions. Somehow, they find the inspiration or the courage to take the next step. They may not become the GOAT, but they don't quit just because they've had a little success. Half the fun is in the pursuit of greatness.

Every day is a chance to be better than the day before. We can always make room in our lives to get better, whether that means improving our health, our finances or our personal relationships. Even if we think things are perfect, there's likely an area or two where we could put in a little extra work. That's not to say that self-improvement is always easy: It's not.

We didn't invent this concept. I daresay humanity would still be living as in prehistoric times had our ancestors not tried constantly to improve their lot. Chinese philosopher Confucius, who lived during the 6<sup>th</sup> century BCE, offered this wisdom: “The will to win, the desire to succeed, the urge to reach your full potential . . . these are the keys that will unlock the door to personal excellence.”

A hundred years ago, who would have imagined the innovations in communication, transportation, medicine and so many other parts of our lives. A hundred years from now, who knows?

### ***Mackay's Moral:***

*If it ain't broke, you can still fix it.*

### **Mackay's Moral**

You must have a sense of what your time is worth for others to value it.



# JEFFREY MAGEE

## Changeformational™: Why CHANGE Management is a Disaster to Business

### Be Changeformational & WIN Every Time

It's a billion-dollar industry and at the top of everyone's mind and the tip of everyone's tongue — CHANGE. From change management, change initiatives, change innovation, managing change, implementing change, leading in change, being a change agent, agile change and change discipline, we have all been through change!

I'm not about to win the debate for a shift from change doctrine to transformation doctrine, so I'll coin a new term - Changeformational.

We have lived with change disciples and change programs, so why do few survive a change and go on to thrive?

Simple... change is always a game of catch-up. Those who set the pace for others to change up to and into are the transformational winners.

The mindset of the future that one must embrace today is that of being Changeformational!

Recognizing the reality of both domains and leveraging beyond where everyone else lives.

The 24-months of COVID (2020-2022), a period I have coined as the Great Global Reboot, has allowed for an equal playing field for everyone who chose to step-up into massive opportunities. For those who were willing and able to revisit every established "normal" Strategy/Structure/System, Operations/Process/Activities, Procedure/Behavior/Tactics/Actions, and business SOP of 2019, leveraged forward massive wins of 2020, 2021, 2022, and beyond.

The ability to morph from the established and predictable CHANGE DNA KPIs to that of abundance and opportunity creation of transformational DNA KPIs, will be the difference between surviving and thriving in the market space of tomorrow.

Consider the DNA characteristics of change and the DNA characteristics of transformation within your own business and within yourself? Where are you and your organization? When you can morph from change mindset to transformational mindset and be able to maintain the best of both — you are a Changeformationalist.

Here are just some of the traits of each:



<b>CHANGE</b> <i>Follower</i>	<b>TRANSFORMATIONAL</b> <i>Leader</i>
Following Others	Leading Others
Reactive	Proactive
Best Practice Mindset	Better-Practice Mindset
Benchmark off of Others	Sets the Benchmark for Others
Finite Mindset	Infinite/Abundance Mindset
Change Management	Transformational Strategist
Transactional	Relational
Process Driven	Strategic Focus
Present/Past Tense Focus	Future Tense Focused Opportunities
Subjective Focus	Outcome Focus
Rear-View-Mirror Energy	Windshield-View Energy
Catching-up KPIs	Setting the Pathway KPIs
Responsive	Disruptive
Applier	Innovator
Looking for a piece of the pie	Reinventing and enlarging the pie
Merging with Others	Collaborating & Leading with Others
Selling Out	Buying Others
Managing Your Teams	Leveraging Your Human Capital
How to be LEAN Mindset	Pushing LEAN to New Levels
Resource Management	Resource Re-application
Settling into the Rules	Visionary
Hostage to Supply-Chain	Owns Supply-Chain
Responds to Disruptions	Creates & Anticipates Disruptions
Anxiety	Anticipation
Live by Rules	Write/Re-write the Rules
Live by Change Agents	Engage Trusted Advisors



The Great Global reboot (aka COVID) shined a spotlight on the businesses that thrived during this time (and beyond), helping us realize these organizations were actually engaged in TRANSFORMATIONAL strategies, thinking, and execution. Similar businesses that engaged in CHANGE, found themselves as merely surviving and/or dying in this same time period. Today, major think-tanks, leading organizational change agents, and consulting firms are busy publishing what one must be doing to survive or thrive... follow others' best practices. These are the same old change ideas and they are no longer sufficient.

*Seriously, if two years into the Global Reboot an organization or individual is just now collapsing down ideas or best practices for others, WOW, could you be any less relevant and prove that CHANGE Management is far too engrained in our collective performance psyche!*

I'm reminded of a classic Changeformationalist mindset example by the leading global business consultant, Dr. Alan Weiss. Throughout COVID, American auto makers were unable to build new cars due to the global microchip shortage and had to slow down or outright shut down production as a result. Elon Musk doubled down as a transformationalist and showed his team and the industry how to win.

**How?**

When his engineers indicated they too needed new microchips for their car manufacturing production lines and could not secure them, Musk directed them to instead rewrite the codes for the

new cars so as to use the old or existing microchips (of which they had a surplus). No longer would they be held hostage by supply chain issues. Instead, Tesla won with more cars produced and sold during COVID than ever before – and in California for this time, Tesla was the #2 automotive manufacturer!

When we evaluate business wins, draws, and losses of the past 100 years, those that win have transformational DNA KPIs. While those on the DRAW and LOSE side, compete within the change DNA KPI arena.

The global and American business frontier is littered with historical examples of Changeformational icons. From Woolworths to Ben Franklin's Five and Dime, from Montgomery Ward and Sears to K-Mart and JCPenney, each disrupted an existing market and supply chain only to become complacent exhausted by change measures to stay relevant and finally became extinct. These businesses should be in Amazon's position right now. They had the inventory, the suppliers, product data in a computer system, massive customer contact list/data/analytics, and the brand. Unfortunately, they chose to play in the market of change living a slow death to their natural end state. They forgot the DNA of transformation that made them.

So, ask yourself, "Who are you? Are you in the pack or do you create the pack? Are you in the market or establishing the rules of the market? Are you the disrupter and innovator or dreading the interruption, disruption, and innovation from other brands that your team is positioned to respond to?"

Elevate the mental DNA of those around you, those you lead, those you hire, and those you want to play the game of life, and ask each to evaluate everything you/they do? Assess and ask others (as well as yourself regularly) about that which you design, manufacture, distribute, facilitate, do, etc. and see how it can be Changeformationally elevated to new levels?

A simple Rule of Four to get your Changeformational juices flowing, anything you do, offer, or participate in, ask:

1. How can it be BETTER?
2. How can it be FASTER or more EFFICIENT?
3. How can it be DIFFERENT to serve the next evolution of the market?
4. How can it be more COST EFFECTIVE and that does not mean cheaper?

Stop trying to change and begin to transform. Elevate and accelerate beyond all others as a Changeformationalist!

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Dr. Jeffrey Magee



# JESSICA MEAD

CEO of brandlync.com and author of *Firework Humans*

## Motivating Your Remote Workforce

My “office optional” business environment started with a combined dedication to homeschooling my two children and traveling the world a decade before working remotely became common. Heading into the New Year, my advice is that all business owners make remote work part of their company’s DNA permanently. Here’s why.

According to Owl Labs, almost 1 in 2 workers would opt for a 5% pay cut with 8 in 10 expressing they’d feel happier given the opportunity to work remotely. These statistics provide amazing insight to be flexible. By far, the biggest hesitation I’ve found leaders facing when debating the remote work option, is how to keep teams motivated when they don’t come into the office regularly. Here’s how.

Master conscious leadership and aligning self-interests. Conscious leadership is key. Conscious leadership puts the focus on truth, trust, and transparency. It requires leaders to be bullish with their time and foster a growth mindset in their teams. For example, always lead with the solution rather than belabor the problem. Taking 60 seconds to breathe and refocus before every meeting or phone call creates self-awareness in leaders which is key to keeping teams motivated.

Aligned self-interest is the second way to motivate teams regardless of physical location. Understanding of the personal and financial goals of every person you hire allows management to ensure employee’s role in the company matches up to their individual goals. When employee goals do not align with their role in company, no amount of motivation will keep them from looking for the next best opportunity. Aligning your team’s self-interest requires constant communication about what they need to succeed. Motivating people with money or awards no longer works. People are looking for value, connection, meaning and purpose in what they do. To



some, working from home, even part of the week, is worth more than monetary rewards. Being publicly acknowledged for a job well-done can mean more to some than an extra week of vacation. Self-interests can often change throughout the year, so face-time is critical. Committing to VIDEO ON Zoom or Google Meet calls is crucial to managing remote teams. Weekly meetings must go beyond project management and include “State of the Company” conversations where employees are included in the current direction the leaders are driving towards. Employee’s self-interest stays aligned when they have confidence in the path forward and that their managers are listening to their input. Face time with teams should also celebrate wins to keep teams bonded. Check-in often and don’t leave anyone feeling like they are on an island alone.

Combining conscious leadership with aligned self-interest makes teams feel committed and motivated regardless of a remote environment.



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# IVAN MISNER

## Leadership in Difficult Times



Today, more than ever, you need your network to help you through difficult times. The last 18 months have been very challenging for most businesses. It is your network of friends and associates that can help you get through times like this. Operating more than 10,000 networking groups in over 70 countries, I have learned this firsthand.

I've also learned something else. It has to start with your actions.

### First, you must Believe.

You must believe you can pivot your business and find ways to help more people. You must believe in what you can do for people in this new normal we live in.

There is an old story of two shoe salesmen who were sent to different parts of a developing nation to see if there was a market for their shoes. After a week, the first salesman wrote back to the company and said – no one wears shoes here. There is no market for us. Send me a return ticket.

The second shoe salesman wrote back to the company and said, no one wears shoes here – there's a huge market for our shoes, send me a large shipment.

You must believe in yourself and the people around you. Believe that you can pivot. Believe that your network can help you in this process.

I work with over 280,000 people in my organization and I see people in the exact same professions who believe it is possible to pivot and people in the exact same profession who believe that it is not possible to pivot during these challenging times. It may come as a surprise to some, but it does not come as a surprise to me that many of the people who believe they can pivot – are doing so successfully and all of the people who believe they cannot – pivot are not doing so. If you think you “can” or you think you “can’t” you will be right.

Pivoting during difficult times always “begins” with the belief that you can.

### Next you must have Passion about what you do and how you will achieve it in this current environment.

But let me be clear about passion. Passion does not produce commitment. Commitment produces passion. Commitment and passion, produce results. It is the CPR for your business. (C+P=R)

Nothing great in life has ever been done without passion and commitment.

### The third key is Leadership.

Leadership is not about managing and complying, it's about mobilizing and inspiring. Over the years I've learned that

it is true that “people don't care how much you know until they know how much you care.” It's about the touch points you have with the people you manage, work with, and serve.

- It's about connecting with people. It's about giving clients and customers love, care, and attention.
- It is about inspiring people to take action.
- It's about getting people to do six things a thousand times. Not a thousand things six times. It's not about doing something so many times you finally get it right – it's about doing it so many times you can't get it wrong!
- In any organization, that involves learning how to coach people effectively. It's about guiding people and helping people. Day in and day out – it's about showing up to help them be a better version of themselves. That's what leadership is.

Don't over complicate things! I don't know why people make things so complicated, but they do. Business doesn't have to be complicated. It's about:

- Belief
- Passion
- Leadership

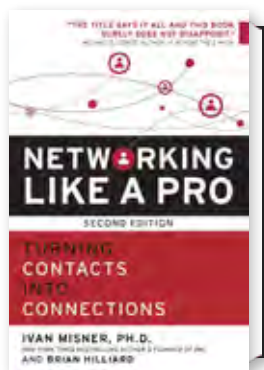
I've seen ordinary people do extraordinary things throughout my career. I believe anyone can do extraordinary things with the right mindset, plan, and effort.

I believe that our vision controls our perception and our perception becomes our reality. Set a vision that makes a difference to the people around you.

Today more than ever we need to ask ourselves, why accept mediocrity, when excellence is an option? Excellence is an option – even during difficult times.

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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](http://www.bni.com)), the world's largest business networking organization. His latest book, *Infinite Giving, The 7 Principles of Givers Gain*<sup>®</sup> is a book about building a life and business where you don't have to choose between winning or helping others.



# MERIDITH POWELL

## Business Growth Redefined

### 3 Strategies to Differentiate, Dominate, Deliver

Let's face it – business as we know it has changed. If the last two years have taught us nothing else they have taught us that our lives, our businesses, our health, our customers – things can change in a moment's notice. And what you really need to be asking yourself are you ready, are you prepared? Because you know more change is coming.

So right now you have a choice to make. You can continue to do business the way you have always done it, and you can hope, even pray that when the next big shift comes it won't impact your business too much, won't bring too much disruption. And you know what, maybe you'll get lucky.

Or you could choose to use the time that you have now, right now, to open your mind to new ideas, new ways of doing business that will position you, your team and your organization to start to control the shifts in the marketplace rather than having those shifts control you.

**3 innovative strategies you need to implement to redefine business growth and position your team to differentiate, dominate, deliver.**

**Differentiate** – According to research done by Gallup, customers are 62% of the way through the buying cycle before they ever interact with a sales person. Meaning the buying cycle has not only changed, it actually begins without you. No wonder it is so frustrating to try and get the customer's attention, you are entering the game at half-time. If you want to get above the white noise and differentiate yourself in the marketplace, then you need to get into the sales game where it begins. You need to understand where your prospects are looking for information and you need to be there. They need to find your articles, your videos, your profiles when they are searching for information, talking to others in their industry, and finding the solutions to their biggest challenges..

**Dominate** – it is a myth that in an uncertain marketplace people are not buying and not spending money. In fact, I think they are more prone to buy in an uncertain marketplace and less price sensitive. If you are selling products and services that have value. If you want to dominate



the marketplace, if you want customers to choose you over the competition, then you need to be relevant to your prospects. Meaning you understand the current problems customers are facing, and you have positioned your product or service to solve that problem. What you sold last year may be the same product, but understand the problem it solves for the customer has changed. Customers have changed, their problems have changed, and you need to change your approach to the problem you solve.

**Deliver** – the sale happens in the follow-up, it always happens in the follow-up. What do you think the chances are you are going to interact with a customer at the exact moment they are ready to buy? Slim to none right? If you want to close the deal, increase referrals and sell more to existing customers, then you need a well-structured value-add sales follow-up system.

Listen, I get it, doing business today is tough. There is more happening outside of your business than in it that can impact your ability to be successful. But if you understand the shifts and how those changes are impacting the buying cycle, your customers, and your overall business growth strategy, you will have everything you need to turn uncertainty to competitive advantage.

*Everything you need to*  
**Differentiate,**  
**Dominate,**  
**Deliver!**



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

# NIDO QUBEIN

## Ten Effective Strategies for Positioning

The better you plan your strategy for positioning yourself, the more successful your efforts are going to be. There are, in fact, ten crucial factors to consider as you think through your own positioning strategies and tactics. Let's look closely at each one.

### **Position yourself first in your own mind**

The way you see yourself and your company will shape the way others see you. The way you think about yourself determines the way you do everything. It affects the way you prospect, the way you interview, the way you present, the way you close, the way you follow up, and the way you manage your time. It shapes everything you do. As a result, people will see you the way you perceive yourself. If you perceive yourself as successful, others tend to perceive you as successful. If you perceive yourself as mediocre, others tend to perceive you as being mediocre.

### **Position yourself with your attitude toward life, work, and other people**

Some people walk into a room and say, "Here I am!" Savvy business leaders walk into a room and say "Ah, there you are!" The difference is whether you're self-centered or client-centered; whether you're ego-driven or value-driven.

Your attitude toward your customers and employees will always show up in the way you treat people. And more than any other single factor, the way you treat others will determine the way they respond to you.

### **Position yourself with your appearance**

First impressions get set in stone very quickly. And like it or not, the way you and your company look to others is the most important factor in shaping those first and lasting impressions.

If you doubt the importance of good appearance, reflect upon your own reactions to people you meet. Don't you pay more attention to people who look important than you do to people who look sloppy? Your prospects do too. They judge your importance by the way you look.

### **Position yourself with your actions**

Your prospects determine your importance, your intentions, your reliability –

and many other critical factors – by watching everything you do.

Suppose you pop in unannounced for a long visit with an extremely busy executive. What message does that convey to your prospect? It's like wearing a label that says, "pest".

Walking in with a bulging promotional kit and handing out advertising gimmicks to everyone you meet is like boasting that you're a peddler.

Always think through everything you do, and the way you do it, to make sure it creates precisely the impression you want to make.

### **Position yourself with your words**

Every word you say positions you either as a person to be considered important or as an intruder to be dismissed as quickly as possible.

### **Position yourself with your focus**

The most pressing question on your prospect's mind is always, "What's in this for me?"

Busy people want to talk with business leaders who understand their problems and can help them find solutions. They buy for their reason -- not for yours.

When you're all caught up in your own problems and concerns, prospects can sense it, and they don't want to waste time with you.

Pros position themselves as consultants and business partners to their clients. They always keep the focus precisely where it belongs – on the customer, not on themselves or their products.

### **Position yourself with your presentation**

The way you go about setting up and making your sales presentation says a lot to prospects about how important it is to listen to you.

If your presentation is poorly prepared, it says that you don't take it seriously, so why should they?

On the other hand, if it is too slick and relies too much on memorized phrases, it comes across as canned; it sounds insincere. The key is to practice it enough that you can give a structured presentation in a spontaneous way.



### **Position yourself by the way you handle objections**

This factor is especially crucial. Amateurs see objections as excuses for not buying or as invitations to do battle. But real pros recognize that objections show a prospect's legitimate concerns. They pinpoint the issues that must be cleared up before the prospect will make a decision to buy your product or idea or service.

### **Position yourself by the way you close the sale**

The way you ask for an order can position you as an expert with a bona fide offer -- an offer that provides value for the customer's money. Or it can make it look like an amateur trying to get a prospect to do you a favor.

The difference is tremendous.

Only when you've mastered the skills of closing can you close with confidence. And only when you tailor each close to fit the personality of your prospect can you position yourself as a professional.

### **Position yourself by the way you follow-up**

One of the most vital factors in positioning yourself as a professional is what you do once a sale has been made. If you take your signed order and make a mad dash for the door, then avoid any further contact with that customer until you want to make another sale, don't be surprised if customers start avoiding you.

Professional relationships involve developing long-term, mutually beneficial

*continued on page 40*

# MARILYN SHERMAN

## Three must-have strategies leaders need to navigate today's disruption

Now is the perfect time to re-engage, re-ignite, and re-commit to your team on ways to navigate the disruption of today's workplace. All bets are off in terms of what has worked in the past. The good news is, although we are in uncharted territory with keeping top talent, communicating safety protocols, and adjusting to all the changes happening today, we are not alone. The one thing leaders have in common, is EVERYONE has had to adapt and change. With that in mind, here are three must-have strategies to ensure success in today's volatile environment:

### A clearly articulated vision

Identify and communicate a clear vision - especially tied to a mission so that everyone can make decisions that will be in alignment with that vision. Many times, organizations fail because the employees operate in silos; not knowing how their job corresponds with other jobs of members of other teams. With lack of a communicated vision, there is potential for redundancy and waste not to mention increased potential of conflict. Don't be afraid to over-communicate here. With so much disruption happening, people want to know what's happening around protocols - are they new? Are they the same? Have they changed since they were communicated last time? With fear, comes trepidation, which stifles creativity and confidence.

### Tools to navigate change and disruption

When people face change they fall into one of three mindsets: Victim, Vacationer, or Volunteer. Each mindset determines language used, behaviors exhibited, and positive or negative affects on the rest of the team. Victims and vacationers sabotage the success of the change which stifles innovation. Having a Volunteer mindset has proven to increase innovation and creativity, igniting positive energy among team members as they increase their results despite pivots and disruptions. Now is the perfect time to have a meeting to discuss the difference between the three and how best to navigate change.

Tools include:

- Scripts on how to communicate change and ways to create an environment of safe question and answers regarding proposed changes
- Identifying behaviors that help or hinder the implementation of change
- Creating an environment of understanding how fear and uncertainty can hinder progress.

### Motivation and Inspiration

Everyone needs motivation and inspiration to tackle the common obstacles that they face every day, especially now. The new way of leading is to demonstrate courage and strength, vulnerability and hope. If you want to engage more with employees, connect with them on a deeper level, then create an atmosphere where not only can people connect with their management team, but they can feel safe when their own fears surface. Take the time now to inspire your team with stories of hope, inspiration, and case studies of people who have overcome the odds and experienced success. You can start meetings with these stories, add a story to pre-shift meetings, and maybe solicit stories of hope from your team to get them involved in finding these stories of hope. Eventually these stories that are shared and circulated set the foundation for a culture of hope and inspiration.

With these strategies, even if you start with one, you will increase the chances of your team navigating these uncharted waters. The key is more communication, more clarification, and more listening and paying attention to the challenges of your team. Then, when those challenges surface, you will be equipped to handle them.

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Hall of Fame business speaker Marilyn Sherman helps organizations increase their results through her workshops, books, and keynote presentations.

For more information, go to [MarilynSherman.com](http://MarilynSherman.com).



# NOAH ST. JOHN

## How to Believe in Yourself Again

In 1997, I started my company SuccessClinic.com in my college dorm room with \$800 and a book on html.

In 2007, after spending over \$250,000 on “gurus” (and listening to a lot of bad advice), I ended up \$40,000 in credit card debt working out of my parents’ basement.

I felt like a failure. I was angry and resentful. But worst of all, I had lost faith in myself and didn’t know how I’d ever believe in myself again.

Today, I run a multiple seven figure consulting and training business from my home and work with coaching clients around the world.

After interviewing over 200 of the world’s most successful people, I realized that one of the biggest differences between the world’s most successful people (what I call “The 2 Percenters”) and the average person isn’t money or IQ or luck or education. It’s simply the belief that you can reach your goals and achieve your dreams.

So how do you believe in yourself again after a major setback?

### Recognize When Failure is Your Fault – and When it’s Not

Because of the current global pandemic, millions of people, through no fault of their own, have lost their livelihood as well as their dignity and sense of self-worth.

It’s clear that few people saw this coming. Yet because of the coronavirus

pandemic, entrepreneurs face a great challenge to survive and keep their business growing.

You may not only be feeling afraid for your health and safety, you’re probably worried about your business and your relationships.

Yet the reality is that the world’s most successful people have failed more times than most people even try.

The harsh truth is that sometimes failure is your fault, and sometimes it’s not. Learn to recognize the difference and move forward.

### Learn From Your Mistakes – and Don’t Repeat Them

When you make a mistake – especially one that costs you time and money – the hardest part isn’t the mistake itself. It’s letting go of the regret of making the mistake.

For example, when I paid all those “gurus” all that money – only to discover too late that they can’t teach their way out of a paper bag – I beat myself up for a long time.

Yet it takes courage to forgive ourselves, as well as to forgive other people who hurt us or did us wrong.

You can “what if” yourself forever, but in most cases, it won’t change the situation.

“To err is human; to forgive, divine.”  
- Alexander Pope

Remember that everyone – from Mark Cuban to Bill Gates to Warren Buffet to Elon Musk – makes mistakes. The best thing we can do is learn from them.

List what you learned from your past experiences. For example, in my case, I realized that I had paid all those “gurus” based on their shiny social media profiles showing off their sports cars and private jets. The irony is, I don’t really care about those things anyway – I just let my envy get in the way of rational decision making.

Understanding what led to the mistake caused me to realize that in the future, when evaluating a coach or mentor, the most important element is not their flashy “stuff” – but if they’ve actually helped other people reach THEIR goals.

That’s why in my own practice, I realized that it’s better to brag about my clients’ successes rather than my own.



### Focus on Your New, Real Goal

Knowing what you really want helps you to understand what you’re trying to live up to, what you need to work on and what you need to consistently do.

When reach a deeper understanding of yourself, your goals, your dreams, and your real values, you are able to respect yourself more and make decisions which are beneficial for your growth.

The fact is, sometimes the very reason we fail is because we’re going after something we don’t really want (like in the example above).

Make sure you’re going after the goals you really want because, as Stephen Covey said, “Don’t climb the ladder of success, only to realize it’s leaning against the wrong wall.”

### Celebrate small wins

One habit that’s detrimental to your self-worth is believing that “you’ll be happy when” – i.e., when you hit X goal, then you can let yourself feel happy.

Yet this is a mental trap, because as soon as you hit X goal, you immediately tell yourself you have to hit Y goal.

Stop waiting to feel good. Reward yourself when you complete so called ‘small’ tasks or goals. For example, after I completed writing this article, I gave myself the reward of a nice, relaxing nap.

Celebrating small wins empowers us to move forward, because it allows us to feel that our actions are recognized – if not by others then more importantly, by ourselves.

*continued next page*





### Find the Right Mentor for You

A mentor is someone who believes in you when you may not believe in yourself. The right mentor will help you come up with a plan of action, find the right tools to do the job, and give you the support you need to reach your goals.

Find someone with the knowledge and experience in the area or areas you're looking to make changes in. Some people argue that you should only have one coach or mentor. That may be true in some cases. However, even the world's elite athletes

have multiple coaches for different specialties – for example, they might have a strength coach, a nutrition coach, as well as a flexibility coach.

Finding the right mentor can help you redirect your perspective and guide you to believe in yourself again.

Use these powerful strategies so you can see your worth, find your value, and believe in yourself again.

Noah St. John, Ph.D. is recognized as “The Father of AFFORMATIONS®” and “The Mental Health Coach to the Stars.” Working with Hollywood celebrities, 8-figure company CEOs, professional athletes, top executives and elite entrepreneurs, Noah is famous for helping his coaching clients make more in 12 weeks than they did in the previous 12 months, while getting 1-3 hours back in their day and 4-8 weeks per year.

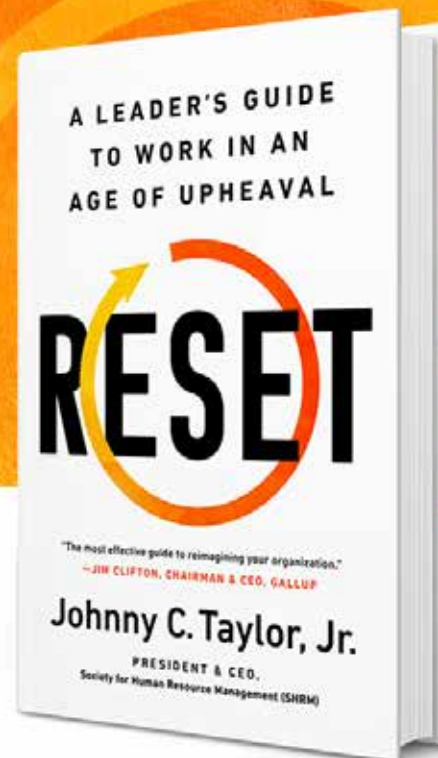
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# BUILD BETTER COMPANY CULTURE

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# STEPHANIE STUCKEY

## An Interview with an Iconic American Brand



Attorney and businesswoman Stephanie Stuckey has served as a Democratic Legislator in Georgia to time as the City of Atlanta's Resilience Officer and Adjunct Law Professor at the University of Georgia. CEO and granddaughter of founder of Stuckey's Corporation, roadside oasis since 1937, offers motorists a friendly stop where they can relax, refresh, and refuel. We're known for our Southern hospitality and candies, especially our world-famous pecan log roll. Our company fell out of family hands for decades, but we're back and rebuilding this classic, nostalgic brand!

Growing up traveling across America on family trips, Stuckey's roadside stores were always a favorite site and treat, recently I had the opportunity to visit with Stephanie ...

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

Vulnerability is a trait that is often overlooked but is critical to innovation. You have to be willing to experiment in order to evolve. But you have to accept failure as a necessary part of that process. If you're willing to openly share those trials and errors with your team and solicit their feedback, that's how your brand will remain relevant. So, the traits I would

highlight here are vulnerability, honesty, and willingness to share.

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

Lasting loyalty with a team is fostered by listening and supporting. Spend the time with those you work with and understand what they need to be successful. I'd also stress that the team should extend to everyone who works with you, from the picker at the warehouse to the roaster in the pecan factory. I'm amazed at the good ideas that I hear from all levels of our operation. If the folks at the ground level of our organization aren't functioning at a high level, it impacts our entire capacity to perform. So, understanding that everyone has value and communicating that is what creates sustainability in an organization.

*What drives how 'You' think/thinking style?*

I'm a sponge for information and like to absorb learning from a variety of sources, mostly via podcasts since I can listen to them while travelling for work. I gravitate towards folks who think beyond just business success but delve into the higher purpose of what we're doing. If Stuckey's was just selling pecan log rolls, we'd have gone bankrupt decades ago. I'm driven - literally - by a higher calling that our mission is to make road trips fun. So, my thinking style evolves around getting to the why of what we're doing. That bigger vision is what shapes everything else.

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

Stars understand that they're not the only performers, it takes a whole cast and crew for a show to be successful. The same translates to business. You have to operate as a team and appreciate the value of everyone's contribution. What detracts is individuals who don't appreciate the

value of supporting one another towards a shared purpose.

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

Strong performances are based on team members knowing they have permission to innovate, try new ideas, and fail. Creating a space that allows for that type of independent thinking and experimentation is one of the most important things a leader can do. It doesn't take away from your authority if you give others the power to problem solves and ideate. That's how we evolve together and become more resilient.

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

My mother. She taught me the power of storytelling. As kids, she read us Faulkner and Flannery O'Connor when other moms were reading the classic Beatrix Potter books. Dinner table conversations were filled with these wonderful tales of her growing up in South Georgia with real life characters like Uncle June Bug, Buddy Mac, and Flo and holding circuses in the back yard, entertaining the local preacher for dinner, and the time her father cussed out the school principal. As a CEO, it's her inspiration that's fostered my love of words and using stories to promote our brand.

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

Honestly, right now we're looking for people with a pulse. The worker shortage

*continued on page 40*



# JOHNNY C. TAYLOR, Jr.

## Three must-have strategies leaders need to navigate today's disruption

Organizations were blindsided by the seemingly sudden change in the employee/employer dynamic. The pandemic and ensuing social and economic ripples have fundamentally altered how people see work and what they expect from their employers. As organizations, we find ourselves at the mercy of the greatest labor shortage in a generation, the Great Resignation. To solve the shortage in human capital, many organizations have resorted to leaning on financial capital as the answer. Deploying bonuses and escalating salaries have led to widespread wage inflation. While it may help bridge short-term gaps in talent, perpetual wage hikes are not a sustainable, long-term solution. If we rewind back to the beginning of the pandemic and look at what workers endured, we can begin to understand how this tumultuous time has changed them. Many faced dire financial and health circumstances that challenged their perspective on what was possible for their lives. As we emerged from the initial threats, workers started to leave their jobs at a historic pace. Over the past several months U.S. job openings have hovered above 10 million. At its peak, a record 6.3 million workers quit their jobs in November. This has severely destabilized business operations leading to poor performance and declining profits.

Organizations can do everything they know to do and still, employees may leave. Are they endeavoring to know more about why employees leave and what they are drawn to? Everything we understood about the workforce now seems invalid. Many workers are resigning without another position lined up. According to a recent McKinsey & Co. survey, 36% of workers who had quit in the past six months did so without having a new job in hand. A year ago such a trend would be unfathomable. Our ideas about worker motivations need an overhaul if we are to better connect to workers.

Organizations must start by listening to workers. Listening on an individual scale requires empathy. It requires employers to set aside their perspectives and see things from workers' viewpoints. It requires developing an understanding of what people want in a work experience. In addition to being a people management

skill and cultivating connection and engagement with workers, empathy helps draw out worker insights to make decisions.

Insight should also come in the form of surveys. Surveys of prospective, current, and departing employees can capture key metrics about the labor market. Collecting data on worker expectations in terms of salary, bonuses, benefits, and perks can help inform compensation strategy. For instance, we are seeing workers devaluing perks as cash becomes the primary incentive. Some organizations are looking to financial wellness benefits to help workers better manage their income. Understanding financial drivers helps build attractive compensation packages.

Additionally, organizations should elicit feedback on how work experience elements impact workers' job satisfaction. The workplace is something workers experience continuously and thus has tremendous potential to enhance work fulfillment. These more human-centered elements like culture, engagement, and work schedule all impact worker satisfaction.

Businesses must understand worker preferences on a national and global scale, and also track the worker trends for their respective sectors, industries and companies. Indeed, one size does not fit all. Mental wellness benefits for health care workers on the front lines will be different than those for software engineers. Therefore, you need to survey workers who stay, workers who leave, and candidates in the field to design a workplace to attract the right people.

With the insights organizations collect, they can structure talent acquisition, compensation, engagement, and development strategies to match workers' preferences. Similarly, insights can help design work experiences with greater appeal to the workforce.

Staying in tune with the workforce puts businesses in the position to perform even as workforce preferences evolve. Monitoring worker motivations for attraction and attrition is critical to developing and sustaining effective talent strategies.



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Johnny C. Taylor, Jr., SHRM-SCP, is President and CEO of SHRM, the Society for Human Resource Management. With over 300,000 members in 165 countries, SHRM is the largest HR trade association in the world, impacting the lives of 115 million workers. A nationally bestselling author, Mr. Taylor is a sought-after voice on all matters affecting work. He is frequently asked to testify before Congress and authors the weekly [USA Today](#) column "Ask HR."

He is the author of *RESET: A Leader's Guide to Work in an Age of Upheaval*. Immediately upon its release in September 2021, *RESET* was in the top three of [The Wall Street Journal's](#) list of bestselling hardcover business books. All author proceeds benefit the SHRM Foundation, which is committed to empowering HR as a social force for change.

He was appointed chairman of the President's Advisory Board on Historically Black Colleges and Universities and served as a member of the White House American Workforce Policy Advisory Board during the Trump Administration. He is a Trustee of the University of Miami, Governor of the American Red Cross, and member of the corporate boards of Guild Education, iCIMS, and XPO Logistics (NYSE: XPO).



# ALAN WEISS

## The No Normal



People are talking about the time it will take to “return to normal.” The bolder ones are looking forward to a “new normal.”

That’s ridiculous.

What we’re facing are probably better-termed “new realities,” but “normal” is defined as “average” or “typical.” After what we’ve been through, do we really need to pursue the average?!

I’m trademarked the phrase Alan Weiss’s No Normal® which is to indicate that we’re not going back in time, not returning to anything, not trying to re-establish what once was.

### Transitions

An epidemic is a disease that permeates a given, localized area. A pandemic is an epidemic that crosses geopolitical boundaries and becomes universal. The disease is endemic when it becomes a part of the daily existence of localized areas.

Covid has become and is becoming endemic.

That means we will live with it just as we live with the flu. There will be inoculations for those who want them to try to prevent illness, and pills for those who contract the virus which will help mitigate the effects when contracted. And then there will be those who choose to do neither, some of whom will overcome it by themselves, some of whom will require hospitalization, and some of whom will die.

And, of course, there is no guarantee that inoculation and/or treatment after becoming ill will always prevent death, either.

So, we have entered the endemic stage and will be living with this disease, and its variants, for the remainder of our lives.

If you think that’s unduly pessimistic, I would remind you that influenza is still with us today, as is the common cold, and bronchitis, and measles, and hepatitis.

The attempts to eradicate the disease have been hugely unsuccessful, despite China closing down cities with tens of millions or New Zealand closing down the entire country. Attempts to reduce the transmission and lessen the degree of illness have been more successful using vaccines, social distancing, and masks, though I think that latter two are largely symbolic.

It’s also apparent that everyone who desires vaccination has been vaccinated and will probably also receive booster shots once qualified. Those who do not want the vaccine are not likely to change their minds at this stage. They will probably be subject to additional requirements, such as proof of a negative test or masks or even denied attendance at certain public events. I make no value judgment, I’m simply stating what is probable in my observation.

### Lessons of the three dynamics

When I talk of “no-normal” and “new realities” I refer to the fact that there are three dynamics which we’ve learned over the past two years.

Retain what makes sense: We can’t eliminate sports, entertainment, family gatherings, business meetings, recreation, vacations, and so forth. We can’t virtually swim in the ocean. We are social people and we cannot isolate for long periods without incurring excessive stress. We’ve seen this stress manifest in street protests and flouting of government rules. We need to accommodate our basic human, civic, and social needs.

Change to what we’ve seen work: The virtual meeting is highly effective. You can’t virtually swim in the ocean but you can certainly meet virtually with suppliers, customers, colleagues, and so forth. The age of the professional association that provides value with 12 monthly magazines and a huge annual conference is over. We’ve learned that there’s no need for that expense and painful travel. (I believe that most conventions are simply excuses for people to come together and lie about how well they’re doing.) Associations will have to change their appeal to attract and retain members.

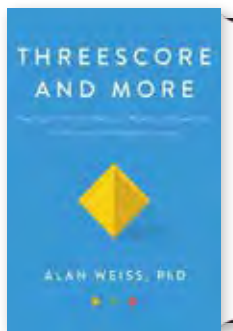
Eliminate what doesn’t work: Online schooling has been a disaster. An entire year or more of school has been wasted, and “social promotion” has advanced students to the next level but hasn’t compensated for the level they’ve really missed. We need to get kids safely into schools where they can actually learn and be supported. (By the way, checking vaccine cards is worthless when you don’t also demand proper identification. Either do it right or don’t do it.)

These are broad and generic examples. You can “drill down” easily. For instance, it’s apparent that even high-end restaurants will continue to offer take-out service, which is actually more profitable than on-site dining (no silver, linen, china, waitstaff, dish washing, etc.). I predict they’ll establish satellite sites so that diners waiting to be seated don’t have to stand with sweaty people in running attire waiting for their take-out!

### Learning

The learning from this rather horrible experience over the recent past shouldn’t be overlooked or under-appreciated, because if we can’t learn then the damage is doubly troubling. I’d suggest we need to carefully consider, in addition to the three dynamics above, for our businesses and ourselves:

- Scientific decisions shouldn’t be politically tainted. The same applies to strategic business decisions.
- Information must be validated and open to challenge. Confirmation bias (listening only to those who agree with you) undermines learning and is the greatest weakness of relying on social media for news. Executives can’t afford to listen only to subordinates.
- People with whom we disagree are neither inferior nor morally bankrupt. They simply have a different opinion. “Facts” in volatile times are not automatically incontrovertible. Listen to your customers.
- We shouldn’t generalize isolated negatives. A one-in-a-million chance of an embolism from a vaccination does not mean you’re likely to have one (any more than you’re likely to be struck by lightning). Understand that the customer should be listened to but is not always right.



- Unfortunately, we cannot eradicate diseases such as this, and trying to save every life possible at the cost of tens of thousands of businesses collapsing and millions of life savings depleted is simply not an intelligent approach. We cannot afford business deaths any more than we can afford individual deaths.
- The people and businesses who did the best, who even prospered the most, were those with cash reserves. It serves us all well to build up such reserves for the future.
- We shouldn't fear disruption and volatility. In fact, they can be assertive "weapons" which we use to help us retain control, exert power, and even dominate markets. There is nothing sinister about "stirring up" markets.

### Summary

The old admonition is that it's not what happens to you, it's what you do about it. There will be more microbes, more disruption, more unanticipated turmoil. We can't anticipate the content, perhaps, but we can create better and better processes to deal with these in the future. Cash reserves are one example, but so are better medical distribution, improved policies for vaccine requirements, superior choices for alternatives in education, and so forth.

If you think we've been through transformation in the past couple of years, let me share a prediction I have with you. Some day before too long, we will discover buried in the earth, or landing from a meteor, an alien object of intelligent and purposeful design.

What do you think will happen then?

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Alan Weiss, PhD is our longest continuing contributor. This column is based on his podcasts, newsletters, and speeches about the "no-normal" phenomenon. He's the author of over 60 books appearing in 15 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

## An Open Letter to Leaders

Disruption is here to stay - and it is going to come more frequently and with more intensity. The pandemic accelerated change by 10 years, and change is picking up pace.

### Pray for rain.

Tom Watson, the great golfing champion, won five British Opens. He was asked why he did so well in the British Open and his response was simple: bad weather. He went on to explain that most golfers don't like bad weather, but he loves bad weather. Why? Because it reduces his competition by over 95%! He knows when the bad weather comes he doesn't have to beat the entire field, only the few who are playing well and who also like bad weather.

If you are going to be a successful leader you must learn now how to create the mindset of embracing disruption. Disruption is here to stay. Disruption is your friend, and thriving in disruption attracts and keeps top performers on your team.

### Understand the friction between autonomy and authority.

The reality of uncertainty and the certainty of mortality caused by the pandemic has created a huge shift in values. The vast majority of people no longer accept that everything revolves around work. Family, friends, faith, and both mental and physical health are taking priority in the decision-making process. People want autonomy to choose what they do, where they work, when they

work, and how they work. Top down, command and control, old school, output-driven, results-only leadership is dead.

The T-Rex leader (short arms symbolizing control and sharp teeth representing fear) is going extinct. The Coach Leader is the leader of the future and thrives in disruption. Unlike the T-Rex who uses control, Coach Leaders develop top performers and build teams with relationship-based accountability.

Coach Leaders build strong relationships with each team member by asking great questions and discovering their dreams, goals, and aspirations and then offering to help them reach their dreams, goals, and aspirations. Coach Leaders then co-create the goals and growth-focused action plan unique to each team member by asking the team member what they need to do to develop themselves to become more successful in their job role. Once the team member has created their own goals with guidance from the Coach Leader, the Coach Leader simply asks: "Can I hold you accountable to your goals?" This is a powerful way to give the team member what they want - autonomy and ownership of their future!

### Quality of Life = Quality of Work

Coach Leaders know that in times of disruption their team members are facing more anxiety, worry, and fear than ever before. Burnout and stress are performance killers. People who are in good physical shape, get plenty of rest, have great relationships, and who take time to refuel and reflect in their personal lives are more creative and make better decisions in their professional lives. Coach Leaders make quality of life a priority with everyone on their team, and with themselves.

### Love your people.

The question is HOW? Loving your people and showing empathy is not a thought or a desire, it is an action. Coach Leaders walk their talk by living out the virtues that demonstrate love and show empathy. Coach Leaders know that how you run a meeting, handle conflict, and lead a hybrid work team can either intentionally demonstrate love or ignore what every person needs. If it is true that people don't quit jobs, they quit bosses, then perhaps The Great



Resignation is simply people leaving T-Rex leaders and seeking autonomy and a Coach Leader that will help them achieve their dreams.

### The #1 Problem. The #1 Skill.

The #1 problem facing business today is attracting, developing, and keeping top performers. The game has changed and top performers now have the leverage and can work for anyone in the world from anywhere in the world. Top performers deliver outcomes and they choose to work for companies that recognize this and empower their Coach Leaders to equip, support, and develop top performers.

In order to do this successfully, Coach Leaders constantly develop in themselves the #1 Skill they need to grow top performers: Intentional goals and growth-focused coaching conversations done weekly. Coach Leaders know that top performers thrive when held accountable to their goals through an intentional coaching process.

As a leader, here are some questions for you to ponder:

- Do you relish disruption and believe it creates more opportunity for you to serve your team members and your customers?
- Are you walking out the virtues that build relationships based on trust and do you demonstrate love and empathy to your team?
- Are you having intentional weekly goals and growth-focused coaching conversations with each of your team members?
- Would 2022 be an incredible year if you were able to answer the previous three questions with YES at the end of every week in 2022?



Tom Ziglar is the CEO of the Zig Ziglar Corporation and the author of *10 Leadership Virtues for Disruptive Times - Coaching Your Team Through Immense Change and Challenge*. Released in December of 2021, this book reflects 18 months of research detailing the changes in business and the leadership needed to thrive in disruption.

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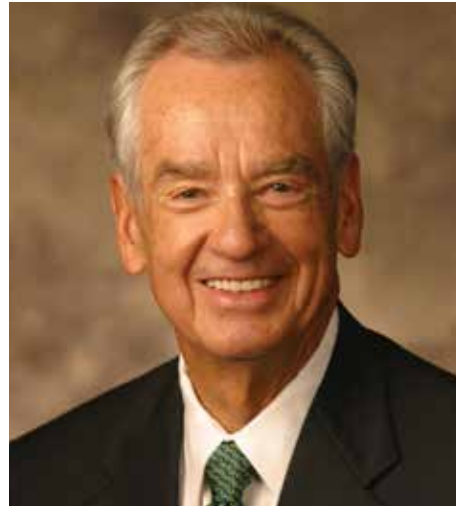


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# ZIG ZIGLAR

## Saying Thank You ...

### Pays Dividends



U.S. President Theodore Roosevelt has been described as founder of the Bull Moose Party, the man who led his troops up San Juan Hill in the Spanish-American War, a big game hunter, family man, civic servant and a host of other things.

His life story indicates that he was not only an extraordinarily successful man, but surely one of the busiest and best organized ever. However, with all of his "busy-ness" ... he still retained some of those human qualities that made him so successful.

Simple example: He never forgot to thank others who did things for him. On his whistle-stop tours during his campaign trips, he always left his private car to . . . thank the engineer and fireman for a safe and comfortable trip. True, it took only a few minutes of his time, but when

your minutes are so few, they are quite important. ... He felt that those minutes were well invested and he enjoyed meeting the people who had served him so well. In the process he made friends for life. Doing simple little things ... endeared Roosevelt to people all across America, which certainly was a significant reward for the few minutes it took him to say thank you.

Someone once said that you could always tell a "big" man by the way he treated a "little" man. By that yardstick alone you would have to agree that Theodore Roosevelt was a "big" man.

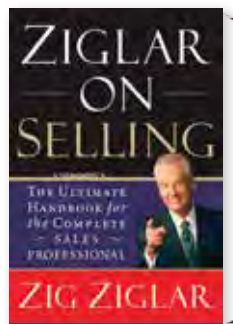
Take time to be kind and to say "thank you." The returns can be so great that I definitely will SEE YOU AT THE TOP!

---

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, Ziglar wrote over two dozen books and amassed a following of millions who were encouraged by his lessons for success.

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

Ziglar.com



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## **Qubein**, *continued from page 30*

partnerships with every customer you have. It's turning one time customers into clients who view you as a valuable resource in your area of expertise.

Your image as a professional is at least as vital to your success as is the image your company projects. It's what people think about you that determines how openly they will receive you and how attentively they will listen to what you have to say.

What really counts in our business world is not what you know or believe, but what others perceive and believe you can do for them.

You make them believe in you by positioning yourself as a professional — a leader with plenty of business savvy.

---

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

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## **Stuckey**, *continued from page 34*

is real, and we're grateful to find help. We'll train them up and give them the skills they need. We just want folks willing to work. But at the management level, we certainly look for people with grit and a willingness to collaborate. I'm personally interested in adding more diversity to our team and elevating more women and minorities to ensure that we are listening and understanding the breadth of perspectives out there in the marketplace.

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

Be in it for the long haul. That's the beauty of taking over a comeback brand that's been around for 80+ years. When bad things happen – and they will – understanding this long game is what keeps you motivated. The pandemic has been really hard on Stuckey's. But we've survived the Great Depression, World War II rationing, the building of the interstate highway system that bypassed all our stores in state routes, being taken over by two corporations, the Arab Oil embargo, the 2008 Recession, and the list goes on. If you've got a mindset that you're going to stick with it and evolve, then you're less focused on the competition and more focused on your own game.

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

We are implementing workplace training so our team in the factory and warehouse are learning the skills for other areas of our operations. This shows everyone that they have the capacity to rise in the ranks and earn more money and authority. I think it's important for folks to feel like there's a pathway to moving up in any organization. It's not easy sometimes to put those processes in place, but we're partnering with local community colleges and technical schools to provide the training that's needed so folks know they can advance in their careers while still remaining at Stuckey's.

*What makes for an effective and lasting Leader?*

I've studied a lot of leaders, and there are all different types from outgoing and strong willed to introverted and deliberative. But the one consistent trait that all successful leaders share is the ability to recognize their own gaps in skills and personality and build a leadership team that fills these gaps.

*What makes for an effective and dependable Follower?*

A willingness to admit I'm wrong.

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

I think too often we overlook the importance of getting the basics right. Dating back to my work on climate change as head of Sustainability for the City of Atlanta, we shifted our focus in part to housing affordability because we recognized that addressing poverty was critical to dealing with the problems associated with a warming environment. The point here is that you have to roll up your sleeves and do the hard work of managing the underlying stresses that will destroy a company when a crisis hit – the structures you have in place to manage your IT, how your employees are trained and retained, the quality of your workplace. These basics that aren't flashy and newsworthy are what makes everything else possible.

*With the legacy of the Stuckey's 1937 roadside convenience store brand, with more than*

*300 stores across the nation at its' height, what do you hope history will write about your tenure as the Granddaughter to the Founder of Stuckey's and the namesake to the matriarch?*

That I was able to honor the past and nostalgia of our brand while moving forward in a fresh and innovative way. I want to prove that comebacks are possible, even with a kitschy brand known for selling pecan log rolls and rubber alligators on the side of the road. That there's something special about legacy brands that's worth preserving for future generations.

*In building back an American brand, what have you found to be the top unexpected educational learning challenges or experiences?*

The most unexpected challenge was having to let go of my original expectations for rebuilding the brand once I actually started running the company. I realized that we were making a profit from selling our product, not from the stores which we no longer owned or operated. I had to hunker down on what was working and buy a manufacturing facility. That's enabled us to scale and grow the brand. It's the best – but also the hardest – decision I had to make.

*If you could have one business wish for Stuckey's, what would that be?*

To have a lasting impact on people's lives in recognizing the joy and fun of the everyday, of taking a road trip and exploring America. It's those experiences that give our brand sticking power.







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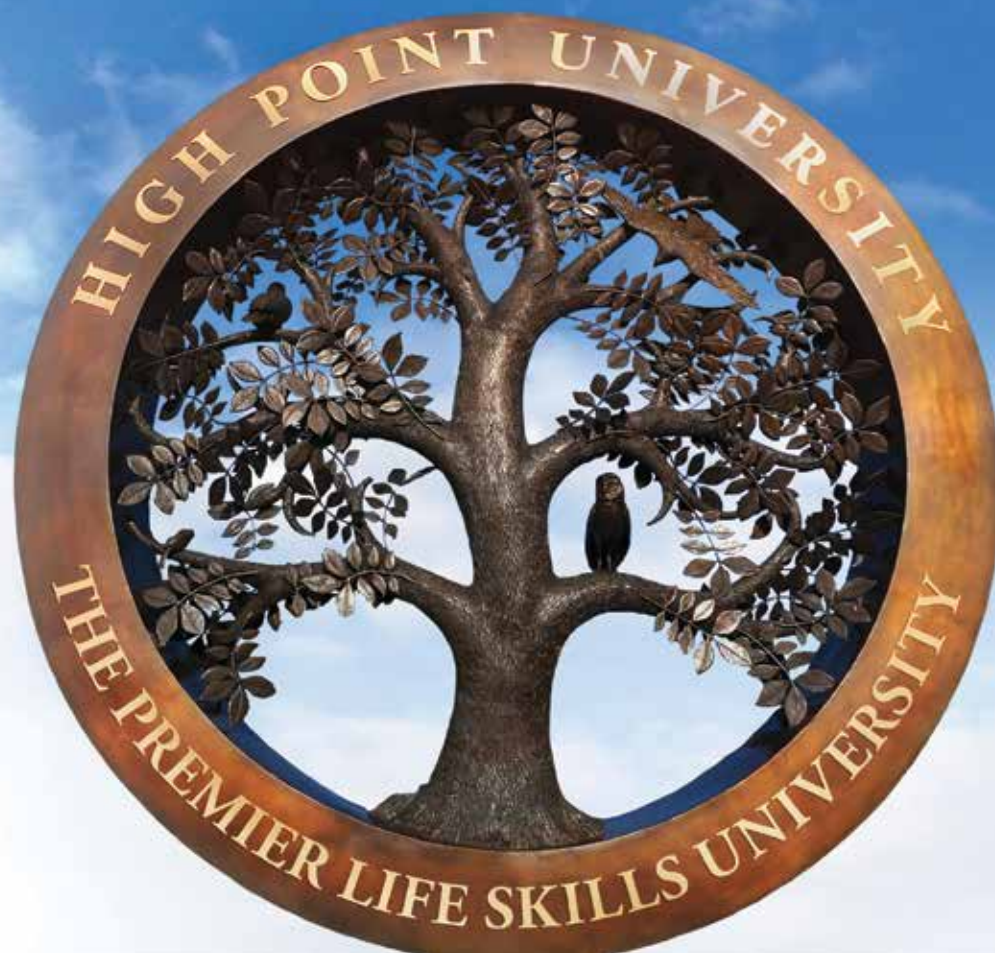
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