



Chapter 9: Phenomenal Leadership Systems

Leadership is *effectively communicating* your **vision, mission and purpose**.

Phenomenal Leadership creates a meaningful community where the vision, mission and purpose are lived out.

A Phenomenal Leadership System is a group of working parts that duplicates results consistently.

One of the biggest reasons small business owners remain a prisoner of their own making is the lack of leadership skill. The owner of the business is convinced that no one is as capable as he or she is and is convinced you can't find "good" people.

I know how you feel. I have endured just about every employee nightmare you can imagine. I've had employees steal money from me, take my clients and fail to show up for work leaving me to do the work alone. And I know what it's like to feel like you can't find good people...

One sunny afternoon some years ago, my staff and I noticed a low-rider, gangster type of vehicle sitting in our parking lot for quite a while. The two front doors were swung open and pot smoke billowed out of the car. There were two men in the car and about the time I was going to call the police, one of them got out of the car and began to make his way to our front door.

I was standing next to the phone in case I needed to call 911. "Was he going to rob us?" I thought. What could he possibly want from *us*? He was wearing flip-flops, cut-off blue jeans, a yellow tank top, and had a big tattoo on his arm. He didn't bother to take his sunglasses off as he stepped inside.

"Ya'll hirin'?" he said.

You're KIDDING! I'm thinking to myself. I replied with something that is not exactly legal but seemed appropriate at the time. "We *do* require a drug test, is that going to be a problem?" "Dat gon' be today?" he replied. In other words, if you give me 24 hours, maybe I can get clean! So, I know it can be tough out there. But I learned how to attract the best people, how to lead them and most importantly have created a phenomenal leadership system that helps me attract, acquire and train the very best people.

And you can too. You don't have to be held hostage by underperforming employees, bad attitudes, and downright insubordination. But in order to turn that around, you've got to become an effective leader. You've got to develop your leadership skill. The good news is that anyone can become an effective leader. It's a skill. And the better news, I mean phenomenal news is that you can develop a phenomenal leadership system. Your employees can be your greatest asset or your biggest nightmare. And that depends completely and solely on your leadership skill.

The first thing you must learn about leadership is that your team is your greatest asset. If you look at them as an expense, as a problem, or a "necessary evil", you're already off the rails. John Maxwell says, "Leadership is influence. Nothing more; nothing less. Everyone has influence in someone else's life." How do you gain influence? You "add value to people" John says. When you don't add value to them, you de-value them.

The biggest roadblock to getting cooperation from your employees is how YOU value them. This is the root issue. When you really CARE, you will treat them with the utmost of respect and dignity. Dale Carnegie says that the number one thing that employees want is "sincere and honest appreciation". Every study that has been done has revealed that humans crave recognition and belonging far above how much their paycheck is every time. They aren't really aware of this, but it's true. (Now you have a little insider secret that they don't even know!)

When we VALUE someone at the highest possible level, we will learn to communicate effectively with him or her. Zig says, "Encouragement is the fuel that people run on."

"But Howard, my employees seem to always be messing up. How can I encourage that?" You don't encourage the *behavior*; you encourage the *person* so that you can help them change their behavior.

Your team is your GREATEST ASSET. If you don't treat your team well they won't treat your customers well in the long run. Sure, you might get away with dictatorship for a while, but when the dictator isn't present, the followers don't care about the mission.

How do you turn this around? You first VALUE them for WHO they are (and WHOSE they are I might add - they're *not* yours!) Every human being is God's creation. We need to treat them that way. Don't worry, you won't have to let them get away with murder. We'll talk about how to get them to do what you want them to do in a minute.

But first, I want to talk about YOU and your EGO. Part of our problem as business owners is we think we are all important. And because I'm the boss, everyone else needs to bow down and do what I say. Sure, you're the boss and you should be respected. But you want to have the right kind of respect. Instead of forced respect, you want earned respect. There's a difference.

If you are willing to humble yourself, let your staff know that you care about them, and you want to make improvements that will benefit all, and you begin to become a better leader by learning and practicing proven leadership skills, and you press on to build a *phenomenal leadership system*, you will have a different business and life. I can promise you that.

One of the most rewarding parts of my life is watching my team grow professionally and personally. I have a little plaque in my private study that says "Success is making a difference in the lives of others. Happiness is watching them grow because of it." One of my core beliefs is that we are on this earth to love God and to love others. To make a difference. I think deep down everyone wants to make a difference. Do you?

No Team. No Dream.

Dave Anderson said, "If you have a dream, but no team, you've got to give up the dream or build up the team." Do you have a dream? Is your dream inspiring enough to create the desire you need to build a team? Remember, the ONE and ONLY reason your business exists is to be a vehicle to help you achieve your LIFE GOALS (your dream). You will not reach your biggest dreams in L.I.F.E. by yourself. There are many things required to build a business that are simply out of your gift zone.

You can't do everything yourself. There isn't enough time in a day to successfully implement all 12 functions on your Org. Chart by yourself. Can you outsource a lot of what you do? Sure, but that still requires leadership. How do you handle it when your vendor or VA doesn't come through for you? Don't you need some influence with anyone you work with, other than threatening to fire them?

Discovering how to lead and build a team set me free to do the things I love to do. I have a staff of 40 that run my companies for me and I can travel the world without having to be involved in every detail. I learned what leadership is. I developed myself as a leader. I then began developing my people to be leaders. Then I applied my systems approach to leadership just like the other areas of my businesses. The result? I can travel the world, take as much time off as I want, and live my dream because I built a team. That is the reward.

I have also found that developing people is the most gratifying things you can do in life. I have a little plaque in my study at home that says, "Success is Making a Difference in the Lives of Others. Happiness is Watching them Grow Because of It". It thrills me to see my people grow as leaders."

Today I have a phenomenal staff that wants to win. They *want* to do it right. How have we turned it around? *Phenomenal Leadership Systems*. First, I had to learn how to be an effective leader. Next, I had to build a phenomenal leadership *system* that would help my team win consistently and that would continue to develop them.

I believe anyone can learn how to be a more effective leader, which will help you attract and develop the right people. And when you do that, you will be on your way to reaching your biggest dreams in life. Remember, you must give up the dream or build up the team. You won't reach your biggest dreams in life by yourself. You will remain in the prison cell called your small business doing everything yourself.

Definitions of Leadership

Dale Carnegie said, "Leadership is enlisting the willing cooperation of others to achieve a goal." First, you've got to have a goal. You must have a vision. You must know where you are going. And notice he said the "willing" cooperation of others.

Dwight Eisenhower said, "Leadership is the art of getting someone else to do something you want done because he wants to do it". How do you do that? By

adding value, they want to please you. As a leader, you must create desire by sharing a vision.

Zig Ziglar's famous quote was "you can have everything in life you want if you just help enough other people get what they want". This usually isn't identified as a leadership quote, but I would put it at the top of the list. Think about what you want? What do others want? You can have everything in life you want if you just help enough other people get what they want. If you aren't getting everything you want, maybe you need to help some more people!

Is there more you can do to add value to your staff? The answer is "yes". We are never done giving. We are never done developing. We are never done building others up. Ever. The first time I interviewed Zig Ziglar, I told him that he stole his quote from Jesus. Jesus said, "Give, and it will be given back to you, pressed down, shaken together and running over". Zig just laughed and said, "Well, I know Him personally, so I'm sure that's be okay!"

I had the pleasure of going to Microsoft with John Maxwell and one of his high level groups. He had Kevin Turner, the COO talk to us about leadership. Kevin said, "Leaders are coaches. The original definition of coach was to bring a person from where they are to where they want to be". Think of the old stagecoach in the Wild West. The stagecoach would bring people from one point to another.

Here are some notes I took from Kevin's talk:

A coach gets you from where you are to where you need to be

A coach inspires you to reach your peak potential

A coach holds you accountable

A coach insures you have received training

A coach makes sure you are in the right position

A coach exercises authority while remaining responsible

A Leader is NOT...

A leader is not GOD!

Many years ago I felt like I was carrying my team. I poured out my leadership woes on my mentor. After patiently listening to my problems, he responds by saying "Howard, I'm afraid you're suffering from the fear of rejection!" "What?!" No way. Not me. I am one of the most confident people I know. But the more I

thought about it, I knew it was true. I would let people run over me because I wanted to avoid conflict.

This was revelation to me. It was very freeing to know that I didn't have to make everybody happy. I didn't have to make sure everyone was content. In fact, I realized at that moment that I was hurting myself, my company, and especially my employees.

My mentor went on to show me that by trying to be the “provider” of their emotional health and carrying the burden of their financial well being, that I was actually playing God and that was a HUGE SIN! Oh great. Not only am I miserable, but I am *sinning* too? This is just great. I could reject everything he was saying, but I knew it was true. When I started looking at all my relationships I noticed that I avoided conflict at all costs carried the burden for it.

This was happening in my marriage too. When my wife and I disagreed, she would fight tooth and nail and I would withdraw. Psychologists call this *fight or flight*. There are many hidden emotions at work here. We are conditioned to deal with conflict by the environment we grew up in and our own value systems. To add fuel to the fire is our preferred communication style. I learned that when my wife's family raised their voice or argued, it didn't mean they were really angry and upset. It didn't mean they hated each other. I learned that when Italians shout and argue, it's just how they communicate. So, I found that I could get along with my wife better by fighting back a little bit! And then I got even smarter... I crack a joke and make light of the situation (as long as it isn't too serious).

For me withdrawal was normal. This is how my family communicated. We didn't want to offend. We would go away and think about the situation, and come back for another discussion. If my wife withdraws, it means she is super offended. When she goes quiet, you better get in the car, get out of the house and come back with flowers!

Most human beings haven't ever really learned how to deal with conflict properly, and how to truly level with people. They haven't learned how to be totally transparent and honest. They don't know how to be real during conflict. There are many fears underneath. This affects us greatly as leaders. If you can't be open and direct because of deep-seated fears of your own, you'll struggle as a leader.

A leader is not the only one who thinks

The Dale Carnegie Institute's Leadership Training for Managers states "people support a world they help create". It can feel lonely as a business owner, especially if you have challenging decisions to be made. I have found that it helps tremendously to get my team together and let them think about the problem, decision or opportunity. In fact, some of our best ideas and solutions didn't come from me. They came from the team. Your dream team consists not only of your staff, but your mentors, coaches, and consultants as well.

A leader is not the only leader

Everyone in your organization influences someone and is therefore already a leader. The question is "what kind of leader are they? And how are they influencing others?" Developing leaders instead of just followers is key to long-term success. Are you teaching your staff how to be phenomenal leaders? As you learn it, pass it on to them.

A leader is not the only important one

Yes, we know you're the boss. Everybody knows, so now, get over the ego, wake up and smell the leadership coffee and get with the program. When you get over your self-glorifying agenda and realize that your employees are your greatest assets and that your team is what will help you reach your dream, you'll begin to treat them differently.

A leader is not a manager

There is a tremendous difference between a leader and a manager. A good manager supervises production and protects assets. A leader develops people. A phenomenal leader doesn't have to be the best manager, but everyone including the manager must be a leader for phenomenal success.

A Phenomenal Leader is...

One who loves God

In his book Spiritual Leadership, Henry Blackaby said "leaders who know God and lead in a Christian manner will be phenomenally more effective in their world than the most skilled and qualified leaders who lead without God".

One who Loves Others

Everyone wants to be loved. Everyone wants to be accepted and understood. When you show people how much you value them as a human being, you will see an amazing return of loyalty and care from your team. I tell my staff as well as my members how much I love them all the time. Why? Because I do! I really do care about them. There's an old saying that says, "No one cares how much you *know* until they know how much you *care*."

One who is a positive Role Model

Being a leader is a big responsibility. It shouldn't be taken lightly, but it shouldn't be avoided either. The rewards of making a difference in others' lives is astounding. I have a little plaque in my home study that says, "Success is Making a Difference in the Lives of Others. Happiness is Watching them Grow Because of It". Doesn't it make you happy when you help someone with his or her life? If that can't inspire you, I don't know what will.

One who is Inspired

Speaking of inspiration, our slogan in my membership program is "Inspiration to Implementation". Have you noticed that the most successful business owners are those that are excited about the future? Are they inspired because they are growing? No, they are growing because they are inspired!

What are they inspired about? They have vision. In his last book *Born To Win*, Zig Ziglar said, "the most important ingredient for success is desire and desire comes from vision. Where does vision come from? Inspiration. Where does inspiration come from? Books like this one. Stories of people doing what you want to do. When I was a twenty-three year old waiter making just enough money to pay the rent on my apartment, I went to New Jersey to get married. A friend of the family who was the same age as me was tooling around in a little red Mercedes convertible. The desire that came from that vision was the result of getting excited about the possibilities of having that kind of lifestyle for myself.

One who is Hopeful

A leader is a dealer in hope. If we don't have hope for the future, why do anything? This is the unfortunate condition of average, non-thinking people today. They have no hope because they are listening to the news and listening to other people who are uninformed in human potential, the Grace of God and the possibilities that entrepreneurs can discover. We must not only have hope, but deal hope. We must not only have hope, but also demonstrate hope. We must not only have hope ourselves, but we must show evidence of hope by sharing success stories.

One who is Enthusiastic

Before I got healthy I had frequent migraine headaches. They were awful. My entire body hurt, literally from the top of my head to the tip of my toes. Sometimes they were so bad I got literally got sick. On a trip to Amsterdam, my wife and I were touring some beautiful gardens and I was having an episode. After observing me keeled over throwing up, a young Dutchman offered to help us find a doctor.

We followed him in the rental car to a nearby doctor's office (which was an adventure on it's own - sharing a round-about with a million bicycles, pedestrians, trolley cars, buses, other cars and taxi cabs driving on the railroad tracks to get around everyone else). After waving us off, I entered the doctor's office only to find that it was a veterinarian clinic! And the amazing thing about socialized medicine was that he was able to write a script for me!

Even though I was hurting, I had to be enthusiastic in front of my staff. As soon as you allow yourself to focus on your problems, you give everyone else the same permission. You are the example. My staff meetings were always upbeat and positive. No matter how I felt, I had to be enthusiastic for my team. This doesn't mean you don't have real feelings and that you never share them. It just means that we have to make sure we are sending the right message.

Fortunately, about 8 years ago I got healthy and the migraines went away for good. This is how dumb I was... I didn't eat breakfast. I drank breakfast. LOTS of strong coffee. I didn't eat lunch until 2pm. The excuse was "I'm busy!" When I got home at the end of the day, I was famished. I ate everything in site. Step one was to eat a bunch of Doritos (nacho cheese flavored), then a pile of barbeque pork chops, with a heap of my smashed potatoes seasoned with butter, green onions and bacon bits. After some TV, back for seconds and then... French vanilla

ice cream, topped with bananas and Hershey's chocolate syrup! But I'm not done yet. Late night TV requires some tortilla chips and my favorite salsa. And I wondered why I had migraines? How unaware can a person be?

So, no matter how you feel, no matter who did what to you, or what circumstances you face, you'll do better as a leader to be enthusiastic in front of your team. I don't recall if it was Dale Carnegie or one of the many networking groups I attended, they made you stand up and say "Act enthusiastic to be enthusiastic!" as you clapped your hands together. Maybe it was NLP, who knows. But it works.

To quote my hero once more: Zig said "you can't do anything with a positive attitude, but you can do everything better with a positive attitude than you can with a negative one". Research reveals that being enthusiastic and having a positive attitude actually changes the vibrations of your brain and actually has an affect on how you feel.

One who is Growing

Anything not growing is dying. Leaders are readers and learning makes you grow. Continuing to learn keeps your mind sharp and helps you with new ideas. The fact that you are this far in this book tells me you are interesting in growing. Continue to develop yourself and transfer what you learn to your team.

One who is Seasoned

My mama in Alabama works at a retail store. She used to be the manager, but gave that up to enjoy her life a bit more. Why in the world she still works at 76 years old is beyond me, but that's another story. She's just like that. She wants to stay busy and likes the interaction. The manager is now a young man and she tells me how he underestimates how long things will take. Inventory for example. She has the experience and knows the reality of how long things will take. As he gains experience, he'll get more realistic. Treasure experience as a leader.

Phenomenal Leaders are Phenomenal Communicators

My definition of leadership is *effectively communicating* your **vision**, **mission** and **purpose**. Let's go back to GPS for a moment. Your vision is *where* you are going, your mission is *how* you will get there, and your purpose is *why* you do what you do. The key to phenomenal leadership is effective communication. John Maxwell wrote a book called *Everyone Communicates, Few Connect*. When I say

"effectively" communicating, I mean connecting. I mean that people are following. You can *tell* your staff what the vision, mission and purpose is, but unless they are actually doing it, you haven't gotten through yet.

Wikipedia states that the word *communicate* comes from the Latin word *communis*, meaning "to share". I find this interesting because my belief (and experience) is that humans have a deep longing for belonging. We want to be a part of a community that has a sense of shared vision, mission and purpose.

Long before I looked up the word "communicate" on Wikipedia, I shared my definition of leadership, so I was surprised and delighted to see the following excerpt from Wikipedia:

(Source: Wikipedia)

Barriers to effective human communication

Physical barriers

Physical barriers are often due to the nature of the environment. An example of this is the natural barrier, which exists if staff is located in different buildings or on different sites. Likewise, poor or outdated equipment, particularly the failure of management to introduce new technology, may also cause problems. Staff shortages are another factor, which frequently causes communication difficulties for an organization. Whilst distractions like background noise, poor lighting or an environment, which is too hot or cold, can all affect people's morale and concentration, which in turn interfere with effective communication.

System design

System design faults refer to problems with the structures or systems in place in an organization. Examples might include an organizational structure, which is unclear and therefore makes it confusing to know who to communicate with. Other examples could be inefficient or inappropriate information systems, a lack of supervision or training, and a lack of clarity in roles and responsibilities which can lead to staff being uncertain about what is expected of them.

Attitudinal barriers

Attitudinal barriers come about as a result of problems with staff in an organization. These may be brought about, for example, by such factors as poor management, lack of consultation with employees, personality conflicts which can result in people delaying or refusing to communicate, the personal attitudes of individual employees which may be due to lack of motivation or dissatisfaction at work, brought about by insufficient training to enable them to carry out particular tasks, or just resistance to change due to entrenched attitudes and ideas.

Ambiguity of words/phrases

Words sounding the same but having different meaning can convey a different meaning altogether. Hence the communicator must ensure that the receiver receives the same meaning. It is better if such words are avoided by using alternatives whenever possible.

Individual linguistic ability

The use of jargon, difficult or inappropriate words in communication can prevent the recipients from understanding the message. Poorly explained or misunderstood messages can also result in confusion. However, research in communication has shown that confusion can lend legitimacy to research when persuasion fails.

Physiological barriers

These may result from individuals' personal discomfort, caused—for example—by ill health, poor eyesight or hearing difficulties.

Presentation of information

Presentation of information is important to aid understanding. Simply put, the communicator must consider the audience before making the presentation itself and in cases where it is not possible the presenter can at least try to simplify his/her vocabulary so that the majority can understand.

(end of Wikipedia quotes)

Wow! How many of these communication mistakes are small business owners making? "Simply put, the communicator must consider the audience..." What if we really understood people? How much more effective could we communicate with them? What if we truly understood human behavior? What if we understood the needs, wants and desires of others? When I started my business I didn't want to know about human behavior. I just wanted to make my customers happy. But I learned that understanding human behavior is the key to marketing, sales, customer service and leadership.

In order to communicate better, it is important to understand others. Each of us have a different way of communicating. Understanding these communication styles helps us to connect better. I am grateful for the various behavior assessment programs that are available, as they have helped me understand others and myself so I can communicate more effectively.

There are a number of programs available, and we use an in-depth program in my training systems, but the DISC Profile is a simple tool that has been especially helpful to me over the years. I will share a bit about that later.

Vision, Mission and Purpose

The vision is the destination. Let's say we're going on vacation (holiday). Where are we going exactly? Where are we going to stay? What will we do when we get there? You don't go on vacation without a clear vision of where you are going right? When you buy an airline ticket, you have to tell them exactly what city you are going to correct? When you get in a taxi, you tell the driver exactly where you are going.

“Vision + Vision = Division”

Dion Robert pastors a church of over 100,000 people on the Ivory Coast of Africa. He said "vision + vision = division". If you and your team are pulling in a different direction, eventually division comes. Many years ago I had two partners. Each of us had different gifts. I was the sales and marketing guy (and the president - the leader), one was the operations guy and one was the administration guy. When we worked together it was a thing of beauty. Each was passionate about his area. Each was competent in his area.

The business grew by leaps and bounds. Eventually, three different visions emerged regarding where we should go with the business. After a couple of years of struggling with each other in disagreements about what should and shouldn't be done, one of the partners finally bowed out. I was happy to oblige him and paid him what he wanted. He still works for me today and is a phenomenal person. Just because people have a different opinion doesn't mean they're wrong or a bad person. In fact, had we done some of the things he wanted to way back then, I would have avoided a great deal of heartache later on.

Once Scott was out of the picture, Dennis and I went after each other even more aggressively. I didn't realize poor Scott was the buffer between us two "bulls"! Dennis went on to be a trainer, which he loves to do and both of them made out very well financially. I got my company back and was able to pursue my vision which not only eventually led to a predictable, profitable turnkey operation, that business is the envy of it's industry and I am living my dream helping other business owners stop being a slave to their business.

There can be only one vision. We can't be on our way to Florida and Texas at the same time. We can go to one first and then go to the other. We can stop by one on the way to the other, but if I'm in Alabama, I can't be on my way to both at the same time.

Michael E. Gerber said in his book *Awakening the Entrepreneur from Within* "A vision is comprised of your primary aim and your strategic objective. The first is the Vision for your life. The second is the Vision for your business. Together, these two visions become the driving force for the growth of the company."

You see, *together* these become the driving force. Your business vision must reinforce your life goals. Otherwise you'll be conflicted. Be clear on both and communicate them to your staff.

Get Your Dream Team Involved in the Vision

Even though there can only be one vision, I would have done better by incorporating some of my partners' ideas into my vision. Over the years I got better at listening to others (as my friend Tom Ziglar says "your hearing gets much better after you've failed a few times"). Now I include my team in the vision casting. Dale Carnegie said "people support a world they help create". Today, when I have a challenge or a problem or want to brainstorm I get my team together. And I have to admit that some of our very best ideas didn't come from me.

Your Phenomenal Vision

Your Dream - The inspiring picture that engages your mind, will and emotion, empowering you do everything you can to achieve it. Get your team in involved in the dream. The dream includes everything you want to BE, DO and HAVE as a company. People want to work for people who have dreams. People want to be associated with successful people. People want to work for a company that has dreams of being something special.

Your Values - Who are we as a group? Zig Ziglar said if you want to have something different, you've got to do something different. And to consistently do something different, you've got to be something different. The actions you take are directly related to *who* you *think* you are. As a leader, you must develop your team to understand who they are.

Who you are is defined by your **VALUES**. What do we really value as a team? We can say we value the customer, but does it really show up in our actions? We can say we value one another, but does it really show up in our daily routine? We can say we value making a profit, but when there isn't any, we better do a values check to see what we value higher than profits.

We value what we do and we do what we value. There is no escaping this truth! I can say I value health, but if I don't exercise and eat right, I value something more than health! Look at how you *act* as a team and you will see what you value.

Your Culture -The end result is your values (what you do as a group). The most important thing in a company is its culture. The company culture is the sum total of who we are. It is the reality of our character as a team. It is *who* we really are. Your culture is defined by your values.

Each person who comes into your company has a different value set. Each person has a different way of handling conflict, celebrating success and dealing with failures. Their values may or may not be constructive. As a company, you've got to adopt the values you want the company to live by and effectively communicate them to your staff.

I adopted these five values for my companies:

- 1. Reputation** - We will protect and build our reputation by keeping our conduct above reproach.
- 2. Experience** - We will gain every ounce of experience we can in our field so we can bring proven solutions to our clients.
- 3. Education** - We will thoroughly train ourselves and stay on the cutting edge of education in our field so that we can bring our clients the latest solutions.
- 4. Systems** - We will build systems in our business so we can consistently provide the same level of service experience to our clients every time.
- 5. Guarantee** - By honoring our guarantee, we reinforce our reputation.

Do these five values sound familiar? If you noticed that these are also the five points we share in our marketing, you are exactly right!

Doesn't it make sense to live by the same values you are offering? Doesn't it make sense to teach your staff members to live by these values so they client is going to consistently get what they are buying? On a CD I listened to once, a company called Y2 Marketing talked about the "outside perception" of a company and their "inside reality". The outside perception communicates who you are and the your inside reality is what really happens when people buy your product or service.

Many companies have a phenomenal outside perception, but fail to deliver. Others have a phenomenal inside reality, providing the most phenomenal service experience ever, but fail to market it properly. What if you had both? What if your people delivered on the promise every time? That's what living out our values is all about.

Your Goals - Do you have specific, measurable, achievable goals for your staff? Is your sales goal posted? Do you have production goals? Do you have profit goals? Part of your vision is your goals. Your goals are the points along the route that you want to reach in a specific time frame. I drive from my home in the Houston area to my place in Destin, Florida on a regular basis.

The goal is my specific location in Destin. I know how much time it takes to get to each city. I know that when I've been driving 2 1/2 hours, I should be in Lake Charles, LA. I know when I get to Pensacola; I've got about an hour and a half to go. These time frames work out just fine as long as I don't run out of gas, there aren't any traffic jams, or I don't get distracted and go on a scenic route.

All of these have happened to me over the years. I have no idea why I admit the following, but my wife and son were in the car coming back from Destin with me once and I use drive time to think. They were both asleep and I was all worked up over a piece of property I wanted to buy. I was completely and utterly consumed in thoughts and imaginations, when the unthinkable happened. I let my brand new Lexus run out of gas! How can that happen??? That was my wife's question for sure!

I've been making that trek for many years, so many things have happened. Light posts have fallen, thunderstorms so heavy; you couldn't see the lights in front of you (along with lightning so close you thought the glory of God had come down on you it was so bright), and many accidents. Fortunately I've never been in an accident on that stretch. One time a tanker truck exploded and the freeway was completely shut down. I got out my GPS and formulated a route through some small Louisiana towns. HOURS later I was back on the freeway.

The point is that these kinds of things happen in your business. It won't always be smooth sailing, but if you don't have a goal. If you don't even know where you are going, and when and if you ever get there, all you'll know is that you don't have gas, or there are problems. When you have clear-cut goals, you'll know how you are progressing on the journey.

Your Phenomenal Mission

One of my favorite quotes is this Japanese Proverb

*Vision without action is a daydream
Action without vision is a nightmare*

You can have a phenomenal vision, but if you don't take action, it's just a daydream. This is where your phenomenal mission comes in. The mission is *how* we will get where we are going (GPS). The mission was covered in a previous chapter, but remember the mission is what your team *does* every day. Unfortunately, most small business owners live in the second part of this proverb. "Action without vision" When there is no vision and no mission, we are subject to whatever is happening in the news. And that my friend is a nightmare!

Be sure to go back the chapter on building systems in your business and make sure you have established your phenomenal mission. The mission is the strategy to reach the vision. It's the one thing that we know if we accomplish it, the vision will come. They are connected. In fact, your mission guides your every decision. If our mission is to provide the most phenomenal service experience ever, we have to decide who wants that. Not everyone does. Some people just want a low price. That determines what kind of marketing we do. The mission determines what our dress code is, what kind of materials we have and what the decor in our office is.

The mission establishes your desired culture. Your values shape your desired culture. Actually fulfilling the mission means we are living out those values which establishes our desired culture. When everyone is fulfilling the mission, the values are being lived out and the vision is being reached.

Let me say that as a leader, you've got to live out the mission yourself if you expect others to do the same. You must be so passionate about the mission that it practically oozes out of you. Are you *that* passionate about the mission? Or do you find yourself focusing more on the activities in front of you?

Whatever you focus on is what your team will focus on. They see what you do as most important. They see your true values being lived out. Or worse, if you aren't connecting with them at all, they'll focus on whatever's happening around the water cooler. As the leader, you must determine what the mission is, why it is important, and communicate it to your team.

A phenomenal mission adds value to your team because they get to go out and do something important. Most people that go to work don't have any passion for what they do. That is death to a company. Breathe life into your company by adding a phenomenal, passionate mission onto your inspiring, compelling vision.

Your Phenomenal Purpose

Immature leaders declare "Don't ask me *why*, just *do* what I say!" Many of us have failed as leaders, not only in the workplace, but at home because we don't take the time to share the "why" behind the "what". If there's anything I've learned (the hard way) is that the why helps a staff member understand the importance of a task or duty. If they don't know *why*, it has no meaning.

Phenomenal leaders continually explain why. This is one of the biggest lessons you can get from this chapter. If your folks don't know why they are doing what they do - if they don't know the purpose, it doesn't have meaning.

Your **purpose** is the *why* behind what you do. A few years ago, I was sitting in the sun by the pool working on my goals as I often do. I was putting down some BIG dreams! As I looked at those big dreams, a question came to me. Why do you want all of that? Why do you want to do all of this? And the answer came shortly after. I realized that I had a mission and calling to fulfill. The things I had on the list were either things to help me accomplish the mission, or they were rewards for accomplishing the mission.

Zig Ziglar said, "It's not what you get when you reach your goals, it's what you *become*. Zig has a goal setting process that starts with dreams, then you turn them into goals and ask that all important question "Why" after every goal. He goes on in the process to help you make sure that your goals are "fair to everyone involved". And can I tell you that if your goals don't make a difference in the lives of others, you'll have a bunch of stuff and be empty.

That may be a reason you don't even try to reach your goals - you see a bunch of empty people with a lot of stuff. Sad.

But I'm here to tell you that if you have a purpose that you are passionate about and you help enough other people get what they want, you'll get what YOU want! Why should we do anything without a good reason? Why should we do anything that isn't going to add value to others?

So, be clear on your purpose. Be clear about your why. Make your WHY really big and really meaningful so that your folks can't wait to get to "work" so they can reach their goals by helping the company reach it's vision, accomplish the mission and live out the purpose. It's a thing of beauty when it works.

The DISC Profile

As I mentioned earlier, this profiling system has been helpful to me. As I pen this piece, I'm in Costa Rica with my wife, my 76 year old mama from Alabama, my brother and his wife along with two of my clients, Bruce and Joanna DeLoach.

Bruce and Joanna are technical trainers (who do a phenomenal job in their industry by the way), and started talking about this process by the pool. Bruce couldn't stand it anymore. He had to know "what" he was. He took the DISC profile online and it explained why he was so much fun to be around.

The DISC Profile reveals 4 basic communication styles.

2 of them are **OUTGOING** and 2 are **RESERVED**

2 of them are **PEOPLE** oriented and 2 are **TASK** oriented

D = Dominant. This style is OUTGOING and TASK oriented. The D style is direct and to the point. They are usually in a hurry and impatient, and they can be demanding. They can be good CEOs because they like to be in charge and they know how to get things done. The weakness of the D is they are in such a hurry to get things done, they forget that people are around! They can be too hasty which causes all sorts of problems.

I = Influential. This style is OUTGOING and PEOPLE oriented. They are the life of the party. They love people and they love to talk. Since they love people, they make good outside sales and marketing reps. Their weakness is they aren't detailed, so things can fall through the cracks.

S = Steady. This style is RESERVED and PEOPLE oriented. They are concerned about the welfare and feelings of others. Since they are reserved,

they don't seek the limelight. Many times they have a servant attitude and make great customer service people. Their weakness is that they can get their feelings hurt easily.

C = Compliant. This style is RESERVED and TASK oriented. They are cautious and calculating. They are analytical and make great accountants. This is the person you want to read a contract, or to crunch numbers. Their weakness is they can come off very critical and negative.

Do you know anyone that fits one of these communication styles? What about you? Of course you want to take an assessment to see how you score in each of the areas, but you probably see some of these characteristics in yourself and those you know well.

This is probably the briefest outline of DISC on the planet, but it gives you a quick overview of how people have different behavior and communication styles. As you learn more about this, you'll see that most everyone has a combination of the two letters and that their dominant style will show more or less in different situations.

Many times their style will show up differently when they are at work or at home, under stress or not. And please understand this is not to put a label on anyone. It is simply to understand how they communicate and what kind of environments they will prosper in.

Now, how will you use this information? When you understand your behavior style, and you understand the dominant behavior style of others, you can adapt to their style. Notice I said, "adapt to *their* style", not force them to adapt to yours.

Suggestions for Communicating to the 4 Styles

When communicating with a D, get to the bottom line. Don't take too much of their time. Understand that the more of their time you take, the more restless they become. They may even look at their watch because the day is passing by and they're thinking about their "to-do" list. Do make sure you get important information across to them. You don't want to leave out something really important. Start with the bottom line and they'll ask you for the details, as they want them.

If you are in a situation where you have to give them a lot of detail, or take them through a process (like the 7 step sales system), prep them for it and let them know the benefit of being patient for a moment.

When communicating with an I, indulge in their stories. They love to talk about other people, events, and ideas. Let them talk! Smile and laugh with them. They will love you for it.

The S is all about people and feelings. Talk about family and friends and meaningful relationships. Tell them how much you appreciate them.

When communicating with a C, go slow and give the details. Be patient. They don't make decisions quickly, so give them time to process and analyze.

Scott, who runs my Administration Department, is a high C. He is perfectly fit for that role, but my D is dominant I've learned over the years that I have to go slow with him. I know he'll have a lot of questions. I am patient with the process. I know he won't make a quick decision like I do as a D. Most often that works to our favor because he sees things I miss as a D.

Help your team understand the various communication styles

It is very helpful for you to understand the different communication styles as it helps you communicate with your staff better, but it is extremely important for your staff to learn this so they can communicate with each other and with clients and vendors.

For example, when a high I and a high C have a conflict, get ready for some fireworks! The I is looking at the relationship and the C is looking at the bottom line. Another example is how a D can be in so much of a hurry they overlook the sensitivity of an S and hurt their feelings. It's really fascinating to watch, but if you aren't aware of these behavior and communication styles, you won't know why you aren't getting through to someone or why they are not getting along with one another.

In a sales situation, your team members need to speed up for the D, slow down for the C, be fun for the I and sensitive for the S. It's remarkable to see this at work in a sales situation or dealing with a vendor

How to Hold Phenomenal "Meetings"

I hate meetings. I'm not sure why, but meetings feel like one of those old vinyl records that all of sudden goes into slow motion. As an "off-the-charts D", I want everything moving and moving fast! But I have found that it's impossible to communicate effectively if you don't meet with your team on a regular basis.

Meetings give you an opportunity to share the vision, mission and purpose as well as get feedback from your team. Most importantly, it's your opportunity to build community in your business. Having a positive, productive staff comes down to communication. Regular "meetings" are the way to make that happen.

I hesitate to use the term "meeting" because it has a negative connotation. You may want to adopt the term I learned from my Kirby Lammers. Kirby always called their staff meetings a "family reunion". He goes on to say, "No negative energy allowed". The last thing you want to do is allow your meetings to turn into a gripe session. If you don't give your staff a positive, phenomenal vision, mission and purpose, they will automatically focus on what's wrong. It's human nature. Make all of your meetings positive.

The success formula...

Start ALL of your meetings with recognition and praise. You want to build a culture of praise. Dale Carnegie said the number one thing employees want is sincere and honest appreciation. You might start out with who's top in sales or read testimonials. Depending on the type of meeting and what the purpose is, you can even just start by appreciating them as a group. Be sure to recognize them for specific things.

A common thing for small business owners is to allow a lack of performance to cause resentment. Although you may want to let them know how you feel in a group setting, it never works. Praise in public, discipline in private. If you can't find *anything* to praise anyone for, you have a leadership problem.

There have been times where we've done an entire meeting on appreciation. Each person appreciates another team member for something specific. We call it an "appreciation fest". Be sure that everyone is recognized. If anyone gets left out, you'll have the opposite effect.

What meetings should you have?

Daily Production Meeting

If you have production staff like technicians, or people who build or ship the product, you want to meet with them daily. Why? Because there is one thing that's on the mind of the typical production worker: What's going on at home. They're thinking about what they need to do (or want to do) when they get home. They're glued to their text messages or Facebook.

It's the job of the Operations Manager to hold this meeting every day to communicate how we are tracking on the vision, mission and purpose. This meeting should take place every business day! This gets the production staff focused on the goal for the day. It doesn't have to be a long meeting. It can be 10 to 20 minutes. But the idea of production workers coming in and going straight to work with no leadership and no attitude adjustment is not leadership.

Here's a simple outline for your Daily Production Meeting:

1. Recognition (see above).
2. Have a motivational quote or article that helps shape the values you want. For example, you can use Dale Carnegie's Golden Booklet (www.DaleCarnegie.com) or John Maxwell's 365 Daily Reader, or Zig Ziglar's Little Book of BIG Quotes. We have used all of these things and currently play 5 minutes of "A Conversation with Zig Ziglar". He shares a couple dozen values on video. Teaching your staff about values is what will have help them be more productive and positive.
3. Have a technical tidbit of the day. Maybe something you learned at a seminar, or a best practice. Let your employees share also.
4. Go over any special instructions for the day or any company announcements. If you have service tickets, or routes, pass those out.

Weekly Manager Meeting

If you're big enough to have managers, meet with them every week. For example, in my service company, I have a manager over each of the areas of business (Marketing, Sales, Operations, Administration). You may have one manager over some or all of that.

Here's what's covered in that meeting.

1. Recognition
2. Leadership Training - Spend 5 minutes going over a section of this chapter.
3. Review Reports - See Administration for the reports you need to be running. These reports show you how you are doing on your goals.
4. Go over any issues that need discussion or decisions.

Weekly Department Meetings

The manager of each department, (Marketing, Sales, Operations and Administration), which may be you, should meet with those who are doing the work at least once a week.

1. Recognition
2. Review Reports. Example: If you are meeting with the Marketing Department, review the Sales by Source Report.
3. Training Tidbit.
4. Discuss any issues surrounding performance or development of that area.

Weekly Staff Meeting

This is your big meeting where you have the entire staff together. It is important for your staff to see the team as one. Production staff tend to think that office people sit around with their feet on the desk eating chocolates all day, and the office staff may think the production staff isn't trying hard enough, or whatever. There are many assumptions that are made. Bringing the team together to show the importance of each team member role is essential.

1. Start with Positive Client Comments. Deal with the negative ones in private with those that are involved, and recognizing those that met their goals. EVERYONE in the company has a goal.

2. Recognize any new employees. I am very cruel as I make the brand new guy recite the mission statement his first staff meeting. When he recites it in the staff meeting, we discuss what it means. We have 5 pages on what that mission means. Those 5 pages are the first pages of our Company Manual.

3. Review Sales Report - You should have a monthly goal and you should track it and post it every day.

4. Do Training - This will be training that benefits the entire group. It could be a DISC Assessment, a video on values from me, Zig Ziglar videos, technical training, or sales training.

As with any relationship, REGULAR COMMUNICATION is the key to keeping everyone positive and productive.

Outside Educational Events

Educating your staff on technical as well as customer service, personal development and leadership yields phenomenal returns, but most small business (and large companies) don't do this very well. I mentioned the little island on The Great Barrier Reef earlier. Just a little bit of training would go a long way.

At a recent hotel stay I talked to a new bellman that was handling my luggage for me and asked him what kind of training he had received. He was walked around the hotel and shown where things are. That's it? The manager of that hotel is asleep at the wheel. Now, this was a nice hotel connected to a beautiful convention center.

It doesn't cost that much to have a few meetings like the ones mentioned here to transfer values. Obviously the values are missing at the top and therefore not shared because they don't exist!

I say take it beyond the meetings mentioned above. Send your staff to outside educational events. It may feel like a challenge to spend the money to send an employee to a class or to a seminar. Not only does the seminar cost money, you lose production, and the amazing thing is your employee wants to get paid while

they're at the class! Then, shortly after the seminar, they quit! At this point, you've got to ask yourself a Zig Ziglar question: "Is it better to train them and lose them, or *not* train them and keep them?"

My experience has been that having my staff attend educational events outside the office generates a huge return on investment. There may be things you can train them on in-house without investing a lot of money, but don't leave it at that.

Here are the benefits I've seen from sending employees to outside events...

Exposure to other experts - This is where you get leverage. Let an expert who has invested thousands of hours train my staff while I get other things done. Or better yet, we attend together so we can compare notes and share the experience.

Exposure to new ideas - New ideas create vision, which creates desire. When our creativity is limited, our attitudes tend to be limited as well. Desire is the fuel of accomplishment. Desire is what creates action. Desire comes from vision. When you learn something new or an event takes place that changes your thinking. Some business owners, who have limited thinking themselves, don't want their employees getting new ideas because they may want to impose change, which makes you uncomfortable.

Just because they get ideas doesn't mean you have to incorporate them, but on the other hand, it creates a situation where you don't have to do all the thinking. Are you finally getting the picture, that the less you have to do the better? You don't have to use all the ideas. If you send your staff to an event that you don't attend, encourage them to take notes and bring back ideas to discuss. Take them to lunch or have a meeting at the office and go over the ideas. You can select the ones you want, they still feel valued and you get the benefit of using someone else's brainpower!

A feeling of importance - Speaking of feeling valued, when you invest in educating your staff, it tells them they are important. They are valued. They are an asset rather than an expense. Put education into your budget and use the phenomenal marketing systems to generate the income you need to fund it.

A sense of community - This is my favorite benefit. Phenomenal Leadership is creating a community. Create a community of people with a shared vision, a shared mission and a shared purpose. Create a community of people that support one another and operate by the same set of values. When you travel with your staff members or attend events together, you can bond with them and share the

vision, mission and purpose. This is your opportunity to make a difference in their life and get to know them better.

You might think "I'll go to the seminar myself and then transfer the knowledge I get to my staff when I return." How is that working for you? It helps, but there's a big chasm between what you are able to transfer and what they *could* be getting. Between the time it takes for you to regurgitate it, and re-teach it, not to mention the details you don't recall, it becomes so watered down that they are missing about 95% of it.

It has been said that the average attendee forgets 77% of what they learn at a seminar. This can be demonstrated by watching a movie you've seen a few times. Did you see a scene or a line that you thought you never saw previously? You bet! You might get the key point of the seminar, and that's great, but you're leaving a ton on the table.

It can also be demonstrated with the game "telephone" in which one person whispers a message to another, which is passed through a line of people until the last player announces the message to the entire group. Errors typically accumulate in the retellings, so the statement announced by the last player differs significantly, and often amusingly, from the one uttered by the first.

Some players also deliberately alter what is being said in order to guarantee a changed message by the end of it (that would never happen in your business, right! Wrong!)

Keeping your team engaged in a learning environment keeps them focused on the right things. The old saying goes "an idle mind is the devil's workshop!" When they are not engaged in learning, they begin to focus on the obstacles and problems. They will focus on the scuttlebutt, the water cooler conversation or worse. When they are engaged in learning, you automatically begin to develop a better vision for the future. New ideas begin to emerge from the students. Your employees begin to give you constructive ideas rather than complaints.

Dale Carnegie says, "People support a world they help create". When your regularly communicate with your team members

I think one of my most important assets is the fact that I involve my people in developing the vision for the future. In fact, one of my employees was with me when the vision for Phenomenal Products was born. This doesn't mean that you

will always agree or that things will always turn out exactly like you want them to, but getting your employees involved in the “vision casting” is huge.

Other benefits of taking employees to event is...

1. A great time out of the office with the boss = stronger one on one relationships (if we treat them right on the trip and we remain a good example!)
2. An opportunity to see how they operate outside of work.
3. Exposure to the industry at large. I think we underestimate the power in this because we have been so overexposed.
4. Positions your company in your employees mind as the expert company because you are not only investing in education, but investing in theirs as well.
5. Exposure to new ideas and techniques.

Remember that “Experiential Marketing” is important with your “internal clients” as well. Remember that you are leading a “movement” – a group of people that are on mission together. Education is a humongous part of that.

You want your employees to do things the right way so long that they don’t even *know* what the wrong way is any more. The best scenario is to not allow them to get into a bad habit to start with. That is not always possible, so as you see that they are getting off track on something and they are dipping into the ice cream, begin to retrain them and coach them and mentor them on a daily basis.

How to Find Phenomenal People

What kind of person are you looking for? In my seminars, I ask small business owners what they are looking for. Typically this is what the list looks like.

- Successful - someone who has done well in the past.
- Good work ethic - someone who isn't lazy.

- Positive attitude - someone with a pleasing personality and is enthusiastic.
- Great appearance - someone who dresses well and grooms themselves well.
- Intelligent - someone that is smart and can figure things out.
- Honest and trustworthy - one you can trust to do right by others.
- Loyal - one who is not there just for the money, but believes in your vision, mission and purpose.
- Takes initiative - one who doesn't have to be told what to do every time.
- Organized - one who keeps track of their things and responsibilities, not absent-minded.
- A leader - one who will influence others positively.

Wow! We aren't asking for much are we? In today's "values challenged" world (I'm being nice), this is like finding a needle in a haystack!

What kind of person are *they* looking for?

- Successful - successful people want to associate with successful people.
- Good work ethic - they don't want to work for someone that is lazy themselves.
- Positive attitude - who wants to work for someone with a negative attitude?
- Great appearance - well-groomed people don't like to be associated with a sloppy leader.
- Intelligent - what smart person wants to work for a dumb person?

- Honest and trustworthy - who wants to work for someone they don't trust?
- Loyal - who wants to work for someone that might dump them at the drop of a hat?
- Takes initiative - who wants to work for someone that doesn't know how to lead?
- Organized - organized people like organized people.
- A leader - leaders don't want to work for someone that doesn't have leadership skills.

Have you noticed a pattern here? You attract WHO YOU ARE. This is why it is SO important for you to BECOME a different, better person. If you are going to attract phenomenal people, you've got to BE one!

The phenomenally successful person builds the phenomenally successful business. Successful people don't want to work with someone that doesn't have a clear vision. They don't want to be on a mediocre mission and they desperately want to have meaning in their life. What is *your* REPUTATION as a business owner? How do you rate in the areas above?

Full Time, Part Time, Outsource?

Do you really need a full-time employee? I have found that a number of tasks on the "implementation" level of the Organizational Chart can be done by part timers. For example, I have part time people that make outgoing phone calls, that visit referral sources and that do data entry. Depending on the type of business, you might even consider using a virtual assistant. You can outsource a number of things as well.

One of the most helpful things to understand as a leader is behavior and communication styles. There are a number of assessments available. D.I.S.C. is a very simple one, but has been very helpful to me and has been very helpful in getting my staff to communicate well with one another. Another one we use that is more comprehensive is The Birkman Method.

Where Do I Find Phenomenal Team Members?

I often say that all of business and all of life is about relationships. Relying on ads to attract strangers is not the most phenomenal way to get new team members. As a small business owner, the most valuable skill you can develop is your ability to build a network of relationships. Not just with prospects, but with people in all areas of the community.

Recruiting Team Members is a MARKETING PROCESS!

When recruiting team members, you want to use the same processes you learned in Phenomenal Marketing Systems. You must *position* yourself in the community as the preferred employer by the way you interact in the community. The way you do that is by always looking professional, acting professional and being positive and enthusiastic. When people ask you how you are doing, you say "PHENOMENAL!" They will wonder what you are smoking when you are always positive, but it has an effect.

It is strange to me that people notice what I consider to be small things. For example, on the voicemail recording for my cell phone, I close by saying, "Have a phenomenal and outstanding day" in a very enthusiastic voice. You won't believe how many comments I get from that small thing. When people ask me how I'm doing, I say, "Well, phenomenal of course!" Or I say, "I'm doing phenomenal, that's my job!" Like many things, I learned this from Zig. When you ask most people how they are doing (in Australia, it's "how you going?") The answer is usually "good".

That wasn't good enough for Zig. He answered with "better than good! But improving!" This is the kind of positive attitude you want to have to attract the right people. You want to attract positive people, not negative ones. Don't tell people in the community about your problems or complain about the economy. And above all, never complain about your work or your clients! When you do that, you're going to attract miserable people!

When you display a positive attitude, you attract people who want to be positive. Yesterday I came across a journal from many years ago. We were having problems with my son, I was in the midst of firing my bookkeeper, we had cash flow problems, I was tired and traveling too much and my success was hit and miss on the road. I was frustrated. But I continued to trust in God and I continued to display a positive attitude. Hope for the future will help you have the right attitude. You can have tremendous problems, but still display a

positive attitude. It helps you because it keeps you from going into despair, which will cause you to make irrational decisions. You've got to keep your head *and* your heart about you. Display a positive attitude even in the midst of tremendous problems.

When you see anyone you think might be a good team member for you, talk to them about it even if you don't need anyone yet. You don't wait until you need a customer to start marketing, right? I hope not! Hopefully you are always marketing to keep your funnel full. The same is true in this case. Always be building relationships with people and attracting people so you will have a number of people to choose from.

Kenny Pelletier is one of my inside sales reps and has been with us for over a decade. I knew Kenny from church and every time there was a church function, I would talk to Kenny. He loved his job as a disc jockey at a Christian radio station, but they didn't pay him enough. "How are things going with you and your company?" he would ask. "Phenomenal, of course! You should join the team." At that time, I didn't have an opening for Kenny. But I knew two things: One, it will take Kenny a while to make a decision, and by that time, we'll likely have something open because we are GROWING. And two, I knew anything could happen the next day. You need to be recruiting before you need someone.

Kenny's daughter Elise began working with us when she was 18. She is a phenomenal team member who has filled many roles with excellence. She referred her then boyfriend (now husband) Santiago. How was I to know that this skinny, longhaired kid would become such a gift to me? How was I to know that this young man would be one of the most talented, positive, gifted and loyal employees ever? How did I know he would become a "little Howard" as he teaches my programs at Phenomenal Products just as I would?

I didn't. But I do know that all of business is about relationships. This is one of the reasons I hire family members. Conventional wisdom says don't do it and that is because they don't understand how to be real and upfront about the business relationship and that it is separate from the personal relationship. They have to be okay with the decision if I have to let their family member go, even if they don't agree with it. Yes, there is a downside to hiring family. When they go on vacation, they generally go together! When there is a birth, sickness or death, there goes the whole family. But, think about this. Because you are close to the family, these times can be the most meaningful to them when you are there to support them.

I have had situations where I had to fire two family members on the same day. It was hard but justified. I have also had a difficult situation where I had to severely discipline a family member and I couldn't discuss the situation with the other family members because they aren't in management. With all of that said, I still believe the positives far outweigh the negative.

After Mary Ann came on board with us, her husband and son ended up working with us. Their family is like our family. Daniel is like a son to me. Mary Ann has helped us in a variety of roles; her husband Mark was our top sales rep before starting his own business. Daniel started with us when he was only 18 and served as my Operations Manager for 3 years.

Jim Bardwell was my special referral-marketing agent who helped me implement my referral marketing systems. He was with me for 8 years and did practically everything in my company before taking up that role. I met Jim at an industry-networking group and my positive attitude is what attracted him to me. His words were "whatever that man has, I want!" (By the way, this was the same group of negative guys that laughed at me and asked me "who do you think you are, Zig Ziglar or somebody?"). Of course Jim was one of the few positive people in the group and we really hit it off.

He and his wife invited me out for dinner and asked me for a job. He was working for a competitor and I told him that I would have to call the owner and ask permission, and secondly I didn't have a position. He told me he was leaving the other company regardless and as fate would have it, I had to fire a guy the next morning. Jim came on board and not only helped me take my company to the next level. He became one of my best friends in the entire world. He has been one of my biggest cheerleaders. At lunch one day after being laughed at by the other guys, he looked across the table and told me "I *do* see you as the Zig Ziglar of our industry". A tear rolled down my cheek because little did Jim know that what I am doing now was a hidden dream of mine.

Jim now works with one of my first Phenomenal Products clients, John Browning who is also one of my coaches and also one of my best friends and biggest supporters. This is what is possible! This is why it is worth building a phenomenal team!

Scott came aboard as a partner way back in 1997. I also met him at an industry function and we played golf together once and a while. Well, I should say that Scott played golf. I finally realized that whatever I was doing out there on the golf course wasn't actually "playing golf", it was more the ball was playing "hide and

seek". As we toiled around the course, we talked about the ultimate service company and what it would look like.

We took on another partner as well. Dennis was also a colleague that was in some groups where I networked. The three of us had a great 8-year run in many ways, although we made tons of mistakes and built up a lot of debt. Finally, Scott bailed and Dennis and soon after Dennis and I collided. Dennis went on to do training, which is what he loved. After a stint working with one of our vendors, Scott came back to work with me and now runs my Administration department for all of my companies.

What you need to notice is that all of these people came from *networking*. I'll say it again, your most valuable skill as a business owner is the ability to build a large network of phenomenal relationships. All of business is about relationships.

My first and second employees were both with me about 20 years. The only reason they didn't stay with me was due to a lack of phenomenal leadership systems. We went through some periods where I was absent and the management team I had in place wasn't getting the job done.

When you think about the Phenomenal Marketing Systems for clients, think about it also in the terms of attracting and acquiring the best clients. Earlier you learned about positioning yourself as the only obvious choice for your niche market. You must position yourself as the obvious choice as an employer. You learned about referral marketing. Building your network and offering a reward for a new employee works well.

Client Based Marketing. Start with your existing team members. We offer a \$300.00 reward for a new hire. \$100.00 when they are successfully hired, \$100.00 when they have been there 90 days and \$100.00 when they've been there six months.

Direct Advertising and Internet Advertising would personally be my last choice for finding potential employees because I want to know someone who actually *knows* this person. Michelle worked at a retail store that was closing and my wife happened to frequent the store. My wife referred the manager of the store to me who was not the right fit, and he referred Michelle who was a manager under him. When someone refers someone who works under them that highly, pay attention!

Phenomenal Compensation

One of the frequently asked questions I get as a business coach is "how do I pay my people so they will perform?" The answer: "You don't". Studies have revealed that employees rate their pay behind four other more important factors, such as how they are treated, whether they feel "in" on things, their benefits and work environment.

They may not verbalize this and may not even be aware of it, but the fact remains that people stay because they feel they belong and you are adding value to them. Of course you do have to pay them well and if you don't handle this part right, you can have serious problems.

Many conflicts seem to arise over money-related issues, but my contention is that the conflict is actually due to a lack of communication. Be very clear and upfront with your employees about pay issues.

How you pay is just as important as how much you pay. If you have the right person in place that is onboard with the vision, mission and purpose, you can pay many ways and still get results. Some positions require more incentive or performance based pay to increase production.

Here are some pointers for you:

1. Determine how much the position is worth. You do this by doing your 12-month budget to determine how much you will invest in the position.
2. Determine what impact the position can have on profits. Can this position upsell? Can it affect gross profits? Can it make or cost a sale? Does this position generate prospects?
3. Break it down. I prefer to pay an hourly base and give bonuses on extraordinary performance.

My good friend Ellen Rohr says "if they bring it in on time and on budget, they get to stay. If they bring it in early and under budget, share the gain with them". This creates a game that's fun to play.

Keep the team informed of the score, and work together to create strategies. In my service company, we post the sales numbers daily. They celebrate successes

and rally at the last minute if we're behind to pull it out. We have a number of bonuses to foster that, but it's all in the budget.

When we do events at Phenomenal Products, the staff works really hard and really long. I always share some extra dough with them for that. They would work hard every event, but this insures that they're watching the numbers as close as I am.

So, the bottom line of pay systems is to treat them right, recognize them, give them benefits, and create a positive working environment. Pay them well on top of that and you will be on your way to phenomenal leadership!

The Application Process

Before interviewing someone, have them fill out an application. You can get employment applications from a variety of sources for your state. You want to have a system for this that doesn't require you to be involved.

Since it's a sales process, I don't like to break the connection. If this person is desirable, other people are going to be after them too, so you need to act quickly on the application/interview process. Go slow from there, but this is "setting the hook" so to speak. Once you bait the hook, you don't jerk too quickly, or you'll yank the bait out of the mouth of the fish, you'll bring in the wrong fish, or you'll damage the good fish.

Have a simple application procedure where any employee can give the applicant the required paperwork for your state, a copy of their driver's license and so on. If you don't have employees or an office, consider a verbal application or online submission form and check it often so you can set the hook. Once they fill out the application, and you have the drug screening authorization, etc. you can review the application to see if they qualify for the position.

If you are at your office when they come in, observing their behavior may give you an idea if they are a good candidate or not (remember the pot smoking guy that I spoke about earlier). If you want to interview them while they are there, you can set the hook.

Phenomenal Interviewing

Remember that acquiring an "internal client" is a marketing process. You have recruited them, now this is the first "sales call". You are going to qualify them and they are going to qualify you, just like in a sales process.

You may or may not have met them before. What is their first impression of you? As I shared in Phenomenal Operations Systems, people make 11 assumptions about you in the first 30 seconds of meeting you - before you even open your mouth!

You want them to see you as the one and only person they would work with, just like you want your prospect to feel that same way. So, be sure to follow these steps:

Be prepared - review the application. Have your questions ready. Don't multi-task. Don't be in a hurry. This is a very important event as it will set the tone for the entire employment experience. Make sure your office is neat and organized. No one that you would want working for you wants to work for a slob. If you don't have an office, meet at Starbucks or someplace like that.

Observations - Was the candidate on time? Remember, this is probably the best you will see. How are they dressed? How are they groomed? Any quirks that would cost you sales? Is their handshake weak? Too strong?

Ask OPEN ENDED questions -Avoid "yes" and "no" questions unless you are just confirming information. Let them TALK! One of the biggest mistakes in interviewing and sales is talking too much. Listen, listen, listen! Listen to their response and pay attention to whether they are making eye contact or not. Are they confident? Too confident? Cocky?

There are many questions, and many programs you can attend to learn more about this, but I have been successful with a few basic questions:

How are you today?

Tell me about yourself...

I see that you are applying for <position>?

I see you are/were working at...

What did you like?

What didn't you like?

Why do you want to work here?

Why should I hire you over someone else?

Do you have reliable transportation? (It's illegal to ask if they own a car)

Do you have a valid driver's license?

Do you have a clean driving record?

If you feel you want to hire this person, share the opportunity with them. Begin by effectively communicating your vision, mission and purpose. One of the things I do is let them know that there is a simple "two-part agreement" that is important for us to work together:

Part one is that we care about their dreams and goals. Here's what I say: *Other companies may treat you like a number and devalue you as a "human resource", but we care about you as a person. We want to put you on a track to reach your goals and dreams. We've created a system where you can grow and you can write your own check.*

Part two is that we can't provide that without reaching the company goals: *The company has goals, a mission and a purpose. We have systems that we operate by. When you help us implement those systems and fulfill the mission, we can help you reach your goals and dreams. Otherwise we can't.*

At this point, you will then go over:

The job description

Pay plan

Benefits

Work hours

And anything else they would need to know to make the decision. You may want to do additional interviews and/or get your team involved in the interview process before you make the hire.

Phenomenal Orientation

Orientation is a very important process for a successful employment experience. Think about how a brand new employee feels when they come onto a brand new team. Your job as a leader is to make sure they come aboard successfully. All of your staff should be trained on how to treat one another, and someone should have the responsibility to begin sharing the company culture with them.

Since leadership is effectively communicating your vision (and values), mission and purpose, and the most powerful factor in an organization is its *culture*, this needs to start on day one of employment. If this is not specifically and

strategically managed, you will end up with a different culture than the one you want. A specific Orientation Process designed to introduce a new hire into the culture and to share the vision, mission and values of the organization is key.

The time frame will vary depending on what kind of business you have, but a full day would be ideal. And if you are the positive, enthusiastic, leader you should be, it would be phenomenal for you to do it. At least until you get your entire team so steeped in your culture that they don't know any other way.

I know this can sound like a huge burden, but other than getting money in the front door; there is nothing more important. In fact, if you don't get your team right, they can ultimately determine how much money comes in and how much goes out the back door!

Schedule it.

If you absolutely cannot do it, at least take the time to train a model employee to be a trainer and have them do it. Do NOT let just any employee do this. Even a good employee can say something wrong. It may be an innocent gesture said out of nervousness. This is the first impression of working at your company. It should be outstanding. The idea is they are officially welcomed to the team and they feel the love of the community.

Here's a sample of what could be included in Orientation Day

Welcome them to the team. If you have daily production meetings, or you start them on your weekly staff-meeting day, then introduce them in front of the group. Otherwise, walk them around and introduce them to each person individually. Say something nice about each team member you introduce them to. This causes your new employee to look up to that person and value them at a high level. If your team member doesn't deserve that, they shouldn't be there!

This also gives your new hire a great feeling as they observe the positive enthusiasm.

Go over Vision, Mission and Purpose. This will include everything we talked about in the section above. One of the things I did when I got turnkey was to record a DVD that outlined the vision and values, mission and purpose as well as an orientation on our basic processes. This was helpful for them to see the equipment and processes before actually handling them.

Share the Organizational Chart. This shows them how the team fits together and shows the importance of every role.

The following items may have been covered in the Interview process, but they need to be reviewed again today. You want to make sure there are no miscommunications early on.

Go over Position Description. Make sure they understand *what* they will be responsible for, even though they may not know *how* yet.

Review Pay Plan

Review Benefits

Review Work Hours

Issue Uniforms and Tools

Review Dress Code Policy

Issue and Go Over Employee Handbook - You want to be very clear about the basic on-time policies, compensation policies, social media policies, etc.

Go over Safety Guidelines

90-Day Probationary Period

Check with your labor attorney about having a 90-day probationary period. This will be the best performance you will see. Are they on time? Good attitude? Are they catching on? Are they learning?

Phenomenal Training Systems

Training is the key to developing good habits, instilling confidence and preparing people to grow to the next level. Most small business owners don't train their staff properly. There are many reasons. Perhaps you're too busy working "in" the business to do it yourself. You don't have someone qualified to train someone else. It's expensive. And worse, if you've invested a lot of money and time into

someone and had them march straight to the competition for better pay, you probably have a bad taste in your mouth.

If you think it's expensive and painful to train people only to have them leave you, consider this question by Zig Ziglar: "Is it better to *train* them and lose them, or *not* train them and *keep* them?"

I think we know the answer to that one. Get the negative emotion off the playing field on this one. Understand that training is the key. Not only the technical training they need to do their job, but also training on customer service and personal development is key. In fact, character training is the most important training of all. If we have character, everything else will follow. We will do right by others and we will want to better ourselves.

We use a variety of materials from Ziglar to train our staff on personal development and sales. We use my materials to train them on customer service and of course you want to develop in-house training programs for your technical work.

You can bring in outside trainers in your industry and take your staff to training events. If there is a program complete enough in your industry with step-by-step manuals, you may be able to bypass the entire process of writing procedures in certain areas of your business. For example, in my service company, we have an outside group that developed training curriculum in a specific area with a manual that goes with it. That department goes to Dallas twice a year and we use their manual as our procedures.

Many times an outside training program will have procedures that you don't need or won't be robust enough, but you can use them as your templates and build on them. When you can utilize programs that are already done, you can save yourself a lot of time.

Training Principles

There's an old saying for presentations that goes like this:

Tell them what you are going to teach them
Teach them
Tell them what you taught them

Training is about repetition and creating habits out of learning.

Another one is...

Tell

Show

Watch

Tell them what to do

Show them how to do it

Watch them do it until they are doing it consistently. This is where most trainers fail. They don't invest enough time actually letting the trainee do the process.

Tell - this is what is called the "cognitive" learning domain. For this you need a *teacher*. This is about *information*. If you are learning to fly an airplane, there will be some classroom (or video) time or time reading a manual, which is important because you need to know the *information*.

Show - this is what is called the "psychomotor" learning domain. For this you need an *instructor*. This is about building *skill*. You aren't going to really learn to fly just with information. You need to develop your *skill*.

Watch - this is called the "affective" learning domain. For this you need to create experiences. This is about the trainee getting *experience*. You aren't going to be a phenomenal pilot without experience. Once your trainee has the skill, you need to allow them to get *experience* (in a controlled environment). This is where the right habits and the character will truly be built.

The KISS Principle - No, I'm not talking about the rock band (but wearing make-up and getting into character IS a phenomenal way to teach!). KISS stands for:

Keep

It

Simple

Sam

You thought I was going to offend you, didn't you? Avoid giving too much information at one time. The human mind can only absorb a certain amount of information in one period. The more important thing is to practice the new information. Remember that training is about building habits.

When we train someone on a new process, we break it down into bite-size chunks. For example, in my service company, when we hire a new service person, they start with Orientation, which gives them the vision, mission and purpose, and the basic policies. To help them learn the procedures, we break it down to one procedure per day. Then each day we refer to the previous procedures and add a new one to it.

Think of baking a cake. We start by understanding what kind of cake we are baking. We have a picture of what it should look like and taste like. We know what flavor it is (this is your vision, mission and purpose). Now we get out all the ingredients for a successful cake (these are our values and our basic policies that will insure we live out our values and develop the culture we want). In fact, a great pastry begins with the right culture.

Then we have the steps of actually creating the cake. These are our procedures. Here's how long you bake the cake. Here's how long it has to cool (and why). Here's how to mix the frosting. The procedures are the how. Remember to connect the procedures to the why (vision, mission, and purpose).

Once I have baked a few cakes in the presence of my trainer, I can now bake a cake successfully on my own. The more experience I get at baking cakes, and baking different cakes, will help me to become a phenomenal cake maker.

Give constant feedback. Don't let the cake burn in the oven because you don't want to micromanage, or you want to "teach them a lesson". Don't let too much time go in between practice. Repetition is the “Mother” of Learning

“Within 30 days, people forget 90 percent of what they have learned unless it is repeatedly reinforced” -Prof Albert Mehrabian, UCLA

What to do if they aren't catching on...

If you have a trainee that isn't catching on, you must determine whether it is an *attitude* or an *aptitude* issue. Are they the right fit for the position? Is your company suited for them? Did we make a bad hire? Or do we just need to do more training?

Phenomenal Delegating

When you are delegating something outside of your team member's job description, there are some principles and steps I think will help you. When delegating a task that you haven't specifically trained someone on, follow these steps.

First, be clear about the outcome. Keep the different communication styles in mind. Be sure to over communicate when delegating. And remember the reason you are delegating. The reason you are delegating a task is so that you can multiply your output. This frees you up to do other important things to reach the vision, mission and purpose.

So, you want them to take full ownership of the task. You are there to guide and coach them, but if you have to micromanage it, there isn't a reason to delegate it. An unpopular, but very effective technique is called “benign neglect”. In other words, you intentionally become unavailable at times. This trains your staff not to rely on you for every single thing they need. Now you certainly would not do this if they did not have what they needed in the way of procedures, tools, and support. And someone needs to be in charge in case of an emergency or a breakdown in systems. That does not always have to be you. You can also set it up where only a certain person or persons knows how to contact you and where you are.

Another mistake made in delegating is “buying it back”. In other words you give your employee a task that they find difficult. The mistake many managers make is that they take it back and say, “I’ll handle it myself.” Even though there may be times that are appropriate, don’t make a habit because it teaches your employee that if it is hard, they can just give it back to you.

It is very healthy to help them work through it, and they will eventually adopt that value system in future difficult tasks. When they have difficulty, ask, “What are *you* going to do about it?” At first they may say “me?”, but you then explain why you want them to work on it instead of you, and that you know they can do it.

There are also cases in which your delegate doesn’t really understand what it is that you want. In this case, re-phrase, and re-focus your instructions in different ways for different communication styles so that they understand. This is a natural process due to different communication styles, behavior styles, and personalities. So, don’t feel that something is wrong if you have to do this sometimes.

Daily or weekly reporting and checklists are great ways to keep everyone on track. I meet with my team once a week to make sure our projects are moving forward. You may want to keep a running list on a simple word document, you may want to use e-mail, or a hand written to-do list that is checked off and returned to you. Make sure you have a follow up system such as this to make sure your delegations don't get lost into a black hole. Having a follow up system to recap progress also helps you to keep from overloading your employee. Between their job description which may have a checklist of daily duties and their to-do list, you can get a clear picture of their load.

Phenomenal Coaching Systems

The goal of Phenomenal Leadership Systems is to develop a community that has completely bought into your vision, mission and purpose. They know their position and exactly what to do every day. But the reality is that human beings will miss the mark for one reason or another, and most leaders, managers and supervisors don't know how to handle it in a responsible, positive manner.

Every team member (including you) has developed their own way of solving conflicts over a lifetime. We must teach them our protocol for communicating, and it is especially important when dealing with them about performance or attitude issues.

Disciplinary Principles

Always discipline in private. I have made the mistake of bringing something negative up publicly many times and it NEVER works out right. Even if I don't mention a name, there is a negative reaction that decreases performance instead of increasing it.

It's ALWAYS about the vision, mission and purpose. Always. Keep your focus on the performance as it relates to those three things. In the event of theft, lying, sexual harassment, drug or alcohol abuse at work, and things of that nature, they are immediately released. The following doesn't apply in that case.

Determine the difference between *desired* performance and *actual* performance by **asking questions**! Just like sales, asking questions is the very best way to get people to "own" something. In this situation, you are selling ideas and concepts

and you want them to "own" their behavior. So, the selling process is the same. Ask good questions.

Ask questions like these:

"Can you tell me about (whatever the situation is)?" This question brings attention to the issue without judgment. There may be things you are unaware of. I've made assumptions in the past that were incorrect and judged the person before they even had an opportunity to explain. Once I knew the actual circumstances, it turned out they didn't do anything wrong.

"Do you understand that this is your responsibility?"

"Do you know how to do it?"

"Do you have the resources you need to accomplish it?"

"Do you have the time to do it?" Many times they will use this as the excuse, so you can go back to the training and go over how they are using their time to determine if this is a legitimate issue or not.

Sometimes it's a systems issue. If the system has been changed, or the workflow has changed since the system was developed, a systems change may be needed. There may be issues with the system or things that others are doing that are affecting the outcome. I need to know that.

Determine whether it is an **attitude** issue or an **aptitude** issue.

Once I have covered the questions about knowing their job and having the time and resources to do it, and I have considered whether I have the wrong behavior style in that position, I need to explore whether or not they are having an attitude challenge. I might use a question like this:

"Is everything okay?" Sometimes, there are personal issues at home or with relationships that get in the way of work. Sometimes people develop addictions or have financial problems. Hopefully these will surface before you have to get into a disciplinary situation because you are really always coaching and leading, but sometimes they don't surface until later. Usually because the supervisor isn't paying enough attention to pick up on the situation. Since I am a turnkey business owner, I rely on my managers and supervisors to warn me that something is amiss or someone is veering in the wrong direction.

Get their **agreement** to change.

Once I have covered these things, I will ask a final question:

"Are you willing to get this done in the way it is supposed to be done?" If they respond in the positive, I shake their hand, look them in the eye and say "Great! I'm counting on you." By the way, the eye contact and handshake is very important because they are giving you their word to change. And your words of expectation should be positive. Avoid the feeling to say something degrading. That tendency shows you don't value them at the level that you should. If we have to visit the issue again, or other issues come up, we will need to go into a formal disciplinary process which will end up with them being restored, quitting, or being released.

Once you enter into a formal disciplinary process, you want to have a witness and you should record everything in writing. Please note that none of what is written in this manual is legal advice and shouldn't be construed as such. Please consult a labor attorney before using any of the disciplinary principles in this book.

At this point, we either have a serious aptitude issue and they need training or to be moved to another area. If you have exhausted all of the issues and you feel that they just don't want to do it for some reason, or their personal distractions have come to an unmanageable place, you will need to address the attitude issue.

Ask this question: "Are we the right **fit** for you?" In other words, don't tell them you don't think *they* are the right fit. Even if they have done something terribly wrong. Simply ask or say you don't feel or think your company is the right fit for them. And it may not be. If you are requiring a high level of commitment in work and attitude, they may not be up to it. It may not be the right fit. And that is okay, because you have developed a phenomenal leadership system that consistently attracts and keeps the very best staff members. There is no room for those who aren't ready to play at that level.

The Value of Daily Coaching and Mentoring

People are "creatures of habit". We love routine. We hate change. Your employees develop work habits and they develop them quickly. Before long, they are in a routine. Sometimes the *wrong* routine! When we hire people, we prefer them with no experience. The reason is that they have built habits that they won't change.

The key is to get your employees started off the right way, and to coach and mentor them daily. If there is a change of procedure, then you must not only tell them and show them, but you must also *inspect* them on a daily basis. “*Expect only what you inspect*”! It is very true. If you are not watching what is going on, people seem to drift. If you drift just a little over a long period of time, it won’t even look like the original procedure! It’s like a copy of a copy of a copy of a copy. The most recent copy doesn’t look like the master because it was not a copy of the master. It was a copy of a copy that had developed some imperfections.

If you draw a straight line all the way across a chalk board and then draw another one above it and point the line only a couple of degrees north, the end of the line will be a long way from the end of the straight line. It starts out only a couple of degrees off, but the farther you take the line, the farther off it is. It’s the same with your employees. If they get off track a bit, over time the effect can be huge.

A bad habit is like a bad golf swing or an improper swing of a baseball bat. If you continue to use that swing, you will form a habit that is hard to break. Here’s the scary part... If you are having fair success with that swing, you will be hesitant to change. Why? One reason is that it is uncomfortable. But another reason is the FEAR OF LOSS. What if I do worse?? The FEAR of Loss is possibly the most powerful motivator known to man. It’s working, why change it?

In the case of an employee doing something the wrong way, even when we point out that we are losing money or emotional equity with our clients (your brand) or whatever, unless it is hurting their pocketbook, they may not have the motivation to change. They will be uncomfortable doing it a different way.

The way to change that is with DAILY coaching and mentoring. Go over the procedure again and again. Drill your employees. And of course you must have written procedures and you must have already shown them how to do it and watched them do it. After that, you must reinforce the habit daily.

Consider this widely held statistic: “*Within 30 days, people forget 90 percent of what they have learned unless it is repeatedly reinforced*”

90 percent? Wow! It has to be repeatedly reinforced.

I want to remind you of something I have taught in my book *7 Secrets of a Phenomenal L.I.F.E.* Every person has a “filtering process” when they are presented with a new idea that requests change on their part. These are “stages”

that people go through. They filter the idea through their bank of experiences and values.

This is not something that is intentionally done. It is a subconscious process that manifests in action or inaction. In other words we do what we value deep down, regardless of what we say. We might say that we want to lose weight, but we take contrary action such as eating a bowl of ice cream right before we go to bed! Why? If we really wanted to lose weight, we wouldn't eat the ice cream right? The truth is that our subconscious value system wants something that takes precedent for the moment. It is a more urgent need. It is desperate to be filled. The problem is that we don't know what the real emotional need is, because it is buried, and we may never dig it up! So we eat the ice cream.

Now imagine if your personal trainer was sitting in your den with you. When you were tempted to eat the ice cream, they reminded you of the real truth. The truth is that you don't really *need* the ice cream. It's an emotional need that cannot be fulfilled with ice cream. In fact, you are going to feel *worse* after eating the ice cream. Tomorrow morning you will feel really bad and it will affect your performance in other areas. So your coach, your mentor, your personal trainer helped you stay on track. You drink a large glass of water instead.

Obviously we cannot be with every employee every moment of the day, but we (or someone) can be in constant touch that there is enough interaction to keep people on track. A special note: This WILL NOT happen only by "telling" people what to do in meetings. To help them change habits, you have to be sitting in the den once and a while when the temptation to get the ice cream occurs.

The six steps in the "filtering" process are:

- 1. Unawareness.** You just aren't aware that the concept is important.
- 2. Awareness.** You become aware that it is important, but you haven't come to a place that you are willing to change.
- 3. Willing to Change.** Now you are willing, but you don't have the support or the "will power" to make it happen.
- 4. Controlled Attention.** Now we begin to get somewhere. Most of the time we do it right. Most nights I don't eat ice cream, but if I have a bad day, I might break down.

5. Commitment. This is the minimum level that you want all of your employees. At this level, you get consistency. It has to be an unusual situation where they would deviate. You would have had to have a monster of a day to give in to the ice cream.

6. Characterization. This is the ultimate level. At this level, you wouldn't eat the ice cream if someone had a gun to your head! You have come to a place where the value of health dramatically overrides your physical and emotional cravings. In fact, because you have thoroughly trained yourself, the old habit has been replaced with a new habit.

Understanding that everyone goes through this filtering process to build habits is important and daily coaching and mentoring will help your team build the right habits.

The Write-Up

If you haven't been able to turn things around with coaching, it's time to begin the disciplinary process. Please understand that the goal of this process is to restore them back to performance. It is also important to have a paper trail in their file at this point. Refer to a labor attorney as it relates to all of these things. This is not legal advice.

Sit down with the employee with a witness. You'll want to have a formal document that describes the desired performance as it is outlined in their job description and the policies and procedures. Make notes of what you talked about and what the employee has agreed to. The document states that if you have to revisit a lack of performance within a specified period of time, they will be given "Decision Making Leave".

This is where they will be given the opportunity to take leave for one day (with pay) to make a decision on whether they will comply with the policies and procedures or to quit. My goal is to help them quit so I don't have to release them.

If you maintain your Phenomenal Leadership Systems properly, you won't have to even get into this process. It will be a mutual agreement for them to move on. But there are occasions where you have allowed them to stray, or they refuse to grow, or they make poor judgment calls and you have to release them.

Decision Making Leave

If they don't return to acceptable performance, you give the leave (with pay) to make a decision whether your company is a good fit for them or not. It's okay if you aren't. A phenomenally successful company is not for everyone. It takes a phenomenal attitude, hard work and constant learning and stretching. Everyone doesn't want that.

Have them take the day off and come back the next day with a decision to either comply or to quit. If they choose to stay, they only have one more chance to get it right.

How to Release Someone and Remain Best Friends

This issue is probably the biggest reason small business owners don't build a team. The pain, agony, and potential outfall of firing someone is too much for them to imagine. It isn't easy. I've had to release people I loved.

One of my best friends in the world is Jim Bardwell. He was my special agent for 8 years. He did practically everything in the company and eventually became my top referral-marketing agent. He took that position to an entirely new level. He had the vision, mission and purpose down.

But after 8 years together we both knew it was time for him to move on. In that case, it was a mutual, positive event. He is living his dream in Nashville. He has found his groove and we have been blessed. This is the kind of outcome you want. The goal is for both of you to understand that the personal relationship is separate from the business relationship. It doesn't mean you don't have a personal relationship, it just means we understand that we might be best friends but can't work together. There are lots of people that work for my company that I don't have a personal relationship with. And that's okay. It's not required. They fulfill the vision, mission and purpose. And that is what is required.

I've had to release people for not performing, and I've had to release people who simply did things that were wrong and they deserved to be fired. No matter what the situation, it's never fun.

This is just another reason your dream has to be compelling. Sooner or later you'll have to endure ugly things for your business to grow. Having systems in your business, especially good leadership systems, will help you avoid much of

the heartache and when you do have to let someone go (or help them quit), it will be obvious to everyone that you did what's right. As the old saying goes "a smooth sea doesn't make a great sailor".

So, when it comes down to it, if you have done your coaching properly, it shouldn't be a surprise to them unless they did something you just found out about that warrants termination. Bring them into your office with a witness and simply say, "Effectively immediately you are terminated from employment." Simple as that. Nothing more, nothing less. Supervise them as they get their personal belongings or let them know they can come back with an appointment to get their personal effects.

If you say anything more, you open yourself up to an array of potential issues. It's best to cut it off just like that. If you have a personal relationship outside of work, you can preface it with "My goal is that our relationship outside of <Your Company Name> will continue to prosper, but...(follow with statement above). I have done this both ways and can tell you from experience that doing it any other way just hasn't worked in my experience.

The Greatest Leadership Message Ever

Across America small businesses and large corporations alike struggle with the same issues. Cut throat competition that is selling "below invoice", customers that don't want to pay the advertised price, employees that don't want to do what management wants them to do, customer service is non-existent and management is frustrated because it doesn't have the resources needed due to a tight budget.

Employees don't care about the company and they don't care about the customer because they don't feel anyone cares about them. Companies don't feel they can afford the "luxury" of recruiting and training the right people, so mediocrity reigns. Many companies that fit this profile struggle to make a profit. The result is a frustrated management team, resentful workers, and disappointed customers.

The vicious cycle continues.

While the typical business is warring over price, cutting budgets, and desperately trying to find "good" people, Starbucks has loyal customers standing in line happily paying \$4.00 for a cup of coffee – a commodity that has been around since 1100AD when Li Kau Fi brewed the first in China. (Or when John Coffee served up the first cup in England – whichever story you want to believe).

Employees over at Southwest airlines are on a fervent mission to make sure the company achieves it's vision. They love the company so much they seem like multi-level evangelists. And Nordstrom continues to build upon their *legendary* customer service.

How have companies like this managed to rise above the mediocrity that rules in the typical company? Why is it that both their employees and their customers love the company? What do these companies have in common (other than being extremely profitable). Do they have something unique? Is it just great marketing? Is it just great management? Is there one simple concept that can bring all of the proven strategies of building a phenomenally successful business together?

The Answer is Found in a Word Called “Community”.

What truly sets these companies apart is they have created “community” in their businesses. Community is a word that has many meanings for many people. We often refer to community in the context of our neighborhoods or our local area. We sometimes refer to groups of people as community “The Hispanic Community”, for example. We talk about the “global community” and even a “virtual community” as it relates to the Internet. My definition of Community goes much deeper than just a group of people or a neighborhood. Community is the sense of belonging that all humans hunger for.

“A Longing for Belonging”

Every human being has a “longing for belonging”. We are created that way. We have a need to be connected to other people. We have a deep desire to be a part of something meaningful – something that makes a difference. The longing for community is the reason people join clubs. It also happens to be the reason people join gangs. Humans have the need to identify with a group of people that accept and love them. A group of people that belong to each other and walk through life with one another through victory and defeat.

The family is the first community that one belongs to, but community as it once existed in America has all but vanished. The idea of having dinner as a family and being deeply involved in one another's lives. Truly enjoying one another's successes and enduring one another's failures is a challenge. The idea of giving up our own rights to serve others. We have lost this essence of community in family and therefore it does not exist in our businesses, churches, and institutions

for the most part. Our organizations today mirror the way we live our independent lives.

Yet as we pursue our rugged independence and our individual rights, deep down we all long to experience community as we once did. The scarier part is that many of our younger people today (your new workforce), don't even know what community feels like!

Single parent, latchkey kids who are now adults, have not felt true community. They have not felt the love and encouragement that true community can bring. But they long for it. They may not even know what to call it or even how to explain it, but the feeling is definitely there. They need to be loved. They need to be accepted. They need to be recognized. They need to be a part of something that means something. They have a longing for belonging.

How Building Community in Your Business will Wow Your Customers, Inspire Your Workforce and Make You Big Profits

If you understand and implement the principles of building community in your business, you will be able to do something for others that you may have never done before... help them experience the very thing they long for. The very thing every one of your employees desperately want and need – and will do almost anything to get. Your business can be the first place they ever truly feel connected and needed. You have the unique opportunity to give them the feeling of being part of something bigger than themselves. Your reward for that is your employees will begin to love your company for it. They will become your biggest evangelists, which in turn create loyal, high paying clients, which makes you bigger profits.

Keep in mind that your employees may not even know what they are looking for, but be assured they will know it when they feel it. When they experience community that you foster in your company, they will respond. There will be a few that won't, but if you do it right, it will be only a few, and that handful will quickly move on.

Finally, chances are you may not have experienced true community yourself. Chances are you are longing for true community and trying to fill that void with hobbies and business deals. If you do not understand and operate in community

yourself, I can promise you that your people won't either. If you are not open and honest, they won't be either. If you are not committed to the vision and mission, they won't be either. If you talk badly about customers, they will too. As the owner or manager, you will have to participate in community just as you expect your employees to.

Living in community and doing what is required won't be easy. If it was easy everyone would do it. The very reason that most companies are ordinary – just mediocre – just getting by and complaining the whole way – is because they first don't understand what community is and they won't commit to community values even when they think they understand them. Too hard. Too difficult. Too much work for an intangible result.

But you, on the other hand, can rise above the mediocrity. You can experience the exhilarating feeling of not only belonging to an extraordinary movement, but you will be at the helm. You will be recognized as the one who led the charge. The one who changes your business and changes your industry and has a profound and positive impact on many, many lives.

How to Do It...

The only way you can begin to create a positive community – one that will give you what your clients and employees want is to first begin to be transparent with one another and begin to develop “the way we do things here”. Your community SYSTEM includes your mission, your values, your goals, your purpose, and the policies and procedures of your culture.

If you think about the Amish community as an example, there is a certain way they do things. Certain values they have. You may or may not agree with it, but that doesn't matter. What matters is that you create a compelling mission, vision and purpose for your company and begin to craft the values you want to live out. Each step that is created in marketing, sales, and operations of your business must be carefully crafted from the mission, vision and values of your company. Is it easy? No. But if you don't do it, someone else will define your community experience for you, and that usually doesn't work out so well.

Be sure to listen to the audio CDs and get in-depth leadership training on the Inner Circle website.



Full Inner Circle Members Get Video, Audio and Hand Outs from the Live Phenomenal Leadership Workshop as well as expert, in-depth leadership training
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