

Professional

Performance ³⁶⁰

WHAT YOU NEED TO SUCCEED!

Magazine

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Lisa Jane Vanderpump

Restaurateur, Philanthropist,
TV Personality,
and the Real Deal

UK2USA SUCCESS RULES

Your WHY Doesn't Matter
without Understanding Your ...

What the Military Can Teach
You About Business Success

Climbing Your
Mountain to Success
OSCAR Insights



Alan Weiss



MG Francis Evon



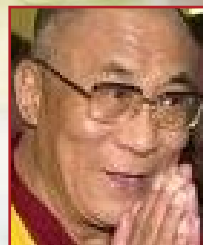
Jeffrey Hayzlett



Jeffrey Magee



Shola Richards



Dalia Lama



Laura Bush



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Jeffrey Magee

PhD, PDM, CSP, CMC, CBE

Publisher and Editor-in-Chief

Jeff@ProfessionalPerformanceMagazine.com

DrJeffSpeaks@aol.com

Jeremy Holland

Managing Editor

Jeremy@ProfessionalPerformanceMagazine.com

Kim Cousins

Design Editor

Kim@K Cousins.com

Single Copy Order

ProfessionalPerformanceMagazine.com

Online Digital Subscriptions and Publications

ProfessionalPerformanceMagazine.com

Advertising

info@ProfessionalPerformanceMagazine.com

ProfessionalPerformanceMagazine.com

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From the Publisher...

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

TALENTification™ – In this edition of **Performance Magazine**, we explore the powerful accomplishments that self-accountability illustrates as paths to performance excellence.

As we witness global change at such fast pace today, what one thought to be a reality when going to sleep at night, can be a massive history lesson and no longer relevant when one wakes up the next day. The ability to be able to operate simultaneously from a macro big picture perspective in understanding your WHY and WHO, while being able to execute profitably at the micro with the WHAT and HOW is no longer a consideration, it is a reality to be in the game of today – much less to be able to survive and thrive in the tomorrows.

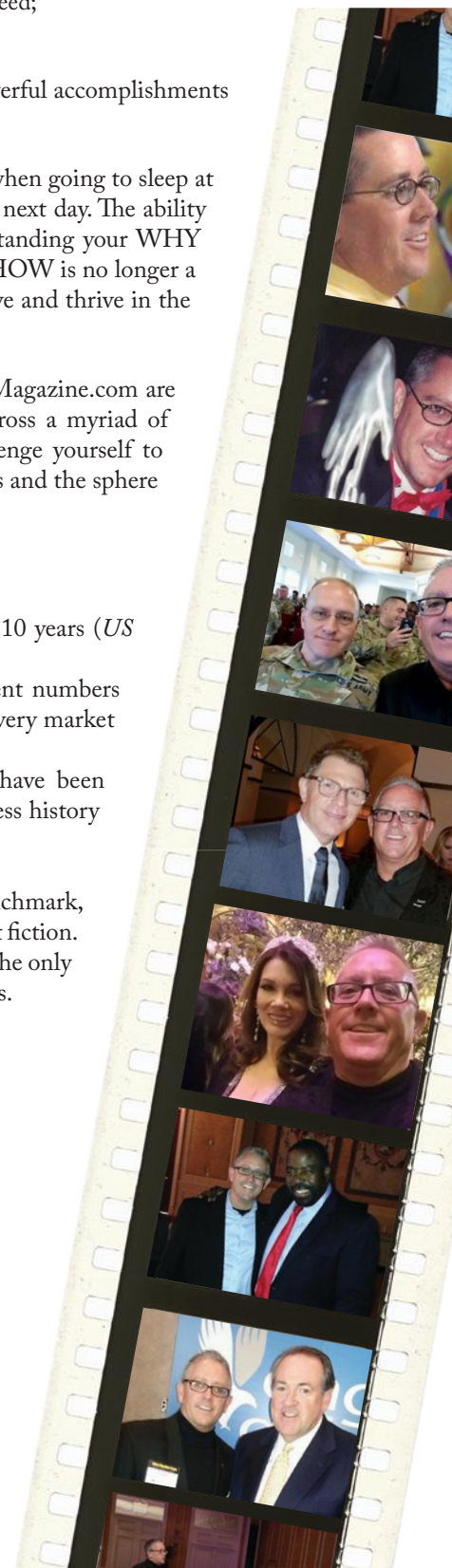
What you will glean in the following pages and from www.ProfessionalPerformanceMagazine.com are proven models, *no theories*, to accelerated success from global leaders that stretch cross a myriad of industries, Continents, vocations and diverse backgrounds. As you read each, challenge yourself to consider what the implications are from each contributor upon you, your organizations and the sphere of influence you have upon others.

Here is what we know, unbiased fact based, as you read this Edition –

- More businesses have been started in the past 24 months, than in all of the past 10 years (*US Chamber of Commerce, March 27, 2019*)
- More jobs have been created in the past 24 months with the greatest employment numbers across every market measurement and the lowest unemployment numbers across every market indicator of the past half Century (*US Labor Department, March 27, 2019*)
- More Generation Millennial and Z start-up businesses and online businesses have been registered in the past 24 months than at any one time in recorded American business history (*GoDaddy.com, March 1, 2019*)

More so than ever before, Performance Matters, and how you learn, earn, challenge, benchmark, grow, and accelerate greatness is critically dependent upon objective, honest, fact and not fiction. This www.ProfessionalPerformanceMagazine.com platform for two decades has been the only evergreen, unbiased, non media flawed, source for business, leadership, personal success.

Performance Matters ... Will Your Legacy Today Validate That You Do Matter?



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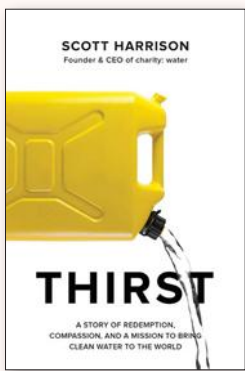
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Jane Ubell-Meyer





Scott Harrison

What inspired you to write this book?

Although **Thirst** is about charity: water and my own personal experience, I wanted to share my story in hopes that it might inspire others who are looking for a way to do good in the world, or anyone that just feels stuck. In the book, I share some of the more honest and vulnerable moments of my life — going from a morally bankrupt nightclub promoter to the founder of charity: water — and hope readers

of the book will feel encouraged to take their own leaps of faith and find purpose.

What is the one core transformative message in your book?

We all have the power within us to transform our own lives and the lives of others. It's never too late to make a change.



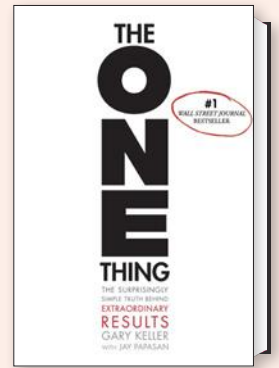
Gary Keller and Jay Papasan

What inspired you to write this book?

The ONE Thing came to life in 2008. Gary and I were working on a class and he took it home for the weekend to write an introduction. The introduction was called “The Power of One” and I remember saying, “Gary, I think this is a book.” He agreed and that started a journey that took us almost five years to complete. Gary has lived the fundamental ideas of the book for a long time and, rereading our earlier books, one can find lots of alignment around the ideas of focus and prioritization.

What is the one core transformative message in your book?

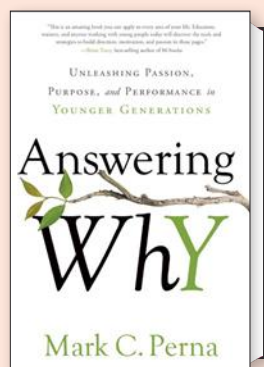
We live in an age of distraction and we have a choice. We can do fewer things for more effect or attempt everything with side effects. The ONE Thing is all about more of your time an effort at the things, maybe even the one thing, that matters most. People who do have better results, less stress and regain control of their busy lives.



Mark C. Perna

What inspired you to write this book?

I wrote **Answering Why** because I see the urgency for employers, parents and educators to connect and engage more effectively with the younger generations, and this starts with answering their why. We have a choice to view them either as challenges to be overcome or tremendous resources to be unleashed within our organizations, classrooms, and homes. Our skills gap crisis is expanding, and the 100 million+ Americans in the Y and Z Generations can be part of the solution. When we understand what makes them tick, we can empower them to make a bigger difference than ever before.



What is the one core transformative message in your book?

I believe that today's young people (anyone under age 38, Generations Y and Z) are two of the most incredible generations we've ever seen. They're smart, resourceful, and tenacious, and I call them collectively the Why Generation because of their constant need to know why. Understanding the reasons behind what we're asking them to do validates their contribution and motives them to deliver their best effort. Despite the negative stereotypes out there, today's young people can achieve amazing things when we unleash the passion, purpose, and performance they are truly capable of.



BARBEE

Lead with a Vision

When it comes to making lasting change in the world through business innovation, the simplest concepts are often the best. I have come to that conclusion after 45 years of work: on the client side with Fortune 500 companies like Gillette; with several successful entrepreneurial ventures; advising businesses globally (primarily at PriceWaterhouse Coopers before it became PwC); and now teaching MBA students and executives at the University of Virginia's Darden School of Business.

Indeed, I have found that the best way to stretch yourself creatively as a leader is by collecting “nuggets”: short, accessible reminders of what you probably already know but may have forgotten to put into practice. The best nuggets are easy to grasp and to communicate, meaty enough to lead you to pause and reflect, and open-ended enough that you can think of ways to apply them to your own business, or even of changes that would bring them up to date.

One of my favorite nuggets has to do with stating a vision. Leaders of successful innovation efforts are gifted visionaries. They can paint a picture of the future. What need is being filled? How can the product or service uniquely fill it? What new opportunity exists out there that has not yet been identified?

A vision needs two qualities. First, it has to be a winning concept. People like to be associated with a winner, a long-term success. Second, it has to be so clear and memorable — so simple, really — that people will never be able to leave it behind them. Simple doesn't mean being simplistic. It means getting to the heart of the matter, in a way that enables you to draw in everyone around you to master the complexities together.

These two qualities are essential for achieving buy-in. A winning, memorable concept will keep a team positively focused and sustain it during the inevitable disappointments and trying times.

In the 1980s, General Electric CEO Jack Welch came up with a great winning concept when he coined the word *boundaryless* to describe the antidote to the common problem of silos. At GE, managers' behavior was oriented to their function, division, or country. GE had been financially measured by division for years, but unfortunately, it bred a lack of cooperation. People rarely communicated across division lines.

Welch didn't use the familiar language of silos or talk about working together. The word he used instead was difficult to pronounce. That in itself brought attention to its importance. And the fact that the CEO kept repeating *boundaryless*

didn't hurt. Then there were a few exciting experiments with multidivisional wins in GE Aviation, GE Healthcare, GE Plastics, GE Appliances and Lighting, and GE Capital. Welch began celebrating those “cross-boundary” wins through his internal communications, GE's annual report, and a barrage of national and international media. After that, there was momentum to change. It meant winning more business going forward.

I also recall the celebration of David Calhoun, an executive who had risen through the GE ranks to lead Internal Audit, Locomotives, and was transferred to a new frontier in Singapore, which opened up Asia for the company. Calhoun was celebrated for his “boundaryless” attitude while working across divisions, functions, and countries within GE. He became an executive to watch with a successful career, and when he left GE in 2006 as vice chairman, it was to become the CEO of Nielsen. (Today, he is the media company's executive chairman as well as senior managing director, private equity at Blackstone.)

Businesses everywhere still talk about breaking down silos and building cross-functional teams. But the word *boundaryless* outshines all that. It represents a simple communication triumph that has never gotten stale. Jack Welch coined the word, and it became part of GE's culture. You don't have to coin your own word, but if you can find a simple, clear concept at the heart of your strategy, and if you can get others to appreciate it, then you're on your way to creating nuggets of your own.

George Barbee



BUSH

Spoken from the Heart

Your Heart Will Guide Your Performance in Life

Performance success in your life radiates from the lesson's one has experienced and learned from. Many of those lessons you learned in the classroom of life – beginning with “Rhetoric,” or “Perspectives,” ...

As much as any generation of Americans, today we are tasked with resolving challenges that lie far beyond your doorstep – even far beyond America’s borders. Between cell phones and the Internet, we have a world of information literally at our fingertips.

Today we live in a period of incredible liberty and adventure, a time to find your true performance calling and to demand the most from life before life makes specific demands on you. And as we face this new chapter of life, I can tell you one thing for certain: You won’t waste your talents and education if you use them in service to others.

A very wise man – my father-in-law, President Bush – said, “Any definition of a successful life must include service to others.” *Performance success leads me to want to talk about several critical factors ...*

I could talk about my *passion, education*. At every school we visit, the students are so eager. I remember once the President and I walked into an elementary school in Hawaii, and a little 2nd grader came out to welcome us and bellowed, “George Washington!” Close, just the wrong George W.”

I could talk about the small business owners and entrepreneurs who are now *creating most of the new jobs* in our country ...

I could talk about health care. For years, leaders in both parties said we should provide prescription drug coverage in Medicare. George was able to bring Republicans and Democrats together to get it done.

These are also *years* of hope for our country and our people. We have great confidence in our ability to overcome challenges. We have gained a new appreciation for the many blessings of America, and been reminded of our responsibilities to the country that we love.

George and I grew up in West Texas, where the sky seems endless and so do the *possibilities*. These are times that require an especially strong and determined leader within each of us to perform and become present.

Performance is also about learning and one needs to succeed. Having a love of books, of holding a book, turning its pages, looking at its pictures, and living its fascinating stories goes hand-in-hand with a love of learning.

Former First Lady, Laura Bush, was born in the boom-and-bust oil town of Midland, Texas, Laura Welch grew up as an only child in a family that lost three babies to miscarriage or infant death. She vividly evokes Midland’s brash, rugged culture, her close relationship with her father, and the bonds of early friendships that sustain her to this day.

When Laura Welch left West Texas in 1964, she never imagined that her journey would lead her to the world stage and the White House. She began as an elementary school teacher, working in inner-city schools, then trained to be a librarian. At age thirty, she met George W. Bush, whom she had last passed in the hallway in seventh grade. Three months later, “the old maid of Midland married Midland’s most eligible bachelor.”



Laura Bush

COOPER

Taking an Industry to the Next Level

Use these surprising principles for dramatically better business success

I am speaking to you as the CEO of an industry I would never have expected to enter—multi-level marketing. It is an industry that is fraught with negative stigma. Despite the fact that I'm well-educated, trained in healthcare, hold a Ph.D. and am published in professional journals, as soon as people hear “direct selling” they stop listening to anything I have to say.

When I formed ARIIX in 2011 with my cofounders, we realized we didn't like most of the aspects of network marketing. We knew that if we conducted our business like it has traditionally been done in our sector, we'd deserve the same negative stigma that all of them had. But in surpassing this challenge, I've learned a lot. Regardless of the barriers in your own industry, the things I'm about to tell you might just make the process a little easier for you.

Do the opposite. In our case, we had painful knowledge of everything we didn't like in the MLM sector. So, we broke up the “good ol' boys” network. We acknowledged the stigma. Instead of trying to change the perceptions, we declared we'd be like the George Costanza character in “Seinfeld” and “do the opposite” of everything our industry had previously done. Traditionally, MLM companies maintain full control over compensation. So, we flipped that and gave our reps the choice and control over the compensation model they wanted. We heard the complaints about poorly trained and supported representatives and we flipped that over as well. If your own industry has a stellar reputation in these areas, you can highlight that fact. But if it doesn't, I suggest you do what we've done. Own it, empathize and show your employees and customers you are willing to take an opposite tack.

Be Switzerland (or the United Nations). Instead of defending our company and programs in a way that leads to negative behavior, we adopted the Switzerland attitude of neutrality and acceptance for all. For example, we've acquired multiple companies with great products. And, instead of teaching the gospel of “miracle cures based on a plant we found in Ethiopia”, we choose companies with high quality products, market them factually and invite reps to choose the products they want to represent for themselves. In addition to spurring better behavior, this has produced another great benefit: rapid growth. It is much easier to integrate companies and accommodate cultures when we welcome and support the models and the nuances of business and culture they like.

What's Missing? This principle applies to support for representatives and customers of varied ages and demographics. For example, most CEOs are getting a little older. However, our largest growth (in all regions) is with Millennial representatives and in sales to Millennial customers. These members are vastly different than representatives of the past. They want latitude and freedom. They want to express their opinions openly and to feel their opinions matter. They want to make a difference. You can't overlook these factors if you want them to work for you or to buy your products. For these groups especially, nothing matters more than getting together to play and to listen, face-to-face, to hear what they want. Every participant (and customer) is happier when they know they are heard and that you respect their desires. International presence can be your fastest path to success. Our greatest growth areas are outside the U.S. China is our single largest market, with Japan, North America and Europe right behind. But regardless of the distance, you must work closely and genuinely with every region you support. A recent appointment I received to the Chinese Academy of International Trade

and Economic Cooperation (CAITEC), for example, reflects our genuine support for that region, as CAITEC works with the Ministry of Commerce (MOFCOM) of China to further the country's economic goals and initiatives. In expanding to other regions, it is vital to fully support the culture, beyond meeting the operational goals of supplying them with products. Pay attention to everything, and especially pay attention to the little things. Your business cannot survive in the midst of territorial wars.

In all, I advise leaders to look as far as possible beyond the traditions of your industry's past. Think about the barriers you've faced, and how you could flip them over. If you can accomplish this, you can rise to new levels or even allow your company and sector to achieve unlimited growth.

Dr. Fred Cooper, co-Founder and CEO of ARIIX, is one of 40 recipients worldwide to receive honorary professorship from the University of International Business and Economics (UIBE) in Beijing, China and membership in the Chinese Academy of International Trade and Economic Cooperation (CAITEC).



Dr. Fred Cooper



EVON

What the Military can Teach You about Business Success

The Connecticut National Guard, like your business, strives to recruit and retain the best talent, build a force capable of responding to current and future challenges, and to maintain the trust of the communities we serve.

In those respects, we are no different than any corporation: Striving for success while leaving the organization in better shape than when we arrived.

In 30 years of service to my state and nation, I have worked in a number of different capacities with people who exhibited many different leadership styles. Those who were successful in positions of leadership possessed one trait that I attempt to impart on every leader I mentor: adaptability.

As the Global War on Terror constantly evolves, the National Guard's role in operations locally, nationally and internationally continues to evolve with it. The mission, the equipment and (most importantly) the people must adapt to these

changing conditions in order to ensure the United States Armed Forces remains the most lethal, most capable fighting force on the planet – your MISSION provides clarity to your actions and those of others around you, with that clarity success is achievable and without clarity of MISSION resources and people can become lost ROI.

Regardless of the role the National Guard (or your organization) plays in foreign and domestic operations, the one constant is that ready, trained and equipped Guardsmen are required for any mission we are charged with. As leaders, we must never forget that without the men and women who volunteered to serve in the National Guard, we could never embody our motto, "Always ready, always there." – it is a LEADER'S responsibility to ensure these three factors, ready-trained-equipped are actualized.

Through the decades, I have witnessed the success of any organization has always hinged on leaders displaying an ability to adapt to ever-changing conditions and emerging threats. No organization can move forward (or survive) if its leadership remains stuck in the mindset of, "that's just the way we have always done it."

It does not matter what you are called to do within your organization or position with others, just as your Guardsmen in your State are called to conduct route clearance in Afghanistan while checking for IEDs or called to here in southwestern Connecticut to

conduct route clearance to help ensure utility companies that is the new reality of the global marketplace where you work today.

Unfortunately, in many instances today and within far too many organizations we are witnessing the demise because far too many people opt for easy and take the low road, pass the buck and shrug off these challenges. Now, the standout will be of leaders who show the ability to adapt to their current conditions, as they will shape future expectations when it comes to the caliber of individuals that will want to associate with you, join in with you, and stay with you.

Building leaders capable of such adaptability starts with honesty and transparency in your own communications. A staff that understands the leader's intent and the organization's needs in a changing environment where multiple variables will render even the best-laid plans obsolete is a staff on the path to building a team capable of adapting to anything.

The trust between a leader and his or her subordinates/associates/employees/staff, is one of the most sacred tenets of a thriving business. I challenge all leaders to take a hard look in the mirror and make sure that the person looking back is one capable of adapting to the fast-paced, ever-changing world you live in and for me the ever-changing world the United States Armed Forces demands of its leaders.



Major General Francis Evon

Major General Francis Evon, the Adjutant General and Commander of the Connecticut National Guard, has 30 plus years of experience proudly serving his home state and his nation. Evon has witnessed the transformation the National Guard has made since 9/11, and has held

command positions at all levels, including a tour overseas as battalion commander of Connecticut's largest and most historic battalion: the 1-102nd Infantry Regiment.



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GOSHEN

Success can be Your Greatest Enemy

“So many times it happens too fast. You trade your passion for glory”
Eye of the Tiger by Survivor

I love the Rocky movies, especially Rocky III. Sylvester Stallone was amazing as Rocky Balboa, a down and out Philadelphia boxer who worked hard to be able to fight for a major championship. The movie’s main song, Eye of the Tiger, is utilized more than any other composition for introduction and award music. But what many overlook are the insightful words sung in the first verse, “So many times it happens too fast. You trade your passion for glory.”

I would like to use these words for the backdrop of my article today as I share how “Success Can Be Your Greatest Enemy.” Here is a quick formula: Passion creates success; Success creates arrogance; Arrogance creates complacency; and Complacency creates decline.

All great endeavors begin with passion. You start with a dream of making it big, you see the vision continually, your passion sends you to bed thinking about what needs to be done, and you wake up considering what needs to be accomplished to fulfill your vision. You talk about it, you share it, your days and nights are wrapped around the passion of making your dream a reality ...

And then it happens! Your passion and drive create success, you hit your goal, you arrive on your mission, and you become successful! People around you and in social media begin to share how great you are—the likes, the shares, and the comments are exploding. You are recognized by your peers in magazines, or newspaper articles, or at local events. In essence, you have become F-A-M-O-U-S! If you are not careful and grounded, you can begin to believe your own press, or as some might say, “Drink the Kool-Aid,” quickly moving from a humble and grateful attitude to pride and arrogance.

From Passion to Success to Arrogance ... This is when your project, company, organization, or church begins to slow down, and Complacency takes hold. Your behavior moves from creative mode to management mode. “I have worked hard. I need to take some time off.” “What I’ve created will sustain itself for some time, so I am going to rest. After all, I deserve it.”

When you were under the drive of passion, everything was about how to get better, how to improve in sales or recruiting. Under the dull of complacency, you move to more meetings focused on survival rather than growth. You see, when you began your journey, passion was the key to your culture. Your organization was smaller and easier to drive forward. But now that your company is large, you feel that more meetings are necessary for studying last month’s activities rather than creating new activity for next month. You’ve become past-focused, not forward-motivated.

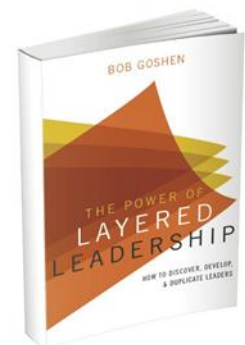
It then begins, decline. It is quite simple, like a blade of grass, you are either growing or dying, there is no neutral. Whether it is marriage or business, this rule applies. Once the decline begins, you must immediately return to the creative mode and reset your passion if you wish to continue your growth.

“So many times it happens too fast. You trade your passion for glory.”

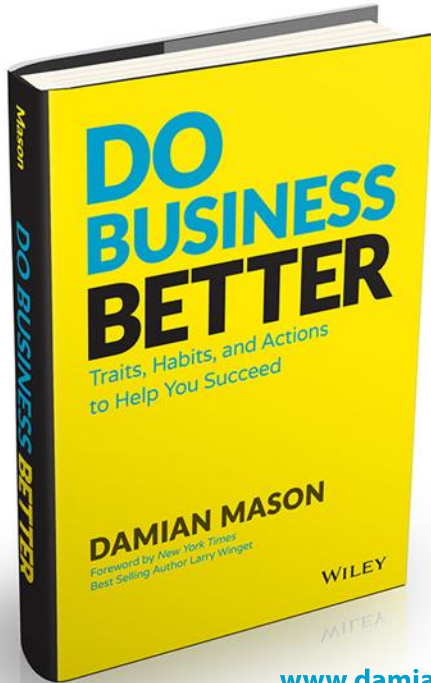


Bob Goshen

Bob Goshen is an author, speaker and coach to CEO’s and business leaders around the world. Bob’s expertise in leadership and the development of corporate culture has been applauded by many corporations, colleges and most recently the US Army. Bob’s number one Best Selling Book, “The power of layered leadership” has become a cornerstone for CEO’s on how to develop leaders within an organization. Bob lives in Houston Texas and has been married to his beautiful wife Kay for 47 years. They have three wonderful kids and six absolutely perfect grandchildren.



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3 Stories for Your Business Arsenal

Do you remember when you were a little kid? You'd snuggle under the covers in your Superman or Wonder Woman pajamas and wait for your parents to come in and read you statistics.

Wait... no. You wanted a story. As human beings, we're wired for stories. It's how we make sense of the world around us, absorb information, and most importantly, make decisions. Whether you're a business leader, a client development specialist, or a frontline salesperson or recruiter, your audience is expecting a story. Don't let them down.

There's an old adage that "people do business with people they know, like, and trust." And, you guessed it... all of this can be accomplished with story. But which ones?

There are three types of stories that you must have in your arsenal in order to emotionally connect with your audience, build rapport, and gain their trust and respect. These include the Why or Origin Story, the Success Story, and the Cause Marketing Story.

Let's start out with how to get people to *know* you. Just like in a personal situation, the way to get people to know you in business is to tell them something about yourself. Enter the Why or Origin Story. The term Origin story comes from the world of comic books. (Here we are back at Superman.) First, they tell you a story with the main character in it, then they do a prequel and explain who the character is and how they got there.

So what's your prequel? How did you get into your business? Why do you do what you do? In his viral TED talk, Simon Sinek says, "People don't buy what you do, they buy why you do it." Your back story will both differentiate you from the competition, and endear you to your potential customers. You'll connect with them on a human level, rather than just a business level.

Your Why is incredibly important... but it's meaningless if your product or service is terrible. Now that your potential customers

know you, you'll need them to trust you by illustrating that you're able to help them with their problem. This is where the Success Story comes into play.

The Success Story gives social proof that what you're selling helped someone else in a similar situation as your potential customer. It provides a main character that they can relate to, and takes them along the journey as you identify the character's goal, the conflict that's standing in the way of them achieving that goal, and the unsuccessful attempts they've made. And then... you come in. Your solution helps them to achieve their goal and your potential customer is left nodding his head and thinking, "Yes! If they can help this guy, they can help me."

Comb through your memory banks and find a handful of stories that illustrate how you have helped customers solve their problems and achieve their goals.

Now that your potential customer knows you and trusts you, how do you create the "*like*" factor? How do you differentiate yourself from the competition and give them a reason (beyond your product or service) to do business with you?

This is the Cause Marketing Story. Never heard of Cause Marketing? Here's my definition: Selling warm fuzzies instead of widgets.

Allow me to explain. Have you ever stopped doing business with a person or company because they behaved in a moral or ethical manner which you did not agree with? Perhaps they treated their employees unfairly or were dumping toxic sewage into our water supply.

If you would *stop* doing business with a company because of what they stood for, would you start? Welcome to Cause Marketing.

What matters to you and why? Are you in business just to make a buck, or would you



Sheryl Green

like to make a difference in this world? When you select a cause or non-profit and then put your money, energy, and resources behind it, you become about more than just widgets. You become about affecting change. And, you can bet that you'll attract like-minded customers and beat out the competition.

When you understand what stories to tell and when, you'll connect with customers on a personal level, differentiate yourself from the competition, build rapport and loyalty, and create an incentive for people to do business with you.

Harness the power of storytelling in your business today.

Sheryl Green is a keynote speaker, author and writing coach. She works with organizations to improve their visibility, favorability and profitability using the power of story and teaches how to utilize Cause Marketing as a tool in their sales toolbox.

Sheryl is the author of *Surviving to Thriving: How to Overcome Setbacks and Rock Your Life* and *Once Upon a Bottom Line: Harnessing the Power of Storytelling in Sales*. To hire Sheryl or buy the books, email sheryl@sherylgreenspeaks.com.



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Do You Have What it Takes to be a Hero Leader?

What is a leader? What makes a good leader? And, am I a hero leader? Those are questions we should ask ourselves every day – whether we are currently in a position of power or aspire to be in one. A good leader isn't someone who tells others what to do. It's not someone who cracks the whip just because they have power. That's a tyrant, not a leader.

There are a number of traits good leaders must exemplify. However, part of being a good leader involves our daily habits. According to a study, 45 percent of everything we do on a daily basis factors heavily on our daily habits.

But, do we have people ready to step into those positions? According to this infographic, 84 percent of organizations anticipate a shortage of leaders in the next five years because 91 percent of millennials plan to stay at their current job fewer than three years. You can't develop leaders with the turnover numbers are so high.

My book, *The Hero Factor: How Great Leaders Transform Organizations and Create Winning Cultures*, addresses how to cultivate the next generation of leaders. I also talk about how today's leaders can't just serve clients and shareholders while leaving employees with the leftovers. The book takes an active approach in teaching readers how to apply core leadership principles, without dismissing the power of profit, in order to transform their companies with hero leadership that actually trickles down to every part of the company.



Jeffery Hayzlett
hayzlett.com

Here are 5 actionable steps that can elevate your leadership skills.

Be fearless

Sometimes being a leader is not about having no fear, it's about conquering that fear. Entrepreneurs always dream of quitting their day jobs and start their own ventures. It's time to stop dreaming and start doing. Starting your own business might feel like you're about to bungee jump from the Empire State Building without a net, but this is the first challenge you must overcome.

The true mettle of an entrepreneur is measured by who you network with, how you close a deal or cut ties with a partner who's harming your venture. It's about making hard decisions at a moment's notice for the good of the company. This is the first step to the road of success and leadership.

Be Yourself

My attitude is always about owning who I am in everything I do: Sell me, sell the company; sell the company, sell me. When people hire me and say, "Make it like it used to be," I say, "No. You can't go back, and I don't want to." Don't think about that as arrogance. Think about it as owning who you are. The most inspiring and successful leaders are in their positions because they aren't afraid to be themselves and represent their brands.

Communicate a clear vision

In order to be a hero leader, you need to be clear about your goals, the vision for your company and about your values. Being transparent allows everyone in the company – from the CEO to the mailman, to be on the same page and constantly project those values to clients, vendors, stakeholders and everyone in between.

Your common set of values and standards will measure how your principles are being upheld.

Once you have aligned the language, values and standards, then you will have a cohesive culture. That should be your end goal. While it's tempting to employ stop-gaps along the way, that's a short-term solution. Your core values are your constant staples, but the

overall culture needs to be malleable enough to acclimate to different employees and changing times.

Show your value

Money is always important to start a new business, but what's the point of having the money when your product or service doesn't solve your customers' pain points? Leadership here comes in the form of having your customers' best interest at heart. As a company, you must prove yourself valuable before you prove yourself successful.

What pain points do you solve? How can you set yourself apart from the competition? Your purpose doesn't have to be to change the world, just to stand out. Here's an example: if you own a small business that offers the same service as the business two doors down, but you use locally-grown/manufactured products, that's your calling card. Your purpose? Supporting the local community. Customers know that you're looking to make an impact and will reward you with their loyalty. That will eventually bring you the money you'll need to charge ahead and as a leader, you'll have your finger on the pulse.

Don't be afraid of failure

Good leaders, lead. They think big, they come up with great ideas, they fail, they counsel, mentor, and are part of the team. If you think being a leader is finally making it into the c-suite or the corner office, you have the wrong perception of what being a leader is all about. Sure, the corner office and the c-suite look good on a resume and might impress a few of your friends, but the fact remains that you spend more time at the office with your team, than you do with your own family. It might be best to have your team on your corner, rather than fighting you at every turn.

Remember, leadership doesn't start when you have employees working for you. Leadership is a state of mind and the way you behave. Hero leadership doesn't choose you. Instead, it's a choice that you, as a leader, have to make every single day in order for the values set remain consistent and sustainable.

What is your hero factor?

Vanderpump **DOGS** LOS ANGELES

The Vanderpump Dog Foundation, founded in 2016, is a 501(c)(3) non-profit dog rescue organization, working on both domestic and international fronts to help create a better world for dogs globally.



We opened the doors to our flagship Rescue Center in Los Angeles in March 2017, and have found forever homes for over 700 dogs in the LA Area! Our Rescue Center features an Adoption Center, Retail & Food Store and On-Site Grooming... and 100% of the proceeds support our Dog Rescue Initiatives!

The Vanderpump Dog Rescue Center
8134 West Third Street
Los Angeles | CA | 90048

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HONNOLD

The Peak of Your Success

Alex Honnold, at age 33, is a professional rock climber from Las Vegas, Nevada, and is the 2019 NatGeo's hit "FreeSolo" and Oscar winner. He's been featured on *60 Minutes* and appeared on the cover of **National Geographic**. One of fewer than a dozen free-solo rock climbers in the World at his level (free-solo or free-style means no ropes, safety devices, picks, spikes, or tools beyond your hands and feet and the shows, gloves, and clothing you wear!).

Q Success and achievement mean different things to different people, how do you see yourself?

ANSWER - It's hard for me to write an essay about success and accomplishment and all those good things because I don't feel like they pertain to me at all. I've basically devoted my life to rock climbing, spending pretty much all my time either climbing or traveling to climbing destinations. And while I feel like I've improved my own climbing and managed to do some things that I'm proud of, there is no real destination labeled success. At no point will I have arrived. I'll just continue to push myself until the passion is no longer there and I eventually shift focus. At no point will I suddenly feel like a successful rock climber.

Q What got you into free solo climbing?

ANSWER - I just always thought it was "cool" as a kid and then once I started dabbling a little, I found it super enjoyable. The positions you get into are truly amazing. Being so high off the ground, with nothing but air all around, it is really pretty awesome places, probably the most famous place I have found myself climbing has been Half Dome and El Capitan in Yosemite National Park.

Q In looking at what you do as a business, how do you strategically plan out your year?

ANSWER - My year is generally laid out around a few central goals, objectives that I really want to climb that year. The rest of the year is just general climbing in an effort to get fit for those goals, so in some ways I do lay out the groundwork for success and failure. Yet over the last 3 years I have only actually accomplished a small handful of the goals that I set out for myself. I get side tracked by other climbing objectives along the way or I find that they were simply too ambitious of a dream. And yet I wouldn't consider those years failures, since I did climb many things that I was proud of. The important part for me is climbing my best, even if that doesn't mean actually "succeeding". I have worked hard to secure sponsorships by several outdoor or climbing companies. Leading businesses like, The North Face, Black Diamond, La Sportiva, New England Ropes, and Clif Bar. These great partnerships allow me to climb full time.

Q While others your age (Generation Y/ Millennial) may still be contemplating what to do with their life, your cumulative accomplishments thus far raise the bar on both your generation and for all of us, how do you define success or performance?

ANSWER - In many ways it's all just a matter of how you define success. Traditionally it has more to do with accomplishing goals and receiving recognition for it. Doing something cool and having people love you for it. But it's much more satisfying to define success as doing your best and pushing yourself, even if you're don't really accomplish anything. By that measure any climbing can be successful as long as you try your hardest and learn something from it.

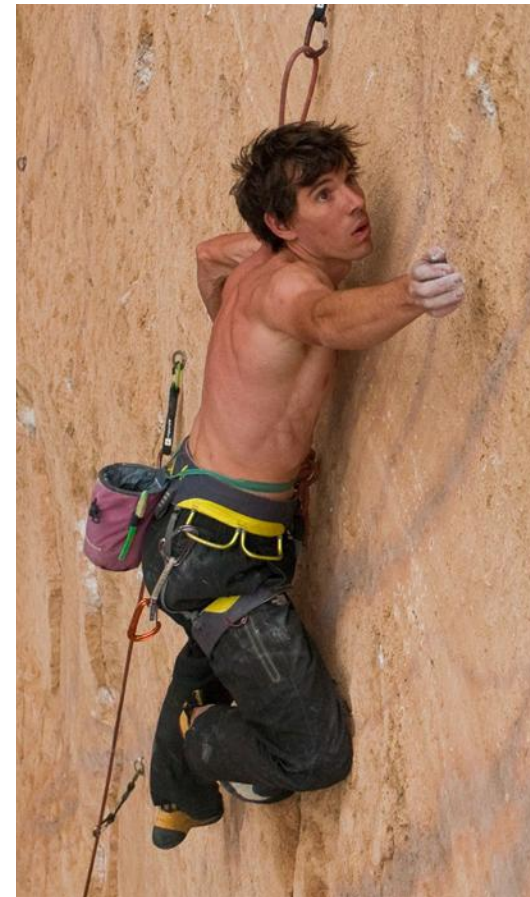
Q How do you deal with notoriety and stay focused?

ANSWER - Over the last few years I've received more and more mainstream media attention for the kinds of climbing I enjoy. And while it has been satisfying to be recognized for my efforts, it hasn't changed how good I actually am at climbing. That can only change through a ton of training

and hard work, which is why I still spend all my time out at the crag trying my hardest to learn something new.

Q Something drives all successful people, deep down, so what are your passion drivers?

ANSWER - I love climbing for a myriad of reasons like the pleasure of the movement or being out in nature. But perhaps the thing I like the most about it is that climbing provides an opportunity for unlimited effort. There is always more to learn, always more to work on, always somewhere new to go to climb new routes. And because of that the conventional definitions of success and failure aren't the most useful terms. It doesn't matter what I manage to climb or don't, there is always something else to learn and somewhere new to go. It's that constant struggle to improve that makes climbing such a joy.



KINNEY

Two Steps from Death...

When Mission and Safety Culture Collide

I have utilized the above title for a presentation shared with numerous companies across the United States. The presentation addresses the results of an accident investigation that I was requested to lead when an empty, open top, 55-gallon drum located at a remote facility unexpectedly exploded.

Fortunately, only one worker received a few injuries. However, a fatality was narrowly avoided when a second worker took two steps back from the drum in the moments just before the explosion and thereby avoided being dismembered due to flying shrapnel.

While technical analysis of the explosion could be the topic for a separate article, what I found particularly chilling were the series of safety culture challenges that directly contributed to the explosion. When I shared the conclusions of the accident investigation with the president of the company, he was horrified, exclaiming: “How could this have happened at my company?”

By the way, no matter what your business or organization does, this comment may very well be yours.

His comment is understandable since the company had received numerous safety awards and routine inspections at this facility did not identify any problems. However, a series of key safety culture tenets were not

being effectively implemented. Examples include:

Management Commitment: This tenet is viewed as the foundational building block for a truly effective safety culture. This commitment includes having balanced priorities regarding budget, staffing, and equipment. In too many instances, senior management view safety culture processes as “nice to have” versus “have to have.” Over time, this can result in an incremental reduction in safety barriers, thereby increasing the potential for accidents to occur. In the case of the drum explosion, limited program funds had been directed elsewhere for many years, resulting in systems and equipment not being maintained or repaired at the facility – What would this look like in your organization?

1. **Continuous Improvement:** This concept recognizes the importance of not being satisfied with the status quo or settling for “good enough.” Ironically, while this tenet can provide considerable value, it can be difficult to justify funding requests since everything appears to be OK. Due to limited funding, this topic wasn’t addressed at the facility – Is continuous improvement a priority in your organization?

Over the years, I have also assisted companies with developing numerous supporting safety culture attributes tailored to their societal considerations. Stepping away from the drum explosion event for a moment, I also want to share a few examples that can prove beneficial to any company interested in enhancing their safety culture.

2. **Be Your Brother’s/Sister’s Keeper:** By being your brother’s/sister’s keeper, employees’ welcome feedback from their peers in the workplace. They also appreciate having an additional set of eyes to assist with safe, efficient, and compliant

performance of work – What would this look like in your organization?

3. **Boots on The Ground:** By boots on the ground, I’m referring to senior management spending time with employees in the workplace (e.g., shop floor). This also provides an opportunity to build a collaborative relationship versus only being viewed as the “boss” – How do your employees respond to your visits in the workplace?

4. **Consistent Accountability:** Employees throughout your organization are consistently held accountable when company processes and/or procedures are not followed. In other words, the same disciplinary actions are applied for similar events – How comfortable are you with the accountability processes in your organization?

While these examples of safety culture considerations barely scratches the surface regarding this important topic, they are a great place to start. In addition, you’re going to reduce the potential for having to ask: “How could this have happened at my company?”

Atmosphere of “Enabled Indifference”

Returning to the drum explosion event, I summed up the collective situation as an atmosphere of “enabled indifference.” In other words, while employees at that facility were aware of the safety rules, they had simply thrown up their hands and only focused on getting paid. This attitude was due to a lack of management presence in the workplace and inconsistently accountability, combined with ongoing reductions in staffing levels and budgets.

After publication of the 150 page accident investigation report, I was requested by the company president to assist with development



Mike D. Kinney, CSP

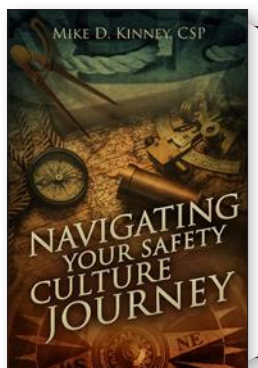
of numerous corrective actions and process improvements. This included leading a series of meetings with the senior team to evaluate organizational stressors that had not been effectively addressed previously. While the company eventually recovered, there was also some painful reflection by the management team regarding how the event could have been avoided.

Regarding financial impacts, the company ultimately faced over \$250,000 in regulatory fines and also spent in excess of \$450,000 to clean up the area where the drum had been stored inappropriately. As an aside, these costs did not include repairs that were also required at that facility.

So ... *Where Do I Go from Here?*

Begin... at the Beginning: Said another way, you don't know what you don't know. Most

companies appreciate the value provided by an independent evaluation of their current safety culture processes. This approach can also provide you with a baseline regarding current implementation as well as establishing near and long-term process improvement goals.



Ongoing Journey: In my humble opinion, this is perhaps the most important take away. Truly successful companies recognize the value of having safety culture processes that continue to improve and mature. Good luck with your efforts. Your organization and your employees are worth it!

Mike Kinney, President of Safety Culture Strategies, is a BCSP Certified Safety Professional (CSP), applying over 30 years of proven experience in the topical areas of worker safety, safety culture, and continuous improvement. He has authored dozens of articles addressing safety culture and enhanced employee communications and is frequently requested to speak at safety conferences. Mike is also finalizing his latest book entitled *Navigating Your Safety Culture Journey*. His insight and expertise are routinely sought-after by companies who want to enhance their safety culture processes. Mike can be contacted at mike@scstrat.com or visit www.scstrat.com

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DAI LA MA

Ten Essentials for Lasting Harmony

When I meet people in different parts of the world, I am always reminded that we are all basically alike: we are all human beings. Maybe we have different clothes, our skin is of a different color, or we speak different languages. That is on the surface. But basically, we are the same human beings. That is what binds us to each other. That is what makes it possible for us to understand each other and to develop friendship and closeness.

Because we all share this small planet earth, we have to learn to live in harmony and peace with each other and with nature. That is not just a dream, but a necessity. We are dependent on each other in so many ways, that we can no longer live in isolated communities and ignore what is happening outside those communities, and we must share the good fortune that we enjoy. I speak to you as just another human being; as a simple monk. If you find what I say useful, then I hope you will try to practise it.

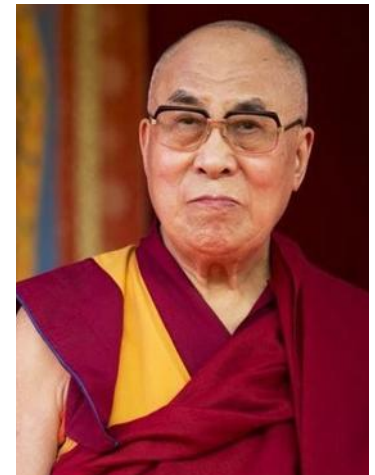
Ten ways to attain a higher level of being:

1. On Kindness: Whether one believes in a religion or not, and whether one believes in rebirth or not, there isn't anyone who doesn't appreciate kindness and compassion.
2. On Happiness: One of the characteristics of karmic theory is that there is a definite, commensurate relationship between cause and effect. There is no way that negative actions or unwholesome deeds can result in joy and happiness. Joy and happiness, by definition, are the results or fruits of wholesome actions. So from that point of view, it is possible for us to admire not so much the immediate action, but the real causes of joy.
3. On Rebirth: We are born and reborn countless number of times, and it is possible that each being has been our parent at one time or another. Therefore, it is likely that all beings in this universe have familial connections.
4. On Love: If there is love, there is hope to have real families, real brotherhood, real equanimity, real peace. If the love within your mind is lost, if you continue to see other beings as enemies, then no matter how much knowledge or education you have,

no matter how much material progress is made, only suffering and confusion will ensue.

5. On Compassion: Compassion is not religious business, it is human business, it is not luxury, it is essential for our own peace and mental stability, it is essential for human survival.
6. On Purpose: Whether we are rich or poor, educated or uneducated, whatever our nationality, color, social status, or ideology may be, the purpose of our lives is to be happy.
7. On Peace: We can never obtain peace in the world if we neglect the inner world and don't make peace with ourselves. World peace must develop out of inner peace.
8. On Suffering: Pain is inevitable. Suffering is optional. If you have fear of some pain or suffering, you should examine whether there is anything you can do about it. If you can, there is no need to worry about it; if you cannot do anything, then also there is no need to worry.
9. On The Environment: Just as we should cultivate gentle and peaceful relations with our fellow human beings, we should also extend that same kind of attitude towards the natural environment. Morally speaking, we should be concerned for our whole environment.
10. On Friendship: Old friends pass away, new friends appear. It is just like the days. An old day passes, a new day arrives. The important thing is to make it meaningful: a meaningful friend -- or a meaningful day.

We are dependent on each other in so many ways for our performance success, that we can no longer live in isolated communities and ignore what is happening outside those communities, and we must share the good fortune that we enjoy.



Dalai Lama
Tenzin Gyatso

LECHTER

Authenticity in the Experience Economy

The evolving “Experience Economy” is bringing a new and important spotlight on the need for authenticity and transparency. Consumers want to support businesses where the leaders actually do what they say they are going to do. If your company makes a promise, it needs to deliver on that promise. You cannot be authentic unless you genuinely believe in the value of your product or service and can communicate your belief with enthusiasm. Consumers respond to and are beginning to demand such authenticity.

How loyal are your customers? What is the average lifetime value of your customers? Do you under-promise and over-deliver? Or do you overpromise and under-deliver?

With the ease of obtaining vast amounts of data and research through on-line resources, consumers are smarter than ever. More than likely they have researched your company and your reputation and are aware of your competitors and their similar offerings.

Do you focus on “selling” or “serving” your customers?

When you focus on selling, you are focusing on a transaction...the sale...instead of the customer! That sale is a one-time occurrence...which means you must repeat it over and over by acquiring new customers just to sustain your sales volumes.

When you change your focus to serving, you begin to focus on your customer and his or her specific needs. You are creating a relationship with your customer. That relationship will generate loyalty and you will be rewarded by repeated sales...and a referral machine in the process. A happy customer begets more happy customers.

Even though you focus on service, it is still important to understand the power of the sales process and your ability to influence your customer to eventually buy from you. Remember buyers are not as persuaded by logic as they are by how well you learn to communicate your belief in your product or service. And most importantly, how you

make them feel! In the case of millennials (those born after 1980), who are used to information immediately and according to Pew Research are far less trusting than previous generations, the relationship is key! Any company that ignores a potential market larger than the baby boom generation risks tremendous opportunity cost.

Many articles have been written about the importance of sharing the benefits of your product or services not just the features. Of course, as the business owner you are proud of all the features you include and want to share all that your product and/or services offer. However, to heighten your sales it is most important to outline the benefits you provide to your customers. The most successful businesses “solve a problem” or “serve a need.” By focusing on what you solve for your customers, or the solutions you offer to their pain points, you will not only show the benefits you provide...but that you care as well... and you want to serve them.

Why is all this important? Because today if you are not authentic and transparent, you are gambling with your brand’s social currency.

While we do, and should, spend a great deal of time on our marketing messaging, it is equally important today to monitor and react to the messaging that our customers are sharing about us...especially through social media. While it has long been understood that testimonials, or third-party validation, are essential in the sales process...you typically hand select the testimonials you want to share. However, with social media your customers are sharing their experiences daily, if not hourly. And as is often said, you are more likely to share a bad experience than a good one.

How do you monitor this social currency?

First, you should have Google Alerts set up for the name of your company, your name, and the names of your products or services. It is a free service and will “alert” you to mentions of your company, name or products online. This allows you to respond in a timely

manner to show your appreciation as well as correct it if what is being shared is inaccurate. For more about Google Alerts visit www.google.com/alerts.

Also, there are all types of reviews online, from Google My Business Page to YELP! and TripAdvisor just to name a few. These reviews can help you...or hurt you. It is very important to monitor them and encourage your happy customers to share their experiences online as well. It is even more important to respond to any negative reviews.

Remember the United Airlines debacle that was a social media extravaganza when a passenger was dragged off a flight? United sent two completely different statements that gave it a black eye through social media. Not only was United blasted by people everywhere, its own internal messaging was not clear and on-message. It made the problem even worse. People lost trust in United.

While you cannot control what others say online, if you focus your business around service and being authentic and transparent you will see the positive results through these online reviews.

Welcome to the Experience Economy...and a marketplace of authenticity!



Sharon Lechter
SharonLechter.com

MAGEE

Building a Stellar Board

or Advisory Board for You or Your Business

Recently one of the leading think-tanks connected to 275 leading businesses in America at the Board-of-Directors level and their C-Suites conducted an intensive survey, among the analytics, the top five corporate risks are HIPPA connected. Meaning one's Board owns in concert with the C-Suite top concern areas: Cyber, Culture, Privacy/Identity, Information's/Technology, Crises Response Process.

To navigate this terrain, is the essential driver to why it is so critical to building a stellar Board or Advisory Board to your organization.

I have experienced this through three decades of hands-on work within organizations and boards, from the private entrepreneurial level through to Fortune 100 Firms and military Generals. This has culminated in best practice doctrine in my fourth graduate level management text, *The Managerial Leadership Bible* revised edition II from Pearson Education/FT the World's leading academic text book publisher for this new book.

I have a different take on what the prevailing best minds and think-tanks on this topic are espousing, and these observations trump why we have seen and continue to see implosions over the past three decades. To this endeavor consider these strategic imperatives for the architecture of your stellar BOARD of excellence and governance:

eForce vs. cForce explains how and why individuals and positions act, behave, and think the way they do. This directly sets the tone-at-the-top and directly drives how risk is managed, ensures compliance and standards of performance are maintained and met, lays as the baseline of conduct the operational ethics, codes of compliance, drives appropriate policies and procedures, establishes the on-going education initiatives and platforms necessary to be able to serve, and illuminates all levels, degrees and approaches to monitoring ... The first application of the eForce v. cForce model. Recognize that every position within a Board or Organization

is either (never both) an Entrepreneurial (eForce) or a Control (cForce) position. Self-exercise, create a general organizational diagram or organizational chart. Now determine which positions in their truest form are either an Entrepreneurial (eForce) or a Control (cForce) position?

Now, the second application of the eForce v. cForce model. Recognize that every person within a Board or Organization is either (never both) an Entrepreneurial (eForce) or a Control (cForce) person. Self-exercise, now with that general organizational diagram or organizational chart, determine for each position, the person you have in that position right now, in their truest form what is their dominate persona, are they either an Entrepreneurial (eForce) or a Control (cForce) position?

Now, recognize the trauma of having as an example an ePerson in a cPosition/cForce? Or visa versa? If you evaluate most every positional implosion within organizations or major organizational implosions, I just gave you a clue as to how and why it happened!

Accountability ensues when you have the right persona in the right position/force or a control system in place to hold persona accountable to performance requirements!

C-Suite connectivity is a very simple, yet amazingly missed more often than not from early entry businesses to established mature organizations. There should "always" be a direct or dotted line influence from

each C-Suite position/force and specific member of your Board. There is a greater level of connectivity, leveraged intellectual assets and networks if you have a like-like in each C-Suite person and their mirror on your Board. This also then allows for a force multiplier for understanding, coordination, conduit to accountability to each C-Suite position, and again better governance in any large marketplace business. This does not change the architecture for a small or start-up enterprise, as it does an established, mature, large business or organization.

As the business owner, CEO, key-stakeholder, having these lines of like-connectivity affords you greater intelligence, accountability and assurance of peak performance from each individual in your senior inner circle.



Jeffrey Magee

Jeffrey Magee, PhD, PDM, CSP, CMC, CBE, is the "Thought Leader's Leader." Jeffrey is the publisher and editor-in-chief of **Performance 360 Magazine**, editor of *Trajectory Code and Performance Driven Selling* blogs, a former nationally syndicated Radio Talk Show Host as well as a published author of several books including *Performance Execution*, *The Managerial Leadership Bible*, *The Sales Training Handbook*, and

Your Trajectory Code. He is also a columnist and highly sought motivational-leadership speaker. The recipient of the United States Junior Chamber's Ten Outstanding Young American's (TOYA) Award, and the United States National GUARD's Total Victory Team Medal for civilian contribution to the Armed Services.

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Remember the inception, survival, sustainment and thriving capacity of an individual or organization I strongly believe will come down to 5-Core Factors that only the key stakeholders at or above the C-Suite must design and own:

Strategic Intent/Strategy as derived from one's values and vision and drives mission statements and thus direction of your organization. What your organization is today and what you want it to be tomorrow is crafted here and communicated here. This drives and can be used to benchmark every action, decisions, initiative off of, as well as drives the culture, climate and environment that is what one is on a personal level or what the organization is and can become.

Operational Systems processes, protocols, compliance, monitoring, metric's, systems, software/hardware deliverables, and procedures all are borne out of Strategic Intent/Strategy and must allow for effective execution forward from here.

Tactical Behaviors exhibited by established standards of ethics, expected or tolerated performances activities, fiduciary responsibilities by each person comes from and supports the first two core-factors. This is the detailed

work product and frequency of said product is dictated here.

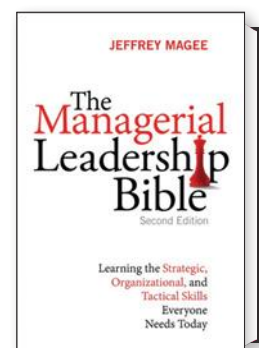
Discipline to execute to or above expected standards of performance, is a major differentiator among those that are achievers and those that fail. The ability to build buy-in, ownership, passion and commitment to embrace and seamlessly achieve the output on a regular reliable basis is a human capital and technology endeavor.

Accountability whether self, peer driven, organizational, system, performance standards, customer or any other means by which the human capital is accepting for enhanced and continuous improvement opportunities 24/7 must be self-generating at this level.

Another pivot-point in how you can design, leverage and use a personal Board-of-Directors or Advisory-Board, just as how one should be utilized in business, your Board should also serve as your Human Capital Talent GPS on steroids to be relevant in the marketplace of tomorrow. I believe that all business will come down to actually only two variables, and the one that grasps, manages and owns this will prevail under any circumstances on finds themselves in – Human Capital and Financial capital are the

only true differentiators in the new global economy!

To navigate this terrain, these are a few of the essential drivers to why it is so critical to building a stellar Board or Advisory Board to your organization. It also requires an objective ability to assess the human capital abilities now and in the future to thrive (as discussed via the Player Capability Index™ Model in *The Managerial Leadership Bible* and in www.TALENT-ification.com) that every person within your organization understand and have buy-in to your GPS/Mission Statements – If a person can't plus-up or add value to your organization at whatever level they participate, you have a cancer that your Board Members are not holding you accountable to today!



MASON

Success is a Habit

but it's Not a Routine

We usually think of habits as negative. Smoking rather than flossing, for example. Habits are like peer pressure in that regard. But peer pressure is only bad if your peers are.

Peer pressure can actually be quite positive. I have peers who challenge me to achieve more, read more, work smarter, think differently, and get more out of life. A lot of unproductive, unhappy people would do well to find positive peers to pressure them!

So, it is with habits. They can be good or bad. Your success depends on cultivating good habits.

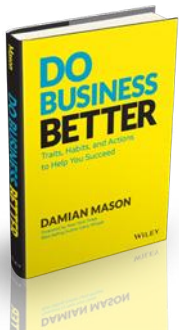
Habit vs Routine

There's a difference between habit and routine. One is intentional, the other mindless. No matter what your picture of success looks like, you won't get there by being mindless.

A couple definitions from dictionary.com for clarity.

Habit: an acquired behavior pattern regularly followed until it has become almost involuntary

Routine: regular, unvarying, habitual, unimaginative, or rote procedure



“But Damian,” you’re saying, “the word habitual is in the definition of routine.” Yep, it is. Along with unvarying and unimaginative. Are those adjectives you’d like to see on your tombstone?

Also the word rote is used to describe routine. Rote means “without thought.”

Unimaginatively and unvaryingly plodding through life without thought seldom yields positive results.

Habit, as opposed to routine, is defined as an acquired behavior pattern. See the difference? Acquired is active. That means you sought it out and made it happen. Intentionally.

Cumulative Effect of Habits

Good or bad, habits don't generally make you or break you immediately. Unless you're talking about a serious drug habit, which can be quickly lethal.

Habits have a cumulative effect. The fit person isn't fit because she exercised Tuesday. She's fit because she exercises every Tuesday. Several other days of the week too.

Habits always yield an end result, it just takes a while. Good habits are like compound interest in that regard. Compound interest will make you rich, but only if you invest with daily discipline and stick with it for the long haul. Same goes for good habits, so start now!

The Sales Habit

My friend and insurance agent has a policy about insurance policies: He won't quit for the day until he's sold one.

That was the advice given by his grandfather, who started the agency. Tom cultivated it into a habit. Intentionally. He demands of himself that he sell at least one new insurance policy per day.

That's disciplined and deliberate. After 3 decades of daily habit, the cumulative effect is a prosperous business.



Damian Mason

Your Habits

Where have you fallen into a routine? What aspect of your life and work is unimaginatively without thought? What about your habits?

Creating the life and business of one's choosing requires one to first make an active choice. Make the choice to develop good habits.

Damian Mason knows how to create a life and business by choice because he's done it. From scratch. At age 25, he chucked his sales job with a Fortune 500 company to pursue greater compensation and creativity. It worked. When his business struggled mightily, Damian reinvented himself. After several iterations and multiple setbacks, his business thrived once again.

Damian speaks to corporations, associations, trade groups, and agricultural organizations. He delivers insights, information and inspiration in an entertaining package.

Damian is also a podcaster, farm owner and author. His latest book, *Do Business Better — Traits, Habits, and Actions to Help You Succeed* is on sale now.

www.damianmason.com

QUBEIN

Solid Strategies-Solid Success

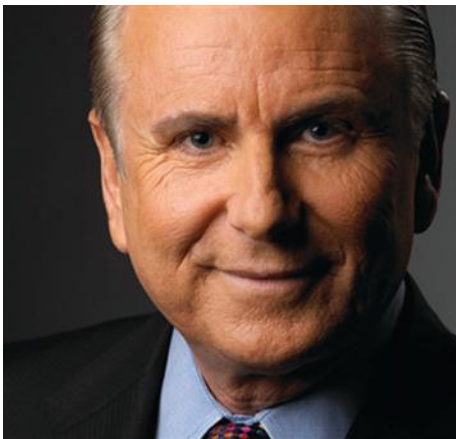
Even the greatest ideas are of little value unless they are backed up by a practical and workable plan of action. The word strategy comes from an ancient Greek term which literally means to be a general leading troops into battle. Setting up a good strategic plan involves five steps:

The first step is to translate your vision into measurable and achievable goals.

- You decide specifically what you want to accomplish during the next five to ten years -- those are your long-range goals.
- Next you break those goals down into intermediate goals -- things you wish to accomplish during the next six months or year.
- Then you break them down further into short term goals covering the next month or six weeks.

The second step is to break your goals down into achievable objectives.

- Dr. Robert Schuller says, "Yard by yard life is hard, inch by inch it's a cinch." Working by objectives helps you concentrate on what's important, instead of spinning your



Nido R. Qubein

Nido Qubein is an international speaker and author on sales, communication and leadership. In 2005, he accepted the presidency of High Point University. Dr. Qubein is the recipient of numerous awards and is also chairman of Great Harvest Bread Company with 220 stores in 43 states.

wheels on those things that seem urgent, but don't lead to your long term goals.

- Objectives add purpose and direction to all your activities.

The third step is to set up your strategies for accomplishing your objectives.

- Strategies are the specific ways you will go about achieving your objectives.
- The more clearly thought out they are, the more effective they will be.

Fourth, you choose each task you must complete each day to achieve your goals.

- This is where most planning breaks down. We tend to leave it vague -- thinking that, as long as we are working hard all the time, we are achieving our goals. Most salespeople I talk with are extremely busy -- and most of them are working hard to do things right. The problem is they are not doing enough of the right things -- the things that will help them achieve their goals.
- It is not enough to merely list each task you need to do; you need to build it into your schedule...So many hours every day you are working on specific actions that will lead to accomplishing your definite objectives.

And, finally, build in the monitoring mechanisms that will help you keep track of your progress toward implementing your plan.

- It's one thing to have a "gut level feeling" that you must be doing something right because you are always working hard. But it is far better to design simple mechanisms to let you know precisely how much progress you are making.
- Look for a few key indicators that will help you stay on track, and monitor those like a doctor would monitor the vital signs of a patient. It doesn't matter how much

activity is going on. What matters is how well you are doing at achieving your objectives.

- One good example would be that you would target to contact three people each day to generate new business. At the end of the day, you'd know whether you have achieved that goal.

That plan is not complete until it has been communicated satisfactorily to every person in your organization who must help to implement it. Here are some guidelines to help you communicate your vision and plan to your staff, associates and others.

1. Involve others in formulating the plan. People tend to understand and support plans they help create.
2. Clearly identify roles and expectations. Every person needs to know clearly what you expect and understand the basis on which his or her performance is to be judged.
3. Make sure everyone understands all deadlines and schedules. A good plan has teeth in it, and the only way to give it those teeth is to set definite deadlines for specific actions.
4. Count on the plan for intrinsic motivation rather than seeking to motivate people with gimmicks. If the plan is built around the strengths and personal motivations of the people who must execute it, and has its own built-in rewards, motivation will take care of itself. If not, you cannot come up with enough gimmicks to make it work.
5. Get feedback to make sure people understand exactly what you expect. It's not very helpful to say, "does everyone understand the plan?" A far better approach is to say "tell me what you understand the plan to be and how you see yourself fitting into it."

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3 Powerful Ways to Have People Follow You

by Choice Not Coercion



Shola Richards

“It’s little details that are vital. Little things make big things happen.”

~ Coach John Wooden, UCLA Bruins

The above quote is a prime example of why Coach Wooden is widely considered the best team sports coach of all-time. Not only is his quote spot-on (and likely played a key role in his teams winning 10 college basketball championships), but it is a tried-and-true formula for excellence in virtually any area of life, from parenting to brain surgery.

It is especially true in leadership. In my experience working with leaders from all over the world, adherence to the details is a common trait in the most effective ones, and unsurprisingly, inattention to the seemingly small details is what usually sinks the less effective ones.

So, what makes a leader effective? There are many ways to answer that question, but for starters, effective leaders have people who follow them by choice, not coercion. If you want a fail safe way to determine the difference, ask yourself this: “if your boss didn’t have his or her authority over you, would you still follow that person anyway?” The answer to that question can be very telling.

More importantly, if the same question was asked to your staff, what would their answers say about you as a leader?

If you are interested in having others follow you through choice and not coercion, here are three simple, but powerful, ways to make it happen.

Unconditionally Respect Others

It might seem strange to classify respect as a little detail, but sadly, in the single-minded pursuit of big picture goals (i.e., making shareholders happy), this is one of the first concepts to get tossed to the wayside. I used to work with a senior executive who refused to communicate directly with anyone on the front lines of his company, solely because they haven’t “earned the right” to speak with him yet. Do you think that this is the type of leader who people actually wanted to follow? You know the answer.

Don’t dismiss him as an extreme example, though. There are many leaders at all levels who foolishly make the decision to dole out respect based on trivial things such as the other person’s job title, level of organizational influence, the amount of ceiling tiles in his office, or even his parking spot. This is not an indulgence worth the time or energy of any leader committed to making a positive difference.

Effective leaders rise above this silliness. To her, it does not matter whether a person’s job is to run the business or clean the business, she gives them all the same level of respect simply because they are all vital members of the same team. The leader who does this consistently, will be followed by choice.

Feed the Starving

We live in an appreciation-starved society where many employees don’t feel recognized for a job well done. That is why the leader who is willing to provide sincere nourishment in this regard will also be followed by choice.

Even though providing sincere recognition is relatively simple and does not cost a dime to do it well, it still does not happen nearly as much as it should. Many leaders are conditioned to only give feedback to their employees once something has gone

wrong, and this destructive habit has visited devastation upon employee morale for decades.

This is deeper than just giving specific and meaningful praise (which alone, will get people to follow you by choice). This is also about listening to your staff and sincerely soliciting ideas from them about how to improve their jobs. This is one of the best, and most valued, ways to nourish those who are starving from lack of appreciation.

Be Perfectly Imperfect

Many leaders feel the need to put on the veneer of perfection in hopes of gaining the respect of others, but unfortunately, perfection doesn’t attract anyone to follow them by choice. Why? It’s for the same reason that most people don’t feel connected to a person who has everything in order and doesn’t make any mistakes—it’s completely unrelatable.

It is a courageous decision not to hide your shortcomings, and the reward for your courage are people who will feel more deeply connected to your humanity. Most importantly, with connection comes trust, and without trust, no one will ever follow you by choice.

Will you be the leader who focuses on the seemingly little things in order to make big things happen? If so, just like Coach Wooden, not only will people follow you by choice, but you will also lead in a way that will positively affect the world.

Shola Richards is a dynamic keynote speaker, an award-winning Director of Training, the best-selling author of **Making Work Work: The Positivity Solution for Any Work Environment**, and an in demand workplace positivity expert who has used his platform to directly address the dangers workplace bullying and toxicity. His mission is powerful: to end generations of professional suffering based solely on how we treat each other at work. Follow Shola and his goal to make the world a more positive place for all of us at ThePositivitySolution.com.

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Get it in Writing

Goal setting is the key element to success. Whenever you meet anyone who has accomplished anything of significance, it is highly likely they set a goal and reached it. Goal setting is among the most misunderstood areas of success. For a goal to be valid, it must be out of your current reach but still realistic, and a goal must have a date on it.

You can increase the odds of reaching your goal by 42 percent through the simple act of writing your goal down. In our society, there are three levels of commitment. The lowest level is simply telling someone what you are going to do. The next level of commitment involves writing it down, and the highest level of commitment requires you to write your goal down and sign it.

Just because someone said something doesn't always mean it's going to happen. We live in a world that when it's all said and done, there's a lot said and very little done; but when you get something in writing, it denotes a serious understanding, and we all know when we attach our signature to something, we have made a commitment.

Many people avoid setting goals because they have failed to reach the goals they have set in the past. These people need to consider whether they've ever eaten a bad meal, taken a bad flight, or gone to a bad show. Obviously, it doesn't mean they won't eat, travel, or go to shows in the future. If we fail to reach our goal, we need to turn that failure into fertilizer for our next attempt. We need to determine whether the bar was set too high, the time was too short, or some unexpected factor intervened which kept us from reaching our objective.



Jim Stovall

Most goals are reached after several failed attempts. The great mountaineer Sir Edmund Hillary organized many expeditions to scale Mount Everest that failed. He funded his subsequent expeditions by giving speeches around the world. During these speeches, he would stand in front of a giant photo of Mount Everest. He would assure his audiences that he would succeed in becoming the first man to climb the tallest mountain on earth. Then as he concluded his remarks, he would turn to the image of the mountain behind him and say, "I will reach my goal because you can't get any bigger, and I can."

If you are contemplating setting a goal in an area where you have failed in the past, please remember you're not the same person today that you were then. You don't fail until you quit trying. Consider these action steps in what you do:

1. You must have a written goal for every critical area of your life.
2. Written goals should be signed just as if you were making a contract with yourself.
3. Confirm all goals are currently out of reach, very specific, and have a deadline.
4. Share your goals with people who support you personally and professionally as an accountability partner, but avoid sharing your goals with detractors or critics.
5. Make sure everyone on your team has their own written goals that they have signed.

As a blind person myself, I still believe I could get a hit off the best pitcher in the Major Leagues if you will allow me to alter just one of the rules of baseball. If I can have as many strikes as I want, and I'm not called out until I give up, I will eventually and invariably get a hit in much the same way that you will reach your goals if you just keep trying.

As you go through your day today, think about your goal, write it down, and sign it.

Today's the day!

Jim Stovall is the president of Narrative Television Network as well as a published author of many books including **The Ultimate Gift**. He is also a columnist and motivational speaker. He can be reached at

Jim@JimStovall.com

www.twitter.com/stovallauthor

www.facebook.com/jimstovallauthor



Lisa Jane
Vanderpump

WANDERPUMP

Insights with

Lisa Jane Vanderpump is a British restaurateur, philanthropist, author, actress, and television personality. She is best known for her appearances on Bravo's *The Real Housewives of Beverly Hills*, *Vanderpump Rules* which she executive produces, and ABC's *Dancing with the Stars*. *Vanderpump Rules*' success has been touted by the **New Yorker**, **The New York Times**, **Time Magazine**, and more as "one of the most compelling shows to watch on television," and led to its own spinoff, *Vanderpump Rules: Jax & Brittany Take Kentucky*, which Lisa also executive produced. Vanderpump and husband, Ken Todd, have owned over 30 restaurants, bars and clubs in London and Los Angeles including The Shadow Lounge, Bar Soho, SUR, Pump, Villa Blanca, and Tom Tom.

On top of these endeavors, Lisa's brands have included her own Vanderpump Beverly Hills tabletop collection, the Vanderpump Estate Jewelry Collection and Vanderpump Pets pet accessories line at VanderpumpPets.com, where a portion of the profits benefit dogs in need. Lisa also has her family's signature Vanderpump Vodka, Vanderpump Rosé and LVP Sangria in retail and on premise outlets both domestically and internationally.

Most importantly, Lisa's philanthropic ventures are extremely close to her heart. In 2017, Lisa and her husband Ken launched The Vanderpump Dog Foundation to help end animal abuse on both an international and domestic level, and opened the doors to their flagship rescue and adoption center last year. Currently, the 501(c)(3) non-profit Foundation has adopted close to 800 dogs to their new forever homes. Lisa and husband Ken are also steadfast advocates for the LGBTQ community and have been for many years. Lisa is a spokesperson for GLAAD and has worked closely with the Desert AIDS Project, The Trevor Project (national suicide prevention hotline for LGBT youth), and the L.A. Gay & Lesbian Center helping homeless LGBT youth.

Recently, I had the opportunity to sit with Lisa and learn from her insights to greater success...

Business Acumen ... with Style!

Q As a business entrepreneur, where did this entrepreneurial drive come?

I had my first job at 14 in London. I was very young. My parents did not spoil us, so I was aware that to "have" you had to have your own money and, when you do, you have your own freedoms; so, at an early age I had a job. It was crazy that, at 14, someone gave me the keys to run their sweet shop - reading comics and eating sweets was a great after school job! I would work after school, and on holidays, as a shop assistant for pocket money. Even

though I had a privileged upbringing, I did learn that to work and have independence is important.

This same discipline became a way of life - I was acting at 18 and working and that allowed me to have my own car ... my parents never gave me one penny once I turned 18. My parents ensured I would be an independent woman, I even paid rent at home the last few months, to learn life lessons. I bought my own apartment at age 21, with a mortgage - I had 2 jobs as a young actress and a night time job, whether working as a receptionist or waitress. It was easier to get started back then, property was more reasonable in Fulham, London; that was beneficial, as I got smart at every experience and continued to recognize that if you want to be successful

you must have a plan, be driven and not allow yourself to be distracted.

Then, when Ken and I got married, I was young (21!), we bought property and grew upward on the economic ladder together and bought our first home.

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

How you work and learn early in life, or early when starting a job, sets your life stage - and it comes back to financial freedoms. Some people say YES to the wrong things and don't have discipline to be their own person. Ken once said when we went out to eat and I offered to pay and he said no, I said "YES, I can" ... Young women, for example, must have financial independence - it gives you freedom.

I also believe that what is in your mind has a direct correlation on what you do, what you achieve and who you are. Read every day ... Watch shows that excite and challenge you ... Keep your mind active!U

With people, especially if you are dealing with the public, kill them with kindness and have a service attitude, in order to achieve success... I am up by 5:30AM and at work, I am hands on Today, too many shop workers think they are doing you [the customer] a favor in assisting you. Growing up in London, everyone had energy and was service minded! As an example, our restaurants are great for food, we get great ratings because of the food itself, but more so because of the ZEST for life our people have and the great atmosphere you are invited into as a guest/customer.

This translates into every aspect of life. Politicians that are nice, relatable, we often like and vote for, not necessarily because they are competent or even should be elected. Same way in business, someone may not be physically attractive but if they have zest and engage you we like them.

I have learned with our 26 businesses in London in past years and our businesses here in California today, that hard work and beautiful aesthetics can generate a lot of success and wealth. The energy you put into your life, is contagious. When you meet people of good energy you want to match that and be with them. If you have nothing to offer, improve, get better, be assertive. We all don't have jobs we love, but do the best you can and do it with ZEST as what you do is who you are and that is what people see and measure you by!

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

Loyalty comes from employees that believe in you, trust you, and like your energy. You must be accessible to others, people like you if you are appreciative, having fun, make people have a great time, spread that contagious energy

Q With our global business experiences — what qualities do you think make star performers really tick today and for tomorrow? And, what qualities detract from the general workforce performance?

Depending upon your business; there are so many people in the work force, that people can stay or go. So, you have to give people a reason to come back to you.

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

Our Vanderpump formula that works – aesthetics first, the environment draws people in and back, so that is important. Make people feel welcome as soon as they walk in, whether it is candles or cookies, whatever it is you do well. Attitudes and personality work when you connect with authenticity. Design from the ground up must be considered, people must be confident in what they do. Have the knowledge

of what you do, be authentic, and you will be more confident. That confidence comes through in your actions and performance.

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

People need to enjoy what they do, let that radiate out, understand every aspect of what you do. No matter what you can afford, have some feel good factors around you. Of course, it is about hard work, taking chances, know your competition, follow through on what you do!

Q What makes for an effective and lasting Leader?

Energy, passion, commitment, drive, focus. Don't fall for fools gladly. If you need to get on your hands and knees to scrub floors to show others, then do it. Don't just give people the boss's desk. Our son, as an example, he works in our businesses and has grown from roles as a cleaner, to server, to every job necessary to keep the lights on and is better prepared this way to succeed. People need to have a better understanding and when you know the core jobs in your business, then you will be better in and at your business!

Q What makes for an effective and dependable Follower?

Some people don't want responsibility and that can be OK. Some people like to be taken care of or be the recipient and not want more, as long as they are willing to take direction, be loyal and do what is expected of them, than that is perfect.

Q Where do you keep getting your drive from When you are interacting with other business leaders/owners and celebrities today, what tends to be the burning

issues that keep you up at night, that others should be aware of?

I enjoy what I do and being creative, I delegate what I don't enjoy and know must be done. I am hands on, I am a control freak, but sometimes the difficult work takes over and you just do what must be done. I like to be serious and I like to be vastly inappropriate, as humor is needed ...

We do tend to discuss what we are passionate about and how the world is changing. How people shop and how you move forward with the times to be relevant. We used to walk shops to find things, now its instant on-line answers, less people-interactions and how that is changing our business models and comfort zones. Accessibility of goods has changed, and as an example in our business, with foods being delivered to home this has impacted business, but people will still come to get the experience!

Q How has your role in the BRAVO *House Wives* series influenced or impacted your professional and or personal life? What lessons learned can others benefit from...?





I have used reality television to gain attention for causes that are important to me and to raise my brand awareness among others. I believe strongly in and advocate for the rights of people, animals, families. We are in 139 countries with our television programming and that generates a lot of traction.

Issues today must be recognized and addressed, if we can change attitudes, we can have greater societies. I only have so much time and we have to be smart about our causes and foundations. At the end of a day, I do have to work each day on the business, that is what allows us to do everything. When your business and your philanthropies can connect even better!

Q Tell me about your Speaking around the world?

I love to take my zest for life and share that with others. I do a lot of Inspirational women's speaking, all around the country, to engage women and inspire them and empower them to take action.

Q Tell me about your Charity Foundations and why you are driven to them?

We do a lot of philanthropy, for food projects, like feeding the homeless every week, preparing food for first responders and fire-fighters, and even helping with animal rescue from the recent fires. Our Vanderpump Dog Foundation, was created to address our dog rescue work. We are a 501c3 non-profit operating both domestically and internationally – to date, we have adopted close to 800 dogs in the LA area!

From here again, we explore what we are passionate about and how to create business to support charity. So, we were thinking about the pet business in terms of clothes and food for animals. We were pushed to take action recently, with the Yulin Dog Meat Festival (go on-line and read about this), as it changed everything for us and that became a major driving force. We Marched on the Chinese Embassy and we got bipartisan support on Capitol Hill to do something; I went to Congress to testify about these atrocities in China, we were able to solicit the support of several Congressional Leaders,

like Congressmen Hastings to write legislation on this issue and condemn it and protect animals. We recently helped pass House Resolution 401!

We have reinvented the rescue centers to make them an experience, as an example, all of the money we make there in the rescue centers, goes to support the dog rescue, it's fully nonprofit. Again, like with our restaurants and bars, it is about the customer experience, we listened to customers and we put a roof top deck for animal play and exercise, no cages ...

You can find out more about this cause at Vanderpumpdogs.org to participate, donate and care.

Q How did the Vanderpump Cocktail Garden, Las Vegas bar/restaurant come about...?

One of the major causes we participate in is located in Las Vegas, and we were approached by a good friend to consider doing something there. Our new venture in Caesars Palace, a great immediate experience inside and outside, a beautiful cocktail lounge. We can't wait!

WEISS

The Myths Around Aging

There are cultural and normative pressures which tend to degrade the image and abilities of those above certain ages, and they therefore suddenly begin to believe what they're told instead of abiding by their own experiences. There is a natural, demeaning, offensive undercurrent in a "senior discount" and even in the word "senior."

It's ironic how we praise diversity but actually create homogenization

We profess to love "inclusion" these days, but that's basically a politically correct philosophy which is meant to embrace ethnicity, skin color, origins, disabilities, and sexual identities. What's actually transpired is that we've become a tribalized society. Recently I've heard of "separate" graduation exercises for blacks and for the "LGBT community."

Instead of a melting pot and a society where people seek the mainstream, we've become a tribal, homogenous society, with hyphens to carry separate identities on our journeys and special recognitions of the first of our "tribe" to reach certain goals (first openly gay mayor, first African-American Academy Award winner, first woman in space, first Latino in the Senate, and so forth).

Yet aging, which the ancients regarded as the accomplishment of wisdom and mature reasoning, well, not so much. When Tom Wolfe wrote *The Kingdom of Speech* (he's 86 and the author, among other things, of *The Right Stuff* and *Bonfire of the Vanities*) the New York Times reviewer Caitlin Flanagan included this line: "...by an old man's willingness to digress..." I'm sure if Ms. Flanagan had read that line by someone else which said "...woman's willingness..." We would never hear the end of it. But Wolfe's (brilliant) book and writing could be demeaned because, in the reviewer's limited perspective, he was somewhere north of his dotage.¹ (I believe Ms. Flanagan is herself in her 50s, which is an indication that we tend

to both deny that we're "old" yet condemn those whom we believe to be older.)

I recall a New Yorker cartoon in which an interviewer said to the job candidate, "I don't know what it is about you, but I instantly like you!" Both men looked exactly alike.

Laying off the seniors

One of our tribal attributes today is that "like attracts like." People at a certain standard of living tend to live with and near others of that same standard of living, not by default (ghettos) but by choice (walled communities). We have, with virtually no protest, groups such as Women's Executive Council, Ebony Awards, Gay Pride Parades, and Special Olympics. We also treat the "aged" specially: with forced retirements, rejection for decent jobs, and tougher insurance criteria.

American companies routinely layoff their senior people—who, through years of loyal contribution have reached appropriate, pre-determined pay grades—and replace them with young people who can be paid a pittance of their salaries. We create "senior" tours for golf and tennis on the assumption that past a certain age you can't win on the regular circuits. Yet Julius Boros won the PGA championship at 48 (beating Arnold Palmer), and Kazuyoshi Miura at 49 has been a star Japanese soccer player. Bernard Hopkins, 51, retired after 28 years in professional boxing, having won the WBC title at 46 and successfully defended it twice at 48 and 49.

And, of course, there's Tom Brady.

I mention these because they are in the world of sports where conditioning, strength, and stamina are so important. But let's face it, the world of business, education, and governance require no such physical prowess—only intelligence, judgment, and critical thinking skills.



Alan Weiss

We tend to deny those of certain ages inclusion, let alone respect, even though the world has changed along with all the actuarial calculations of social security and safety nets. For example, I remember my father-in-law actually burning his \$8,000 mortgage papers when he paid off the 30-year loan in the 1960s.

Today, people over 70 routinely refinance and procure new mortgages. Even when they can afford to pay cash, they take out a mortgage! About 42 percent of households today headed by someone between 65 and 74 has home-secured debt.² This number was 18.5 percent in 1992, and 32 percent in 2004.

An estimated 10,000 people a day are "turning" (as we say) 65.

I was granted a 30 year, low-interest, fixed mortgage—at 70.

And while banks are very careful about loans to "older" customers—with more paperwork, a higher deposit required, and evidence of more assets demanded—this field is dramatically growing. The IRA legislation of the Reagan years (our oldest President at the time) is now releasing trillions of dollars into the economy, the largest transfer of wealth in the history of the country (and perhaps the world), as "baby boomers" create legacies for their families.

It's important to note that not all bias against people above certain ages is externally created, although it is encouraged. We have communities which are "child free," cruises and other recreation that demand a certain minimum age, and varied activities that are restricted in one way or another.

Yet....

How many garden plots?

I know too many people who have retired and accepted their pensions, social security, and retirement plans and giddily stayed home.... and waited to die. In some professions this is insanely young—firefighters, police officers, the military. Yet I can understand putting in 20 years, emerging at 40, and beginning a second career because you've served

the community and the country, often in dangerous pursuits, and have earned it.

What I have difficulty understanding is why someone retires in the late 50s or early 60s—an "early out"—and thereafter does virtually nothing. How many gardens can you tend? How much peace do you need? How long can you play with grandchildren, and how many of those accursed, buffet-heavy cruises can you withstand?

Barring disease, accident, and natural disaster, at 65 we're going to live for at least another 20 or more years—84.3 to be exact as of this writing.³ (And at 84, you'll live another seven years on average, with the main cause of death being cancer.⁴) Isn't it wiser to take a holistic view of life and not plan by the decade or "generation" (more about that later) and simply see ourselves as vital, contributing humans not bound by some archaic or even societal norm about what we should or can be doing at various periods of our growth?

John Adams was 90, Thomas Jefferson 83, Benjamin Franklin 84 when they died, contributing (and arguing and provoking) right up to the ends of their lives, in far harsher times than we have to endure today. They founded a country and an historic experiment in democracy and freedom. The least we can do is continue to create and contribute for as long as possible.

Nearly a fourth of all physicians in America are now 65 or older, and 40 percent of them actively see patients daily. Older doctors have lower rates of malpractice claims, and lower "never events," meaning operating on the wrong person or the wrong body part.⁵

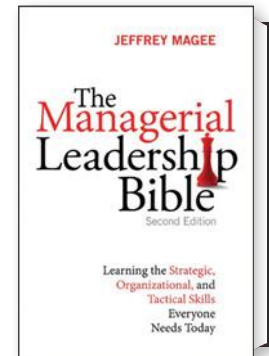
I think I'm going to die when I have to wait around doing nothing. But some people are just waiting around to die.

Alan Weiss is the author of 54 books appearing in multiple editions and in 15 languages. This article is based on his latest, **Threescore and More**, (Taylor and Francis, 2018). He is the only non-journalist in history to receive the Lifetime Achievement Award from the American Press Association.
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1 New York Times Book Review, September 4, 2016, "The Gift of Tongues," page 9. The Times had the good grace to print my letter to the editor condemning this kind of insidious ageism bias.

2 All mortgage figures are from the New York Times, June 4, 2017, "Mortgages for Seniors? Available, but Exactng," page 3, business section.

3 Average lifespan at 65 years old

4 <http://life-span.healthgrove.com//85/84>

5 Study by the American Medical Association as reported in The Wall Street Journal, June 26, 2017, "When Are Doctors Too Old?"

6 1998, Random House, New York.

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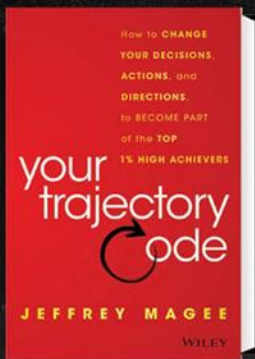
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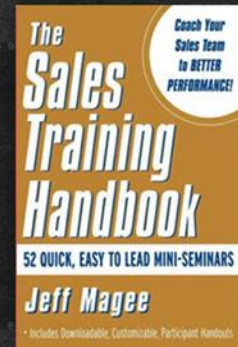
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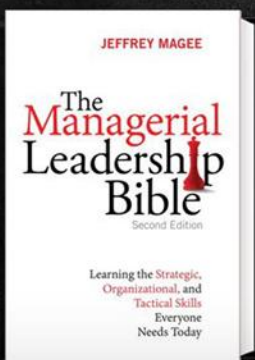
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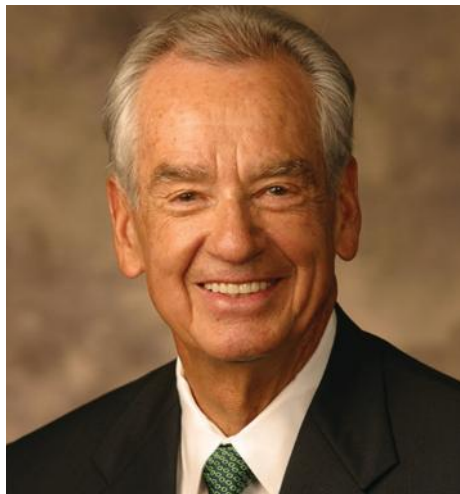


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Pragmatic Optimism & You

Most people consider me an optimist because I laughingly state that I would take my last two dollars and buy a money belt. I'd even go after Moby Dick in a rowboat, and take the tartar sauce with me! However, I've got to confess that I don't hold a candle to the ultimate lady optimist who lived in a retirement home. One day, a distinguished-looking gentleman also became a resident. As luck would have it, the first day they sat across the table from each other at lunch. After a few minutes he grew uncomfortable because she was staring intently at him. He finally expressed his discomfort and queried her as to why she was staring. She responded that she was staring because he reminded her so much of her third husband--same demeanor, same smile, same height, weight--everything. The gentleman replied in some shock, "Third husband! How many times have you been married?" The lady smilingly said, "Twice." Yup. That's optimism!



Zig Ziglar

Zig Ziglar was known as America's Motivator. He authored 32 books and produced numerous training programs. He was a great friend to **Performance Magazine** and Publisher Jeffrey Magee, gifting a bank of unpublished articles for appearance in future editions and readers enlightenment. He will be remembered as a man who lived out his faith daily.
www.ziglar.com

I've got to confess I'm a pragmatic optimist myself. I love the story of the gentleman who was being given a tour of the Mann Center for the Performing Arts in Tel Aviv. The tour guide was pointing out the features of the incredible structure. The stonework was unbelievably beautiful. The wall tapestries, paintings, gold inlays, etc., were absolutely gorgeous. Finally, the tourist said, "I assume you named the facility for Horace Mann, the famous author." The tour guide answered with a smile, "No, we named it after Frederick Mann from Philadelphia." The tourist remarked, "Frederick Mann? What did he write?" The tour guide said, "A check." Now, that's being pragmatic!

It might interest you to know that the 1828 Noah Webster Dictionary identifies the optimist in complimentary terms, but says nothing about the pessimist. The word "pessimist" was not in our vocabulary at that time. It's a modern "invention" which I believe we should "dis-invent." I encourage you to become an optimist--a pragmatic one, that is, because if you do, I'll SEE YOU AT THE TOP!





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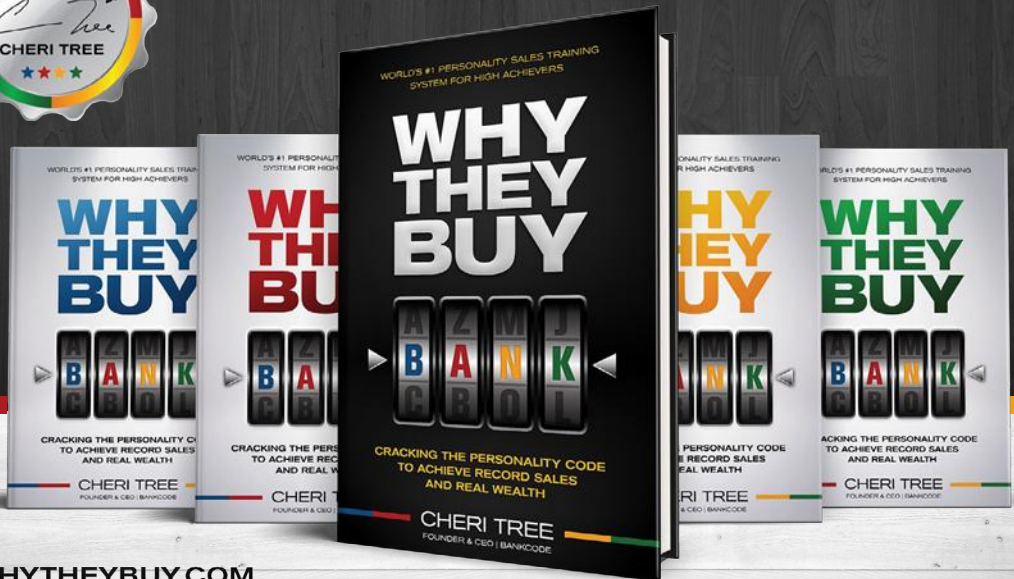


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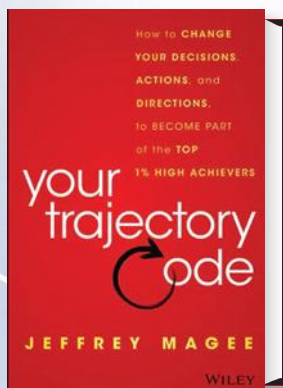


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