>>> HI, EVERYONE.

WELCOME TO THIS NATIONAL SMALL

BUSINESS WEEK VIRTUAL CONFERENCE

WEBINAR BROUGHT TO YOU BY THE

SBA, SCORE AND CHASE FOR

BUSINESS.

MY NAME IS ALEXA ELLIOTT AND I

WILL BE THE MODERATOR FOR THIS

SESSION.

OUR PRESENTER IS RYAN ESTES WHO

IS A RESEARCHER, ENTREPRENEUR

AND KEYNOTE SPEAKER KNOWN FOR

HIS INNOVATIVE IDEAS ON LEADING

CHANGE, IMPROVING SALES,

EFFECTIVENESS AND PREPARING FOR

THE FUTURE OF WORK.

RYAN WILL BE PRESENTING THE

CULTURE IMPERATIVE, DRIVE GROWTH

WITH CUSTOMER OBSESSION.

BEFORE TURNING THE SESSION ON

OVER TO RYAN I'D LIKE TO MENTION

JUST A FEW HOUSEKEEPING DETAILS.

THIS WEBINAR WILL LAST AN HOUR

AND WILL INCLUDE TIME FOR Q & A,

SO IF YOU HAVE ANY QUESTIONS

PLEASE SUBMIT THOSE AT ANY TIME

USING THE Q & A BOX ON THE

LEFT-HAND SIDE OF YOUR SCREEN.

SHOULD YOU ENCOUNTER ANY

TECHNICAL DIFFICULTIES, PLEASE

USE THE SAME BOX FOR FURTHER

ASSISTANCE WITH THAT AS WELL.

THIS IS A LIVE SESSION AND IS

BEING RECORDED.

THE LINK TO THE RECORDING AND

THE SLIDE DECK WILL BE EMAILED

TO ALL PARTICIPANTS.

NOW WE'LL BEGIN THE CULTURE

IMPRESSIVE, DRIVE GROWTH WITH

CUSTOMER OBSESSION.

I'D LIKE TO BRING RYAN ON THE

LINE NOW TO BEGIN HIS

PRESENTATION.

>> HELLO, EVERYBODY.

THANK YOU, ALEXA, IT'S A

PRIVILEGE BEING PART OF NATIONAL

SMALL BUSINESS WEEK.

I AM GOING TO FOCUS OUR WEBINAR

ON CULTURE AND CUSTOMER

OBSESSION AS A CATALYST TO GROW

YOUR BUSINESS.

BEFORE WE DIVE INTO THE CONTENT,

I WILL OFFER JUST A BIT OF

BACKGROUND AND CONTEXT.

SO I SPENT THE FIRST 15 YEARS OF

MY PROFESSIONAL CAREER WORKING

IN THE ADVERTISING BUSINESS,

PREDOMINANTLY CALLING ON LARGE

ENTERPRISE CUSTOMERS, HELPING

THEM TELL THEIR STORY AND

CAPTURE SHARE OF MARKET.

IN JANUARY OF 2009 I RECEIVED A

PHONE CALL THAT REALLY ALTERED

THE TRAJECTORY OF MY CAREER, IN

MANY WAYS MY LIFE.

I WAS DRIVING HOME FROM MY

OFFICE IN MINNEAPOLIS, IT WAS

OUR FIRST WEEK BACK TO BUSINESS

AFTER THE HOLIDAY BREAK AND MY

CELLPHONE RANG.

I LOOKED DOWN AND IT WAS MY

BOSS, OUR CEO, JOHN CALLING.

AT THAT TIME I HAD WORKED FOR

JOHN FOR ABOUT A DECADE, HE WAS

A MENTOR, A FRIEND.

PICKED UP THE PHONE, I SAID,

HEY, JOHN.

JOHN PROCEEDED TO INFORM ME THAT

EFFECTIVE FRIDAY MORNING WE WERE

GOING TO PAY OFF THAN ADDITIONAL

30% OF OUR WORKFORCE.

I SAID ADDITIONAL BECAUSE THAT

DECISION MARKED OUR FOURTH ROUND

OF LAYOFFS IN ABOUT 12 MONTHS,

BY FAR LARGEST, AND I FELT SICK

TO MY STOMACH.

A LOT OF YOU REMEMBER WHAT THE

WORLD WAS LIKE IN 2008/2009, IT

WAS A DIFFICULT TIME FOR ANY

BUSINESS.

WE'RE NAVIGATING THE GREAT

RECESSION.

I ALSO KNEW IN MY HEART OF

HEARTS THAT THERE WAS A DEEPER

MORE FUNDAMENTAL ISSUE DRIVING

THIS DECISION.

THE ISSUE WAS OUR CUSTOMERS WERE

CHANGING FASTER THAN WE WERE AND

IT WAS JUST PUTTING TREMENDOUS

PRESSURE ON OUR SOLUTION SUITE

AND OUR VALUE PROPOSITION IN THE

MARKETPLACE.

I SHARED THAT SENTIMENT WITH

JOHN, I TOLD HIM, JOHN, AS OUR

CHIEF STRATEGY OFFICER I'M NOT

ALIGNED WITH THIS DECISION.

I THOUGHT IT WAS THE WRONG

COURSE OF ACTION FOR THE

BUSINESS.

MY PERSPECTIVE WAS THE OPPOSITE

OF WHAT WE NEEDED TO DO, I

WANTED US TO REINVENT OUR GO TO

MARKET STRATEGY, THINK

DIFFERENTLY ABOUT CUSTOMER

SEGMENTATION, DEPLOY NEW

DISRUPTIVE TOOLS AND TECHNOLOGY.

I DIDN'T WANT TO WAIVE THE RIGHT

FLAG.

JOHN INFORMED ME IT WASN'T A

DISCUSSION, THE DECISION HAD

BEEN MADE AND WHAT MY

RESPONSIBILITIES WERE GOING TO

BE AS AN OFFICER OF THE COMPANY

FRIDAY MORNING.

I GOT HOME THAT NIGHT, COULDN'T

SLEEP, STARING AT THE CEILING, A

LOT ON MY MIND, 15 YEARS

INVESTED INTO THIS AND AT 7:00

A.M. THE NEXT MORNING I CALLED

JOHN AND I RESIGNED MY POSITION

AS CHIEF STRATEGY OFFICER.

IN 2009 WAS A LOUSY TIME TO QUIT

YOUR JOB, BUT I HAD A PLAN B AND

I SHARE THAT SENTIMENT AND

BACKGROUND NOT BECAUSE IT'S A

HERO'S STORY.

IT'S NOT.

IN FACT, WHAT HAPPENED INSIDE

OUR FIRM EVEN TODAY REMAINS ONE

OF MY MOST PROFOUND PROFESSIONAL

REGRETS, BUT THE REALITY OF OUR

SITUATION WAS BY THE TIME THAT

PHONE CALL HAPPENED IT WAS TOO

LATE.

WHAT WE SHOULD HAVE BEEN DOING

AS LEADERS IN THAT BUSINESS WAS

REINVENTING OURSELVES AT THE

PINNACLE OF OUR PROFITABILITY

AND PERFORMANCE, BUT WE DIDN'T.

IN FACT, WE DID THE OPPOSITE OF

THAT.

WE HAD DEEP POCKETS OF

RESISTANCE TO CHANGE, WE GOT A

LITTLE COMPLACENT AND AS A

RESULT WE GOT DISRUPTED.

NOW, IF YOU CAN GO BACK TO THAT

TIME IN THE WORLD, CERTAINLY

DISRUPTION, TRANSFORMATION, IT'S

NOT A NEW CONCEPT.

A LOT OF COMPANIES HAVE HAD TO

NAVIGATE DISRUPTION IN THEIR

CATEGORY.

IF YOU CONSIDER THE BUSINESSES

AND BRANDS, THIS SMALL

COLLECTION OF BUSINESSES AND

BRANDS YOU THINK ABOUT THE

OBVIOUS REALITY IS THEY DON'T

EXIST ANYMORE.

IF YOU THINK ABOUT KIND OF WHAT

HAPPENED TO THEM AND THE

DISRUPTION THAT THEY FACED, YOU

KNOW, IT'S FAIRLY OBVIOUS THAT

THEY DIDN'T INNOVATE AND MAKE

THE NECESSARY CHANGES, BUT

WHAT'S ALSO INTERESTING IS THAT

ONE TIME EACH ONE OF THESE

BRANDS REPRESENTED THE EPITOME

OF SUCCESS IN THEIR CATEGORY,

UNTIL THE WORLD CHANGED.

THE OTHER THING I THINK THIS

SLIDE REPRESENTS TO ME IS THE

WAY DISRUPTION AND

TRANSFORMATION USED TO HAPPEN A

DECADE AGO.

THE GREAT RECEPTION CLIMATE,

WHICH IS JUST MARKEDLY DIFFERENT

FROM THE PACE OF CHANGE THAT

WE'RE GOING TO BE NAVIGATING

OVER THE NEXT FIVE YEARS AS

SMALL BUSINESS OWNERS.

FOR JUST A BIT OF PERSPECTIVE

AND LEVEL SETTING ON NEW ECONOMY

DISRUPTION, I WANT TO SHARE THE

THINKING AND MINE SET OF ONE OF

THE DISRUPTERS.

HERE IS JEFF BEZOS.

>> -- AND YOUR MARGIN YOU'RE

PREPARED TO MAKE IT SO THIN THAT

YOU CAN DRIVE PEOPLE OUT OF

BUSINESS AND YOU HAVE THAT KIND

OF STRENGTH AND PEOPLE WORRIED

IS AMAZON RUTHLESS IN THEIR

PURSUIT OF MARKET SHARE?

THE INTERNET IS DISRUPTING EVERY

MEDIA INDUSTRY.

PEOPLE CAN COMPLAIN ABOUT THAT,

BUT COMPLAINING IS NOT A

STRATEGY.

AMAZON IS NOT HAPPENING TO BOOK

SELLING, THE FUTURE IS HAPPENING

TO BOOK SELLING.

>> WITH THE DRONES POSSIBLY

TAKING FLIGHT IN THE NOT TOO

DISTANT FUTURE, AMAZON IS

RAISING THE STAKES IN THE RACE

FOR FASTER DELIVERY.

JEFF BEZOS BELIEVES THE COMPANY

HAS NO CHOICE.

>> COMPANIES HAVE SHORT LIFE

SPANS AND AMAZON WILL BE

DISRUPTED ONE DAY.

>> AND YOU WORRY ABOUT THAT?

>> I DON'T WORRY ABOUT IT

BECAUSE I KNOW IT'S INEVITABLE.

COMPANIES COME AND GO AND THE

COMPANIES THAT ARE THE SHINIEST

AND MOST IMPORTANT OF ANY ERA,

YOU WAIT A FEW DECADES AND

THEY'RE GONE.

>> YOUR JOB IS TO MAKE SURE THAT

YOU DELAY THAT DATE.

>> I WOULD LOVE FOR IT TO BE

AFTER I'M DEAD.

>> AND WOULDN'T WE ALL, BUT

THAT'S -- THAT'S NOT THE

REALITY.

THE REALITY IS THAT DISRUPTION

IS HAPPENING RIGHT NOW REALTIME

WHILE WE ARE ON THIS WEBINAR.

THERE IS AN INTERESTING BODY OF

RESEARCH AROUND THIS, IT COMES

OUT OF THE THINK TANK FORESTER

THAT TALKS ABOUT OF THE NEXT

FIVE YEARS AS THE ERA OF THE

CUSTOMER.

THE RESEARCH SUGGESTS THAT YOUR

CUSTOMERS ARE GOING TO CHANGE IN

THEIR EXPECTATIONS, THEIR

PREFERENCES, THEIR PATH TO

DECISION-MAKING MORE IN THE NEXT

FIVE YEARS THAN THEY HAVE IN THE

PREVIOUS 50.

SO THE REALITY IS THIS IS THE

TIP OF THE ICEBERG.

WITH THE TIDAL WAVE OF

TRANSFORMATION, BUT WHAT'S ALSO

INTERESTING IS IT ISN'T JUST

CUSTOMER ATTITUDE AND

EXPECTATIONS IT'S ALSO EMPLOYEE

ATTITUDE AND EXPECTATIONS.

ANY ABOUT WHERE WE ARE IN THE

WORLD TODAY.

NORTH AMERICA TODAY OVER 60% OF

OUR WORKFORCE IS CLASSIFIED AS

UNDER ENGAGED.

AT A TIME WHEN ENTREPRENEURS,

COMPANIES NEED BIG THINKING,

DISCRETIONARY EFFORT WE ARE

OFTEN GETTING LESS.

ADDITIONALLY ONLY ABOUT 50% OF

EMPLOYEES REPORT HAVING TRUST

AND CONFIDENCE IN THEIR

LEADERSHIP AND -- AND ONLY 50%

OF EMPLOYEES REPORT HAVING TRUST

AND -- TRUST IN THEIR LEADERSHIP

AND CONFIDENCE IN THE FUTURE OF

DIRECTION OF THE ORGANIZATION.

SO WE HAVE A BIT OF A -- WE HAVE

A BIT OF A TRUST DEFICIT AND A

LEADERSHIP PRICES.

THE QUESTION IS -- THE QUESTION

IS -- WHILE WE ARE ATTENDING

THIS VIRTUAL CONFERENCE, WHAT DO

WE DO ABOUT THAT?

HOW DO WE RESPOND OR PERHAPS

LEVERAGE THIS TIME OF

TRANSFORMATION AS A CATALYST TO

GROW OUR BUSINESS?

THAT'S REALLY WHERE I WANT TO

TAKE THE CONVERSATION.

THAT'S SOMETHING THAT MY TEAM

AND I HAVE ACTUALLY DEVOTED THE

LAST FIVE YEARS TO STUDYING.

WE PUBLISHED THE LAST SEGMENT OF

THAT RESEARCH IN AN E BOOK

CALLED ADAPT AND THRIVE, HOW

SALES LEADERS ARE PREPARING

TO -- PREPARING TO WIN IN A 2025

WORLD.

YOU CAN ACTUALLY GET A FREE COPY

OF THAT RESEARCH AND E BOOK IN

THE CHASE FOR BUSINESS VIRTUAL

BOOTH.

THERE IS SOME VERY GOOD INSIGHT

AND SOME VERY SPECIFIC TACTICAL

RECOMMENDATIONS AROUND BUSINESS

GROWTH, BUT WHAT I'M GOING TO DO

WITH THE TIME WE HAVE LEFT IS

PRESENT FOUR INSIGHTS OUT OF

THAT RESEARCH.

SO FOUR THINGS THAT WE LEARNED

THAT ARE CRITICAL TO DRIVING

GROWTH INTO A 2025 WORLD.

HERE IS THE FIRST ONE, IF YOU

WANT TO GROW YOUR BUSINESS INTO

2020 AND BEYOND AS A SMALL

BUSINESS OWNER, YOU HAVE GOT TO

INITIATE CONTINUOUS REINVENTION.

IT'S HAVING A HEALTHY CHANGE

MINDSET.

WHAT IT REALLY REQUIRES TODAY IS

HAVING A FOOT IN TWO WORLDS.

YOU HAVE TO HAVE THE DRIVE TO

EXECUTE AND PERFORM GIVEN

TODAY'S CURRENT MARKETPLACE

REALITY, WHILE SIMULTANEOUSLY

MAINTAINING THE DISCIPLINE TO

CONTINUE TO DISRUPT YOURSELF

BEFORE THE MARKETPLACE OR

COMPETITION DOES IT FOR YOU.

WE ACTUALLY IN THE RESEARCH

COINED A PHRASE TO DESCRIBE

ENTREPRENEURS, BUSINESS OWNERS

THAT THINK THIS WAY, WORK THIS

WAY, WE REFER TO THEM AS FUTURE

MAKERS.

THESE ARE PEOPLE THAT

ENTREPRENEURS THAT HAVE A

COMPELLING VISION OF THE FUTURE.

THEY CAN SEE WITH GREAT CLARITY

THE PATH TO SUCCESS IN A 2025

WORLD, BUT THEY DON'T KEEP THAT

TO THEMSELVES, THEY WORK

TIRELESSLY TO COMMUNICATE,

CONNECT OTHER PEOPLE, TO ENLIST,

ENROLL AND EVANGELIZE IT,

CHALLENGE OTHER PEOPLE TO JOIN

THEM ON THE JOURNEY,

INCLUDING -- INCLUDING THEIR OWN

CUSTOMERS.

IN THE RESEARCH THERE WAS A

COMMON THREAD OF SMALL BUSINESS

OWNERS, ENTREPRENEURS THAT

THOUGHT THIS WAY, WORKED THIS

WAY, AND THE THREAD IS THAT THEY

WERE STUDENTS.

THEY WERE LIFELONG LEARNERS.

ALWAYS WILLING TO TAKE IN NEW

INFORMATION AND THEN IMMEDIATELY

TAKE ACTION ON THE IDEAS BECAUSE

IT'S THAT ACTION ORIENTATION

WHERE BREAKTHROUGHS CAN HAPPEN

IN A SMALL BUSINESS.

I WANT TO GIVE YOU AN EXAMPLE OF

WHAT I MEAN BY A BREAKTHROUGH.

AN EXAMPLE OF THE SMALL BUSINESS

THAT REALLY IS WINNING IN THE

AGE OF AMAZON.

IT COMES OUT OF -- IT COMES OUT

OF MY HOMETOWN, MINNEAPOLIS,

MINNESOTA.

THIS IS MY NEIGHBORHOOD IN

MINNEAPOLIS.

IT'S CALLED THE NORTH LOOP

NEIGHBORHOOD.

IT'S A REFURBISHED WAREHOUSE

DISTRICT THAT SITS ON THE EDGE

OF THE CITY.

LAST YEAR FORBES MAGAZINE

ACTUALLY CALLED MINNEAPOLIS

AMERICA'S HOTTEST RETAILING

CITY.

A LOT OF IT HAS TO DO WITH

WHAT'S HAPPENING IN THE NORTH

LOOP NEIGHBORHOODS.

A LOT OF SMALL INDEPENDENT

BUSINESSES, BOUTIQUES,

RESTAURANTS, WINE BARS,

MERCHANDISERS AND THERE'S ONE --

ONE PARTICULAR -- ONE PARTICULAR

RETAILER IN THE NORTH LOOP THAT

REALLY IS PAVING THE WAY FOR

RETAIL INNOVATION AND IT'S A

STORE THAT I ABSOLUTELY LOVE AND

I WANT TO WALK YOU INSIDE MARTIN

[ INAUDIBLE ].

>> ACCORDING TO A RECENT FAST

COMPANY ARTICLE IT HAS GROWN 40%

IN SALES EVERY YEAR.

AS FOR THE HOTTEST RETAIL MARKET

IN THE COUNTRY CLAIM IN FORBES,

WRITER PAM DANZINGER POINTS TO

THE NORTH LOOP, OTHER SHOPS THAT

OFFER LOCAL RETAIL IN A WAY THAT

ONLINE STORES CANNOT.

THEY ARE IN A SENSE BRINGING

FOLKS BACK TO BRICK AND MORTAR

ACCORDING TO THE ARTICLE.

>> HOW DO YOU COMPETE WITH

SOMETHING LIKE AMAZON THAT IS

CRUSHED SO MANY A STORE LIKE

THIS?

>> WE USED TO DO E-COMMERCE AND

PROBABLY NINE MONTHS AGO WE SHUT

IT ALL DOWN.

>> WHY?

>> BECAUSE WE DO BRICK AND

MORTAR REALLY WELL AND WE DID

E-COMMERCE HORRIBLY.

IT'S JUST A COMPETITIVE -- OUR

STORE IS ABOUT BEING HERE, THE

EXPERIENCE, THE STAFF WE ARE,

THEY ARE HIGHLY EDUCATED ON ALL

THE PRODUCT AND JUST THE

PERSONAL SERVICE AND ATTENTION

TO IT.

>> WELSH SAYS OUT WITH THE SAME

OLD, SAME OLD.

THIS IS LOCAL, COOL, QUALITY,

WITH A KISS OF MINNESOTA NICE.

BRICK AND MORTAR IS NOT DEAD, IT

IS BEING REFINED AND OTHERS ARE

NOTICING.

>> SO I HATE SHOPPING FOR

CLOTHES, BUT I ABSOLUTELY LOVE

VISITING MARTIN PATRICK AND

LARGELY IT'S BECAUSE OF THEIR

ABSOLUTELY DIFFERENTIATED

APPROACH TO THE CUSTOMER

EXPERIENCE.

I WILL GIVE YOU A LITTLE CONTEXT

OR COLOR OF THAT.

SO A FEW MONTHS AGO I HAD

PURCHASED A SPORTS COAT FROM

MARTIN PATRICK AND WAS HAVING

THE ALTERATIONS DONE.

I KNEW THE SPORT COAT WAS GOING

TO BE READY OR THEY LET ME KNOW

IT WAS READY AND I TOLD TODD, MY

CLOTHIER AND THEIR STORE MANAGER

I WAS GOING TO STOP BY AROUND

2:00 TO PICK UP THE COAT.

I HAD A FRIEND IN TOWN WITH ME,

MY FRIEND SETH WHO IS VISITING

FROM THE WEST COAST AND WE WORK

TOGETHER, WE COLLABORATE, AND I

WAS TELLING SETH ABOUT MARTIN

PATRICK AND HE WANTED TO SEE THE

STORE.

I MENTIONED THAT SETH AND I WERE

GOING TO STOP IN AROUND 2:00,

SHOW SETH THE STORE, PICK UP THE

JACKET.

SO WHEN WE WALKED IN AT 2:00 IN

THE AFTERNOON TO PICK UP MY NAVY

JACKET, WE WERE GREETED WITH A

WELCOME SIGN, THIS PRIVATE

FITTING ROOM, A LUNCH SPREAD AND

MY FAVORITE BOTTLE OF CABERNET.

THE STORE HAD BEEN COMPLETELY

PRE SHOPPED FOR ME AND THERE

WERE TWO ASSISTANTS ON HAND

READY TO TAKE SETH'S

MEASUREMENTS, TALK TO HIM ABOUT

HIS NEEDS AND PREFERENCES AND

SHOP THE STORE FOR HIM.

THAT'S WHAT MARTIN PATRICK

DESCRIBES AS THEIR SHOCK AND AWE

APPROACH TO SERVICE.

IT EVEN EXTENDS BEYOND THE

STORE, THE WALLS OF THE STORE.

IT'S VERY, VERY COMMON WHEN

VISITING MARTIN PATRICK TO BE

ASKED ABOUT PLANS FOR THE

EVENING OR THE WEEKEND, IF THEY

CAN ASSIST WITH A DINNER

RESERVATION OR TICKETS TO A

LOCAL EVENT.

THE APPROACH IS SO UNIQUE, NO

SURPRISE, IN MY PRIVATE FITTING

ROOM IT WOULD BE A RARE AND

ISOLATED EVENT FOR ME TO WALK IN

THERE AND WALK OUT EMPTY HANDED.

I ALMOST FEEL -- I ALMOST FEEL

GUILTY ABOUT IT.

WHAT THEY'RE DOING IS THEY'RE

CREATING A VERY, VERY INTIMATE

RELATIONSHIP WITH THE CUSTOMER.

IT'S INTERESTING, TODD AND HIS

TEAM AND THEIR APPROACH, THEY

GET THREE THINGS RIGHT IN THEIR

CLIENT RELATIONSHIPS AND THESE

ARE THINGS THAT I TRY AND

REPLICATE IN MY OWN

RELATIONSHIPS WITH CUSTOMERS AND

I THINK IF YOU REPLICATE THEM

YOU WILL BE WELL POSITIONED TO

GROW YOUR BUSINESS.

I WILL WALK YOU THROUGH THE

THREE THINGS THEY DO WELL FROM

MY PERSPECTIVE.

FIRST THING THEY DO IS THEY

PROVIDE COMPELLING -- THEY ARE

EXPERTS ABOUT FASHION AND

CLOTHING.

I KNOW VERY, VERY LITTLE ABOUT

FASHION AND TRENDS AND WHAT'S

WORKING AND SO I RELY ON THEIR

INSIGHT.

I LEARN SOMETHING NEW EVERY TIME

I WALK INTO THE STORE.

THIS TRULY IS THE ERA OF THE

EXPERT AND THERE'S A THRESHOLD

ON INSIGHT WHEN EVERYBODY HAS A

HIGHER THRESHOLD OR BURDEN UPON

US WHEN EVERYBODY HAS ACCESS TO

THE WORLD INFORMATION IN THE

PALM OF THEIR HAND, BUT INSIGHT

IS VALUABLE.

SECOND THING THEY DO IS THEY

DELIVER A HIGH DEGREE OF

PERSONALIZATION AND

CUSTOMIZATION.

SO EVERY TRIP TO MARTIN PATRICK

REALLY IS ABOUT ME PERSONALLY,

MY NEEDS, MY EXPECTATIONS, THE

KIND OF WINE I LIKE TO DRINK,

THE KIND OF CLOTHES I LIKE TO

WEAR AND AS CUSTOMER

EXPECTATIONS CONTINUE TO CHANGE

IF WE CAN FIND AN OPPORTUNITY TO

DELIVER MORE PERSONALIZATION AND

CUSTOMIZATION WE WILL WIN AND

WIN BIG.

THE QUESTION I ALWAYS CONSIDER

IS HOW CAN I GET CLOSER TO THE

CUSTOMER?

THE MORE YOU KNOW THE BETTER

POSITIONED YOU ARE.

THE THIRD THING THEY DO REALLY

WELL IS THEY CREATE A SENSE OF

URGENCY.

THEY DO THIS BY THE WAY THEY

MANAGE THE AESTHETIC OF THEIR

STORE AND INVENTORY.

IT'S NOT UNUSUAL FOR ME TO GET

AN EMAIL FROM TODD THAT MIGHT

SUGGEST A NEW PAIR OF SHOES HAVE

COME IN, THEY HAVE ONE IN MY

SIZE, HE CAN HOLD THEM BACK FOR

24 HOURS, THEY'RE SHOT AND HE'S

SURE THEY WILL SELL RIGHT AWAY.

IT'S THAT SENSE OF URGENCY THAT

KEEPS ME COMING IN AND COMING

BACK TO MARTIN PATRICK.

THE INSIGHT OUT OF THIS, THE

LESSON OUT OF THIS IS THE SECOND

INSIGHT OF THE RESEARCH WHICH IS

IF YOU WANT TO WIN INTO A 2025

WORLD YOU'VE GOT TO BRAND THE

CLIENT EXPERIENCE.

AND BY BRAND I SIMPLY MEAN YOU

NEED TO CREATE AN IDENTITY.

A SET OF STANDARDS.

PROCESS DISCIPLINE, A WAY YOU GO

TO MARKET, A WAY YOU ENGAGE THAT

DIFFERENTIATES YOU FROM THE

COMPETITION AND RESONATES WITH

YOUR CUSTOMERS IN A COMPELLING

WAY.

MY RECOMMENDATION AROUND THIS

WOULD BE TO REVERSE ENGINEER

EVERY TOUCH POINT YOU HAVE WITH

A CUSTOMER ONLINE/OFFLINE.

EVERY TOUCH POINT WITH A

CUSTOMER IS AN OPPORTUNITY TO

ADD VALUE AND ADVANCE A

RELATIONSHIP.

SO HOW CAN YOU AT EACH TOUCH

POINT IN THE CUSTOMER

RELATIONSHIP ENHANCE IT TO

OPTIMIZE THE EXPERIENCE.

IF YOU'RE GOING TO DO THAT OF

COURSE IT'S IMPORTANT TO

UNDERSTAND WHAT CUSTOMERS WANT.

THERE IS SOME REALLY GOOD NEW

RESEARCH AROUND THIS.

YOU CAN SEE WHAT PEOPLE VALUE

MOST TODAY IN THEIR CUSTOMER

EXPERIENCE.

IF YOU LOOK AT QUADRANT ONE,

EFFICIENCY, CONVENIENCE, WE

TALKED A LITTLE BIT ABOUT

EXPERTISE, KNOWLEDGEABLE

SERVICE, FRIENDLY SERVICE, EASY

PAYMENT, YOU KNOW, WHAT'S

INTERESTING ABOUT THAT IS THOSE

ARE ALL THINGS WITHIN OUR SPEAR

OF INFLUENCE THAT WE CAN

ABSOLUTELY CONTROL TO GAIN AN

ADVANTAGE.

WHAT IT TAKES, WHAT'S CRITICAL

IS YOU HAVE TO HAVE THE RIGHT

PEOPLE, THE RIGHT TALENT TO

DELIVER THE EXPERIENCE

CONSISTENTLY.

I KNOW THAT THAT LABOR, TALENT,

HUMAN CAPITAL IT'S ONE OF THE

BIGGEST CHALLENGES THAT SMALL

BUSINESS OWNERS FACE TODAY.

LET'S FACE IT, WE'RE

OVERWHELMED, TIME POOR, SPENDING

SO MUCH TIME WORKING IN THE

BUSINESS THAT TALENT STRATEGY

OFTEN IS AN AFTER THOUGHT, BUT

WHAT'S REQUIRED TODAY IS THE

WORLD GETS MORE COMPLEX, THAT

OUR PERCENTAGE OF EXCEPTIONAL

EMPLOYEES HAVE TO OUTPACE THE

COMPETITION AND THE COMPLEXITY

WE'RE NAVIGATING.

I'M GOING TO PROVIDE SOME

RECOMMENDATIONS, SOME BEST

PRACTICES AROUND THE TALENT

LIFECYCLE AND TALENT STRATEGY.

THIS PORTION OF THE PRESENTATION

IS PRETTY TACTICAL, BUT MY HOPE

IS YOU WILL GET SOME VERY

SPECIFIC INSIGHT OUT OF THIS

THAT YOU CAN IMMEDIATELY

LEVERAGE OR APPLY TO YOUR

BUSINESS.

SO LET'S LOOK FIRST AT

SELECTION.

SO RECRUITING AND ONBOARDING,

CRITICAL, GETTING THE RIGHT

PEOPLE IN THE RIGHT JOBS.

FOUR KEY THINGS TO THINK ABOUT.

SO THIS IDEA OF DEVELOPING A

TALENT HUNTING CULTURE.

ALWAYS BEING RECRUITING.

ACTUALLY, TODD FROM MARTIN

PATRICK IS JUST A GREAT EXAMPLE

OF THIS.

THE OWNERS OF MARTIN PATRICK

PULLED TODD OUT OF NIEMANN

MARCUS, HE WAS ONE OF THE

BEST -- BEST SALES REPS --

ACTUALLY, HE WAS THE NUMBER TWO

SALES REP INSIDE OF NIEMANN

MARCUS NATIONALLY.

THERE IS A REAL GOOD MESSAGE,

YOU KNOW, IF SOMEONE IS CLEANING

YOUR CLARK IN THE MARKETPLACE,

ONE OF YOUR COMPETITORS IS, GO

HIRE THAT PERSON AND BRING THEM

OVER.

SO THE SECOND IDEA IS YOU WANT

TO BUILD A PIPELINE OF TALENT.

I ACTUALLY HAVE IDENTIFIED

PERSONALLY MY NEXT TWO HIRES

RIGHT NOW.

I DON'T HAVE THE VACANCY YET,

BUT MY MINDSET IS IT'S NOT IF

WE'RE GOING TO WORK TOGETHER,

IT'S WHEN WE'RE GOING TO WORK

TOGETHER.

SO I'M CULTIVATING AND NURTURING

THOSE RELATIONSHIPS.

I'M STAYING CONNECTED, I'M

STAYING IN TOUCH.

I ALSO THINK INCREDIBLY

IMPORTANT AND PARTICULARLY IF

YOU'RE DOING SALES RECRUITING,

YOU'VE GOT TO PROVIDE A

REALISTIC JOB PREVIEW.

PROS AND CONS.

IT'S ALSO HELPFUL TO THINK

THROUGH WHAT YOUR EVP IS, THAT'S

AN ACRONYM FOR EMPLOYMENT VALUE

PROPOSITION.

IN BUSINESS WE ARE ALL PRETTY

CLEAR ABOUT VALUE PROPOSITION,

WHAT DIFFERENTIATES US IN THE

MARKETPLACE, BUT AS OWNERS,

EMPLOYERS, WE SHOULD ALSO HAVE A

CLEAR AND COMPELLING REASON WHY

IT'S GOING TO BENEFIT SOMEBODY

OR PARTICULARLY A LEVEL TALENT

TO COME JOIN US ON THIS JOURNEY.

I WOULDN'T HIRE A SALES

CANDIDATE WITHOUT HAVING THEM

CLOSE ME ON WHY THEY WANT THE

JOB.

THE FOURTH CONSIDERATION HERE

BEST PRACTICE TIP IS ONBOARDING.

THIS IS ONE THAT I SEE A LOT OF

SMALL BUSINESSES GET WRONG.

IT'S IMPORTANT TO GET IT RIGHT

BECAUSE IT COMES WITH A

SIGNIFICANT COST.

YOU THINK THAT 20% OF NEW HIRES

QUIT THEIR NEW JOB WITHIN 45

DAYS.

THAT COMES AT AN INCREDIBLE COST

TO A SMALL BUSINESS.

SO I ACTUALLY THINK ABOUT

ONBOARDING AND ENGAGEMENT DURING

WHAT I CALL THE ANOB PERIOD.

IT IS AN ACRONYM THAT STANDS FOR

ACCEPTED NOT ON BOARD.

THAT'S THE TWO OR THREE-WEEK

QUIET PERIOD WHEN SOMEBODY HAS

ACCEPTED A NEW JOB, THEY HAVE TO

GO BACK TO THEIR CURRENT

EMPLOYER, RESIGN, FINISH UP

WORK, HANDLE THE NEXT TWO OR

THREE WEEKS.

DURING THAT TYPICAL QUIET PERIOD

I LIKE TO HAVE TWO ADDITIONAL

TOUCH POINTS, IF IT'S

GEOGRAPHICALLY FEASIBLE I DO IT

FACE-TO-FACE.

THAT ENSURES PEOPLE'S

COMMITMENTS STAY HIGH, THE

ENGAGEMENT LEVEL IS HEIGHTENED

AND THEY CAN HIT THE GROUND

RUNNING WHEN THEY COME INTO THE

JOB ON DAY ONE.

THAT'S A FEW BEST PRACTICES

AROUND SELECTION.

NEXT I WANT TO TALK THROUGH A

FEW IDEAS AROUND PERFORMANCE

MANAGEMENT.

IT'S JUST SO CRITICAL TO GET

ALIGNMENT AND BUY IN AROUND

EXPECTATIONS.

YOU WANT TO SET CLEARLY DEFINED

EXPECTATIONS, MAKE ANY

CONVERSATION, ANY

PERFORMANCE-RELATED CONVERSATION

A TWO-WAY CONVERSATION.

I WILL GIVE YOU MY FAVORITE RULE

OF COMMUNICATION.

FIRST UNDERSTAND, THEN BE

UNDERSTOOD.

LEADERS ARE LISTENERS AND I

THINK THAT'S ABSOLUTELY CRITICAL

IN CONVERSATIONS ABOUT

PERFORMANCE MANAGEMENT WHEN

YOU'RE SETTING EXPECTATIONS.

SO GET MUTUAL AGREEMENT ON

CLEARLY DEFINED EXPECTATIONS

THEN PROVIDE CONSISTENT FEEDBACK

AROUND THEM.

THE ANNUAL PERFORMANCE REVIEW IS

DEAD, NO LONGER A SUFFICIENT

MECHANISM FOR PROVIDING

FEEDBACK.

PEOPLE NEED IT AT MUCH MORE

FREQUENT INTERVALS.

I LIKE TO CHECK IN EVERY 30

DAYS, HAVE A FUTURE-DIRECTED

CONVERSATION WITH EACH EMPLOYEE.

WHEN WE TALK ABOUT EXPECTATIONS

AND ACCOUNTABILITY,

ACCOUNTABILITY IS SOMETHING

THAT'S COVETED IN THE HIGH

PERFORMANCE CULTURE AND THE WAY

I THINK ABOUT ACCOUNTABILITY IS,

YES, YOU HAVE TO HOLD PEOPLE

ACCOUNTABLE CONSISTENTLY, BUT AS

LEADERS IT'S INCUMBENT UPON US

TO GO FIRST.

WHAT I MEAN BY GOING FIRST IS IF

I'M GOING TO STAND IN FRONT OF

MY TEAM AND TELL THEM, HEY,

WE'RE GOING TO GO UP THIS

MOUNTAIN IN 2019, WE'RE GOING TO

BREAK A SALES RECORD, WE'RE

GOING TO GROW, I'M GOING TO ASK

A LOT OF YOU.

THE VERY NEXT WORDS OUT OF MY

MOUTH AS THE LEADER OF THAT TEAM

SHOULD BE IS HERE IS WHAT YOU'RE

GOING TO GET FROM ME.

WHEN I CLEARLY DEFINE FOR MY

TEAM WHAT THEY CAN EXPECT FROM

ME EVERY DAY AND THAT I DELIVER

ON THAT BEHAVIOR CONSISTENTLY,

I'M IN A MUCH BETTER POSITION TO

HOLD PEOPLE ACCOUNTABLE TO MY

HIGH STANDARDS.

SO THE QUESTION, THE FRAMING OF

THIS MIGHT BE HAVE YOU

COMMUNICATED TO YOUR TEAM

CLEARLY AND DO THEY UNDERSTAND

WHAT THEY'RE GOING TO BE GETTING

FROM YOU EVERY DAY AND ARE YOU

HOLDING YOURSELF ACCOUNTABLE FOR

THAT BEHAVIOR.

THEN DEFINE THE PERFORMANCE --

DEFINE THE CULTURE PHILOSOPHY.

I TALK ABOUT FIT ASSESSMENT.

TWO OF MY FAVORITE FIT

ASSESSMENT QUESTIONS, THE FIRST

ONE IS KNOWING WHAT I KNOW NOW

WOULD I HIRE THIS PERSON AGAIN?

IF THE ANSWER IS I'M NOT SURE OR

PROBABLY NOT, THEN I KNOW I HAVE

A LITTLE BIT OF PERFORMANCE

MANAGEMENT WORK TO DO AND I

PROBABLY NEED TO HAVE A

COURAGEOUS CONVERSATION.

THE NEXT QUESTION I USED TO FIT

ASSESS IS IS THIS TRULY THE BEST

PERSON FOR THE JOB?

IF SOMEBODY DOESN'T HAVE THE

SKILL, CAPABILITY, COMPETENCY TO

DO THE JOB PROPERLY, I TRULY

BELIEVE WE'RE DOING PEOPLE A

DISSERVICE IF WE KEEP THEM IN A

ROLE THAT THEY EITHER LACK THE

COMPETENCY, SKILL SET OR

PREPAREDNESS TO BE SUCCESSFUL

IN.

SO THOSE ARE FOUR KEYS ON

PERFORMANCE MANAGEMENT.

THEN I WANT TO TOUCH ON

ENGAGEMENT BECAUSE THIS IS

REALLY WHAT A LEVEL TALENT IS

LOOKING FOR FROM THEIR

EMPLOYMENT EXPERIENCE TODAY.

CONFIDENCE -- CONFIDENCE IN

LEADERSHIP AND THE FUTURE IS A

BIG ONE, ONE OF THE BIGGEST

REASONS THAT PEOPLE DISENGAGE

AND OPT OUT.

AS LEADERS OBVIOUSLY WE HAVE TO

BE PRESENT WITH PRESENCE AND WE

HAVE TO COMMUNICATE CONSISTENTLY

A COMPELLING VISION OF THE

FUTURE.

OBVIOUSLY TODAY, YOU KNOW,

INVESTMENT, PARTICULARLY THIS

NEXT GENERATION WORKFORCE, THEY

WANT TO WORK FOR AN ORGANIZATION

THAT IS SUPPORTING THEM AND

CONTINUES TO INVEST IN THE

EVOLUTION OF THEIR SKILL AND

COMPETENCY.

I WILL WALK YOU INTO AN

ORGANIZATION THAT I THINK

REALLY, REALLY UNDERSTOOD IT AT

ITS INCEPTION THE SYMBIOTIC

RELATIONSHIP THAT EXISTS BETWEEN

EMPLOYEES AND ENGAGEMENT, THE

LEVEL OF EMPLOYEE SATISFACTION

WITH THE JOB AND ULTIMATELY THE

LEVEL OF AT FACTION CUSTOMERS

HAVE IN DOING BUSINESS.

THE EXAMPLE THAT I WANT TO USE

IS STARBUCKS.

IF YOU THINK ABOUT STARBUCKS, I

WILL ASK YOU JUST TO THINK TO

YOURSELF FOR A SECOND IF AT ANY

TIME IN THE LAST 12 MONTHS

YOU'VE PURCHASED A BEVERAGE FROM

STARBUCKS, ANY BEVERAGE, ANY

PURCHASE FROM STARBUCKS IN THE

LAST 12 MONTHS.

IF YOU HAVE -- IF YOU HAVE WHAT

I HAVE ABSOLUTELY PROVED

UNEQUIVOCALLY IS THAT YOU DON'T

CONSUME COFFEE ON PRICE.

I MEAN, YOU THINK ABOUT IT, YOU

DON'T.

YOU LITERALLY CAN MAKE A GRANDE

SKINNY VANILLA LATTE AT HOME FOR

26 CENTS.

STARBUCKS IS SEPARATING PEOPLE

FROM $5.

THAT'S NOT RATIONAL BEHAVIOR,

BUT WHAT IT PROVES IS

CUSTOMERS -- CUSTOMERS DON'T BUY

ON PRICE.

THEY DON'T.

YOUR CUSTOMERS DON'T BUY ON

PRICE.

NOW, THEY WILL DEFAULT TO PRICE

IN THE ABSENCE OF VALUE AND A

QUALITY EXPERIENCE.

THAT'S -- THAT'S ON US.

STARBUCKS KNOWS THIS.

STARBUCKS KNOWS THEY CANNOT

COMPETE IN THE COMMODITIZED

UNDIFFERENTIATED 26 CENTS A CUP

COFFEE CATEGORY.

THAT'S NOT A SUSTAINABLE

BUSINESS MODEL SO THEY DON'T

TRY.

THEY COMPETE IN THE EXPERIENCE

ECONOMY.

FOR JUST A LITTLE PERSPECTIVE ON

HOW TO COMPETE AND WIN IN THE

EXPERIENCE ECONOMY, I WANT TO

INTRODUCE -- I WANT TO INTRODUCE

THE PERSPECTIVE OF IN MY OPINION

ONE OF THE BEST CULTURE AND

CUSTOMER EXPERIENCE LEADERS OF

OUR GENERATION, HERE IS HOWARD

[ INAUDIBLE ].

>> I'VE BEEN CRITICIZED OVER THE

YEARS FOR STRONGLY BELIEVING

THAT BUILDING SHAREHOLDER VALUE

AND MAKING MONEY IS A PRETTY

SHALLOW GOAL IF IT'S NOT LINKED

TO CREATING VALUE FOR YOUR

PEOPLE AND GIVING BACK TO THE

COMMUNITY.

STARBUCKS GREATEST STRENGTH OVER

OUR 40-YEAR HISTORY HAS BEEN THE

RELATIONSHIP WE HAVE WITH OUR

PEOPLE.

IN THE BOOK I TALK ABOUT THE

FACT THAT IF YOU STRONGLY

BELIEVE IN YOUR CORE PURPOSE

WHEN THINGS WERE GOING RIGHT,

THEN YOU CERTAINLY HAVE TO

BELIEVE IN IT AND DEPEND ON IT

WHEN THINGS PERHAPS ARE MOST

CHALLENGING.

I DIDN'T WANT TO TRANSFORM THE

COMPANY AND SUCCEED FINANCIALLY

AND THEN WAKE UP ONE DAY AND

REALIZE SOMEWHERE ALONG THE LINE

WE LOST THE VALUES, THE GUIDING

PRINCIPLES OF THE COMPANY.

SO WHAT I'M MOST PROUD OF IS THE

FACT THAT WE HAVE RETURNED IT TO

RECORD REVENUE AND PROFITABILITY

AT THE SAME TIME WE'VE PRESERVED

WITHOUT QUESTION THE CULTURE AND

VALUES OF THE COMPANY.

>> AND A CULTURE AND VALUES OF

THE BUSINESS, YOU KNOW, IT'S NOT

WHAT THEY DO, IT'S HOW THEY DO

BUSINESS.

THEY'VE CAPTURED A HOW

ADVANTAGE.

WITH PRETTY STRAIGHTFORWARD

PHILOSOPHY.

PUT PEOPLE FIRST.

PERFORMANCE AND PROFITABILITY

WILL FOLLOW.

HE WOULD ACTUALLY TELL YOU

THEY'RE NOT IN THE COVE AND

BEVERAGE -- THAT'S NOT THE

BUSINESS HE BELIEVES THEY'RE IN.

HE BELIEVES THEY'RE IN THE HUMAN

CONNECTION BUSINESS AND THIS IS

THE STARBUCKS MISSION, TO

INSPIRE AND NURTURE THE HUMAN

SPIRIT.

I WOULD SAY TODAY THAT ALL OF

THE BEST SMALL BUSINESSES, THE

ONES THAT ARE POISED FOR SOME

GROWTH UNDERSTAND THEY HAVE TO

BE IN THE HUMAN CONNECTION

BUSINESS.

HOW DO YOU WIN IN THE HUMAN

CONNECTION BUSINESS?

IT'S STRAIGHTFORWARD.

YOU GIVE YOUR CUSTOMER A LITTLE

BIT MORE THAN THEY EXPECT EVERY

SINGLE TIME.

ANOTHER WAY TO SAY IT, BE

REMARKABLE CONSISTENTLY.

I WILL GIVE YOU THE NEW ECONOMY

DEFINITION OF THE WORLD

REMARKABLE, THE NEW DEFINITION

IS WORTHY OF BEING REMARKED

UPON.

SO GOOD.

SO MEMORABLE.

SO CUSTOMIZED.

SUCH COMPELLING INSIGHT.

SO PERSONAL THAT I CAN'T WAIT TO

GO TELL SOMEBODY ELSE ABOUT THE

EXPERIENCE OF DOING BUSINESS

WITH YOU.

THAT'S AN OPPORTUNITY.

THAT'S HOW YOU TURN YOUR

CUSTOMERS WOULD EVANGELISTS.

THIS IS A REAL IMPORTANT POINT

TO CONSIDER FOR ANY SMALL

BUSINESS.

THERE ARE THREE STRATA OF

CUSTOMERS TODAY, THERE ARE

SATISFIED CUSTOMERS AND WE ALL

KNOW WHAT A SATISFIED CUSTOMER S

THEY MAY GIVE YOU A PIECE OF

BUSINESS, MAY DO SOME BUSINESS

OVER HERE, SHOP IT AROUND ON

PRICE.

THERES NO COMMITMENT.

IT'S A SATISFIED CUSTOMERS,

WHICH WHEN I THINK BACK TO MY

TIME AT THE AD AGENCY, THE

NOTION THAT WE ACTUALLY USED TO

MEASURE CUSTOMER SATISFACTION

AND HOLD IT UP AS AN IMPORTANT

KPI, 88% OF OUR CUSTOMERS ARE

SATISFIED.

WHO CARES?

WHO WANTS SATISFIED CUSTOMERS?

I DON'T.

I WANT LOYAL CUSTOMERS WHERE IN

MY AREA OF OPPORTUNITY OR

EXPERTISE I'M THE FIRST PHONE

CALL.

I'M THE TRUSTED ADVISER.

I'M THE VALUED RELATIONSHIP.

WE ALL KNOW THE DIFFERENCE

BETWEEN SATISFIED AND LOYAL.

THERE'S A THIRD KIND OF CUSTOMER

EMERGING, A THIRD KIND AND

THAT'S THE EVANGELIST.

THAT'S THE CUSTOMER THAT TELLS

EVERYBODY ELSE WHAT A ROCK STAR

YOU ARE.

YOU THINK ABOUT WHERE WE ARE

TODAY IN THE CONNECTED WORLD WE

LIVE IN, 83% OF CUSTOMERS ARE

WILLING TO REFER, RECOMMEND

AFTER A QUALITY EXPERIENCE ONLY

27% NEW.

SO IF YOU WANT TO GROW YOUR

BUSINESS, RIGHT, YOU HAVE TO

THINK ABOUT HOW CAN I CLOSE THAT

GAP?

AND PART OF IT IS YOU HAVE TO

EARN THE RIGHT TO ASK FOR THE

REFERRAL, THEN ASK AND MAKE IT

EASY ON PEOPLE TO REFER YOU.

BECAUSE THE WAY PEOPLE

EVANGELIZE TODAY IS

FUNDAMENTALLY CHANGING AND THAT

IS SUCH AN OPPORTUNITY FOR

EVERYBODY ON THIS WEBINAR.

WE ARE LIVING THROUGH A

COMMUNICATION REVOLUTION.

I THINK THIS IS THE GREATEST

TIME IN THE HISTORY OF TIME TO

BE A SMALL BUSINESS OWNER

BECAUSE IT'S THE ULTIMATE

LEVELING OF THE PLAYING FIELD.

I WORKED FOR A FORTUNE 500

COMPANY, I OWN A SMALL BUSINESS

NOW, AND I CAN COMPETE WITH

ANYONE.

I CAN COMPETE WITH MUCH LARGER

ORGANIZATIONS ANYWHERE IN THE

WORLD ON THE STRENGTH OF MY

REPUTATION AND MY RELATIONSHIPS

AND INCREASINGLY I CAN INFLUENCE

THINGS ONLINE.

THAT IS A FUNDAMENTAL SHIFT, BUT

ALSO A VERY REAL OPPORTUNITY IF

YOU ARE CREATING CONTENT AND

SHARING YOUR EXPERTISE.

THAT'S WHY I DO IT.

THAT'S WHY I DO WEBINARS LIKE

THIS OR DO ALL OF THE RESEARCH

AND CASE STUDIES AND PACKAGE IT

UP IN AN E BOOK, BECAUSE THAT

FURTHER ELEVATES MY REPUTATION

AND CREDIBILITY AS AN EXPERT.

THERE'S SUCH AN OPPORTUNITY

EMBEDDED INTO THIS.

I WILL GIVE YOU AN EXAMPLE, JUST

ANOTHER SMALL BUSINESS EXAMPLE

OF THE LEVERAGE POINT.

SO I WILL SHARE THIS STORY.

I THINK I MENTIONED I LIVE IN

MINNEAPOLIS, MINNESOTA, YEAH, IN

THE WAREHOUSE DISTRICT, SO I

HAVE AN OPEN LIVE, WORK, LOFT

SPACE.

I'M ORIGINALLY FROM OHIO, BOTH

MY PARENTS RETIRED

SCHOOLTEACHERS, MY MOM LIVES IN

THE HOUSE WE GREW UP IN, SHE

GETS IN THE HOLIDAY SPIRIT,

EVERY YEAR AROUND CHRISTMASTIME

WE GO BACK AND VISIT MOM IN

CLEVELAND AND SPEND TIME

TOGETHER AS A FAMILY.

BECAUSE WE DO THAT IT HAD BEEN A

NUMBER OF YEARS SINCE I HAD A

CHRISTMAS TREE IN MY LOFT AND

THIS PAST YEAR MY GIRLFRIEND

SUGGESTED IT MIGHT BE THIGHS TO

GET A TREE FOR THE LOFT.

SO I INTERPRETED THAT AS THAT

WAS SOMETHING I NEEDED TO DO.

SO -- AND THIS IS KIND OF THE

EMBARRASSING PART OF THE STORY,

BUT A FEW WEEKS -- IT WAS IN

DECEMBER, WE WERE A FEW WEEKS

OUT AND MY SCHEDULE WAS A LITTLE

CRAZY SO I ACTUALLY GOOGLED

CHRISTMAS TREE DELIVERY AND YOU

WOULD BE SURPRISED AT THE NUMBER

OF PEOPLE THAT WOULD ACTUALLY

BRING YOU A CHRISTMAS TREE.

SO I SAW ALL THE LINKS AND THERE

WAS A LINK TO SANTA'S TREE

DELIVERY SERVICE.

THEY HAD AN 800 NUMBER.

SO I CALLED AND SANTA'S TREE

DELIVERY AND I SAID, HEY, CAN

YOU GET ME A 6 FOOT BLUE SPRUCE

DELIVERED BY FRIDAY AFTERNOON?

AND THEY COULD.

I SAID GREAT.

WE SCHEDULED 2:00 DELIVERY TIME.

I GET BUZZED AT 2:00 P.M., THEY

COME UP, I OPEN THE DOOR TO

ACCEPT MY TREE AND THESE THREE

GUYS ARE STANDING THERE DRESSED

LIKE THIS.

I STARTED CRACKING UP, INVITED

THEM IN AND THEY WERE INTO THEIR

WHOLE ROUTINE, YOU KNOW, THE

BELLS AND THE CAROLLING AND THE

ELVES.

I ACTUALLY OFFERED THEM A BEER,

I FELT BAD FOR THEM, IT WAS

EMASCULATING TO BE IN DOWNTOWN

MINNEAPOLIS IN SOMETIMES.

THEY STARTED SETTING UP THE

TREE.

AT THIS POINT I START TAKING

PICTURES AND I'M TEXTING

NEIGHBORS, YOU HAVE TO COME OVER

AND SEE WHAT'S GOING ON IN THE

LOFT.

SO, YOU KNOW, AS THEY WERE

FINISHING UP I ASKED THE GUYS, I

SAID, GUYS, WHAT'S UP WITH THE

SHTICK, THE WHOLE ELF ROUTINE.

THEY SAID THERE IS A STORY

BEHIND IT.

I SAID GIVE IT TO ME.

THEE THREES GUYS, BUDDIES FROM

COLLEGE AND THEY DECIDED TO GO

INTO THIS PART-TIME SEASONAL

BUSINESS AND THEY HAD A

RELATIONSHIP WITH A FARM OUTSIDE

OF -- JUST ON THE OUTSKIRTS OF

MINNEAPOLIS AND THEY WERE GOING

TO LAUNCH THIS TREE DELIVERY

BUSINESS.

SO THEY DID.

THEY GOT A FACEBOOK PAGE AND DID

SOME GOOGLE AD WORDS AND NOTHING

HAPPENED.

THE BUSINESS JUST WASN'T GOING

ANYWHERE.

YOU THINK ABOUT IT, CHRISTMAS

TREES ARE A COMMODITY, YOU CAN

GET THEM ANYWHERE, YOU CAN GET

THEM AT A SUPERMARKET, GAS

STATION, LOWE'S, TARGET,

EVERYBODY SELLS CHRISTMAS TREES.

SO THEY WEREN'T HAVING A LOT OF

SUCCESS, THEY GOT TOGETHER OVER

HAPPY HOUR AND DECIDED TO DECIDE

WHAT THEY WERE GOING TO DO

SHOULD THEY SHUTTER THIS

BUSINESS, NO THE MAKING ANY

MONEY.

WELL, DURING THAT HAPPY HOUR ONE

OF THEM HAD THE INGENIOUS

IDEA -- I THINK HAPPY HOUR MAY

HAVE TURNED INTO BAR CLOSE AND

ONE OF THEM HAD THE INGENIOUS

IDEA TO DRESS UP LIKE ELVES.

THEY REVOTED ON THE IDEA THE

NEXT DAY, WHICH YOU HAVE TO DO

WHEN YOU'RE COCKTAILING AND

CREATIVE BRAINSTORMING AND THE

ELVES COSTUME WON 2 TO 1.

YOU ARE LOOKING AT WHAT IS TODAY

THE NUMBER ONE TREE DELIVERY

SERVICE IN MINNESOTA.

WHY?

BECAUSE THEY GOT OUT OF THE

CHRISTMAS TREE DELIVERY

BUSINESS.

THAT'S A LOW MARGIN BUSINESS.

THAT'S A COMMODITIZED BUSINESS.

EVERYONE IS IN THAT BUSINESS.

THEY GOT INTO THE MAGIC AND

MEMORIES OF CHRISTMAS BUSINESS.

MUCH BETTER BUSINESS TO BE IN.

AND THEY ELEVATED THE EXPERIENCE

TO THE POINT THAT THEY GET --

THEY GET REFERRED AND

REFERRED -- YOU KNOW WHAT

HAPPENS, THESE PEOPLE SHOW UP

AND PEOPLE HAVE THEIR PHONES OUT

AND THE KIDS ARE EXCITED BECAUSE

THE ELVES HAVE COMING WITH THE

TREE.

WHEN THEY WALK INTO THE HOUSE IT

IS THE STORY AND SNAP AND

FACEBOOK LIVE AND EVERYTHING

ELSE.

IT MOVED THE NEEDLE ON THEIR

BUSINESS.

NOW, I'M NOT SUGGESTING YOU

DRESS UP IN YELLOW TIGHTS AT

ALL, BUT WHAT I AM SUGGESTING IS

THINK ABOUT THE BUSINESS YOU

WANT TO BE IN.

HERE IS ANOTHER EXAMPLE, ON THE

PROFESSIONAL SERVICES SIDE, THIS

IS THE FASTEST GROWING RIA IN

THE UNITED STATES TODAY,

EDELMAN'S, ADDING OVER 3,000

CLIENTS ANNUALLY BECAUSE THEY

THOUGHT DIFFERENTLY ABOUT THE

BUSINESS THEY'RE IN.

THEY'RE NOT JUST A FINANCIAL

SERVICES COMPANY, THEY ARE ALSO

A TECHNOLOGY AND MEDIA COMPANY

DELIVERING FINANCIAL SERVICES.

I WOULD SAY IT'S THE SAME

OPPORTUNITY EVERY SMALL BUSINESS

HAS TODAY, WE'VE GOT TO BE IN

THE TECHNOLOGY AND MEDIA

BUSINESS IF WE WANT TO DRIVE

GROWTH.

IT'S NOT -- IT'S NOT WHAT YOU

DO, IT'S HOW YOU DO IT.

PART OF WHAT INFORMS THE HOW IS

CULTURE.

THAT'S THE NEXT INSIGHT OUT OF

THE RESEARCH.

IF YOU WANT TO WIN INTO A 2025

WORLD YOU HAVE TO BE A CULTURE

CHAMPION.

CULTURE IS A CATALYST TO CAPTURE

A HOW ADVANTAGE AND

DIFFERENTIATE YOURSELF FROM THE

COMPETITION.

I WANTED TO AS AN EXAMPLE OF

THIS, I WANT TO WALK YOU INTO A

COMPANY THAT REALLY BELIEVES IN

THIS, IT'S ONE OF THE STRONGEST

CULTURES THAT I'VE EVER BEEN

AROUND OR STUDIED AND I THINK

THERE IS A COUPLE OF REALLY GOOD

LEADERSHIP INSIGHTS AROUND THIS.

SO THE COMPANY -- THE COMPANY IS

THE MAYO CLINIC AND IF YOU THINK

ABOUT -- IF YOU THINK ABOUT

MAYO, THEY'RE THE NUMBER ONE

RECOGNIZED BRAND IN THE WORLD IN

HEALTHCARE EXCELLENCE TODAY.

19 CONSECUTIVE YEARS.

THEY'VE BEEN ONE OF FORTUNE 100s

BEST PLACES TO WORK.

THEY ARE DOING A LOT OF THINGS

RIGHT.

THE SEVEN WORDS YOU SEE ON THE

SLIDE ON THE SCREEN, THE NEEDS

OF THE PATIENT COME FIRST,

THAT'S THEIR PURPOSE STATEMENT.

SO IT INFORMS WHY THEY EXIST,

BUT IT ALSO HELPS EMPLOYEES --

EMPLOYEES UNDERSTAND HOW THEY

NEED TO SHOW UP, MAKE DECISIONS

AND COLLABORATE TO DO THEIR

WORK.

IT'S ALL -- IT'S ALL ABOUT

SERVING THE NEEDS OF THE

PATIENT.

WE HAVE A GOOD OPPORTUNITY TO GO

INSIDE MAYO CLINIC AND WORK WITH

THEM ON A CONSULTING PROJECT

WHERE WE ACTUALLY -- WE

INTERVIEWED PATIENTS, BUT WE

ALSO INTERVIEWED LITERALLY

HUNDREDS OF EMPLOYEES.

THE EMPLOYEES WERE CLASSIFIED AS

TOP PERFORMERS OR HIGH

POTENTIALS.

WE DID INTERVIEWS IN ROOMS LIKE

THIS, THEY WERE ONE-ON-ONE

CONVERSATIONS OR WE HAD SMALL

FOCUS GROUPS OF THREE OR FOUR

PEOPLE TO REALLY, REALLY TRY AND

UNDERSTAND WHAT IT WAS THAT WAS

PUTTING THESE PEOPLE IN A

POSITION TO BE SO SUCCESSFUL, SO

EXTRAORDINARY, SO

CONSISTENTLY -- AND AS WE GOT

INTO THE CONVERSATIONS I NOTICED

SOMETHING UNUSUAL HAPPENING

RIGHT AWAY AND WHAT I NOTICED

WAS JUST ABOUT EVERY EMPLOYEE WE

TALKED TO IN THE FIRST MINUTE OR

TWO WOULD UTTER THOSE SEVEN

WORDS, THE PURPOSE STATEMENT.

THE NEEDS OF THE PATIENT COME

FIRST.

WE GOT TO THE END OF THE SECOND

DAY AND I DID A HUDDLE UP WITH

MY TEAM AND ASKED EVERYBODY WHAT

THEY THOUGHT AND, YOU KNOW,

EVERYONE WAS BLOWN AWAY AT HOW

COMMITTED THE PEOPLE WERE, HOW

MUCH THEY SCARED ABOUT NOT ONLY

THE PATIENTS BUT EACH OTHER, HOW

ALIGNED THEY WERE.

WE HAD NEVER REALLY SEEN

ANYTHING LIKE IT.

AS EXCITING AS IT WAS, I ASKED

EVERYONE WHAT DO YOU THINK ABOUT

THIS WHOLE NEEDS OF THE PATIENT

THING, BECAUSE IT JUST KEPT

COMING UP OVER AND OVER AND I

WAS A LITTLE CONCERNED THAT

THESE PEOPLE WERE COACHED, THE

CLIENTS SELECTED THE SAMPLE, WE

HAVE VIDEO CAMERAS IN THERE, I

THOUGHT THAT WAS GOING TO DAMAGE

THE RESEARCH.

WE AGREED THAT WE HAD TO PUSH

BACK ON THAT.

SO THE VERY NEXT MORNING, AND I

WILL NEVER FORGET THIS, A

GENTLEMAN OUR FIRST INTERVIEW,

THE GENTLEMAN WALKED IN THE

ROOM, HIS NAME WAS BERT, SAT

ACROSS WITH ME AND I SAID, IRV,

TELL ME ABOUT YOUR JOB.

IRV EXPLAINED HE HAD BEEN WITH

MAYO FOR NINE YEARS, LOVED HIS

JOB, HE WAS A MANAGER IN THEIR

SECURITY AND OPS AREA AND WENT

ON TO SAY, OF COURSE, EVERY DAY

IN SECURITY AND OPS WE GET TO

COME IN AND PUT THE NEEDS OF OUR

PATIENTS FIRST.

I CALLED A TIMEOUT.

I SAID, TIMEOUT, IRV.

STOP, BIG GUY.

YOU ARE IN SECURITY AND

OPERATIONS YOU DON'T GO ANYWHERE

NEAR THE PATIENTS.

I SAID I'M REALLY STRUGGLING

WITH CONNECTING WHAT YOU --

CONNECTING TO WHAT YOU JUST

SAID.

NOT INVOLVED WITH THE PATIENTS,

I DON'T SEE HOW YOU WOULD BE

THINKING OF THE PATIENTS FIRST.

WELL, HE LEANED ACROSS THE TABLE

AND HE WAS KIND OF A BIG GUY SO

I LEANED BACK AND HE TOLD ME, HE

SAID, LET ME TELL YOU SOMETHING,

MR. CONSULTANT.

>> I SAID, OKAY, IRV.

>> AND HE SAID TO ME, HE SAID

THE PEOPLE THAT COME TO MAYO

CLINIC THEY ARE NOT WHERE THEY

WANT TO BE IN THEIR LIFE.

WE HAVE ASSEMBLED A TEAM OF THE

BEST CARE PROVIDERS TO HELP

THOSE PEOPLE GET BACK TO WHERE

THEY WANT TO BE.

IT'S MY JOB AND THE JOB OF MY

TEAM TO MAKE SURE THOSE PEOPLE

HAVE A SAFE AND SECURE

ENVIRONMENT TO DO THEIR JOB.

SO DON'T YOU STAND THERE FOR A

SECOND AND QUESTION WHETHER WE

PUT THE NEEDS OF OUR PATIENTS

FIRST IN SECURITY AND OPERATIONS

AT MAYO CLINIC.

I SAID, THAT'S IT.

THAT'S THE THING.

GO ON WITH YOUR BAD SELF, BIG

BOY.

HE GOT IT RIGHT.

AND I WILL TELL YOU WHAT, THAT

LEVEL OF ENGAGEMENT, EMOTIONAL

COMMITMENT, SENSE OF BELONGING

TO SOMETHING LARGER THAN

YOURSELF IT WASN'T ISOLATED TO

JUST IRV, IT WAS EVIDENT IN

ALMOST 400 CONVERSATIONS THAT WE

HAVE.

DO YOU KNOW WHAT THEY'VE COME TO

CALL THAT AT MAYO CLINIC?

THEY CALL THAT A LIFE-CHANGING

CAREER.

THAT'S THE MAYO CLINIC

EMPLOYMENT VALUE PROPOSITION.

WHAT THAT MEANS IS -- WHAT THAT

MEANS IS WHEN YOU COME TO WORK

FOR MAYO YOU HAVE AN OPPORTUNITY

TO WORK FOR A COMPANY THAT HAS A

PROS TESTIFY AND PROFOUND IMPACT

ON PEOPLE'S LIVES, BUT OUR

PROMISE, OUR PROMISE BACK TO YOU

IS THAT DURING YOUR TIME HERE

YOUR LIFE SHOULD CHANGE IN A

POSITIVE WAY.

THAT'S A BOLD PROMISE AND IT'S

LEADERSHIP'S RESPONSIBILITY TO

UPHOLD THAT PROMISE EACH AND

EVERY DAY.

THERE'S THIS IDEA OF LIFE

CHANGING LEADERSHIP BEING LIFE

CHANGING, SOMETHING THAT WE

WANTED TO EXPLORE IN A LITTLE

MORE DETAIL DURING THIS PROJECT.

IT'S BEEN REINFORCED FOR ME IN

THE WORK I GET TO DO THAT

EXTRAORDINARY LEADERSHIP CAN

TRULY HAVE A PROFOUND IMPACT NOT

ONLY ON A BUSINESS, BUT ON THE

LIVES OF THE PEOPLE IN THE

BUSINESS.

SO I ASKED OUR CLIENT

STAKEHOLDER, I SAID I'D LOVE TO

GET A SAMPLE OF EMPLOYEES THAT

HAVE JOINED MAYO INSIDE THE LAST

12 MONTHS AND THIS WOULD BE NEW

EMPLOYEES, VERY RECENT

BENCHMARKING SOMEWHERE ELSE AND

I WANT TO ASK PEOPLE THAT HAVE

BEEN HERE, YOU KNOW, MAYBE

GREATER THAN THREE MONTHS BUT

LESS THAN 12 SINCE YOU'VE WORKED

HERE HAS YOUR LIFE CHANGED?

THEY THOUGHT IT WAS A GREAT IDEA

SO WE GOT THIS SAMPLE TOGETHER.

OUR FIRST INTERVIEW WAS OF THE

GUY NAMED JEREMY WHO WORKED, YOU

KNOW, SIMILAR TO IRV, HE DIDN'T

HAVE DIRECT PATIENT CONTACT, HE

WORKED IN THE MARKETING

DEPARTMENT.

SO I SAT ACROSS FROM HIM AT THAT

TABLE AND SAID, JEREMY, YOU ARE

IN MARKETING.

HE SAID THAT'S RIGHT.

YOU'VE BEEN HERE SEVEN MONTHS.

TELL ME IN THE SEVEN MONTHS

YOU'VE BEEN WITH MAYO CLINIC HAS

YOUR LIFE CHANGED?

AND I COULD NEVER DO HIS

RESPONSE JUSTICE SO I HAVE A

LITTLE EXCERPT OF OUR

CONVERSATION CUED UP.

HERE IS JEREMY FROM MAYO CLINIC

ON HOW EXTRAORDINARY LEADERSHIP

CHANGES LIVES.

>> I FEEL LIKE I'M A BETTER DAD

NOW SINCE STARTING HERE.

BETTER HUSBAND, JUST A BETTER

PERSON OVERALL.

WHEN YOU ARE APPRECIATED FOR

WHAT YOU DO AND THE TALENT THAT

YOU HAVE IT LET'S YOU SEE THINGS

DIFFERENTLY.

STORY.

I THINK I GOT SO USED TO OVER

THE YEARS PUNCHING A CLOCK AND

YOU GO AND YOU DO YOUR JOB, YOU

GIVE EVERYTHING AND YOU GET A

PAYCHECK, BUT IT USES YOU.

IT'S BEEN DIFFERENT HERE BECAUSE

IT DOESN'T JUST USE ME.

THAT MEANS -- I MEAN, I CAN GO

HOME NOW AND NOT JUST LIKE

COMPLETELY [ INAUDIBLE ] -- MY

WIFE, MY KIDS, THEY WOULD ALL

SAY THAT IT'S TOTALLY DIFFERENT,

YOU KNOW.

IT'S JUST I'M BACK TO WHAT I

WAS, HOW I WAS YEARS AGO, AND I

THINK THAT'S THE THING THAT I

CAN'T SAY ENOUGH TO PEOPLE THAT

YOU DON'T KNOW UNTIL YOU ARE IN

THE SITUATION.

WOW.

THIS IS WHAT A CAREER IS.

NOT A JOB.

THIS IS A CAREER.

>> SO IT'S PROBABLY FAIRLY

OBVIOUS, BUT I WILL POSE THE

QUESTION, MAYBE EVEN AS A

THOUGHT.

WHO DO YOU THINK WAS THE MORE

ENGAGED PRODUCTIVE EMPLOYEE,

JEREMY AT HIS PREVIOUS EMPLOYER

OR THE GUY YOU JUST HEARD FROM

FROM MAYO?

AND IT'S OBVIOUS, RIGHT?

BUT MAYBE THAT'S NOT THE RIGHT

QUESTION.

IN FACT, AS LEADERS MAYBE THERE

IS A MORE POWERFUL SET OF

QUESTIONS THAT IT'S WORTH

CONSIDERING, LIKE WHO IS THE

HAPPIER MORE FULFILLED HUMAN

BEING?

WHO IS THE BETTER HUSBAND?

WHO IS THE BETTER FATHER?

WHO IS THE BETTER MEMBER OF HIS

COMMUNITY?

THAT'S THE OPPORTUNITY AS

LEADERS AND SMALL BUSINESS

OWNERS THAT -- THAT WE HAVE.

YOU KNOW, LEADERSHIP ISN'T A

JOB, IT'S A RESPONSIBILITY.

IT'S NOT ABOUT US, IT'S ABOUT

HUMILITY, SACRIFICE, SERVICE AND

HELPING OTHER PEOPLE BECOME THE

BEST THEY ARE CAPABLE OF BEING.

IN ORDER TO REMIND MYSELF OF

THAT RESPONSIBILITY AND

OPPORTUNITY, I USED TWO DAILY

SELF-ASSESSMENT QUESTIONS, THESE

ARE MY TRUE LEADERSHIP QUESTIONS

AND I WILL SHARE THEM WITH YOU.

THE FIRST IS WHO DID I IMPACT

TODAY?

AND AT THE END OF A DAY THE MORE

SPECIFIC I CAN BE IN ANSWERING

THAT QUESTION, I KNOW THE BETTER

SORT OF LEADER I'VE BEEN.

AND THE SECOND ONE IS HOW WILL I

BELIEVE REMEMBERED BY THE PEOPLE

I WORK WITH TODAY?

I KNOW THAT THE CUMULATIVE

ANSWER TO THAT SECOND QUESTION,

HOW WILL I BELIEVE REMEMBERED,

ULTIMATELY WILL BEGIN TO DEFINE

AND SHAPE MY LEGACY AS A LEADER.

HERE IS THE COOL THING ABOUT

LEADERSHIP AND ENTREPRENEURSHIP

IS YOU DON'T HAVE TO WAIT UNTIL

THE END TO LEAVE A LEGACY, YOU

CAN BEGIN LEAVING ONE RIGHT NOW

THROUGH THE IMPACT YOU HAVE ON

OTHERS.

I HOPE YOU WILL CONSIDER THE

FOUR KEYS TO BREAKTHROUGH

PERFORMANCE THAT WE TALKED

ABOUT, THIS IDEA OF INITIATING

CONTINUOUS REINVENTION, BEING AN

AGENT OF CHANGE, A TRUE FUTURE

MAKER, DISRUPTING YOURSELF AND

YOUR BUSINESS BEFORE THE

MARKETPLACE OR COMPETITION DOES

IT FOR YOU, BRANDING THE CLIENT

EXPERIENCE, DEVELOPING THAT

OBSESSION, REALLY CAPTURING A

HOW ADVANTAGE IN YOUR BUSINESS

AND UNDERSTANDING OR DEFINING

WHAT BUSINESS YOU WANT TO BE IN

AND THEN -- AND THEN THE

CULTURE, THE PEOPLE AROUND YOU

THAT ULTIMATELY DELIVER ON THE

EXPERIENCE FOR YOUR CUSTOMERS.

AND THE LAST ONE, THE FOURTH

ONE, TAKE ACTION NOW.

YOU KNOW, IT'S ONE WE HAVEN'T

TALKED ABOUT IT A LOT, BUT IT'S

PROBABLY THE MOST IMPORTANT ONE.

AND THAT'S WHAT HAPPENS NEXT.

WHAT HAPPENS AT 8:01 A.M. WHEN

YOU GET BACK INTO YOUR BUSINESS.

I'M HAVING A LITTLE BIT OF AN

ISSUE HERE MOVING THE SLIDE

FORWARD SO IF WE COULD GET TO

THE NEXT ONE.

THE NEXT ONE IS ABOUT HAVING A

TAN PLAN, TAKING ACTION NOW.

WHEN YOU THINK ABOUT WHERE YOU

WANT YOUR BUSINESS TO BE AT THE

END OF 2019, WHAT YOUR BIG

AUDACIOUS GOAL IS COMING OUT OF

THIS VIRTUAL CONFERENCE, THINK

ABOUT THREE THINGS THAT YOU

COULD DO, THREE IDEAS, YOU KNOW,

YOU WILL PROBABLY GET A LOT

MORE, BUT WHAT ARE THE -- BUT I

THINK IT'S GOOD TO CHUNK DOWN

CHANGE INTO MANAGEABLE STEPS.

COMING OUT OF THE CONFERENCE

WHAT ARE THREE THINGS THAT YOU

COULD FOCUS ON, DECIDE AND

COMMIT AROUND THAT YOU KNOW

WOULD CREATE MOMENTUM FOR YOU

OVER THE NEXT 30 DAYS TO MOVE

THE NEEDLE IN YOUR BUSINESS.

IF YOU GET THAT KIND OF A TAKE

ACTION NOW PLAN THAT WILL JUMP

START, CREATE MOMENTUM AND MOVE

YOU IN THE RIGHT DIRECTION

FURTHER AND FASTER.

THE OTHER THING THAT I THINK IS

JUST SO IMPORTANT AS

ENTREPRENEURS AND SMALL BUSINESS

OWNERS IS THAT WE HAVE THE

CAPACITY TO NOT JUST WORK ON THE

BUSINESS -- OR NOT JUST WORK IN

THE BUSINESS, BUT ALSO WORK ON

THE BUSINESS AND ON OURSELVES.

THIS IS AN IDEA THAT I'VE

DEPLOYED, HAVING THIS PERSONAL

BOARD OF DIRECTORS BECAUSE

OFTENTIMES SMALL BUSINESS

OWNERSHIP, ENTREPRENEURSHIP, IT

CAN BE SUCH AN ISOLATING

JOURNEY, BUT IF YOU HAVE -- IF

YOU HAVE PEOPLE THAT HAVE UNIQUE

CONFIDENCE WHO YOU CAN RELY ON,

WHO YOU TRUST THAT ARE FORMALLY

INVITED TO ACT AS A SOUNDING

BOARD I THINK THAT'S SUCH A

CRITICAL STEP AND HAS BEEN FOR

ME, BOTH PERSONALLY AND

PROFESSIONALLY ON MY PATH

FORWARD TO GROWTH.

IT'S SOMETHING THAT I -- JUST AS

WE WIND DOWN HERE, I WOULD

ABSOLUTELY STRONGLY RECOMMEND,

YOU KNOW, WHO IS GUIDING YOU AND

WHERE CAN YOU TURN FOR SOUND

ADVICE?

I THINK THAT'S CRITICAL.

WITH THAT LAST RECOMMENDATION,

THAT CLOSES THE CONTENT PORTION

OF THE PRESENTATION AND I'M

GOING TO TURN IT BACK OVER TO

ALEXA WHO IS GOING TO MANAGE US

THROUGH SOME Q & A.

>> OKAY.

SO WE WILL NOW MOVE INTO THE Q &

A PORTION OF THIS WEBINAR.

WE WILL DO OUR BEST TO ADDRESS

JUST AS MANY QUESTIONS AS

POSSIBLE IN THE TIME REMAINING.

IF WE DON'T HAVE AN OPPORTUNITY

TO GET TO YOUR QUESTION DURING

THIS SEGMENT, WE ENCOURAGE YOU

TO CONNECT WITH A SCORE MENTOR

AFTER THE WEBINAR IN THE

MENTORING HALL OR VISIT THE

EXHIBIT HALL TO CONNECT WITH

CHASE FOR BUSINESS AT THEIR

BOOTH.

SO WITH THAT LET'S GO AHEAD AND

WE WILL JUMP INTO THESE

QUESTIONS HERE.

RYAN, OUR FIRST QUESTION, THIS

COMES TO US FROM JOEL.

JOEL IS ASKING WHAT DO YOU

SUGGEST LOOKING FOR IN NEW SALES

HIRES?

>> SO IN A NEW SALES HIRE I

WOULD BE LOOKING FOR A FEW -- A

FEW KEYS.

NUMBER ONE, I CAN GET VERY DEEP

INTO THE WEEDS ON THEIR

EXPERIENCE.

SO IF YOU'RE HIRING SOMEBODY,

YOU KNOW, WHAT HAVE THEY DONE

PREVIOUSLY, YOU KNOW, DO THEY

HAVE A DEMONSTRATED TRACK RECORD

OF PERFORMANCE AND MAKING SURE

THAT MAPS TO MY OPPORTUNITY.

I ALSO LOOK FOR SOMEBODY THAT'S

VERY CURIOUS.

I WANT SOMEBODY THAT'S EDUCATION

ORIENTED.

IN THE ERA OF THE EXPERT, YOU

KNOW, SELLERS THEY JUST NEED

DEEP TO SUBMIT THEMSELVES TO

PROBLEM PREPARATION AND A DEEP

LEVEL OF INSIGHT.

AND NOT ONLY JUST ABOUT YOUR

BUSINESS, BUT ABOUT YOUR

COMPETITION, THE ENTIRE CATEGORY

AND THE CUSTOMER'S BUSINESS.

THE BEST SELLERS TODAY GET

OBSESSED AND OWN CUSTOMER

OUTCOME.

I THINK THE THIRD THING IS, YOU

KNOW, IQ IS GREAT, BUT I'M A BIG

FAN OF EQ.

I WANT SOMEBODY THAT'S

EMOTIONALLY INTELLIGENT,

SOPHISTICATED, ABLE TO ESTABLISH

HIGH TRUST, HIGH VALUE

RELATIONSHIPS AND IS FOCUSED ON

HELPING CUSTOMERS SOLVE PROBLEMS

OR ACCELERATE OPPORTUNITIES.

THAT'S MY PROFILE OF A GOOD

SALES HIRE.

THAT'S REINFORCED WE HAVE A

WHOLE SECTION IN THE NEW E BOOK

ON THE DNA OF A TOP PRODUCER.

>> OKAY.

OUR NEXT QUESTION COMES FROM DEE

ASKING HOW YOU DEAL WITH TOP

PERFORMERS WHO AREN'T TEAM

PLAYERS.

>> YOU KNOW, I ADDRESS -- I

ADDRESS THAT HEAD-ON AND I THINK

THAT'S CERTAINLY SOMETHING AS A

LEADER MANAGER I DEALT WITH IN

SALES ORGANIZATIONS THAT WHOLE

LONE WOLF MENTALITY.

YOU KNOW, CULTURE IS SO CRITICAL

I THINK TO THE ORGANIZATION'S

SUCCESS, TO EVERYBODY'S

SATISFACTION AND WELL BEING AND

ULTIMATELY TO YOUR ABILITY TO

DELIVER VALUE FOR CUSTOMERS

CONSISTENTLY.

SO, YOU KNOW, TEAMWORK IS A

VALUE OF MINE AND ULTIMATELY IF

YOU HAVE TALENTED PEOPLE THAT

ARE RUINING THE CULTURE, THOSE

ARE PEOPLE THAT I WOULD SEVER

THE RELATIONSHIP FROM.

I DON'T THINK THERE IS ANY

ROOM -- THERE IS NO ROOM IN MY

ORGANIZATION FOR TOP PERFORMING

JERKS.

>> OKAY.

RYAN, THIS NEXT QUESTION THIS

COMES FROM HEIDI ASKING WHERE

DOES SOCIAL MEDIA AND SOCIAL

SELLING FIT?

>> THAT'S A GOOD QUESTION,

HEIDI, AND I THINK LIKE A LOT OF

THINGS I SUPPOSE IT DEPENDS.

IT DEPENDS ON THE CONSTRUCT OF

YOUR BUSINESS, BUT, YOU KNOW, I

KIND OF MENTIONED IN THE WEBINAR

I THINK THERE IS A HUGE

OPPORTUNITY AROUND THE CONNECTED

ECONOMY AND THE COMMUNICATION

REVOLUTION.

IT IS A WAY TO DIFFERENTIATE

YOURSELF, ESTABLISH CREDIBILITY,

YOU KNOW, COMPETE -- COMPETE

ANYWHERE WITH ANYONE ANYTIME.

I THINK THERE'S SUCH AN

OPPORTUNITY AROUND SHARING

VALUABLE CONTENT ONLINE.

I MEAN, YOU KNOW -- I MEAN, IT'S

BEEN RESPONSIBLE FOR MY TOTAL

REINVENTION AND THE RESET OF MY

PROFESSIONAL CAREER AND THE

GROWTH OF OUR BUSINESS.

I THINK WE ARE AT THE TIP OF THE

ICEBERG WITH IT.

SO, YOU KNOW, START SMALL, CHUNK

IT OFF, GET OUT THERE ON THE BIG

THREE, LINKEDIN, INSTAGRAM,

TWITTER AND EXPERIMENT AND I

THINK YOU WILL SEE THE IMPACT IT

CAN HAVE ON YOUR CONNECTIONS AND

YOUR RELATIONSHIPS WITH

CUSTOMERS.

>> ALL RIGHT.

ANTHONY HAS THE NEXT QUESTION

HERE, ASKING IF YOU CAN ADVISE

HOW TO RUN AN EFFECTIVE SALES

MEETING.

>> YEAH, YOU KNOW, THAT'S A GOOD

QUESTION AND ONE THING I WILL

SAY IS THAT I THINK WE

OVER-MEETING OURSELF TO DEATH IN

BUSINESS TODAY.

I SEE WAY TOO MANY EXECUTE I WAS

THAT ARE MEETING AFTER MEETING

AFTER MEETING AND A LOT IS

UNPRODUCTIVE.

I LIKE TO KEEP SALES MEETINGS

SHORT, A COUPLE OF THOUGHTS.

I THINK GOOD SALES MEETINGS

START WITH ONE OF TWO WAYS, THIS

HE START WITH RECOGNITION OVER

WHAT IS GOING RIGHT, YOU WANT TO

REINFORCE THE RIGHT BEHAVIORS,

YOU WILL GET ATTENTION AND

EFFORT AROUND WHAT YOU EXPECT

AND CONSISTENTLY REINFORCE AS A

LEADER.

THE OTHER THING THAT'S IMPORTANT

IN A SALES MEETING IS TELL

STORIES ABOUT CUSTOMER SUCCESS,

DECISION CYCLES THAT WENT THE

RIGHT WAY.

IT'S INTERESTING, STORY TELLING

REALLY IS -- IT'S THE NEXT

GENERATION LEADERSHIP AND SALES

COMPETENCY.

THINK ABOUT A PRESENTATION, 24

HOURS AFTER IT ENDS 65% OF

PARTICIPANTS CAN RECALL STORIES,

ONLY 5% CAN RECALL STATISTICS.

THAT'S WHY IN A WEBINAR LIKE

THIS I TELL STORIES, I TRY TO

HUMANIZE THE CONTENT WITH

EXAMPLES, WHETHER IT'S SANTA'S

TREE DELIVERY SERVICE OR, YOU

KNOW, JEREMY FROM MAYO CLINIC

BECAUSE IT'S WHAT -- IT'S WHAT

CONNECTS PEOPLE AND IT'S

ULTIMATELY WHAT RESONATES.

I THINK THOSE ARE TWO GOOD

MECHANISMS TO CONSIDER FOR

EFFECTIVE SALES MEETINGS AND

THEY CAN SERVE REALLY AS A

CATALYST FOR DEVELOPMENT AND

SHARING BEST PRACTICES.

>> OKAY.

RYAN, WE HAVE TIME FOR ONE LAST

QUESTION HERE.

THIS ONE COMES TO US FROM DAVID

ASKING IF YOU CAN TALK ABOUT THE

FIRST STEPS TO IMPROVING THE

CUSTOMER EXPERIENCE.

>> YEAH, I THINK THE FIRST STEP

IS YOU HAVE TO HAVE A BASELINE

FOR WHERE YOU'RE DELIVERING NOW.

THERE'S REAL GOOD COMPANIES OUT

THERE, A LOT OF GREAT VENDORS

OUT THERE THAT OFFER SURVEY AND

ASSESSMENT TOOLS.

IT'S REALLY AUDITING, REVERSE

ENGINEERING AND LOOKING AT EVERY

TOUCH POINT YOU HAVE OF A

CUSTOMER AND THEN AUDIT WHAT'S

GOING WELL, WHAT COULD BE DONE

DIFFERENTLY, WHAT COULD BE

IMPROVED ON AND MAKE SURE YOU'RE

TALKING TO YOUR CUSTOMERS.

YOU KNOW, THIS IS SOMETHING BIG

BUSINESS DOES ALL THE TIME, A

LOT OF SMALL BUSINESSES DON'T.

IT MAKES TOTAL SENSE.

I TALKED ABOUT HAVING A PERSONAL

BOARD OF DIRECTORS, WHY NOT HAVE

A CAB OR A CLIENT ADVISORY

BOARD, YOU GET FIVE OR SIX

CUSTOMERS THAT YOU INVITE ON

YOUR CAB, YOU CAN HAVE AN ANNUAL

MEETING OR A QUARTERLY OFF SITE,

HALF A DAY, PEOPLE OFTENTIMES

APPRECIATE BEING ASKED TO SERVE

ON A BOARD LIKE THAT, BUT WHAT

IT DOES IS, A, IT'S A POWERFUL

REEXTENSION TOOL, B, IT GETS YOU

CLOSER TO THE CUSTOMER AND, C,

YOU CAN ITERATE AND EVOLVE YOUR

BUSINESS IN ACCORDANCE WITH

WHAT'S MOST IMPORTANT TO YOUR

MOST IMPORTANT CUSTOMERS AND

THAT'S JUST SMART BUSINESS.

SO I THINK THOSE ARE GOOD

JUMPING OFF POINTS TO CONTINUING

TO EVOLVE AND IMPROVE YOUR

CUSTOMER EXPERIENCE.

>> ALL RIGHT.

SO THOSE ARE ALL THE QUESTIONS

THAT WE HAVE TIME FOR DURING

THIS SESSION.

ON BEHALF OF THE SBA, SCORE AND

CHASE FOR BUSINESS I'D LIKE TO

THANK YOU ALL FOR ATTENDING THIS

WEBINAR.

I'D LIKE TO GIVE A VERY BIG

THANK YOU TO RYAN ESTES FOR

PRESENTING WITH US TODAY AS

WELL.

RYAN, THANK YOU SO MUCH.

>> IT WAS MY PLEASURE.

IT WAS GREAT TO BE HERE.

>> ALL RIGHT.

WELL, WE HOPE YOU ALL WILL ENJOY

THE REST OF THE VIRTUAL

CONFERENCE, VIEWING THE OTHER

WEBINARS, TALKING WITH MENTORS

AND THE MENTORING HALL,

NETWORKING WITH OTHER BUSINESS

OWNERS IN THE NETWORKING LOUNGE

AND CHAT WITH INDUSTRY EXPERTS

IN THE EXHIBIT HALL WHERE FREE

RESOURCES ARE ALSO AVAILABLE.

RYAN, I KNOW YOU HAVE A FREE

RESOURCE THAT YOU WOULD LIKE TO

MENTION BEING ABLE IN THE CHASE

FOR BUSINESS BOOTH.

>> YEAH, THAT'S OUR FREE

RESOURCE IS THE NEW E BOOK ADAPT

AND THRIVE, HOW LEADERS CAN

PREPARE TO WIN IN A 2025 WORLD.

WE'VE GOT GREAT CASE STUDY

INVITES, PROPRIETARY RESEARCH,

WE GET A LOT DEEPER INTO SOME OF

THE CONCEPTS THAT WE TALKED

ABOUT IN THE WEBINAR TODAY AND I

THINK IT'S A GREAT TACTICAL ADD

ON PLAYBOOK TO THE CONVERSATION

WE HAD, SO CHECK IT OUT.

>> OKAY.

WE HOPE YOU WILL JOIN US FOR THE

NEXT WEBINAR, CREATING EFFECTIVE

ONLINE ADS.

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