



## Interview with Chris Weaver

Host: Bart Baggett

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## Bart Baggett Interview with Chris Weaver

Bart: Good evening everyone, this is Bart Baggett, host of the 100 Coaching Tips program. This is where smart, savvy business coaches and life coaches and speakers come to learn how to expand your business and improve your practice.

If you're a coach, you're in the right place, but even if you're not a coach or you're thinking about being a coach, you're a speaker, expert, author, the tips that we've been sharing on this season has been extraordinary. I've asked the experts to come on, pull back the curtain of their business model, talk about what's working in today's economy, talk about what's not working, what worked five years ago doesn't always work, and we've had some wonderful conversations.

If this is your first time joining us, please make sure that you opt in to the membership page at [100CoachingTips.com](http://100CoachingTips.com). We've marketed this on Facebook and LinkedIn, so a lot of you may be listening to this phone call because someone gave you the number, and you're welcome! This is a free conversation. All the replay is free for 24 hours. But we do have some amazing, almost six interviews next week with very high profile coaches, including Rhonda Britten, I think maybe this week, and John Assaraf. And you can actually speak to John, one of our hot seats, on the very last program of this season, next Wednesday. So please, remember to give us your name and email on [100CoachingTips.com](http://100CoachingTips.com).

I'm particularly excited about tonight's guest for a number of reasons. If you read the email, you know that Chris Weaver is a CEO coach, so his clients are predominantly CEOs, CFOs, or presidents of companies. And I termed him the entrepreneur's best friend, we'll ask him if he likes that term when he comes on in a minute, because I kind of gave him the moniker of that. He is an entrepreneur, inventor, writer. He's in Austin, Texas, and I've had the luxury of knowing him for more than a couple of years and really watching him grow and expand as a coach and helping me, and we'll talk about how our relationship has developed over the last couple of years, as he is. And I really credit him for being my personal coach, so if you're wondering who's my coach, or the guy who created 100 Coaching Tips, or co-created it, you're going to meet him tonight. He's made an incredible difference in my life as well as \*\*\*\* lives.

I'll introduce him in a second, but I have to tell you, he sold the company, worked for the company, made a bunch of money, bought a bunch of toys, and then he went back to business school. And in the process of business school, he went through 300 case studies. So tonight's call's going to be real special because although we talked

about marketing, we talked about how a small coach can market a business, and I would say 15 out of the 24 conversations have been on marketing, how to get more clients. Tonight's call is not about marketing. Tonight's call really is, Chris is going to explain how he takes this really unique process, a process I've never seen in any coaching book, any coaching manual, any coaching course, and he really dissects companies and he breaks apart the entrepreneur model and then helps the CEO rebuild it. And so he's going to share that with you and he's going to share with you a process which I went through with some of my businesses, and which hopefully you can take your companies through. So if you have anyone that's a small business, \*\*\*\* entrepreneur, this phone call is going to rock your world. So take some notes.

We've also built a resource page that we will give you. Chris has nothing for sale. He has just done this interview in the kindness of his heart and his resource page will be [100CoachingTips.com/Chris](http://100CoachingTips.com/Chris), lots of great resources.

And Chris, how are you doing? Thank you for being on the call.

Chris Weaver: Gosh, after that intro, I'm doing fantastic, my head is so big it doesn't fit in the room anymore.

Bart: Well, you deserve that.

Chris Weaver: Wow.

Bart: Because you have made such an impact on my life, but to these people, you know, you're just Chris and I'm just Bart.

Chris Weaver: Well, thank you very much. I really value being here and sharing this time with you today. Thank you for having me.

Bart: Let me tell you, we've got mostly coaches on the phone, but there's a lot of people that are speakers, they're authors, coaching is a small part of the business, some people are thinking about launching an arm of their expertise as a coach. So not everybody on the phone is making zero money, not all of them are making \$50,000, a few of them are making a couple of million. But you're particularly so unique because your strategy and your structure, it can help any entrepreneur at almost any level.

Tell us about how you came up with this structure to help entrepreneurs be better entrepreneurs?

Chris Weaver: Absolutely. So you mentioned that I went to business school, and in business school, I'm going to pop on that just a little bit, because it was a turning point for me. I spent the years growing up looking at businesses, participating in start-ups, watching them succeed, watching some failed, but I couldn't understand what was going on when smart people were making the best decisions they could, but yet the companies weren't succeeding.

And so after a while watching, you know, being part of the technology team and really digging in and making things happen on this ecology, I decided to go back to business school because I realized, there was a hole in my knowledge, there was stuff I didn't understand. Well, little did I know there was a lot I didn't understand and business school, this specific business school that I went to really opened my eyes and helped me understand how business works.

And my model is essentially, kind of a repurposing of their fundamental statement of how you make a great company. And that is, get in the shoes of the customer. Live in the shoes of the customer for a while and see what their world looks like. If you can understand what their world looks like, and you've got the tools, and the training, and the education, and experience to help, now you can really dig in and make a big difference.

And that's exactly, as you experienced, that's my model. I don't have a process that I've followed specifically for every single person, I don't have a one size fits all kind of plan. My exact plan is talk to the customer, talk to my clients, and experience what they're experiencing. What are their motivations, what are their dreams? Where are they struggling? What's keeping them up at night and what gets them excited? And from that, everything else is built.

Bart: So let me take you through the process. You've got a CEO, you come across, he says, "Chris, I think you might, can help me, and you come across." So you spend the first part of the relationship connecting. Like you don't get them through a curriculum, you want to know what their values are, what gets them excited, what makes them happy, what part of their job they hate, and then you customize a program from the perspective of their highest values, am I hearing this correctly?

Chris Weaver: That's exactly right. So they got into business, they started a business or bought a business for a particular reason and that reason excited them enough to take this risk, and it's a pretty big risk to get out there and do that.

Well, they're in contact with me because something is not working. They're unhappy, that love that they had has disappeared and it's probably been swallowed by the machine that is the process of running a business. Well, to make a big difference in a coaching client's life, we need to get back to the fundamentals. What was that passion? What was it that drove them? What caused them to take this risk and get into this business? Once we know that, then we can start focusing in on high value changes in the company that let them spend more time focused in on those things they enjoy.

Bart: And one of the profiles that we're looking at, your specialty is CEOs that have a revenue of 8 million to 14 million. I'm sure you have people that are much smaller than that, because you work with all types of people. Is your system impossible to work with like a brand new start-up, or is that you love to see what's been working and not working so you can, we can change. I think it would be hard to help someone with their cash flow when they haven't made a dollar yet. That would seem complicated to kind of put what I've seen you do to work with a company I haven't started yet.

Chris Weaver: It's funny you ask that because my passion as an entrepreneur, as an inventor, is start-ups, early stage, conceptual, all the way through \*\*\*\* product release. That said, as a business coach, I can be of limited help to those guys with redesigning process, because they don't really have processes at that point. When they are just creating the value that the business will be built on, they need to focus on building that product or service as possible. I can give the some pointers on how to do that or if they're not focusing, but that's a much different client than somebody who has a going concern that's got customers, that's got a product or two on the market, that are just struggling with the pain, with the growing pains.

Bart: And so for your decision, and this is kind of where we pull the curtain back, when you decided, "I've got this business degree, I built and sold the business," and you're financially you're secure, "but I want to help people," because you get a lot of joy out of it. You've picked a target customer that you thought you could provide the most value for, like someone who has a current business, they've got employees, they've got systems or a terrible lack of systems \*\*\*\* but you picked a customer that not only you could make the most impact, but I would assume it's a longer-term customer, because with a start-up, you've got a guy or girl with a collection of ideas.

Chris Weaver: Right.

Bart: Was that into your play when you decided, "This is my target market," opposed to inventors, but you are an inventor, so you probably love a session with an inventor. But that's not a long-term client.

Chris Weaver: Right. Right. There's a certain set of customers, or clients, that just can't justify or are not prepared to accept new help. To be a business owner, and I think maybe you can identify with this, but to be a business owner, there's a little bit of ego involved. There's a little bit of, "I can do this myself, I'm going to make this happen. That same ego can sometimes get in the way of hiring a business coach and listening to maybe alternate ways of approaching things. At a certain revenue number, they become more aware of where they're struggling, and as they struggle \*\*\*\* they're more open to accepting new ideas. So that was kind of what drove that decision.

Bart: I mentioned on a few phone calls ago, a pain point, which means people buy because they want to either avoid some pain or toward pleasure. At some point, a business coach is invested in because they're having a level of discomfort or pain they don't know how to fix. I think when you're a \*\*\*\* entrepreneur, you may be open to all kinds of ideas, but you don't necessarily see it as an investment.

The other part that's really smart about your targeting, is you're dealing with people with established cash flow so paying your fee is not going to make them struggle and that's not a big part of the decision, the decision is whether or not you, Chris Weaver, business coach, can contribute to the bottom line. Is that more like the sales process goes?

Chris Weaver: Exactly. It's not going to, nobody's going to win if I come in and just the process of paying my fee is going to really impact the bottom line. That's going to cause undue stress on the entrepreneur, it's going to negatively impact our sessions, because they're going to be more worried about the time we spend meeting than really digging into the assignments that I give them, and to think about the process of focusing on what's important to them, and how we improve their system and the company.

Bart: Cool. I'm going to ask you more questions about your marketing and strategy because you get most of your clients on referral and actually, you've come to me for some marketing advice only because I've been so internet marketing over the time.

But I appreciate you being candid about your target market because it makes it, there's a lot of coaches that are just starting out and they would love to kind of charge the fees you do, but there's a certain target that resonates with each coach, and that, of course, would be based on the experience.

I want to dig into some of your processes because, and then I'll tell a little back story of why I respect you so much, is you have processes and you ask clients to go through things that I've never seen anyone mention. And I'll mention a couple of them. When I hired you, because you came to me after a seminar, so you were my coach and you said, "Bart, maybe I can assist you, I see you have a couple of businesses, you know, if there's anything I can do to help." And I said, "Chris, I'm actually really frustrated with one of them," we had a little conversation and I said, "Hm, I think that would be worth a session." So it was a session to find out you'd help.

You did a couple things to me and we'll talk about, I don't know if you do this to all your clients, but you had me take a certain personality test, which was, we'll talk about that later, called Wealth Dynamic, that was an interesting thing which helped me gain insight. You had already mastered handwriting analysis, which is something that my company taught you, so you had a number of tools to do the personality, or the profiling. But then you really made me take a hard look at the accounting and the numbers and the metrics, which for a super creative person was kind of painful.

Is this a process you take everyone through or was I special just because, you know, I don't like to look at the numbers and I didn't want to get together with my assistants every week and confront the sales numbers. How is this different than the rest of your clients?

Chris Weaver: Well, I would love to say that you're a very unusual client, but a lot of the times, the people that are entrepreneurial and grow a business, that have the, I don't know what they call it, the outgoing personality to grow a business, kind of like yours is, they tend to ignore the numbers and just believe that if you bring the customers, the numbers will be there and it's going to be fine. Well, okay, that's sort of maybe—well, it's not really true at all. You need to know your numbers.

And so that was one of the things that we talked about, I think our first two conversations, I really pushed you on the numbers. I said, "Bart, what's your unit economics? How much does it cost for you to produce your product? How much does it cost for you to sell that product to a customer? And then how much profit are you realizing from the entire company per customer coming in? How many

customers does it take to actually keep the lights on? These are fundamental questions that you've got, that any entrepreneur that's running a business has got to answer and they got to know these numbers. This is the key numbers for you to survive. If you get these wrong, well, you run out of air. Air meaning money in your bank, and then your company goes away. So if you care about the company, you got to care about the numbers.

Bart: They sound like such simple questions, but in reality, I didn't know them off the top of my head. Because I had been in business for 15 years, we always kept the lights on, we always had cash flow, it just seemed like, "Well, of course, I'm making enough money." So it's really interesting, when you suddenly confronted me, because we had so many different products and I had different businesses, different corporations, and we had to separate them and what I think I had clarity on was which companies were profitable and which companies was burdening down the rest of the overhead, and that's something I didn't have clarity on before you sort of forced me to take a look at that.

Chris Weaver: Absolutely. You've got to unbundle each financial engine so it stands on its own separately. And then really look at that financial engine and see what it is doing. Is it throwing off cash? Is it burning cash? Is it burning cash like crazy? Or is it throwing off cash like crazy? Either way, but you've got to know the numbers, because what that does is allow you to make better decisions strategically of well, today, I've only got one day that I can apply to my business, in some cases, which business do I apply it to? Well, you apply it to the one that's making you the most profit, probably. It just helps you, knowing those numbers, let's you steer your ship, that is the company, more accurately. Otherwise you're literally managing your companies by your gut. And while you got a fantastic gut, and man, I trust your gut, follow the numbers. Always measure and follow the numbers.

Bart: Now, let's talk measuring because you kind of forced me to do something that was terribly uncomfortable, is you made me measure everything. And we interviewed, I don't know if you've read *Work The System* by Sam Carpenter, are you familiar with that book?

Chris Weaver: I've heard of it, I don't know it.

Bart: I interviewed Sam on this series, and he basically had a very, a new take on Michael Gerber's *eMyth*, which is systems and procedures, okay? Which is something that you were very encouraging me to create in everything. You know, I've got virtual assistants, I've got different employees in different hats, in customer

service, in people who do websites, all the different avenues, a public speaker, and all the different hats that I wear, including entertainment, so I have got a lot of different businesses. So Chris is like, "Well, let's make a system and checklist for everything," which seemed overwhelming at the time.

And you later told me where I was when I first started working with you, and I didn't recognize those conversations, Chris. I actually didn't call you a liar, I was like, "I don't remember that." Is that normal? Can you tell me about that transition where clients are like, "Really? I was, really?" Doesn't make any sense. I mean, what is this process that the client goes through and something so tedious as keeping an Excel spreadsheet, why is that revolutionary?

Chris Weaver: Oh, you were very unhappy with me when I said, "Okay, and this is what we're going to do," and I believe you said, and I will quote you directly, "Really? We have to do that?"

Bart: I'll \*\*\*\*

Chris Weaver: Yes, we have to do that. But it was so key. I don't know if you remember, but during the process of the spreadsheet I helped you keep—can I talk about that spreadsheet, is that okay?

Bart: Yeah, yeah. It's called the dashboard, is that what you're referring to?

Chris Weaver: The first one you did, about how you were spending your time.

Bart: Oh, no, I don't remember that. Yeah, just don't make me look bad, that's all I'm asking, because I'm—

Chris Weaver: No, no.

Bart: Because I know everything and my life is perfect and that's the story, I'm sticking to it.

Chris Weaver: And that's the quote I say every time I mention your name. So if you remember, when we very first got started, you told me, you said, "Chris, I don't have time to do anything, I'm so frustrated because I have no time." And I said, "Bart, what are you doing?" And then you rattled off a list of a whole bunch of things you're doing." And I said, "Well, how much time are you spending with each one of

those processes?” And you gave me, you know, estimates on that. And I said, “Well, that’s nice, that’s your gut feeling, so here’s what we’re going to do.”

And that’s when I said, “Let’s make a list of all your major processes you’ve got in your business. You have the people processes, managing people, you have, dealing with inventory, kind of a big part of it. There were the finances, there were sales. The big over-arching pieces of the business, make a list of all those. Then I want you to keep a spreadsheet,” and this is where you cringed, I said, “I want you to keep a spreadsheet where I want you to start it when you get out of bed in the morning and every 10 minutes, I want you to write down what you’re doing, the task you’re doing, and what heading that task goes under. I want you to tell me when you started it, I want you to write down when you stopped it. And then I want you to write down what was the cause that started that task you’re working on,” and then I also asked you, had you star the tasks that were fires. What was a fire?

Bart: The fire versus urgency versus planning, that kind of stuff.

Chris Weaver: Exactly. Exactly.

Bart: Okay. This is funny, because this is all coming back to me and I’ll tell you why, I gave that assignment to three of my employees two months ago. And they looked at me like I had four heads and I had snakes coming out of them. And I had totally forgot that you were the source of this assignment, because I couldn’t figure out where they’re spending their eight hours a day. And I said, “Every ten minutes, just tell me what project you’re on,” because many of them are working with three or four companies because we’ve got, you know, different companies under one roof. And it was really interesting, the resistance that I got from sort of keeping track of that. And it was very hard to get it more than a week or ten days of data. But then what I could do was go in there as a manager and help them prioritize their own schedule because they weren’t very good at prioritizing the schedule.

So I do remember it now, but it’s so funny that I was on the opposite end of that conversation with you many years ago.

Chris Weaver: Yes, you were pleasantly resistant to the idea. All that came out of it were fantastic. And you would call me and tell me, “Hey, I just discovered this, I thought I was spending this much time on this process, I’m spending way more time on it than I thought I was, and on this other process, I thought I was doing my homework and really doing it,” and you weren’t anything with it. Every time I think I

talked to you that month, because you did it for an entire month, there was another ah-ha.

But the big thing for us, what the next step that that drove was, is once we realized what processes you were spending the most time on and what we, we had already talked about what processes you don't like the most, I said, "All right, great. Now we see where you're spending your time and how much you're spending it on processes you don't like, there's our target." There's the low-hanging fruit, well, it may not be low-hanging fruit, but there's where we target most of our effort to improve the quality of life in your business, because you just figured it out. You figured out where you're spending your time and what percentage of it is on the processes you hate doing.

That's how we changed your business so fast, and that's how we turned it around, in your mind, from a struggle to a pleasure.

Bart: And let's talk about it, say typical low-hanging fruit. So I'm a creative person, I'm super creative, I like to write, I like to lecture, I like to tour the world and speak, and this is really fun for me. If I had to sweep or take the trash out, you know, that doesn't take but a couple minutes a day. But if I was doing that two hours a day and not aware of it, that would be obviously low-hanging fruit.

What's the typical task that you have your clients, let's pick somebody and take something and how did you outsource that? What's typical of something like that? It's not just accounting, but is it blog posting or server, customer service question, something like that.

Chris Weaver: Sure, absolutely. So after we figure out what the processes are, the business processes and really kind of write them all down, how is the business run, get it out of your head, because often, it's in the entrepreneur's head, and nobody else really knows it, which puts them smack in the middle of everything and they are the bottleneck and now, since they are the bottleneck, the business is now running them. They have to be around to do everything. If they go on vacation, holy cow! Or if they get sick, holy cow! So they work through being sick and get worse.

So once we identify what the business processes are, get them out of the entrepreneur's head and onto paper, we really clarify the processes. Like for instance, what's important is, what are the inputs of the process? What does it take to go into that process for that process to complete? For instance, if you're baking a cake, you know that you've got to have, before you even start, you've got to have

eggs—I'm not a chef, so bare with me—but you have eggs, milk, butter, and a cake batter, a cake mix. Well, that's the input. And then you want to know what the outputs are. What is the result of the process? We haven't even talked about the process yet, what is the result of the process? Well, in a cake process, it's a cake. So you have inputs of the ingredients, output of the cake, solid.

Now you've got the fundamental part that you can then take and give it to somebody else. Here's the process in the middle, here's the input, here's what I'll give you, the input, here's what I specced on the out, here's how we'll measure the outputs to make sure that they're correct. Here's the process, go. Now you're not in the middle anymore. You've just outsourced part of your business.

Bart: So let's bring it down to something besides a cake. For example, one of the things that I did in one of my businesses, we had a newsletter go out every week. And I had 25,000 subscribers all around the world, 25 countries, and there was this constant stream of new content that needed to be created. And I don't know, I don't remember if it was with you or before that, but at some point in the last 15 years, I've automated that where all the newsletters are kind of evergreen—and by the way, this isn't the 100 Coaching Tips, this is a completely different business, for those of you that are listening, part members—so it always seemed fresh and it seemed like that process, I couldn't delegate because I'm the star.

And so let's take something like a coach, who is the star, a speaker, a Tony Robbins, they are the brand, right?

Chris Weaver: Yeah, sure.

Bart: How is it that I was able to delegate this task of writing a personal newsletter to all these people every week or every month and yet I now have my freedom back and that doesn't seem to be a burden to me these days, Chris, where it seemed like a burden years ago?

Chris Weaver: Any task, unless it is a unique skill that only you can do, can be outsourced. It's a matter of training them, getting them up to a certain point, giving somebody the outsource to target, the person, the training that they need to do, to work with the inputs, produce the outputs, and do a process in the middle.

Even if it's a process where you have to have input, for instance your newsletter, you can train them on all the, all the pieces around the newsletter that you don't have to do. For instance, you don't have to type it in. You don't have to actually research

any direct quotes. You don't have to log into the web server. You don't have to post the blog. These are all things that can be outsourced easily by somebody you train as part of the process.

Where you come in, Bart Baggett, as the expert, where we really need your input, is the topic. You outsource everything else around it, then those people wait on your middle section, just that one key piece that you're, of the highest value of, and then the rest of it is just all automated. We can talk about another coach—go ahead.

Bart: Yeah, I remember Sam Carpenter said, you know, his *Work The System*, is he actually talked to a copywriter which was under the illusion that only he could write copy. But of the 18 steps to getting a headline or a sales letter, 16 of those steps could be delegated out and only the creative process is what was required of him. But until he broke down the steps—

Chris Weaver: It's that key value process.

Bart: And until he broke down the steps, he thought he had to do everything.

Chris Weaver: Exactly. It's the part that makes, that you add, that one unique thing that nobody else in the world can do, you got to be involved in that, and that's okay. But the rest of it, the set-up, the maintenance, the organization, that can all be outsourced. And that frees up a substantial amount of your time.

If you had, for instance, you go to the dentist, only the dentist can poke at your teeth, right?

Bart: Right, right.

Chris Weaver: But the receptionist checks you in, you have another person comes in and put the little bib on you, somebody else takes x-rays, but the dentist doesn't show up until you're already laying back going, "Aaaahhh," and you're ready. They poke the teeth and they're gone. That's the key process that they bring into that equation. The rest of it is outsourced.

Bart: So let's take the, that's great for someone in my business as an expert status coach, what if you had a mature business? So you've got this guy, you've got 45 employees, he's overwhelmed, he's working 19 hours a week, they've got 3 million in revenue, or 8 million in revenue, how do you force systems into a mature business

like that? Is it the same process, it's just more complicated? I mean, there must be systems or they wouldn't be making \$8 million a year?

Chris Weaver: Sure, sure. So systems, depending on how the company grew, a lot of times has grown around an entrepreneur, who did the best they could to create systems organically as they grew. Those systems that were put in place initially probably aren't the best systems for the size of the company at that particular time. So the best way to go into a mature company, \$8 million in revenue, a nice manufacturing plant, is to still do the same thing, break apart the discrete systems, and see what they're doing. Now you've got the pieces, you can analyze the pieces separately. Is this the most efficient use of people's time? Are we duplicating effort? Are we wasting key equipment over here?

Then after you answer all those questions and rearrange the processes, you put them all back together in the most efficient ways possible. It's the same, with a very similar process.

Bart: Yeah, I love that he has systems and procedures, although I think to the average person, this sounds boring. Like this sounds like an accounting. But it's really more about the psychology of the CEO. And where and how good they know their business. How do you take this entrepreneur that's sort of stuck? You know, he's overwhelmed and he's stuck and he needs to get unstuck and you've taken him to get excited about their business again. Is the process more than what you just described? Or is there something that you do to psychologically tap into what makes him happy?

Chris Weaver: Well, I go back to why did they start the business? What was the fundamental reason, what got them excited? And what was the key thing that got them excited back in the beginning? And has that changed? Do they get excited about it now? Probably since they associate that with the business, it's got some stink on it, they don't really like it as much any more, but if that's still something that motivates them and something they still love to do, then you just simply say, "Hey, what if we could get rid of all the things you don't like doing and only let you focus on when you want to focus on the things you like to do?"

And that's exactly the things we talked about in your process. We said, "What do you love to do, what do you have to do? And then let's figure out a way to get rid of the things you don't like doing, blog posting, and let you focus on the things you do enjoy doing."

When you tell somebody you're going to improve the quality of life by letting them stop doing the things they hate doing, that they just shake their fist at every time they wake up in the morning, and then focus on the things they love, that's real motivation, and you can really touch something that's powerful there. And when that comes full circle, when they actually stop doing those things that they don't like doing, it's such a beautiful thing to hear the sound of their voice when they realize, "Oh, my gosh! I don't ever have to take out the garbage again!" It's a wonderful thing.

Bart: It's interesting because the 100 Coaching Tips, which is what we're on now, is a very new business, my partner and I, Steve, and I started it. But it started because I had space in my life to find a new venture. I wanted to work with coaches, I wanted to work with marketing, I wanted to work with some of the things that I'm good at, I'm good at speaking and hosting. So this came out of, indirectly, Chris, you creating enough space in my life so that I didn't have to manage the other businesses. By the way, which are doing fine now, and they're basically on auto pilot.

So, you know, this whole series, really, I have to give you credit for, there was enough space to be creative because I wasn't putting out fires all the time.

Chris Weaver: That is the nicest compliment you could've ever paid me. I really appreciate that.

But I want to point out, you did the hard work. You had to dig into what was meaningful for you, you had to get the processes out of your head, and then really work on trying to figure out how to get these systems documented so we get automated.

So, thank you and congratulations.

Bart: Yeah, and I don't want to spend too much time on procedures and manuals, because it's not a very exciting thing.

Chris Weaver: Good point.

Bart: But there is, for each business, there's a really thick three-ring binder, which I can show you, with every procedure and every system, and everyone, including myself, is replaceable. And to me, that was the ticket to freedom so I can move onto something else, is getting all those systems on paper.

Chris Weaver: Very powerful. Fantastic, congratulations.

Bart: Two things. You do personality, you think that connecting with your customer is really important, and as analytical as our conversation has been, you're very connected. And let me just reset, we had a lot of people jump on the phone line, thank you for joining us.

My name is Bart Baggett, I'm the host, on with us is Chris Weaver from Austin, Texas. I have dubbed him the CEO coach. I don't know if you're the "entrepreneur's best friend," do you like that, Chris, or are you going to scratch that tagline?

Chris Weaver: You know what? If I keep it, I'll put a little registered trademark and give you credit.

Bart: No, I don't want any credit. I just think that, you know, with your systems and me being an entrepreneur, I found a lot of value there. So thank you for joining us, if you're just coming in here, and the replay will be up if you want to listen to the first 30 minutes, if you missed it.

One of the things about how I met you, a little background, is you had come through one of my businesses called Handwriting University. I met you at a seminar, you took the test, you got certified as a personality consultant, like looking at handwriting and understanding personality, and then from that, we developed a friendship and then you said, "Hey, maybe you need a business coach," which I did.

Why do you use things like handwriting analysis? Why do you make people do things like the Wealth Dynamic test, which we'll talk about in a minute. And by the way, all these resources are at [100CoachingTips.com/Chris](http://100CoachingTips.com/Chris), all the links to some of the books and resources and things he's going to give away. But why do you feel connecting and understanding personality is an important first step when you take on a new client?

Chris Weaver: People forget, especially in this day and age of venture capitalists, and stock market, and lawsuits, and all this other stuff that's going on, that businesses are people. Businesses were started by somebody who had a vision and just had the guts to go do it, or they bought a business because they had the guts to go buy a business. And those people have put their life on the line to do something that they're passionate about.

If I come into a business and start talking to somebody about processes and sterile things like accounting and that kind of junk that nobody really loves, I think nobody loves it, they're going to turn off. Nobody wants to hear about that. If I start talking to them about what they love to do in life, what's their dreams? Why did they start the business? What's the passion? What's behind, what's motivating them behind all this stuff? Now you start seeing, you see fire in their eyes, you see excitement, and that's what I love. I love to see what really makes people happy and I want to help them get to the point where they're happy again.

So you mentioned both handwriting analysis and Wealth Dynamics. So is okay, I want to talk about one at a time?

Bart: Yeah, absolutely. And I feel, I mean, I don't know that everyone know that that's how I got my celebrity status, was the handwriting, but tell them a little bit about why you sought that skill out and why it's valuable as a coach.

Chris Weaver: Absolutely. So handwriting analysis is a very interesting thing. As a consultant, or just even an active participant in life and engaging with people, it's good to have tools that give you insight, more data, about the people you're dealing with. So you can better engage with them and have a better conversation, a deeper relationship. And relationships are everything.

People communicating, they communicate a great deal to the people around them, body language, facial expressions, tone of voice, everything, they're communicating. Well, I think it's called, reading that, all those different kind of signals is EQ or EI, emotional intelligence, I believe the word is.

Well, since I really care about people, it's very important to me that I do the best I can to understand the people that I've engaged with. It's not something, you may find this surprising, it's not something I find comes natural to me, it's something I've had to work at over the years. I tend to be more reserved, more shy, and I know again, probably surprises you, but it's true. So I worked at collecting tools that helped me be more engaging.

The handwriting stuff, the handwriting analysis is a wonderful tool in my tool chest that allows me very quickly to gauge if somebody is a get-to-the-point person, just get to the point and all business, or is a person that is more of the ilk of, "Hey, let's sit down and chat for a while, let me know more about your family." And I can do very quick assessments on their tendency to be honest, or to be swayed emotionally. These are all data points that I can use when connecting to these people because

connection is so important and it's something I'm always working on, and that's a key thing for handwriting analysis, that handwriting analysis did for me.

Also, an interesting twist that may surprise you as well, is by studying the traits, the individual traits in the handwriting, I realized through your course that the combination of traits build up to create another personality trait. I had never thought about that before. I had never thought about how traits stack together to form a bigger personality trait.

Like for instance, if you saw somebody who had a, in their handwriting had very few friends, tendency to have few friends, had a pretty low self-esteem, low self-image, a tendency to argue and be very aggressive, well, I'd stay the heck away from that person, right?

Bart: Right.

Chris Weaver: If I saw somebody that was open, honest, and very friendly and very engaging when I look at their handwriting, okay, that's a fun person to be around.

This all comes from studying handwriting through your course.

Bart: So you found that a valuable tool, not only to get new clients, but to connect with them.

Chris Weaver: To get new clients, connect with the clients while I'm helping them, it also helps me with building relationships outside of work. It's been a very, very interesting tool that helps me be more social and better engaged with the people in my life.

Bart: Now, one of the things that you obviously, you know, took one of my courses, but you pushed me through something called Wealth Dynamics, which I have now become a huge fan of Mr. Hamilton's work. There's a link on the page, [100CoachingTips.com/Chris](http://100CoachingTips.com/Chris), to Wealth Dynamics. Explain to me why you think this is important because I am now even in my coaching practice, I also request them to spend 100 bucks and take this test because I got such value and clarity in myself and, you know, I wrote a self-help book ten years ago, I wrote my first book in '93, like, it's not that I know everything, but a lot new comes along in the self-help industry, I'm kind of a skeptic, only because I'm so well read. This was new and fresh. Why do you think this is new and fresh and relevant?

Chris Weaver: Gosh, it was a real eye-opener for me taking this Wealth Dynamics course the first time. And how do you describe what it is? The gist of it is this: Everybody has a certain set of genetic skills, talents, interests, and they're pre-selected for excellence in specific areas. Many of us also have quite the list of lack of talents, skills and interests that would make us suck at other areas.

Peter Drucker wrote an article a while back called, I think it was called *Managing Oneself* that talks about this concept and he suggests this kind of ground-breaking suggestion, do what you're good at, forget about the rest. Okay?

So we have these built in things we're good at. Well, Wealth Dynamics takes the things you're naturally good at and then pairs that with personality styles or ways to create wealth that match up. So, for instance, I'll use, as an example, so I like to create, I like to look at systems, I like to analyze things, take things apart and then really dig in and then create. I'm a creator. So it would be a good idea for me to stick in the creating stuff area when it comes to jobs and career.

Wealth Dynamics helps me narrow that down and says, "Well, based off of that, here's the way you create wealth. You create wealth by creating things and the moment of wealth creation is the moment when you hand that creation off to somebody else." Wealth Dynamics really focuses in on how your innate skills match up with the easiest way for you to create wealth. I think they call it "the flow," if you're in your flow, you're working in your strengths in the best way possible to create long-term wealth.

Bart: So let me stop you and use your example, if you create something, let's say you invent something, because I know you hold at least two patents and more pending, your best, most in the flow would be creating that patent, getting it to the point of passing it off and let someone else sell it, market it, advertise it.

Chris Weaver: Exactly. And so I used to believe, before Wealth Dynamics, it literally changed my way of going about things. I used to believe that the right way to do this was, after all my start-ups, create an invention, patent it, and then bring up a crew to manufacture it, bring up sales people, build an entire huge company around that idea. I don't think that any more. Wealth Dynamics changed my opinion on that, that one single test.

What it suggested was, it said, "Your time of value creation is not necessarily when you create an idea," because ideas are easy for people to create, as you know, it's very simple to come up with a whole bunch of ideas, that's kind of—

Bart: If you're a creative person, if you're a salesperson or a connector, it may not be, but if you're a creative, that's super easy, right?

Chris Weaver: Exactly. It's like breathing. Just like a salesperson, selling is like breathing, but it would be a fish out of water for me.

Well, the point of value creation for me specifically as a creator, is when I hand that off to somebody else. It is so key that when I hand that idea off to somebody else, that I negotiate a very clear licensing royalty or agreement or something, so I don't lose, basically I don't just give away the gold. I had never, ever thought of that. It had never entered my mind that that was the time where the most important decisions in that product's, that life cycle of that product, that's the most important time for me. That's because of Wealth Dynamics pointing that out to me.

Bart: Wow, that's interesting, and I've never heard you put it that way. So it's not the invention, it's that negotiated license agreement of the intellectual property, that moment is when you create your wealth.

Chris Weaver: Exactly.

Bart: You create a lot of stuff before, but wealth creation is that moment when you exchange the idea for licensing rights.

Chris Weaver: When you hand that off, that's the time when you either make it or break it. And that's because I'm a creator and that hand off is so key that I keep my, keep some of my interest involved in that. And that's something Wealth Dynamics pointed out to me. I had never really thought about what it meant to be a creator and how do I capitalize on that innate talent.

So another thing Wealth Dynamics does that just blew me away, that was just one of the most really interesting things, the second most interesting thing was, Wealth Dynamics said, "Since you're a creator," and that's a label that Wealth Dynamics gives me, by the way, creator.

Bart: That's an archetype, yeah.

Chris Weaver: Yeah, exactly. The most important people that I can associate with or try to find to learn or be around are people that are financiers, that have the money, and then the people that are dealmakers. And so that's where I fit, as a

creator, in the process of value creation. Because, you know, it's a chain of events. I create, but I've got to have somebody finance it, to finance that creation and to finance the processes, it seems to be kind of expensive. Then once something is created, it's not worth diddly unless it can be sold, that's the dealmakers. So it said, "You need to look for these kind of people that you can establish a business relationship with." Wealth Dynamics helped me understand the ecosystem around the creation of wealth and where I fit in that ecosystem and who are my power players, who are my partners.

Bart: I love it. And if you want more about that, go to [100CoachingTips.com/Chris](http://100CoachingTips.com/Chris). The first link is to Wealth Dynamics, it'll take you over to Mr. Hamilton's site, link about that test, and we've got to move to something different, but I also have found tremendous value and what I realized is I was trying to build it and sell it and market it and manage it, and all this other stuff. Even though I was fairly good at some of that, I was only really happy at a couple of those items. So I've really, in my opinion, have become sort of an intellectual property creator. Like I figure I have ideas and creation and then I want to surround myself with partners that can sell it, distribute it, connect it. And so that was a real epiphany for me. And thus, I think my life has shifted to take on projects that fit more what I enjoy, Chris, versus, and then pass it on to somebody else. So thank you for that, I got a lot of value out of that.

Chris Weaver: So one thing about Wealth Dynamics and I'll let it go. Wealth Dynamics really helped you and me and other people that I've worked with, a lot of my clients, figure out how to not swim upstream any more. And that's what you were struggling with, that's the same thing I was struggling with. We're swimming upstream because it seems like the right thing to do and instead, get into the flow of the stream and then let the stream carry us, based off our natural talents. So, really neat.

Bart: Yeah, I'd encourage you to do that.

Now, you've got a couple other things on this resource page—again, Chris is not selling anything, he's done this out of the goodness of his heart, I really appreciate you being on the program. The Kolbe A Test, I don't know what that is. I want you to enlighten me on why you thought this would be a valuable resource for people in the coaching business.

Chris Weaver: So the Kolbe A Test is new to me, I think it's been around for quite a while, but I took it myself and I've given it to multiple people since I took it. The

Kolbe A Test really starts narrowing down, it's another type of preference versus talent test. So what the test does is say, "If you were in this particular work situation, you would flourish. If you were in this particular work situation, you would be miserable." So as an example, what I use as an example for me, and I think it would stand true to you as well, if I was in a work situation where I had checklists, daily checklists that were 100 items long that I had to do precisely without deviating every single day, every single week of the year, I would go nuts. There's no room for creativity.

And so that's what the Kolbe A Test does, is it really, it expands on that substantially and says, "Gravitate toward jobs that have strong deadlines but wide-open creativity." And very few processes, no set work schedule—this is describing me—and then opportunities to take wild chances." Well, that's me! But my same profile would drive other people nuts. So the Kolbe A really narrows that down and gives you that list. And you can use that as a litmus test to, for instance compare it to something you think you might want to go into business doing.

For instance, if you were not a detail person, like I'm not, I'm not a detailed, list kind of methodical person, one of the things I should never go into is property management. Property management is very detailed, very methodical, month after month there's processes in place, it's not something that would play to my strengths.

So if I thought about, I had a great opportunity to go into property management, and I could outline what were the skill sets that were required for property management, I could place it right up against the Kolbe A Test, and then pass on that job immediately.

Bart: That must be really helpful as a coach, especially coaches that are helping people in transitions. Not only career transitions, but even marriage transitions, what are the things that you love and not to do, because that would, may be a huge test for analyzing a business.

Chris Weaver: It's so key, because a lot of times people don't realize they don't like what they're doing. I know it sounds kind of silly, but if you start, if you were to take what they're doing—this sounds kind of contrite, but it's absolutely true—you take what they're doing, remove all the specifics, and then describe the job to them, and see what their reaction is, it's very telling.

A lot of people don't realize they don't like the process of their job. And they don't know. They've never really though conceptually about it, they've never really, I

guess the phrase would be “meta thought” about the test and their job. Well, the Kolbe A really helps you concretely say, “I don’t like keeping lists and following procedures.” Or, “I do like lists, taking lists and following procedures,” either way. And then comparing that to future jobs or the job you’re doing now, or shifts you can make in your job to make it more enjoyable. It’s all about quality of life and really figuring out where do you thrive?

Bart: Interesting. I’ll give you a brief example of that. Almost 15 years ago, I had the opportunity to host a radio show on CBS in Texas. And I had been a guest on hundreds of radio shows at this point, 1,500 as a matter of fact. So I thought, “Radio, that’d be a great job for me, like that would be awesome!” And one of my radio host friends said, “I spend three hours in research, meticulous research, for one hour on the air.” The second thing he said is, “There’s a format for doing radio, especially AM talk, and that he basically reset the entire question for the first 60 or 90 seconds.” So it was full of detailed research, massive repetition, predictable schedule—does this sound like me, Chris?

Chris Weaver: I was just going to say, based off your test, that’s a perfect job for you! And in case anybody’s unclear, that’s sarcasm.

Bart: So what’s funny is, the part about engaging with people was great, but what you know what AM talk show hosts mostly do? They’re in a room by themselves—

Chris Weaver: They sit by themselves all the time, talking to a—

Bart: Think about Rush Limbaugh, rhetorical questions, bantering. I like to engage with people, so my experience as a guest was completely unrealistic on a morning show, like a Howard Stern show, compared to the radio station. And I didn’t know that until I got there behind the microphone and I was like, “Oh, my God, this is full of detail, this is full of the kind of,” like I don’t really care about politics, there’s a lot of things I didn’t care about, but I wish I had that test because I spent a good couple of years thinking that would be a good job for me, and it’s not.

This is great for me, I love engaging with you. But if I had to do this on monologue, wouldn’t be near as much fun.

Chris Weaver: Oh, my gosh, well, I don’t, and I’m not trying to sell the test, but it’s a really good way for people to get a clear understanding of what it is that is easy for them to do and they enjoy and things that really grate on their nerves, and then avoid those things. Because again, it’s about the quality of life. A happy person

creates wealth, creates value, it's just better for everybody, and that's what the Kolbe A does.

Bart: Okay. Now we've got less than 10 minutes left and I wanted to stick to everybody's time. If you haven't visited this page, this is Chris's resource page, [100CoachingTips.com/Chris](http://100CoachingTips.com/Chris), very, very simple. On it you will see special resources, nothing here Chris is selling.

You listed three books, and let me shift gears to this fourth book, and then we'll get back to the three books, because this conversation, I'm very sensitive to it. You wrote a book and if anybody on the phone call is in the wellness, grief counseling, cancer recovery, any sort of health, this is a resource that I actually said, "Chris, I know it's not finished, but you've been telling me that you want to share it with people that can make a difference," and so you've added a link here and I've added it to a book that you wrote about caring for cancer patients. It's not published to the general public, but you have permission to share it with your friends. Tell me a little bit about why you wrote this book, we know it's not finished, but we put it here, we want people to share if you're in a situation to share it. And then we'll talk about the other three books of the entrepreneurship.

Chris Weaver: Sure, sure. So again, it's not a finished book, but the information in that book is so important to some of the people in this world that it just needs to get out there. So back in, well, not very long ago, December 2007, my best friend, my wife, was diagnosed with cancer, it was colon cancer. We had 750 days of dealing with that challenge. She was extremely optimistic, she's a very patient, very intelligent person, and I tend to approach things by taking the processes, breaking them down, and figuring out ways to solve problems.

Well, the book is the result of that. Through the process of dealing with cancer, dealing with chemo, dealing with doctors, all the nightmares that you could imagine, we went through them, and I figured out processes and procedures to make it easier. It's a very technical book, it literally says, "If you go to the hospital, take this, take this, take this, take this. If your wife is throwing up, do this, do this, do this, do this. Here's something that will help." It is a how-to manual specifically for somebody, narrow it down, a husband caring for his wife going through the process of cancer. It is a labor of love, I put that out there just so more people could have that resource, so everybody can have that resource, it's absolutely free and gosh, I wish I would've had that book when we started this process.

Bart: Yeah, and I've passed this along to people with cancer and it's a hard topic because your wife did not make it and it's very sensitive, it's been many years, but it's still so close to your heart, and thank you for sharing that, because it's so difficult to share something that was such a big part of your life and like you said, your very best friend. So thank you for sharing that with them and if anyone knows anyone with cancer or struggling with cancer or caring for cancer, it's on the website, it's on the page, and it's totally free. Doesn't have a cover, you're going to add a couple more chapters, in a couple years it'll be finished, but it's a good resource now.

Chris Weaver: It's good to have in people's hands and it will be finished, but the material in there can't wait. Somebody needs this today, so just please, just share it. That's all. There's nothing else, I have no other itinerary for that.

Bart: And thank you for that. Again, you have three other books on here, a couple more minutes, not everyone's going to read these and I'm sure there's other books that we've added to the list and take away from the list, [100CoachingTips.com/Chris](http://100CoachingTips.com/Chris).

Let's talk about this. You recommend *Good To Great*, by Jim Collins, that's a pretty popular book. Is that essential reading for your clients or for you or coaches?

Chris Weaver: So when I hire somebody, the two books that I've got there, *Good To Great* and *Rockefeller Habits* and required reading. For my clients, I ask them if they've read it, what's funny is, most people have them on their shelf and they've not read it. They've not read it. So I ask them, I say, "Don't read it, it's a little bit of a long book, it's a little bit touchy-feely, but there are key concepts that you need to know." For instance, there's a concept called, and please write this down if you're listening, "the hedgehog concept." The hedgehog concept is how you focus your business on what's important on a day to day decisions, it's called the hedgehog concept, it's from that book. So that's a real key takeaway there.

Bart: What is the *Mastering the Rockefeller Habits*? Because that's a book that you didn't have me read and now I want to read it.

Chris Weaver: *Mastering the Rockefeller Habits* is, so if the Jim Collins book is a touchy-feely kind of, let's really think deep about our business, *Rockefeller Habits* is a, the heck with thinking about it, let's move. Let's take action today. It is a checklist of procedures and actions you can take today to improve communication, to improve execution, to really super-speed your business and help keep everybody on the same page. It's just a checklist, it's a great how-to guide to grow fast.

Bart: And the third book is a spreadsheet—man, that sounds boring. *How To Read a Financial Report*. You're killing me! I have, to really?

Chris Weaver: So one of the things I really, really enjoy doing, and people will gag when I say it, but I enjoy it now, because I've learned how to do it, is analyzing financial spreadsheets. Analyzing the financials that companies put out. It's a fantastic skill to know. Once you know it, once you understand it, it opens up a whole new world of business to you.

You, any business owner, every business owner, should understand how to read their financials, even if it's not too, you know, the depth of pulling out all the information, but the financials are designed to be full of useful stats that you can use to figure out what the health of your business is. That book specifically is the best one I found to teach you how to do that. It's very well written, it's very simple, it's very clear, it doesn't kind of beat around the bush, and it draws nice pictures, it is a great book.

Take it on vacation with you and when you're bored on the airplane, just read it. I recommend it to everybody and I don't think anybody reads it.

Bart: You recommend it, I read it.

Now, one of the bullet points I said, and I think we've kind of covered it, but let me have you just give us a short answer in case somebody's keeping track with the promises here. What's the number one change you kind of force onto your clients to give them peace of mind and happiness back into their life?

Chris Weaver: Well, so there's two things there. I'm going to talk strategically, very quickly, and then I'm going to talk technically. Strategically, be very clear on what is important to you. Is it money? Is it prestige? Is it your financial future, is it your family? Be clear. Because if you're not clear on what's important to you, you're never going to be happy.

Number two, technically—dashboards. If you don't have a dashboard for your business, then you're driving blind. A dashboard is your insight into how the engine is running and that's where you go to find the answers of, "Oh, gosh, am I going to go out of business this month? Can we make this particular purchase?" A dashboard is absolutely key to be able to control your business and to let go and start letting other people handle the processes.

Bart: Now, dashboard, I'm going to hold you over for a minute, just because this is such an important concept. I now have a dashboard, I delegate it to my VA, he gets all the statistics from all the bank accounts, all the metrics, and literally in one screen, I've got graphs that go up or down, depending on sales that month, depending on the number of subscribers, depending on the number of new orders, phone calls, leads, whatever it is we're tracking, whatever metric we're tracking in this business, I have a single sheet, almost like a CEO of a billion-dollar company, it's called the dashboard.

And this is a concept I did not know until I engaged your services. Do you force this dashboard on every CEO you work with and is it a hard process to learn?

Chris Weaver: I ask the big question, I say, "Is your business important? Is the future of your business important?"

Bart: Well, of course.

Chris Weaver: And they always say, "Yes." And I say, "You've got to have a dashboard." Because if you do not have a dashboard, you have no idea where your business is going. If you try to outsource things and you don't have a dashboard, you're going to be wracked with fear because you think, "Well, I'm going to outsource it, I'm going to have no control over this person, I don't know what they're doing. How am I supposed to know that my business is going to crash into the rocks?" Well, that's your dashboard. Your dashboard is the insight to your business.

Just like when you get into your car, you've got the gas meter, when you look at it and you say, "Oh, we've got plenty of gas." You don't pop open the gas tank and then stick a dip stick down there. Same thing with the oil. That's your dashboard. Everybody must have a dashboard and even better than that, every person in the company should have their own dashboard that shows very clearly the metrics that they find important, that help them do their job better.

Bart: And we think of dashboard, we think of just gross amount dollar figures. But it's much more important than that. If you're stapling two pieces of paper together, you can count how many stacks of paper per hour and that would be a metric you would count. I mean, you really, it's whatever that employee's hat does and you keep a dashboard of their successes or failures or just their work product, right?

Chris Weaver: Exactly. So on a dashboard, you want the things that are most important to that employee. If gross revenue is not important to the employee and

they can't affect that number, it shouldn't be on their dashboard. You want it to be very simple, very clear, and only include the things that are important to the person that's reading the dashboard. But the numbers on that dashboard, they need to have a clear understanding what those numbers are, and what changes those numbers, and how they can affect those changes.

Bart: So if it's a waitress, then it's number of hamburgers sold, number of sodas sold, she may have some control over that, so she can track that.

Chris Weaver: Exactly.

Bart: But gross revenue for the company you wouldn't put on her dashboard because she can't control that.

Chris Weaver: See, that's just going to frustrate her, because it's like a number that changes she has no control over. So now she doesn't know what to do. But the hamburgers, she can sell more hamburgers.

Bart: It's funny you say that because one of my employees I commissioned on gross sales, but he felt like he didn't have any control over gross sales and he actually underperformed the month we were bonusing on gross sales, because he honestly, out of guilt and integrity, he didn't feel like he deserved it and he didn't have any control over it. When we switched back to the things he did have control over, you know, this task, this task, this task, his metrics increased. A very interesting observation you just made.

Chris Weaver: No, that's exactly what you'd expect.

Bart: Now, there's another link that I'm going to share with you guys which is not on the resource page, but I believe it's the link that you sent us to. The idea of dashboard is not a simple process, but you sent me to a website called ExcelUser.com, it is hyper-analytical, it gives me a headache going, Dude, I get a headache just going to this dude's site. But he's like a world's expert in dashboards and Excel spreadsheets. So go to ExcelUser.com if you're interested in more dashboards.

Is there another resource you can think of or is that a good starting point?

Chris Weaver: That's a great resource. It's a handful, but that's definitely worth your time.

Bart: Okay. I have taken you two minutes over, Chris, thank you so much. Do you have any final suggestions, if any coach on here wants to learn some of your systems, do you even take coaches as a client? Is there anything else that we can share that maybe someone out there can reach out to you and get some advice or direction for their coaching business?

Chris Weaver: Gosh, I definitely take new business clients. I've never taken a business coaching client, but I would be open to entertain any kind of conversations. I like to learn and that would give me opportunity to learn from somebody else, as we go through the process. So if somebody wanted to contact me, they can see me at Facebook, it's Chris.Weaver.biz, or under Twitter, which is JChrisWeaver. So they can contact me there.

Bart: Wonderful. JChrisWeaver. Okay, guys, the website, as well as resources is [100CoachingTips.com/Chris](http://100CoachingTips.com/Chris).

Chris, thank you so much, you've been so generous with your time and it's just so great to have all this information just sharing in a very altruistic way.

I want to remind the rest of you guys that we have a very full week of schedules next week. Please check your email, if you're not opted in and you're not receiving the daily or weekly 100 Coaching Tips email from Steve, then make sure you white list it, because there's only a couple of weeks left of these interviews and they're all free if you attend live.

If you've missed interviews or you're just new this season, you've missed most of the season or half the season, go to the link that says "Download all 24 interviews now." You can get the transcript, the mp3s, all downloaded for 97 bucks. It is a really good value. And I must tell you, each one of those interviews contains thousands of dollars worth of detailed resources that not only can make you more money, but also help your clients, like Chris. And a lot of them, like Chris, has nothing to sell, you've just been generous and kind and really helpful, because a lot of coaches out there now have a better idea of how to approach CEOs and I think that's a really powerful market. Thank you, Chris.

Chris Weaver: Thank you for letting me be here, I'm happy to share.

Bart: Okay. So that's Chris Weaver, everybody. Thank you so much, thanks to Chris Weaver. Visit his website and everybody, I will talk to you later this week,

check your emails for the next thing. This has been Bart Baggett with 100CoachingTips.com. We appreciate you being here and thanks for being a member. Good night, everybody. Good night, Chris.