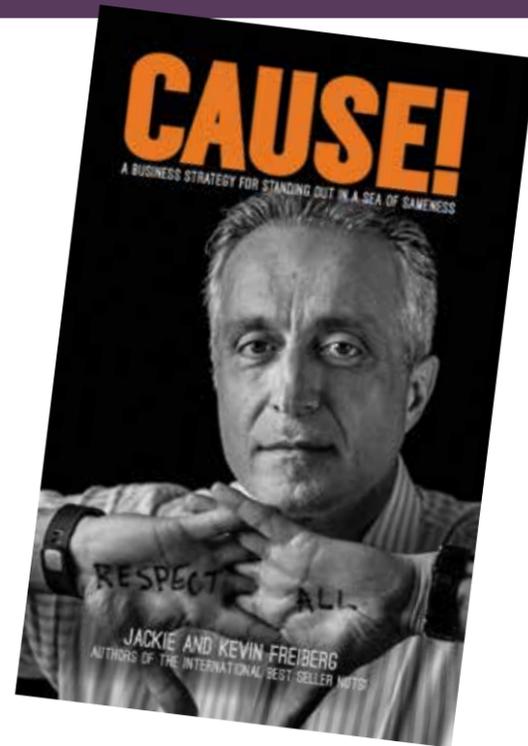


CAUSE!

A Business Strategy for Standing Out in a Sea of Sameness



Robert Reiss: What motivated you to write CAUSE?

Drs. Kevin and Jackie Freiberg: We've been writing and speaking about gutsy leaders and businesses that are not only profitable but purpose and mission driven for over twenty-five years. We started with NUTS! Southwest Airline's Crazy Recipe for Business and Personal Success, the iconic story of innovation, leadership, culture and cause. Herb Kelleher, CEO and co-founder of Southwest, and the other founders were committed to making flying affordable. Early on, Southwest's low fares, at last, allowed ordinary people, not just the wealthy or the business elite, to go places, see things and do things they never dreamed possible because flying was so expensive.

We then headed to India and met Ratan Tata, the Chairman of the Tata Conglomerate and his team of innovative engineers at Tata Motors. Tata and his team, wanting to make driving affordable for people of India, invented the Nano, the \$2,500 people's car designed to compete with the two-wheeler and provide people with an all-weather form of transportation.

Fast-forward to our introduction to Mehran Assadi, Chairman, President and CEO of National Life Group. Mehran, in his confident humility, told us we were going to love National Life because it is unlike most insurance companies. We laughed! However, it proved true. National Life does stand out in the insurance sea of sameness. The people of National Life are democratizing insurance by making assurance affordable to all people. The more we learned about National Life's 170-year

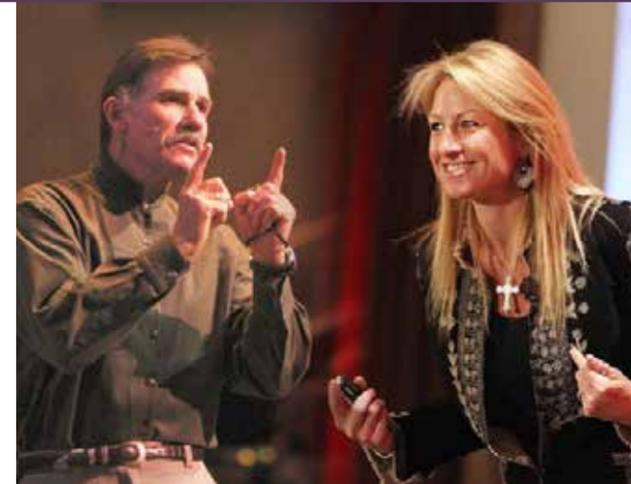
history of offering life and annuity products that people don't have to be wealthy or die to benefit from, the more we realized it's a company whose brand is worth writing about so others can borrow from their stand out story.

What's the importance of defining a business as a cause?

When Americans are asked who is more likely to help solve our country's social issues: government or business, more than eighty percent of those surveyed respond that business is. But it's not just any business, it's business that is profit and purpose or cause driven. And today, more so than ever in history, when given the choice, people will work for a cause and people will buy for a cause.

When we work for a business that is profitable, naturally we're more job secure. When a business is also purpose-driven we're secure and far more engaged because we know we're giving back, having an impact. Customers will buy for a cause, even at a higher price, when given a choice to buy a product or service that improves a part of the world. Think about it, when our purchase also gives back, it feels better! And when the work we do gives back, it feels better!

What made you focus on National Life?



We did what millions of Americans have been advised to do, we bought term insurance to protect our children in the event we die too soon. There is a time and place for term insurance. But if we could rewind the clock we would! Sadly, no one told us about a life insurance product with living benefits, a product you don't have to die to use. We wish we were introduced to National Life 25 years ago. National Life is democratizing assurance for Middle America. They are the real deal. They're not focused on purpose because it's now the trend. Their history of offering life products to assure Middle America security in the event life unexpected happens (and it does happen for 60% of Americans) started 170 years ago.

How does culture fuel performance?

Cause fuels culture. Cause and culture fuel engagement, and engagement fuels performance. People who buy into the cause and culture are "all in," dedicated and passionate about adding value, driving performance and impacting society. Businesses today must get intentional about hiring, promoting and developing people who not only fit their cause and culture, but in hiring, promoting and developing people who buy into the cause and culture so much so that they "further" it.

You have a chapter in CAUSE on Dead People Working. What does that refer to?

Dead People Working (DPW) are people who show up on time and absolutely leave on time. DPW are physically present but psychologically, intellectually and emotionally checked out, they quit, but they stay! DPW are not driving performance in the upward trajectory, and DPW

will not further your cause or your culture. DPW are a cancer and become toxic to achieving desired results and furthering the CAUSE and culture. For more about CAUSE! visit <http://freibergs.com/books/cause/>

About Drs. Kevin and Jackie Freiberg

Dr. Jackie and Dr. Kevin Freiberg are international best-selling business authors, speakers and consultants. For nearly 30 years they have been helping companies create the best places where the best people can do their best work, with proven strategies on leadership, innovation and culture. Their award-winning books introduce readers to revolutionary leaders who have disrupted their industries, selling more than 850,000 copies worldwide.

*Their newest book, **Bochy Ball! The Chemistry of Winning and Losing in Baseball, Business and Life** (February 2018), shows how the San Francisco Giants rose from the brink of disaster to become a \$2B enterprise and one of the most successful, enduring sports franchises in the world. The book takes you behind the scenes and inside the mind of 3-time World Series champion, Bruce Bochy, and shows you how he creates the conditions for success. **Bochy Ball!** is a playbook for coaches, athletes, sports fanatics and business leaders who want strategies for building team chemistry and performing like champions.*

*They are prolific writers, also co-authoring **CAUSE! A Business Strategy for Standing Out In A Sea of Sameness** (2017), which highlights National Life Group, one of the fastest growing insurance companies in the country, as well as various other companies that define themselves as cause-oriented to stand out. They have worked with over 2,000 companies in 60 industries around the world, including Southwest Airlines, National Life Group, Intel, AT&T, Sprint, Vail Resorts, American Express, Tata Motors, U.S. Marine Corps, National Restaurant Association, Aetna, Navy Federal Credit Union, Cisco, Marriott International, National Fire Sprinkler Association, Johnson & Johnson and more.*

Both received Doctoral degrees from the University of San Diego. Jackie remains an adjunct faculty occasionally teaching graduate level course on leadership for the School of Leadership and Education Sciences and graduate level presentation skills for The Masters in Non-Profit Leadership & Management.