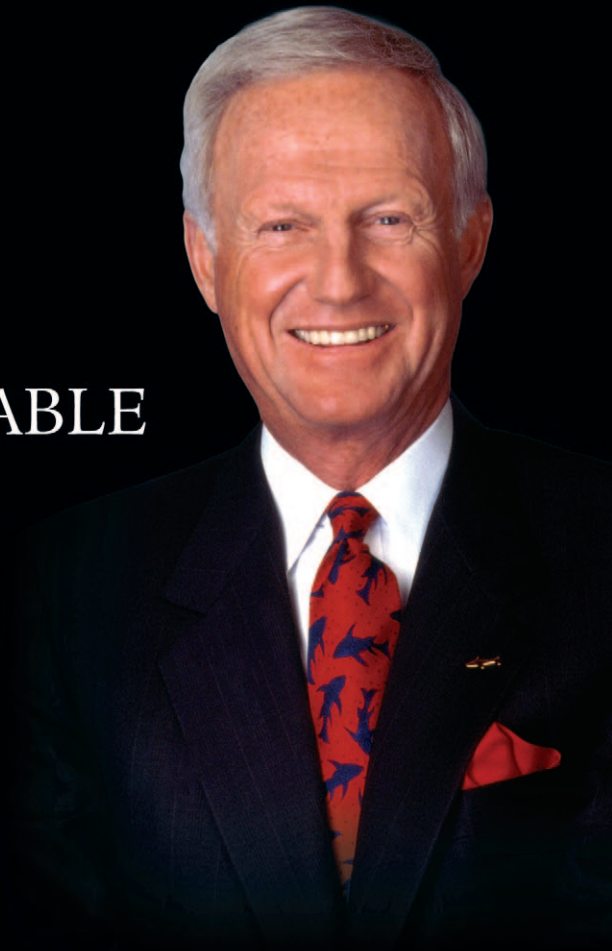




THE MACKAY ROUNDTABLE



The Art of MOTIVATION



*You can use
ingenuity to
compensate
for any
physical
limitations*

Opportunity is the most powerful motivator on the planet.

Case in point — My pal Lou Holtz yearned to play football when he was in high school. There were only two problems. He was so skinny, he could tread water in a test tube.

And then there were his eyes. They were so bad, he wore Coke-bottle glasses!

So Lou rode the bench. He was a fourth string guard. When did the coach put him in the game? Only when the other three guards went down ... or the game was hopelessly out of reach.

Lou refused to accept fate. He used ingenuity to compensate for his physical limitations.

He became awesome in another way.

Lou learned all the other positions. This dramatically increased his chances of playing in case someone got hurt. The opportunity to play rewarded him in ways he couldn't even imagine at the time. It permitted him to master details of the game from the inside at an early age. And he saw the field from the full gamut of player perspectives.

Lou's solution to getting in the game:

Bring plenty to the party.

Look at Google's meteoric history. I think they borrowed a page out of Lou Holtz's high-school playbook.



**Motivation
is a powerful
cornerstone
of the Google
success story**

You probably know the term Google comes from g-o-o-g-o-l, which in math is a colossal number. That's one with a hundred zeros strung out afterwards!

Two Stanford graduate students, Sergey Brin and Larry Page, stopped chasing their next sheepskins. Instead, they took their research project and turned it into a business worth tens of billions of dollars. Today it's the largest media company on the planet, and its initial public offering was the biggest in history.

In 2010, Google returned \$8.5 billion in sales on just under \$30 billion in revenues. Who can sneeze at that?

Motivation is a powerful cornerstone of the Google success story. Here are some of the principles behind that motivation.

1. ***Disregard the impossible.*** Co-founder Larry Page says "I got this crazy idea that I was going to download the entire Web onto my computer." He credits the idea to "having a healthy disregard for the impossible ... You should try to do things that most people would not." Consider the telephone and television. People have said the great innovations in history were either impossible or unusable.
2. ***Remember what they taught you at home.*** Brin and Page might have been Ph.D. dropouts. They also had computer programs in their blood and probably in their bassinets. Brin's father was a math professor. Page's had a professorship in computer science and his mother was a computer expert. Motivation is often anchored



*It's a lot
easier to stay
motivated
than to get
motivated
again*

in people's genes or early education. When a topic is hashed out over the kitchen table nightly, you may be smarter than you think. That's true even if you apply that knowledge in different ways.

3. *Use modern motivators.* As Google got off the ground, they attracted top employees by offering everything from free food to laundry on the premises. They landed a blue-ribbon chef who had cooked for the Grateful Dead and whipped up irresistible buttermilk fried chicken. Never was a corporate culture more casual. The Google creed: "You can be serious without a suit."
4. *Incubate opportunity.* Google engineers get to spend twenty percent of their time "exploring whatever ideas interest them most." What a hot ticket! The policy is known as Innovation Time Off. Look at the string of breakthroughs. Gmail, Google News, Orkut, and AdSense all came from this policy. Google has credited "half of all new product launches" to this program.

How motivating is a blue-ribbon environment such as this? *Fortune* magazine publishes a list of the top ten companies to work for. In the last four years, Google has ranked in the top four. For two of those years, it was #1. The consulting outfit Universum conducted a study in March 2011. It ranked Google as "first on the list of ideal employers." It was chosen "by nearly 25 percent ... from more than 10,000 young professionals asked."

Motivation and momentum are one dynamic duo. It's a lot easier to stay motivated than to get motivated again. The same is true for momentum. Maintaining momentum is a picnic compared with restarting it.



*There is a
danger in
coasting and
not giving
your all*

Comfortable in your job?

Things look rosy?

Tempted to ease up on the throttle and coast a little?

Pinch yourself!

Jane Goodall, the naturalist trailblazer and gorilla champion, tells a fable about competition that her mother used to read to her and her sister when they were little.

“The mighty eagle is sure he will win, and majestically with those great, strong wings he flies higher and higher ... Gradually the other birds get tired and start drifting back to the ground. Finally, even the eagle can go no higher ... but that’s all right, because he looks down and sees all the other birds below him.

“That’s what he thinks, but hiding in the feathers on his back is a little wren ... and she takes off and flies highest of all.”

That’s the danger of coasting, not giving it your all. It’s the tortoise and the hare all over again. Everyone knew that the rabbit was faster, but he coasted. He took things for granted. And he lost.

Even in winning, people can coast. For example, I remember being at the 2008 Summer Olympic Games in China at the men’s 100-yard dash final. Usain Bolt from Jamaica blew away the field and won in a world-record time. However, I couldn’t help but think how fast he actually could



*Complacency
from past
successes can
infect your
work process*

have run. But he coasted at the end and looked around at his competitors. That's surely not his style, meet after meet. You don't have to tell Usain Bolt that competition is always against tomorrow, not yesterday.

Writing in the *Economist* in 2010, Bolt remarked: "In 2009 I became the fastest man in the world after I clocked 9.58 seconds in the 100 meters at the World Track and Field Championships in Berlin. ... But the science of track and field suggests that the times should get even quicker. What will the winning time be at the 2036 Olympic Games? ... Perhaps in a quarter of a century man could be running 100 meters in 9.00 seconds. Incredible!"

Several years ago complacency struck at one of Lockheed Martin's electronics facilities in Orlando, Florida. Complacency from past successes started to infect one of its manufacturing processes. Occasionally, parts were omitted from component kits. These kits were prepared for assembly and inspection at another factory. Each missing part disrupted the assembly process. The workers assembling the products were frustrated to a standstill.

Norman Augustine, retired chairman of Lockheed Martin Corp., said: "I borrowed an idea from an automobile dealer in Dallas I had heard about. The dealer received few complaints from customers. [Why? He] gave them the home telephone numbers of the mechanics who worked on their cars. I arranged for workers to include their names, work phone numbers and self-addressed postcards in the kits they prepared. Complaints dropped precipitously."

From personal experience, I can tell you that Norman Augustine is 100 percent correct. When you put your name on a business, as I did, you have



nothing to hide behind. The buck stops here. Maybe I'll squeeze in a round of golf, or a short vacation, but that's as far as I let myself go.

*Apathy is
a deadly
detour—
it's all too
easy to coast
to an apathy
crash*

Apathy is a deadly detour. It's all too easy to coast to an apathy crash.

An elderly carpenter was ready to retire. He told his employer of his plans to leave the house-building business and live a more leisurely life so he and his wife could enjoy their extended family. He would miss the paycheck, but he needed to retire. They could get by.

The contractor was sorry to see his good worker go and asked if he would build just one more house as a personal favor. The carpenter said yes, but in time it was easy to see that his heart was not in his work. He resorted to shoddy workmanship and used inferior materials. An unfortunate end to a dedicated career.

When the carpenter finished his work his employer came to inspect the house. He asked, "Are you satisfied with the house?" When the carpenter said that he was, his employer said, "Good, because the house is yours. "My gift to you."

Talking about consequences coming home to roost! So it is with us. We build our lives, a day at a time. Then some 2x4, ill-placed during a lapse of attention, smacks us right between the eyes.

No doubt about it: Coasting is a breeze. It's the downhill collisions that are costly.



*You have to
learn when
NOT to take
a break*

When you have momentum on your side, keep rolling. When you're on a roll, a breather might seem harmless enough. The truth is they can be dangerous. You have to learn when **not** to take a break. You also need to know when trying is utterly useless. Manage your motivation in an energy-efficient way.

When I was a young salesman, among the many lessons I learned from an old dog was when to call a time out. Inexperienced salespeople have a tendency to celebrate a victory by goofing off for awhile. That was exactly what I was doing one afternoon. Coming off the golf course I ran into an old-timer who was a competitor of mine from the envelope wars.

"Charlie, I only hope the big order you just landed wasn't one of my customers," I said.

"Hell, no. I couldn't sell a box of #10 envelopes to a chain-letter freak."

"Then why are you out here beating the daylights out of the ball instead of beating the bushes?"

"Because when you're cold, you're cold, and when you're hot, you're hot. I need to loosen up a little. I need to get that win streak going again. You still think you've got a hot putter?"

Thus challenged, we took a couple of spins around the putting green, where he relieved me of about \$35.

I thought he was nuts not to be out calling on customers. But the more I thought about it, the more I realized I was the one who had his



priorities wrong. In sales, athletics, gambling and the stock market, we calculate success by the percentages.

*By focusing
on the
percentages,
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sight of the
way those
percentages
are achieved*

But by focusing on the percentages, we lose sight of the way those percentages are achieved. They're not earned in an orderly way but in streaks, in stretches and in bursts.

A tremendous baseball player will hit .300, which means he gets three hits every 10 times at bat. That's seven or eight hits a week. Many weeks, however, that great hitter won't get his seven or eight hits. He'll get two or three. He's in a slump.

Other weeks, he's on a hot streak and everything seems to fall in for a base hit. The ball has eyes, eluding every fielder. He's able to count the stitches on the ball as each pitch comes to the plate. That's the week he gets 12, 13 or 15 hits and becomes a .300 hitter.

The great athletes can't explain their hot streaks any more than they can explain their slumps. But one thing is for sure. The smart ones never take themselves out of the lineup when they're "in the zone."

I'll never forget the story of Wally Pipp, the Yankee first baseman who told the manager one day, "I've got a cold. Let the kid play." The kid was Lou Gehrig, and he was not about to make Pipp's mistake.

That was the first day of Gehrig's run of 2,130 consecutive games played. He didn't take himself out of the lineup until he was dying.



Successful people in each field tend to look at the conditions that were present when they were on a hot streak

When a manager goes to the mound, it isn't to congratulate his pitcher on a job well done. It's to determine whether he's losing it and if it's time for a change.

If you've ever been in sales, think back to the best streak you ever had. What did you do differently that week?

I don't know if ball players or salespeople are more superstitious than the average person. The successful ones in each field tend to look at the conditions that were present when they were on a hot streak. They try, try, try not to change them. Unlike a ball player, however, if you're in sales, and you're on a hot streak, it's recommended you change your socks.

Now let's get to our first resource today. Willie Jolley is a world-class, award-winning speaker, best-selling author and media personality. He was named one of the Outstanding Five Speakers in the World by Toastmasters International. Previous winners include Nelson Mandela, Margaret Thatcher, Colin Powell and yours truly. Willie is a fellow inductee of the National Speakers Hall of Fame.

Willie is the author of several international best-selling books. He hosts a daily CBS television affiliate segment on WUSA-9 in Washington, D.C., called "Live Better with Willie Jolley." He also hosts a national show on Sirius XM Satellite radio called "The Willie Jolley Weekend Show." His interviews with the best and brightest thought leaders and successful business people are guaranteed to motivate and inspire you.



SUCCESS Magazine called Willie the “Comeback King,” a title he earned for his work with Ford Motor Company. Roundtable members ... I give you my very, very good friend, Willie Jolley.

*You can
transform the
thinking of
your people
and, in turn,
transform
your
organization*

Willie Jolley

Harvey: How do you come back from adversity, Willie? What are some of the ingredients you need?

Willie: Well, thank you, Harvey, for inviting me to be on with you. And I'm excited about sharing some ideas.

You know, I had the opportunity to be called, in 2006, for a little company called Ford Motor Company. They read my book *A Setback is a Setup for a Comeback*. And they said, We've got to make a change. We are on the brink of bankruptcy. We're not doing well. We've lost market share — gone from 50 percent market share down to 15 percent. Toyota has surpassed us. We've got to change.

So they brought in a new CEO named Alan Mulally. He said, We've got to transform the thinking of our people and transform this organization. And thank goodness I was honored that they had read my book *A Setback is a Setup For Comeback* and invited me to come in and speak.



*The bigger
your vision,
the bigger the
reward*

I started doing plant tours for about six weeks, every day at a different city, doing two plants a day. And their goal was to get 25,000 people, who had been there for years, to leave and take a \$100,000 buyout, and many were not doing it. So I am grateful that we did this tour. And then they did the buyout vote, and 38,000 people took the buyout.

Then they had me come back and do a series of television spots they played in the plants about excellence and changing your thinking.

Finally, they did another tour in 2008, where they talked about creating world class vehicles. And as you know, in 2009, Ford was the only one of the big three to reject the government bailout; and in 2010, since the first quarter of 2010 through now in 2012, Ford has had \$1 billion profits — or multibillion dollar profits every quarter.

So we're excited about the fact that you can come back and find the time to overcome adversity.

What is it going to take? One, you've got to have a big vision. The bigger the vision, the bigger the reward. Alan Mulally came back and said, We're going to come back. And he instilled that, not only into his people, but he brought in people like myself, experts who could help to solidify that. So first, big vision. Without a vision, the people perish, but with a vision, the people will flourish.



*A vision
without an
action is
an illusion;
an action
without a
vision is mere
confusion*

Next, you must make some tough decisions. Decision is taken from the Greek word “to cut.” And if you’re going to have success, you’ve got to make some decisions; you’ve got to cut. Incision is cut in, and decision is cut off. Cut off some of the negative people, cut off some of the negative thinking, and start to develop a mindset that says, “This is what we’re deciding. We’re going for it, and we’re going to make it happen.”

Next is action. Vision, decision, then action. You must take action. A vision without an action is an illusion; an action without a vision is mere confusion. But a vision and action put together can give you a transfusion and a transformation. And so we want people to take action on their dreams and goals.

And finally the desire. Vision, decision, action, and desire. And the desire is making the commitment to your commitment that you’re going to do this come hell or high water, but somehow, someday, you’re going to make it happen. A winner’s attitude.

And when you get that desire and you put it in your mind and you say, This is it, I made up my mind. Because I believe there’s nothing more powerful than a made up mind. When you make up your mind, this is it, and I’m not backing off, I’m not going to give up, I’m going to do this come hell or high water, things start to change. And that is how you come back from adversity. That’s how we were able to help Ford come back.



*The
difference
between 99
percent all
in and 100
percent all
in is 100
percent*

I'm very grateful for that opportunity, and now that's had a profound impact on my career because *SUCCESS Magazine* wrote a big article on the Comeback King. Then GM called, and then other companies and organizations that read about it called and said, "We want this guy; if you can help Ford, you can help us." But it all starts with a mindset.

So I'm grateful, Harvey, for having that and helping people to see that it is possible.

Harvey: Well, I just love that for a multitude of reasons. But made up minds, I really like that, because all of our members have a little rack that says "All In." We've stated that the difference between 99 percent all in and 100 percent all in is 100 percent. So that's exactly what you're talking about.

Willie: Absolutely.

Harvey: Let's move on to the next question. What is it that keeps you motivated when there are challenges all around you?



*No one cares
about your
bills except
you and the
people you
owe*

Willie:

Well, you know, Harvey, I've had challenges from day one. I was a singer. My story is a simple story. I was a nightclub singer who made my living for many years singing jingles on the radio for Pizza Hut, "Making It Great," and "We Work Well Together, News 4 and You," television stations, and Oldsmobile and Cadillac and Washington Gas and PETCO and 7th Heaven and 7 Eleven.

I made my living singing jingles during the day and in nightclubs at night. I won the award in Washington, DC, for best jazz singer, best entertainer, best performer, things were going well. I had bought a home, had a nice little sports car; things were going great.

Then one night I went into the nightclub and the club owner said, "We've made a change. We love your band. You guys are great, but the owners of the club have decided they've got to get a better return on investment. The only way to do that with a full nightclub is to lower the cost, and the band's the biggest cost. So we're going to try something different for a little while, and see how that works." Then they said, "We bought a karaoke machine."

I said, "Well, what about my bills?" And I learned that night that no one cares about your bills but you and the people you owe. It was at that moment that I made a decision that I had to change my life. I had to do something different, and I had to make a commitment to go to the next level.



*When you're
angry enough
to overcome
your fears,
then you
start to find
your gifts and
your abilities*

I got angry, to be honest with you, Harvey, because I had worked hard. I had helped them build their business. I had gone the extra mile, but I still got fired.

Many people in America have experienced a similar situation. They've worked hard, they were good people, but it's a numbers issue. It's an economic issue, that there was a downturn and many people got laid off. So they might have lost some of their investment, they might have lost their job, might have lost their homes. They might get angry.

But I got angry, not at the fact that I got fired. I got angry at myself, because I said, You know what, I got angry, and got angry enough to overcome my fears.

There's an old saying that says, "When you're angry enough to overcome your fears, then you start to find your gifts and your abilities."

It was out of that getting fired that I took a job with the Washington, DC Public School System as a drug prevention coordinator, talking to little kids about staying away from drugs. And it was during that year of speaking to little kids that I discovered an ability and a gift that I didn't know I had within me. And that is where you start to find your gifts and your skills and abilities that you don't always have readily apparent.



*You can
become
stagnant if
you go into
your comfort
zone*

It was out of that I started speaking — first to the kids, then to the teachers, then to the associations, such as the teachers' associations, and then to the church groups.

Then Les Brown heard about me and said, Are you the guy who mixes music and motivation? And invited me to be on tour with him and his wife at the time, Gladys Knight, which allowed me to get national recognition in the corporate world. Then I got a little radio show because Gladys Knight introduced me to some radio people, and I got this one minute radio show. It got syndicated, and that led to a book deal with St. Martin's Press, and then that led to TV and radio.

Now you can hear me on SiriusXM on the weekends and on CBS TV in many markets across America, because I overcame my self limiting thinking.

I'm saying when you get angry enough to overcome your fears and say, "This is not as good as I can be. There's something greater within me, something greater that I have the potential and capacity for," then things start to change your life. I know that there's a great potential in every one of you in this Roundtable group.

Many people, even the higher achievers, many times, we get staid or we get stagnant because we've gone to our comfort zone. But I say, let's continue in the new year to stretch beyond our comfort zone and push beyond what's comfort-



able right now because there's so much more that's within us, if we would start to grow ourselves.

There's so much more within us, if we would simply start to grow ourselves

Harvey: Hey, I've got a great idea. I heard those jingles, I've heard your voice, but I have to admit, I do have, as you know, your tapes and your songs. I love them. Maybe I'll enter you into the American Idol competition, myself. All right.

Willie: That would be great. Thank you.

Harvey: I'm a 5 percenter. I'll just take 5 percent of your contract.

Willie: You got a deal.

Harvey: Next question. Moving along. Boy, you haven't lost your touch with that voice. Moving along, you talk about seven secrets in your book *Turn Setbacks Into Greenbacks*, which I love that title.

What are a few of them?



*Whatever
happens in
your life,
don't panic*

Willie:

Well, you know, there's been an economic downturn. You might have heard about the fact that there's been a recession and many people have been struggling through this. I've talked to a number of people recently, including private equity owners, hedge fund folks, investors, Realtors and people who are in my network, with whom I've had the opportunity to develop a relationship. They said, "You know, last year was a very tough year," and many of them said, "We were struggling."

I shared with them some of these ideas and many of them said, Thank you for that book because it really gave me encouragement to keep going. There are seven secrets — I'll give you a couple of them — and the book is called *Turn Setbacks Into Greenbacks*.

Number one is **don't panic**. Whatever happens in your life, don't panic. "Panic" is taken from the Greek word "to choke." And when you panic, you choke off the air to your brain and therefore you cannot think clearly. If you cannot think clearly, you cannot make wise decisions. If you cannot make wise decisions, you end up making poor choices.

In 1929 there was a stock market crash. People panicked. Some jumped off of bridges, some blew out their brains, not realizing the market would come back bigger and better than ever. This too shall pass. So the first thing is don't panic.



*Focus on
the good
because what
you focus
on becomes
stronger*

Number two, **don't willingly participate nor commiserate.** Don't buy into the gloom and doom. Don't go around talking about how bad things are or how this economy is the worst because you're just not going to make it out and buy into all the television stories and all the television news.

I'm on television every day. I found out that television news anchors do something. They call it "if it bleeds it, it leads." That's what they lead with. So their goal is to talk about the negative. But you must speak about the positive.

In the desert, there are two animals that predominate. There's a buzzard, and there's a hummingbird. Now, the buzzard looks for death and finds death. The hummingbird looks for life and finds life. Whatever you speak about and whatever you look for, you will find; and whatever you focus on, it not only gets more focus, but it becomes stronger.

So I focus on the good. They say that there's a 10 percent unemployment; I said, Well, that means that 90 percent of the people are still working. We just have to help some more of the ones who are unemployed get to where the people who are working are. Getting a new mindset. So don't buy into the gloom and doom. Don't commiserate nor buy into the gloom and doom.

Number three is a big one, though: **Don't let your pride poison your prosperity.** And that one is a big one, because



*Don't let
your pride
poison your
prosperity*

many times we've had major successes in our lives. We've been a high roller. We've had great achievement. Sometimes things go south; things go bad. We are concerned about what people will think if I have to take a second job. What will people think?

I have a friend, his name is Duke Green. He's an entrepreneur, older gentleman now. I met him when I was a teenager in Washington, DC. And he had the biggest IT company in the DC area, and then it grew to one of the biggest in America. He was on the front of *Fortune Magazine*.

In the '70s there was a recession, and he got caught up in that recession. Cash got tight, but he didn't want to fire any of these great people he had hired. So he took his CEO salary and paid the employees. He did that for a number of months, but after a few months, he realized that his own bills became due.

So what he did every day, he'd go into work as the CEO of this big company and work from 8:00 to 6:00 in the evening as the CEO, and then from 8 o'clock at night until midnight every night, he would drive a trash truck. He said, "I did that to get me through college, and I can do it again now."

When I asked him on my XM show, I said, "Well, what do you say to people who say, 'Well, I'm a big success, what will people think if I have to work at McDonalds or work at Wal-Mart or do something beyond what I'm used to doing? What



*Hope is what
gives you the
motivation to
keep going*

will people think?” He said, “You tell those people to get over it. This is not permanent, nor is it personal.” And he said, “The reason I am confident of that, if I hadn’t done that then, when I retired and sold my company, I would not have been able to sell it for \$600 million.” So I say to people, “Don’t let your pride poison your prosperity.” That’s number three.

Number four is: **Don’t stop thinking about the power and possibilities of tomorrow.** That means set your goals really far and keep one eye on the problem but one eye on your goals.

Number five is **be proactive.**

Number six is **be creative.**

As you know, proactive — I was on tour with Stephen Covey a couple years ago in Australia, and that’s where he popularized it. Don’t wait for your ship to come in, swim out to it. Be creative. Think creative thoughts.

Number seven is **be prayerful, be prayerful.** Things are going to happen; you’ve got to have hope. Hope is what gives you the motivation to keep going, because there’s an expectation that something out there is going to be better.

I love to share this story, Harvey, and I’ll share it quickly with you. When I was a new speaker, I didn’t have any books, tapes, radio, television — I had nothing — but I had a desire to inspire people. But I was struggling just to get a speech,



*You need to
be proactive
and creative
with the
opportunities
that are set
before you*

get anybody to give me a shot. Well, finally somebody called from Orlando, Florida, and said, "I want you to come speak." I went to Orlando, I gave the speech. They liked the speech. I got a standing ovation, and then they gave me a check. I was ecstatic. Well, I looked at the check for about five minutes, and then I put it in my pocket. I was so excited.

I finished meeting and greeting people and went to the airport afterwards, and I was on my way back home and got on the flight. About halfway through the flight I wanted that thrill one more time, so I pulled out the check the second time. But when I pulled it out the second time, I got depressed, because I realized that money was already allocated. I owed the electric company, the water company and the rent, and it was gone. I started having a pity party.

There was a gentleman across the aisle. He must have sensed I was struggling. We struck up a conversation, and he asked me a couple questions.

He said he lectured on health and wealth around the country. He was a minister. And he said, "Young man, let's talk a little bit." Then he asked me a question that changed my life. He said, "Young man, how old do you think I am?" And I looked him up and down, and I said, "Sir, I think you're about maybe 60 years old." He smiled. He took off his glasses. He said, "Young man, I'm 88 years old, and the best is yet to come."



*No matter
where you
are or what
you've
achieved thus
far, your best
is yet to come*

In that moment everything changed in my head, because for an 88-year-old man to have the optimism to believe that his best days were in front of him and not behind him, what did I have to whine and cry and complain about?

Twenty years have gone by, I've been inducted into the Speaker Hall of Fame; I've been named one of the outstanding five speakers of the world, as you have been. Harvey, you and I are in a very rare class, because we've been able to achieve some of the success in the speaking business. I've had best-selling books and been on television and radio, but it's just the tip of the iceberg of what's possible for my life.

I'm saying to all of you who are reading this, all of you who are part of this group, no matter where you are or what you've achieved thus far, I'm still saying that your best is yet to come, your best is yet to come, your best is yet to come.

So I encourage you to go out this year with a mindset that I'm going to give my all. I'm going, as Harvey said, all in. I'm going to give it my best. I'm going to go with everything I have because my best is yet to come, and your best is yet to come.

Harvey:

Well, again, I'm taking notes. Can't take them fast enough. One quickie little piggyback — I just love it. What I'm saying is what you said, Don't let your pride, of course, poison your



*Don't let
other people's
thoughts
and opinions
shape your
life*

prosperity. I've always said, Don't let other people's thoughts and opinions shape your life, which is the same thing. And that happens all the time.

Number seven, that's my favorite, but I love all seven of them.

Willie: Thank you.

Harvey: Okay. Let's just close with what one or two people who influenced you the most and why?

Willie: Well, let me say there are a couple people who have influenced me the most. One was a teacher in school who encouraged me and inspired me, "Willie, you have something bigger than you think you are and that you are more gifted than you think you are."

So she encouraged me. She said, "Leaders make decisions not for today, but for tomorrow." And that encouraged me. So she encouraged me.

Les Brown encouraged me, when I was a new speaker, and I had a question about whether I could make this happen. He encouraged me.



*Leaders make
decisions not
for today, but
for tomorrow*

And I must say, Harvey Mackay, you have encouraged me for many years and I'm thankful for you, and I don't say that just because we're on this line, but you know I say it privately when we're on the phone talking separately. You encourage me because when I first met you, you saw something. You said, "Young man, you've got something special."

When we met, I think it was in Dallas, Texas, years ago, and you encouraged me. When I had challenges, I'd come to Minneapolis, and you'd make time to meet with me at the envelope company. We've been friends, and I'm grateful for your friendship, your mentorship. You've encouraged me.

Last, but not at least, I'm very grateful for my wife, because she stuck by me, and every time I've had one of these big crazy dreams — you know, when I left my job with the school system, when I decided to leave speaking to kids to go into the corporate arena — every step of the way, she said, you know what, you've been a man of integrity who always does what you say you're going to do, and she said, I'm with you 100 percent.

So I'm grateful for a number of people.

I'm grateful for my NSA members who have always been friends. I'm grateful, most of all, for my faith. I'm grateful for my faith, and God will never leave me nor forsake me.



*Fear, futility,
apathy,
and simply
being in a
slump all sap
motivation*

And finally I'm grateful for living in America, a country where, as Warren Buffett said, "If you were born in America, you've already hit the lottery. Just go out and make it happen."

Harvey: Willie, you're something. From my perspective, your principles are solid as a rock. Thanks again for joining our Roundtable.

Willie: My pleasure. As for the Roundtable members, please go to WillieJolley.com. Send me an email that says you heard me with Harvey, and we'll send you a little gift book or something because Harvey has been a giver. I've learned from Harvey that if you give, so shall it be given unto you. Thank you, Harvey, for everything.

Harvey: Thank you, and thanks for delivering more than you promised. Willie is certainly an inspiration to help everyone live better.

Fear, futility, apathy, and simply being in a slump — They all sap motivation. So does being left out of the circle of understanding. People need to understand why they're doing things. Sure, what you do and how you do it are important. But it's the "why" that provides real motivation to succeed.



*A salesperson
tells; a good
salesperson
explains;
and a great
salesperson
demonstrates*

An experiment conducted by the University of Pennsylvania's Wharton School of Business demonstrates the power of "why." At a university call center, employees phone alumni to solicit contributions to scholarship funds. The staff of the center was randomly divided into three groups.

The three groups were prepared to solicit in different ways.

The first group of solicitors read stories written by former call center employees about the benefits of the job. These benefits included improved communication and sales skills.

The second group read accounts from former students. These mini-cases described how their scholarships helped them with their education, careers and lives.

The third, a control group, read nothing, just explained the purpose of the call and asked for a contribution.

After a month, the researchers looked at the results.

The first group and the third group raised roughly the same amount of money from alumni after the experiment began as before. But callers in the second group raised twice as much money from twice as many alumni as they had before. These solicitors related the stories about the impact of the scholarships students received from the fund-raising campaign.

Understanding the importance of their work — the "why" — motivated them to get better results. Put another way, as I like to say: A salesperson tells; a good salesperson explains; and a great salesperson demonstrates.



*The most
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I'll say it straight. The most important question you can train your employees to ask is “why?”

Does that send shivers up your spine? Let me explain.

Employees are normally curious about why they need to do things a certain way. When managers clearly explain the logic, it's convincing. What if the manager can't go beyond “we've-always-done-it-this-way”? How motivating can that be? Is it any surprise to watch employees' eyes glaze over?

Same goes for training, and we see it day in and day out:

- What's the most effective way to sell an envelope?
- What's the best approach for a hot prospect?
- What's the preferred method for answering the phone on the switchboard?

I love to look at training programs. They're keyholes for explaining how well we understand our business. When I see a training package, I'm expecting to hear not only the “how” but also the “why.”

There's an old story about a group of monkeys. They were placed in a cage with a bunch of bananas hanging overhead. Every time a monkey tried to climb up and grab a banana, it got drenched with cold water. Eventually the monkeys caught on, and they quit climbing up after the fruit.

But then, the monkeys were replaced one by one. As the new monkeys tried to climb up after the bananas, the older monkeys would prevent



*The people
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ideas*

them from climbing. In time, all the original monkeys were replaced. And amazingly, none of the newer group ever tried to climb up to the bananas. They all “learned” to be demotivated. And not one of them had ever been splashed with the cold water!

The Marine Corps is said to use this story to teach new officers. The lesson: The value is of learning the reason behind policies and decisions. Ask: “Why are we doing this?” If you do, you can help prevent people from blindly performing tasks repeatedly. The reason behind these tasks may have long since vanished.

The conventional wisdom has been that bosses manage and employees do what they’re told. We’ve learned that thinking is upside down. The people who are “doing” are often better in spotting creative new ideas. Encourage them to offer their suggestions and give their ideas serious consideration. They may be the brave ones who reach for the bananas!

Consider the wisdom of author and educator Diane Ravitch: “The person who knows ‘how’ will always have a job. The person who knows ‘why’ will always be his boss.”

In October, the Cisco Technology News Site reported on a Ken Blanchard team presentation. It described the central role of feedback to sustaining motivation. It spells out a widely overlooked reality: “Providing good feedback does not occur naturally or by default.”

The posting quoted a 1998 *Fast Company* article on employee feedback and performance appraisals: “Too many leaders still treat feedback as a once-



**Providing
good feedback
does not
occur
naturally or
by default**

a-year event, rather than an ongoing discipline. ... Too many leaders confuse feedback with paperwork. 'Filling out a form is inspection, not feedback,' 'History has taught us that relying on inspections is costly, improves nothing for very long, and makes the organization less competitive.'"

Why is giving feedback so difficult? According to a Harvard Business Review blog, "Most managers say they dislike giving feedback and don't think it's as effective as it could be. Those on the receiving end say they don't get enough feedback they can actually use."

These are some crucial factors to weigh:

- It's not just giving feedback that motivates.
- Nor must the feedback always be positive.
- But is it useful, relevant and doable? And I want to repeat that — Is it useful, relevant and doable?
- Is it really directed at changing behavior or padding the file?
- Is it continuous or simply driven by the administrative calendar?

In *The One-Minute Manager* Ken Blanchard and Spencer Johnson wrote:

"Feedback is the breakfast of champions. Feedback keeps us going. Unfortunately, however, when most managers realize that feedback on results is the number one motivator of people, they usually set up a [new] form of bowling."



*If you want
feedback to
motivate, you
must remain
totally
dedicated
to a positive
attitude*

“When the bowler goes to the line to roll the ball, the pins are still up and the sheet is in place, but now there is another ingredient in the game — a supervisor standing behind the sheet. When the bowler rolls the ball, he hears the crash of the falling pins ... The supervisor holds up two fingers to signify you knocked down two pins. Actually do most managers say you got two?

“Of course not. They say you missed eight. Blanchard and Johnson term that: N-I-H-Y-Y-S-O-B. Or, “Now I have you — you SOB.”

If you want feedback to motivate, you must remain totally dedicated to a positive attitude. Or in the words of the authors: “Everyone is a potential winner. Some people are disguised as losers. Don’t let their appearances fool you.”

Ken Blanchard also wrote the Foreword to a book by Bob Nelson and Barton Morris titled *1001 Ways to Energize Employees*. It’s chock full of road-tested tips. Believe me, to keep motivation fresh you need a continuous flow of new ideas.

Here’s just one approach described in the *Energize* book: “When managers go out of their way to do something special for their employees, both managers *and* employees become energized. At Physio-Control, a producer of cardio-care equipment in Redmond, Washington, employees who attend fourth-quarter meetings are treated to a pancake breakfast served



*Acts of
humility are
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and potent
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leadership*

by senior managers. The employees are energized by being invited to attend the meeting and by the special effort made by the managers to serve them.”

Acts of humility are the quiet and potent symbols of servant leadership. They walk the talk.

Jeno Paulucci, who was a friend, was an entrepreneurial legend in Duluth. He passed away at the end of November at the age of 93. Jeno started over 70 companies, including Chun King and his vast pizza roll empire.

Jeno was a 5-foot, 5-inch dynamo to watch in action.

I remember him at the end of one of his colorful press interviews. Here was Jeno — worth a cool hundred million — helping the impoverished journalist on with his Sears raincoat. In one courteous gesture, Jeno defined himself.

The impression was indelible. The writer later confided in me. “I’ve been eating Jeno’s pizza rolls for years ... even after Jeno left the company. I sure wish I liked them better,” he confessed.

Remember, courtesy is motivational. It’s inspiring ... and it’s contagious.

Nothing is more demotivating than hopelessness. When we can’t see our way around a problem, fear and despair take over. In no time at all, we’re paralyzed.

Remember that classic one-liner? “Fear is the darkroom in which negatives develop.”



*If you're
not going to
demotivate
others, you
have to stay
motivated
yourself*

If you're not going to demotivate others, you have to stay motivated yourself. For a leader, that demands determination.

Determination is what keeps us hammering away. Determined people possess the stamina and courage to pursue their ambitions. They stick with it despite criticism, ridicule, or other blowback. In fact, discouragement usually spurs us on to greater things.

Consider Sylvester Stallone and his phenomenal success. As a child, Stallone was frequently beaten by his father and told he had no brains. He grew up lonely and confused. He landed in and out of various schools.

An advisor at Drexel University eyeballed Stallone's aptitude tests. The advisor counseled Sly to settle for a career as an elevator repair person.

Stallone decided to pursue acting, but his abnormal life led to one failure after another. He remained determined to learn his chosen craft and used his failure to try his hand at writing. Then he saw Chuck Wepner, a relatively unknown fighter, go the distance against the champion Muhammad Ali. Stallone was inspired to write the script for *Rocky* — in less than four days. As Vince Lombardi said, "It's not whether you get knocked down. It's whether you get up again." Five *Rockys* later, Stallone has been enshrined as a champion ... of determination.

Thousands of businesses that statistically should have failed are successful today because of the determination of their owners:

- Coca-Cola sold only 400 Cokes in its first year.



*If your
switch is off
more than
on, it's time
to examine
what's
making you
less than
motivated*

- Apple Computer was rejected by Hewlett Packard and Atari.
- Inventor Chester Carlson pounded the streets for years before he could find backers for his Xerox photo copying process.

The roots of President Teddy Roosevelt's determination started with a childhood ailment. Severe asthma limited his ability to play like other kids. He laid in bed struggling to breathe. Roosevelt was afraid to go to sleep for fear he wouldn't wake up.

Yet Roosevelt was determined to become strong mentally and physically. His desire to become self-sufficient fortified his motivation. He pursued a daily exercise routine and hours of weight lifting. He became an avid reader and absorbed books on every conceivable subject. As a Harvard student, Roosevelt became known for his energy and enthusiasm.

If your switch is off more than on, it's time to examine what's making you less than motivated. Are you bored? Burned out? Ready for a different challenge? Jump at the chance to try something new. Life's too short to hate what you are doing! Find something you can be passionate about, and work at it until you can't imagine doing anything else.

Sometimes in life you have to go for it ... to test yourself.

I saw this exhibited first hand in December 2006. I was driving my good friend, Muhammad Ali, from a surprise party we had for his wife, Lonnie. It was also the evening for the broadcast of a premier film called *Ali Wrap*.



*Success
is largely
hanging on
after others
have let go*

Unfortunately, we were 15 minutes late to view the show together. It's approximately a 25-yard walk from the car to the front door, which the champ negotiated with his walker. As we entered his house, you could see the giant TV screen some 15 yards away with bigger than life images of Muhammad.

The moment Muhammad's eyes hit that screen, he thrust his walker to the ground and made a mad dash for the sofa and plopped himself down to watch his own show. I stood there dumbfounded and couldn't believe my eyes. To the best of my knowledge, he hadn't taken a step without his walker in many months. No human being ever knows what's really inside him or her until ultimately challenged to throw all caution to the wind and go for it.

Be like a postage stamp. Stick to it until you get there. I've learned over the years that success is largely hanging on after others have let go.

When you study the truly successful people, you'll see that they have made plenty of mistakes, but when they were knocked down, they kept getting up ... and up ... and up. Like the Energizer Bunny, they keep going ...

and going ...

. . . and going.

What's most amazing? Stars that rise up from a wallop to the breadbasket aren't slouched over. Many go on to tower over their professions:

- Dr. Seuss' first children's book was rejected by 23 publishers.
- Michael Jordan was cut from his high school basketball team.



*Sales success
is getting up
more times
than you fall
down*

- Henry Ford failed and went broke five times before he finally succeeded.
- Ernest Hemingway is said to have revised *The Old Man and the Sea* manuscript 80 times before submitting it for publication.

In sales, it's short and sweet: Sales success is getting up more times than you fall down.

Even Babe Ruth, considered by sports historians to be one of the greatest baseball players of all time, failed on many occasions. He struck out 1,330 times.

Another New York Yankee slugger — Mickey Mantle — had a response for his critics. Some pointed out that Mantle had struck out a whopping 1,710 times in the course of his career.

“They may be just strikeouts to some people, but to me every one of them was nearly a homerun,” Mantle said.

Or how about Brett Favre? He retired almost exactly a year ago in January 2011. When he left the game:

- He was the only quarterback in history to throw over 70,000 yards.
- He was the only one to pass for over 500 touchdowns (508 to be exact).
- And he completed more passes than any quarterback in NFL history — 6300.



I surely wish this call was being skyped so we could all see the million-watt smile on Joe Sweeney's face right now.

Study the great risk-taking athletes and see how they tackle slumps

But the road to epic achievement was a checkered one. And, I contend it couldn't have been any other way. Favre:

- Attempted more than 10,000 passes.
- Was intercepted more than 300 times.
- Was sacked more than 500 times.
- And fumbled more than 160 times.

Those, too, are quarterback records.

Study the great risk-taking athletes. Take a special look at how they tackle slumps.

Read the sports pages on any given day, and you'll likely find a hard-luck story about some player or team experiencing the worst slump in years.

Politicians know their electability diminishes with a slump in approval ratings. A slump in voter turnout usually indicates an apathetic or disgusted electorate. Dejected singles bemoan their dating slumps.

And as bad as all that can be, I still have a soft spot for even the most overpaid pro athletes. How exactly do they cope with their extended failures getting splashed across the papers and blogs? Does that inspire them to do better?



If you're in a sales slump, for example, get back to the basics

Slugger Hank Aaron said, “My motto was always to keep swinging. Whether I was in a slump or feeling badly or having trouble off the field, the only thing to do was keep swinging.”

Actor Frank Langella credits his slumps for some of his successes: “What helped me most were my failures and slumps — when I couldn’t get work, people weren’t interested in me or had written me off.”

Legendary Boston Celtics Coach Red Auerbach has shared the story of how he coaxed Bill Walton out of a slump in the 1985-86 season. Walton, usually a team leader, wasn’t scoring. He told Walton it didn’t matter what he scored. All Auerbach cared about was Walton’s contribution to the team. Remarkably, after that conversation, Walton got back in the groove and his performance improved significantly.

“He became loose,” Auerbach said, “and he never looked to see what he scored. All he looked at was: ‘Did we win?’”

If you’re in a sales slump, for example, get back to the basics. Look at your goals and see if you have been really following your plan to achieve them. If you haven’t been completely true to plan, fix it. If you have, then you need a new action plan. Have you been prospecting enough?

Are you delivering what your customers need and want? Are you over-promising and disappointing?

Slumps are usually caused by not doing the simple things well. Look at your own performance before you place the blame elsewhere. This is **your**



slump, not something you stumbled into. You may have to work a little harder—or a lot harder—until you figure out how to turn things around.

If you can't reach a solution on your own, ask some trusted colleagues for advice

If you can't reach a solution on your own, ask some trusted colleagues for advice. Check your ego and be prepared for brutal honesty. You want good results, don't you?

Stay focused on the desired outcome, and don't let distractions clutter your thinking. Start simply and work your way up. Unless you have been doing everything wrong, there's no need to start from scratch.

Keep a positive outlook. If you were successful before, there's no reason you can't be successful again. Your confidence is an important component of your recovery. Your skill set is still intact. You may have to use it differently, or develop it further. But you really never forget how to ride a bicycle.

The eternal optimist Yogi Berra should inspire you.

Yogi once declared: "I ain't in no slump ... I just ain't hitting!"

Sir Winston Churchill was a person who never quit from a lifetime of defeats and setbacks. He delivered the shortest and most eloquent commencement address ever given.

I was fortunate to personally learn the details of this memorable — and often misquoted — oration from Churchill's grandson Winston S. Churchill III. The grandson wrote a book titled *Never Give In: The Best of Winston Churchill's Speeches*.



*Big shots are
only little
shots who
keep shooting*

Sir Winston had a difficult time with the entrance exam at his old preparatory school, Harrow. He was an undistinguished academic performer. Nonetheless, Churchill was asked to address the school's students in 1941.

He gave a speech of less than 50 words, thundering at its peak: "This is the lesson: never give in, never give in, never, never, never, never—in nothing, great or small, large or petty—never give in!" He sat down to a thunderous ovation.

Churchill's lesson is writ large. Big shots are only little shots who keep shooting.

Now it's time for our second resource. When I was preparing for this month's teleseminar, I went to my computer and Googled "top motivation gurus in the world."

Number two on the list was Brian Tracy.

Brian is chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations. He has consulted for more than 1,000 companies and addressed more than 5 million people in 5,000 talks and seminars in the United States, Canada and 55 other countries.

He has authored over 45 books and written and produced more than 300 audio and video learning programs on leadership, selling, self-esteem, goals, strategy, creativity and success psychology.



I've studied Brian's body of work over a lifetime, and we have become very good friends the last 25 years.

*The five Cs
of success
are clarity,
concentration,
creativity,
courage, and
completion*

Brian's goal is to help you achieve your personal and business goals faster and easier than you ever imagined.

Roundtable members ... Here's Brian Tracy.

Brian Tracy

Harvey: Brian, special kudos to you for taking time out during your vacation to talk to us from Maui. So let's dig in. Here we go.

You referred to the five Cs: clarity, concentration, creativity, courage, and completion. Why are they important to executives? And let's take them one at a time.

First, how do we establish greater clarity as we move into the new year?

Brian: Well, thank you, Harvey. I have taught more than 5 million people in the last two years. One of the things I find that for executives, the ability to think — their thinking ability is the most important skill they have. And their thinking ability is determined by the tools that they use.



*You'll only
be really
successful by
doing things
that you
really enjoy
and by doing
them well*

With the use of a few tools, almost like a software program or an app, you can think and get much better results.

The very first one, which I think is 95 percent of success, is clarity. That means three things. It means, first of all, be very, very clear about who you are — your strengths, your weaknesses, what you like to do, what you do well, what you do better than other things — because you'll only be really successful doing things that you really enjoy and doing them well. And the two of them seem to go together. So you need to be clear about yourself.

One of the things I know about top executives is they know themselves, like Socrates said. They know themselves clearly. They know what they're good at and what they're not good at.

The second thing is to be very clear about where you're going. Be very clear about your goals, especially for the year.

One of the things that I do at the beginning of each year, Harvey — I'm sitting here in Maui right now — is I resolve that I'm going to make next year the best year of my life. Here's an exercise that our listeners can use, is imagine this is December 31st, 2012, and it has been the best year of your life. The question is, What would have happened? What would have happened to make 2012 a great year? And write it down. You would have done this and accomplished that



The greater clarity you have with regard to your future intent, the easier it is to make great decisions in the present

and achieved this, and you'd be in this situation and so on. There's a beautiful line from *Competing for the Future* that says, "Future intent determines present action." So the greater clarity you have with regard to your future intent, the easier it is to make great decisions in the present.

Then the third part of clarity is start to be very clear about the steps you need to take immediately to begin moving to achieving the goals that you set for yourself. So know who you are, know what you want to accomplish, and be clear about the steps you need to take, and then, of course, get going, take action.

Harvey:

I love it. Sounds so simple, so easy, and again, your clarity is exceptional. Of course, timing is real good, because we're just right here, a couple days after the first of the year, so all of us can identify with the timing, which is just perfect.

Next, how does one decide where to concentrate their limited time and effort?

Brian:

Well, thank you, Harvey. I have been teaching business owners. I worked with a thousand business owners over the last two years, and one of the techniques that I've developed



If you could only do one thing all day long, which one activity would contribute the most value to you and your business right now?

that I teach them, that is really life and career transforming, is what I call the “law of three.”

Now, the law of three says that if you make a list of everything that you have to do in the course of a week or a month, you’ll find that three of those items account for 90 percent of your contribution. You know, as Drucker said, if you change the word from “success” to “contribution,” you’ll get much greater clarity in terms of what you’re supposed to be doing.

So remember, our job is to contribute value of some kind. Everything that we do can or cannot contribute value. But there are only three things, the three big ones, these contribute 90 percent of your value in your position.

I’ve gone through this exercise. I sit people down, make them make a list, take them through the exercise. Whether it’s with cardiac specialists, or venture capital experts, or business owners, it all comes out to what I call the big three.

We take a list and ask these three magic questions. Question number one: If you could only do one thing all day long, which one activity would contribute the most value to you and your business right now? And they put a circle around that.

And question number two is, If you could only do two things all day long, which would be number two? And then put a circle around that.



The rule is do fewer things, but do more important things, do them more of the time and get better at them

And then, If you could only do three things all day long, which would be number three? And you'll find that those three, with a little bit of thought, will pop out at you. You'll see clearly that if you did those three things, you'd make more contribution to your business than anything else.

So here's the great rule: The rule is do fewer things, but do more important things, do them more of the time and get better at them. Getting better at the most important things you do is one of the most productive things you can possibly do, because you can double and triple your output.

So it's do fewer things, but do more important things, and do them more of the time and get better at them.

This is the way you focus and concentrate on the activities that contribute the greatest value to you and to your life. Successful people are always very thoughtful. They say, Is this the most valuable use of my time? Is this the very best thing that I and only I can do right now, before they begin. Other than that, you become drowned in trivia and the hours will go by and nothing important will be accomplished.

Harvey: We had a teleseminar on time management. I should have zinged in on you for that law of three right away and inserted those two or three or four minutes. Just terrific. We've all



*Each person
has enormous
reservoirs
of creativity
that they
habitually
fail to use*

Brian:

heard of the 80/20 rule — I don't know if you can compare this apples to apples. But through the 80/20 rule, 80 percent of your business, of course, from 20 percent of your accounts has really gone, in the last three to five years, from my experience, to 90/10. You know, 90 percent of our business coming from 10 percent. So I love that law of three.

Next question — How can someone use higher levels of creativity to solve their problems and achieve their goals?

All right. Well, this is a wonderful question. I decided to do a course on creativity because I just love the subject, it's so important: creativity, innovation, and so on. Then IBM called me up and said, Would you be interested in doing a one day seminar on creativity across the country for us, for our executives and senior people? And I said, Absolutely.

So that was my motivation.

I spent years and years and years studying the subject. What I found is, first of all, that virtually all the answers have been found, that each person has enormous reservoirs of creativity that they habitually fail to use; and that there are ways, almost like turning on switches, where you can switch on your creativity.



*All the
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One of the most powerful ways is with questions. It seems that all the information and ideas in the world lay there until somebody asks a question that stimulates them into action. So asking questions: Why are we doing it this way? Could there be a better way? If we were not doing it this way, what would be the best way, if we were starting from the beginning?

But I want to give one little exercise to our listeners, and it's what I call mindstorming. I learned this many, many years ago, and more people have become wealthy and transformed businesses, organizations, sales, profitability, with this, than any other single exercise. All you have to do is do it once, and you'll see the power of it. It's almost like pushing down a dynamite detonator and seeing it explode, it's so powerful.

What you do is you take your biggest goal — remember, we talked about clarity and concentration — take your biggest goal right now and write it in the form of a question at the top of the page. So let's take this company, if you'd like, and say, How can we double our profitability in the next 12 months?

I used to say, How can we double our sales? And then somebody corrected me and said, you know, you can double your sales but you can lose money on every sale, so that's not really your goal. Your goal is to increase profitability.

So how could we double our profitability in the next 12 months? That's the question. You write it at the top of the



*You need to
mindstorm
by using all
of the powers
of your mind
about how to
double your
profits in
the next 12
months*

page. And then mindstorming is where you bring all of the powers of your mind, like a laser beam from a Star Wars zapper, you bring it all to bear on this question, and you write down 20 answers to the question.

Well, we could sell more of this; sell less of that; enter this market; get out of that market; enter this product; increase our innovations; cut our prices; improve our advertising; go overseas. In other words, you start thinking what all — and you don't judge. You just write down, like in brainstorming, just get as many answers as possible, but you must write 20 answers. Now, this is the key to the mindstorming process.

You can do this by yourself. I never have a question or problem in my life that I don't sit down and write 20 answers to it. I force myself. And sometimes I'll do this with groups.

I'll give you a great example. I was working with an executive group, 17 people, and the question was, How could we double our profits, our revenues and profits in the next five years? They'd been in business for about 15 years, and, of course, they're doing everything humanly possible to survive and thrive.

And so we said, Well, how could we double it? They said, Well, it's not possible to double it. It's taken us all this time to get here. I said, Well, let's just do it as an exercise. So we wrote that as a question. We went around the room and we



*Once you
mindstorm
and come
up with
answers to
increase your
sales and
profitability,
order them by
priority*

said, What could you do? What could you do? Went from executive to executive to a senior person to a senior person. One person would say, Well, I could do more of this, or we could do more of that. We ended up with 35 answers — 35 different ways that we could increase sales and profitability in the next five years.

Then we ordered them by the priority. Which one would we do first? Which one do we do second? Which is an input? Which is an output? What's the cost? What's the effect? And so on. And we ended up with sort of a rough plan. And then when the session was over, everyone went back to work.

Well, they were doing about \$20 million a year at that time. And five years later they invited me to a black tie gala banquet to celebrate hitting \$104 million in sales in five years. They didn't just double their sales in five years, they increased them 500 percent, and they attribute all of it to this technique.

It's so powerful that all you have to do it is once. And it's like drinking a full tumbler of whiskey, to use an example. You don't have to wait and see and wonder if it's going to work or not. You'll feel the effect immediately.

So write down 20 answers. You could write down more if you'd like — 20, 25, 35, after a while. It's very hard the first time. Then pick one answer and take action on it immediately. If you'll do that with every single problem you have and



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long*

every single goal you have, How can we solve this problem? How can I get two hours of productive time per day? How can I lose 25 pounds over the next 12 months? How can I double our sales of this particular product in our current market? Whatever your question is, whatever is on your mind, write it as a question and force yourself to write 20 answers.

Now, something interesting that is going to happen is in your mind — it's like working out with weights. You pump blood into all of your muscles. When you start to do this, you pump blood into your brain and you activate more neurons and ganglia, which are interconnected with others, which activate more. So your brain starts to light up like a Christmas tree.

You become more creative. You become more positive. You're more optimistic. You have more ideas. All day long your mind is dancing with ideas and insights. It's the most amazing damn thing. It's like taking a mental workout, a vigorous physical workout, a vigorous mental workout first thing in the morning. It keeps you bright and smart all day long. If you keep doing this, you can actually increase your IQ. You actually become smarter every time you do this. So you start to perform mentally, at peak levels, just like if you worked out as an athlete, you'd perform at peak athletic levels.

So try that, take the goal, write it down, write down 20 answers, and take action on at least one of those answers immediately, and then make this a regular part of your thinking process.



*There is no
correlation
between
creativity and
IQ*

Harvey: That's what I call a fabulous creative technique. Our Roundtable members have heard me mention this once or twice, I don't think their staffs have. And that is every study known to mankind will say the following, there is no correlation between creativity and IQ. But every one of you reading this and every person in the country can improve their creativity, which I think you're also speaking to.

Also there was a study done by the American Marketing Association. They asked 500 executives, about three years ago, What do you have to do to survive the next five years in business? And about 90 percent of those executives said, We have to have creativity and vision. And now, get this, Brian, only 81 percent said creativity and vision, but only 5 percent of the 81 percent said their company was doing a good job with it. So that falls right in line with what you're teaching our people.

Next question, How important is courage in dealing with a fast paced world?

Brian: Well, what we know is that fear is the greatest obstacle to moving ahead. Fear paralyzes us, both consciously and unconsciously. And we're afraid of numerous things, but we all have fears, going back to childhood.



*The two
biggest fears
are the fear
of failure and
the fear of
rejection or
criticism*

The two biggest fears are the fear of failure: What if I tried and it doesn't work? And the second is the fear of rejection or criticism: What if I try it and people criticize me or disapprove? And in order to be successful, leaders have to push through the fear to take action with no guarantee of success.

Now, the interesting thing that I have found is that people say, Well, leaders are supposed to be risk takers. No. Leaders are supposed to be risk avoiders in the pursuit of profit. A good leader is not someone who impetuously, like a general throws his troops into sacrifice; a good leader is a person who carefully deploys his troops, his people, his resources, intelligence, and energies. You place them carefully to win victories in the face of uncertainty but with no guarantees.

So there's a lot of things that you can do. One is you can think through carefully. The people who are the most successful leaders think through carefully all the ramifications of a decision before they make it. One of the things that they do is they say, If we make this decision, what is the worst possible option? What's the worst possible outcome that can occur? And they analyze it very clearly and coldly. The worst thing that can happen would be this. Then the question is, Can I live with this? If I were to do this, would it kill me?

Peter Drucker had a wonderful little part of his book, *Managing in Turbulent Times*. He said, there are four types of risks. There



*You've got to
keep moving
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or you'll be
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by your
competition
who is willing
to do it*

are risks that you can take. In other words, these are part of being alive. You have to take these risks. You have to hire people. You know, you may not be sure. You have to engage in product and service development, go into new markets, and call new customers. These are risks that you have to take.

He said then there are risks that you don't have to take. You don't have to take the risks because the downside may be high and the upside may be very low. Then he said there are risks that you can afford to take. These are risks that you can — if you lose your money, it's not going to hurt the business, but they are necessary for advancement. Then he said, Then there are risks that you cannot afford to take because the downside is too great. And then there are risks that are not yours to take.

And so he looked at this whole concept of risks: Risks you can take, risks you can't take, risks you can afford to take, risks you can't afford to take. And then he said the final one is risks that you cannot afford not to take; there are risks that you cannot afford not to take.

There are things that you have to do. You've got to move out of the comfort zone, you've got to take chances, you've got to invest in new products, new services, new people. You've got to keep moving forward, because if you're not, you'll be massacred by your competition who is willing to do it.



*The critical
thing about
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thinking
through
carefully in
advance*

So the critical thing about risk is thinking through carefully in advance; think on paper; minimize the risks; take risks in small steps, so that if the cost — if it doesn't work out, the downside is low, but don't be afraid to move out of the comfort zone.

Now, three things will happen when you take action on a risk. Number one, you will immediately get feedback which enables you to self correct.

Number two, you will immediately get ideas, which enable you to improve your actions.

And number three, you'll get immediately the confidence that makes you even stronger and better. So taking action is a very, very powerful antidote to the fear that holds most people back.

But courage — in 3,300 studies done by James McPherson on leadership over the centuries on leaders, they found that courage is one of the two common denominators of all great leaders. They're all willing to move out of their comfort zone, intelligently, thoughtfully, but to move forward and take risks and take action with no guarantee of success.

Harvey: All right. I can't take notes fast enough. But I red starred a leader avoids risk in pursuit of profit. I just really like that.



Next question, Why is it so essential to complete one thing before we go on to the next?

One of the things that clutters up our ability to think is that we are overwhelmed

Brian:

Now, this is so terribly important. The most valuable quality that an executive has — again, to quote Drucker — he said, “The most valuable quality in a company is executive thinking time.” And he said, “It’s not just executive thinking time, but I say it’s rest and executive thinking time. It’s energized thinking time. It’s not the fact that you are physically present; it is the fact that you can think clearly and well.”

And what we find is one of the things that clutters up our ability to think is that we are overwhelmed. There’s so much to do and so little time. And there’s a thing called mind space, and as they do more work in neuroscience, Harvey, they’re finding that mind space, the amount of time you have, like brain power, that you can apply to all the different things in your life gets scattered, and you start to diffuse your mental energies, and you don’t have enough mental power to work on those things that are really important.

Coming back to completion, we find that task completion is a source of energy, creativity, and self-esteem. Every time you complete a task you feel like a winner. You feel positive. You feel happy. There’s something within the psyche of executives that is a compulsion to closure, is that top executives are



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only happy when they are completing things. They become very frustrated if they feel that they're working on things, but they're not completing them.

So one of the best things that David Allen said in his book, *Getting Things Done*, and I think it's the best thing in the book, is that each of us has a whole series of open loops of tasks that we have started but not yet completed. And sometimes they have a whole damn page of open loops.

So what you do is make a list of all the things that you have started but not completed, such as a report, a letter, a file, or a book. And you list them. Then you set priorities on them, and you say, "Which of these is most important? Which of these is most important to get done for myself, my career, my company?" And then what you do is you put everything aside. You discipline yourself. You turn off your phone, turn off your computer, put your hand down, and complete your most important task.

The interesting thing, as soon as you do that, you get a surge of energy; you feel more creative; you'll get motivated; and you'll go into a state of flow, Harvey, which you've talked about. You go into a state of flow, where you feel, wow, and then you're naturally propelled to the next task. So task completion is absolutely essential for the health, the creativity, the self-esteem and the self-confidence of the executive.



*Every time
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more tasks*

Every time you complete a task, your self-esteem goes up, your self-confidence goes up, your sense of personal power goes up, you feel happy about yourself, and you're motivated to complete more tasks. That's why task completion is so important. You start it, you work on it, and you bring it to a close. Not 95 percent, but 100 percent completion.

Harvey:

Right on, all I can say. Not too many executives, I don't think, necessarily really look at it from that perspective.

Last question. What one or two people influenced you the most and why?

Brian:

Well, I would say the two — I've been thinking about this question you said you were going to ask me. The two would be Peter Drucker. I fell in love with Drucker 30 years ago. I still read Drucker, I still walk around thinking about Drucker, and probably the most insightful of all management consultants, of all management thinkers, the great guru. And if anybody's thinking, Well, where would I start with Drucker? Start with his book, *The Effective Executive*.

When Newt Gingrich quoted this 20 years ago, it's one of the most basic books that every executive should read. It's not a long read. It's fascinating. It's five qualities that all top



*The basic
motivation of
human action
is expediency*

executives have. You read this, and you'll never be the same again. It's so simple and so logical. They make good decisions. They complete their tasks. They take time to think, and so on. So that was my first.

You can read Drucker forever. Every time you read something from Drucker, you'll have insights on how you can do your business better. The second great influence on my life was Ludwig von Mises. Ludwig von Mises was not the founder, but the chief exponent of what is called the Austrian School of Economics. And the Austrian School of Economics is really the very best thinking on economics ever done.

Friedrich von Hayek was a student of von Mises, and what we basically said is that all economics are basically human action, and the basic motivation of human action is expediency, is that people always seek the fastest and easiest way to get the things they want, right now, without concern for long-term consequences. That perfectly explains all political activity, all economic activity, all financial activity in the world, is a world of people looking for every single possible way to seek immediate advantage, whatever advantage they want at the time, without too much concern for long-term results.

You read von Mises and you see the world and people and economics, politics, and personalities in a way that never changes. For the rest of your life, you become the von Misesiest.



*People look
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results*

Jack Kemp is a von Misesist. Most of the top conservative think tanks are von Misesists. Most of the best economists in the world, like Milton Friedman, were von Misesists. And so that would be my second greatest influence.

Harvey:

Well, I couldn't concur with you more when you mentioned Peter Drucker. I bet I've quoted him over 100 times in my books and in my lectures and speeches. I agree, every time you read him, you say to yourself, why didn't I think of that? I mean, it's just sometimes so simple.

People think he's esoteric and all of that and way beyond most person's scopes, but that's not true. Say, spell Ludwig's last name for our group, would you?

Brian:

It's Ludwig von Mises — which he's from Austria, and von is a sign of royalty, actually. The vons were the lords. There's a little book called the *Essential von Mises*. You read that, and you'll just literally die and go to heaven.

It's so beautiful; it's so simple; it's so clear. One and one is two, two, and two is four. You think, oh, my God. And basically it explains economics. He explained the booms, he explained the busts, he explained inflation, he explained deflation. Literally, he wrote in his book, 1912, *Theory of Money and*



*You can
think with
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and clarity*

Credit, explained this collapse in 2007, 2008. Literally as if he had been writing in 2007, word for word, exactly what happened, and exactly what the results would be.

You read this stuff, and it illuminates your thinking. So going right back to our first thought — we see that great executives are great thinkers. What this does is it helps you think with much greater effectiveness and clarity.

Harvey:

I'm going to go out on a limb and say to our members right now, if any of them have read von Mises, and I'm going to bet they haven't, I'm going to give you \$10,000 at our meeting in Phoenix, and that's a Romney offer, which means if you're right, I'm not going to pay anyway.

Anyway, Brian, you certainly motivated me, and I'm sure you fired up our members and their staffs. Happy New Year and make it a great year.

Brian:

It's a pleasure, Harvey. Same to you.

Harvey:

You're just great.



Brian: And same to everybody on the line, make this year the best year of your life.

*When
you have
passion, you
speak with
conviction,
act with
authority
and present
with zeal*

Harvey: Thank you. Bye bye.

You can't stay determined, motivated or motivating ... without passion.

Passion is at the top of the list of skills for a motivating leader. When you have passion, you speak with conviction, act with authority and present with zeal.

When you are excited and passionate about a product or a company — or anything, for that matter — people notice. They want in on the action. They want to know what can be so good.

There is no substitute for passion. **If you don't have an intense, deep-down burning desire for what you are doing, you can't energize yourself ... let alone an organization.**

"Make sure that the career you choose is one you enjoy," said Kathy Whitworth, who won 88 LPGA Tour tournaments. That's more than anyone on the men's or women's professional circuit. I was lucky enough to be there when she nailed four of them.



Every great achievement is the story of a flaming heart

President Harry Truman once said:

“Good work is never done in cold blood; heat is needed to forge anything. Every great achievement is the story of a flaming heart.”

Charles Schwab was one of the first managers to win a salary of \$1 million annually. That was in the 1920s, mind you, and his boss was a tough businessman named Andrew Carnegie. Carnegie was a man not known for wasting a dollar. How did Schwab earn such a princely salary from Carnegie? Schwab headed Carnegie’s United States Steel Company. Under Schwab, it was the absolute tops in all of industry for its day.

What was Schwab’s secret? Schwab said:

“I consider my ability to arouse enthusiasm among my people the greatest asset I possess, and the way to develop the best in a person is by appreciation and encouragement. I believe in giving a person incentive to work. So I am anxious to praise but loath to find fault. I am hearty in my approbation and lavish in my praise.”

Automaker Henry Ford was like-minded. Very early in his career, even after failure after failure, Ford remained enthusiastic.

“You can do anything if you have enthusiasm ... Enthusiasm is the spark in your eye, the swing in the gait, the grip of your hand, the irresistible surge of your will, and your



Too many people are having what we might call “near-life experiences”

energy to execute your ideas. Enthusiasm is at the bottom of all progress! With it, there is accomplishment. Without it, there are only alibis.”

American essayist Ralph Waldo Emerson wrote:

“Enthusiasm is one of the most powerful engines of success. When you do a thing, do it with your might. Put your whole soul into it. Stamp it with your own personality. Be active, be energetic, be enthusiastic and faithful, and you will accomplish your object. Nothing great was ever achieved without enthusiasm.”

One of the paradoxical things about life is that everyone dies ... but not everyone fully lives. Too many people are having what we might call “near-life experiences.”

They go through life bunting, so afraid of failure that they never try to win the big prizes ... never knowing the thrill of hitting a home run or even taking a swing at one.

I can’t emphasize this enough ... Aim higher.

My all-time Champion of Enthusiasm was a ninety-three-year-old lady I heard about last year. She’s Rocky Plus. When the press asked her for her secret to a long and zesty life, she couldn’t stop bubbling about the power of enthusiasm.



*When you
wake up
every day
you have
two choices:
either be an
optimist or a
pessimist*

“Furthermore,” she wound up with a twinkle, “even at my age I still have four boyfriends I spend part of every single day with. I get out of bed each day with Will Power, and after breakfast I go for a stroll with Arthur Ritis. Charley Horse almost always visits me in the afternoon, and I spend the evening with Ben Gay.”

When you wake up every day you have two choices.

You can either be positive or negative; be an optimist or a pessimist.

I choose to be an optimist. I see the glass as half full, not half empty. I realize that after every storm the sun shines; that there is a solution to every problem.

Is your outlook partly sunny or partly cloudy?

There is a monastery on Montserrat, Spain, that is a certain test of attitude. Set halfway up a 4,000-foot mountain, the monastery offers inspiration from every view. But the monks must maintain silence except for once every two years, when they may utter exactly two words.

After his first two years, one young initiate was invited to speak to the abbot. “Bed lumpy,” he said. Two years later, the same young man again met with the abbot. This time, his two words were, “Food awful.” Another two years went by, and the young monk went to the abbot and said simply, “I quit.”

The abbot, shaking his head, said: “I was somewhat expecting this. All you’ve done since you’ve been here is complain, complain, complain.”



*Don't wait
for divine
inspiration to
improve your
outlook*

Don't wait for divine inspiration to improve your outlook. Some people see the positive in every situation.

Others go through life waiting for their induction into the negative attitude hall of fame. Life is a matter of perspective. You choose.

Enthusiasm is infectious. Start an epidemic.

A psychologist at the University of Pennsylvania proved that optimists are more successful than equally talented pessimists in business, education, sports and politics. Based on his research, Metropolitan Life, the insurance and financial services corporation, developed a test. This test distinguished between the optimists and pessimists when hiring salespeople.

The results of that experiment were phenomenal! The optimists outsold the pessimists by 20 percent the first year. During the second year, the difference jumped to 50 percent. Find me a salesperson — or company — that wouldn't beg for those numbers. I know we would find office space for those optimists at MackayMitchell Envelope Company!

The right attitude coupled with the courage to reach for opportunity is the defining factor for success.

For example, Patrick O'Malley started as a truck driver, but ended his career as chairman of the Canteen Company. His philosophy: "I think it is absolutely essential that you have PMA (positive mental attitude) in every aspect of life and that you start early."



*Surround
yourself with
positive,
upbeat
people who
constantly
encourage
you*

I would add this to Mr. O'Malley's advice: It's never too late to start early. Don't get discouraged just because you haven't practiced what he's preaching until now. If you are still breathing air and taking nourishment, now is a fine time to improve your attitude and look for — or create — opportunities.

Have you ever heard the old fable about when the devil offered all the tools of his trade to anyone who would pay their price? They were spread out on the table, each one labeled — hatred, malice, envy, despair, sickness — all the weapons that everyone knows so well. But off on one side, apart from the rest, lay a harmless-looking, wedge-shaped instrument. It was marked discouragement. This device was old and worn looking, but it was priced far above all the rest.

When asked the reason why, the devil explained: "Because I can use this one so much more easily than the others. No one knows that it belongs to me, so with it I can open doors that are tightly bolted against the others. Once I get inside, I can use any tool that suits me best."

A very real problem within all of us that can cause an attitude crash is discouragement. In fact, I've always gone out of my way to stay away from negative people. I like to surround myself with positive, upbeat people who constantly encourage me.

The word encouragement means, "to put courage into." Conversely, discouragement takes courage out. How can you reach for the stars, go bravely where no man has gone before or climb the highest mountain, if you lack courage?



Author Glenn Van Ekeren outlines the four pitfalls of discouragement:

*You must
fulfill your
dreams while
there's still
room for you
to do so*

1. Discouragement hurts our self-image.
2. Discouragement causes us to see ourselves as less than we really are.
3. Discouragement causes us to blame others for our predicament.
4. Discouragement causes us to blur the facts.

In her book, *The Right Words at the Right Time*, Marlo Thomas tells the story of Shaquille O'Neal, now the superstar center for the NBA's Phoenix Suns. When he was 14, he attended a basketball camp expecting to astound the coaches with his brilliance. He was in for a rude shock.

He had been a star in his San Antonio high school, but at the camp he was just one of many star athletes. Not getting the attention he was accustomed to from the coaches, he began to worry. He thought perhaps he wasn't good enough to make the grade. His self-confidence took a nosedive.

Discouraged, he turned to his parents for advice. I've had some conversations with Shaq's mother, Lucille, about that advice. She told him: "You must fulfill your dreams while there's still room for you to do so. Attack them with a full head of steam. There's no opportunity like now. This is the time you can show people."



His confidence almost gone, Shaq told his mother, “I can’t do that right now. Maybe later.” Then, says Shaq, his mother said the words that he remembers changed his life: “Later doesn’t always come to everybody.”

*You aren’t
finished
when you are
defeated; you
are finished
when you
quit*

You aren’t finished when you are defeated; you are finished when you quit. Whenever you experience overwhelming rejection, here are ten tried and true tips guaranteed to jump start your motivation:

- Take the criticism, but don’t take it to heart.
- Realize 10 setbacks are the admission price for any major win.
- Analyze every failure, but never wallow in it.
- Don’t break stride and let this loss cost you your focus on the next race.
- Recognize no one person can please everybody.
- Don’t rationalize the hurt by saying you didn’t want to succeed that much anyway.
- Tally up what you’ve learned and how you will use it not to make the same mistake again.
- Let the setback motivate you to try that fresh, new approach you have had stuffed in your back pocket for months.
- Don’t assume you are branded with failure and walk around as if you’re wearing a scarlet letter.



*Never
assume that
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generation to
generation*

- Don't worry when you lose. Worry when you stop being a contender.

One last note about motivation: It changes for different age groups. Never assume that motivation is universal and remains the same from generation to generation.

Generation Y ... the Millennial Generation ... Or, Generation Next. Those are the kids born in the 1980s and early two-thousands.

They were raised in a different world, maybe even a different universe than you or I know. Here are some pointers:

- Don't talk about digital to them. Digital may be fascinating to us old-timers. They don't know anything that *isn't* digital. Analog is what's weird to these kids.
- Generation Y'ers are much closer to their parents than Baby Boomers were. That's because the Y'ers experienced unprecedented levels of divorce and family disruption first hand.
- Generation Y'ers are both entrepreneurial and civic-minded. And they tend not to be nearly as rebellious as Baby Boomers were. A *New York Times* article described them this way: "a 'post-emotional' generation. No anger, no edge, no ego."
- They are economic realists. In different ways and for different reasons, the world has been on an economic roller coaster since 9/11. Some of them have shelled out tens-of-thousands of dollars



*If you are
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motivation
you need*

for a graduate degree. Now they can't find a job or are stuck in some semi-clerical dead-end.

- And, this trend is one to watch. They love social and Internet gaming. Many people's eyes were glued to the recent Zynga public offering. "According to PricewaterhouseCoopers ... the global video-game market was worth around \$56 billion last year.

"The industry has even spawned a management technique, 'gamification,' that applies the psychological principles of game design to motivating workers and engaging customers."

Tune into a few of these games like "FarmVille" and "Call of Duty: Black Ops." Find out what makes them tick. You'll find powerhouse clues here as to what motivates coming generations in the workplace and in the world.

Staying motivated — and encouraging those around you — will remain one of our biggest challenges, even as the economy improves. But if you are determined to succeed, you have all the motivation you need. You have demonstrated that ability.

Now go out and be both coach and cheerleader for your team!