



Wake Up Eager Workforce Podcast, Episode 51
A Series About Wake Up Eager Leader Habits: Stress Management. Tips from a Busy
COO: Mind, Body and Spirit – Recalibrate Daily... -- Produced By Suzie Price

Recalibrate Daily – Transcript
www.pricelessprofessional.com/stressmanagementtips

Suzie Price: “It goes back to choice. I think we are all a choice and I think we all need to be definitely vigilant around what drives unwanted behavior, and when I say unwanted behavior, it's things like driving yourself to work 15 hours every day in a day, that's not healthy. We're not designed to do that, so give yourself permission to structure your life and the way you want to do it and then just do it, because life is short.” That's a quote from Will Brooks from The Brooks Group. Today we're talking about stress management tips, this is episode number 51, I'm excited to share it with you. Hit it. Michael.

Intro: Welcome to the Wake Up Eager Workforce Podcast, a show designed for leaders, trainers and consultants who are responsible for employee selection and professional development. Each episode is packed full with insider tips, best practices, expert interviews and inspiration. Please welcome the host who is helping leaders, trainers and consultants everywhere, Suzie Price.

Suzie: Hey there! My name is Suzie Price with Priceless Professional Development. I'm a Professional Facilitator, Consultant, Coach, and Author, and the Host of the Wake Up Eager Workforce Podcast. We at Priceless have spent the last 15 years focused on helping senior leaders build an energetic, committed, drama-free, Wake Up Eager Workforce, and we do this by using hiring science, we coach leaders and we train leaders, as well as work with teams. And I'm excited to bring this episode to you, it's actually episode number 51 and the title is *Recalibrate Daily: Stress Management Tips From a Busy Business Owner and Chief Operating Officer*, and that is Will Brooks. And that was his quote when we kicked off today. The three main topic areas that we covered today is, one is: Why and how Will from The Brooks Group made a change to better manage his health and well-being. He talks about that and gives some specific insight into a change he made. Talks about how choice and awareness can help you overcome false negative beliefs that drive negative behaviors. And the power of hiring good people and then once you hire them, trusting them so that they can help you create the life you want, the business that you want and empower others. So great information and insight.

Suzie: We are on a bit of a series today. We're talking about, or this is the end of a series, where we've been talking about the Five Wake Up Eager Habits and so the definition of Wake Up Eager, it's the art and science of bringing the best of who you are to everything you do so that you create a rich and satisfying life. And as you do this, the importance of this is you create the life you want. Which is why I loved opening with Will's quote today about choice. But as you do this and more of this, taking care of yourself and creating a rich and satisfying personal and professional life you naturally have the energy and ability to help everyone around you bring the best or become the best of who they are. So you know, with a full gas tank or you are able to do more in your life and in others' lives. So it's a very, very important topic. And it is what I think about and talk about and work with people on, on a regular basis. And we can be found on



Twitter at wakeupeager, Facebook at Wake Up Eager and you can find me, Suzie Price, on LinkedIn. For this podcast, we also have iPhone and Android apps that are free to you, so go to our Wake Up Eager Workforce directory page with all the podcasts there, and you'll see downloads for the iPhone and Android app and that way you never have to look for an episode. All you have to do is hit the app and it'll show up.

Suzie: So we are doing, I mentioned that we're doing a series, so I'm going to mention that real quick. Then I'm going to give you a little bit of an overview about The Brooks Group and about Will and then we'll go into the interview. The series that I've been doing is about the Five Wake Up Eager Habits for Leaders and they spell out the word, we use an acronym of eager E-A-G-E-R, and I'll do a quick run through of what they are. E - Enter the zone, A - Activate greatness, G - Grow trust, E - Evaluate job fit, R - Recalibrate daily. And again the directory where these episodes are located, if you go to wakeupeagerworkforce.com, you'll see the episodes that I've done with others and sharing insight that I have, some of those are just me, some of them are interviews around these Five Wake Up Eager Habits. And today's topic is about recalibrate daily. That's the R in the word eager for the habit. And the definition of recalibrate daily is: a daily focus on stress management. So what I want you to do is every day be looking at your mental, emotional, and spiritual aspects of your life and managing that and that's what Will and I are talking about today, how do we pay attention to those things when we're very busy being leaders, business owners, executives, and the importance of taking time to pay attention to those things, because as you take care of yourself, you do a much better job in your role, think more clearly, feel better, and it ties to what we care about around waking up eager and building the life you love.

Suzie: So if you've mastered the recalibrate daily habit, what you do is you spend time every day, that's why it's daily, checking to see, am I on track or off track about my intentions, what I want, how I feel, my connections with others, and so it is, I mentioned fill your gas tank. It's also what you often hear about putting your own oxygen mask on first. You know, if you're doing this well, you have routines and practices that help you make course corrections and you notice when you're out of alignment, if you're not doing it very regularly, what can happen is, without realizing it, you end up stressed or with illness or weight gain, maybe feelings of loneliness, you can feel blindsided and when in truth it's been kinda happening incrementally all along the way and we just stopped paying attention to it. So what we want to do is head that off by making this a point of focus. So, I'm thrilled that Will was willing to talk today about his journey in this area.

Suzie: Let me tell you a little bit about The Brooks Group. They were founded in 1977. They're a corporate sales training and sales management company and they help companies build top performing sales teams. Bill Brooks, Will's father, started the business in 1977 and he talks about that here in the podcast and they have a powerful selling system at six steps and I actually had the opportunity to learn it from the Founder of the organization way back in 2004 when he was presenting at a conference and I've read so many of his books and it really was the best sales training that I ever received and as a consultant to understand how to get to know your client and then how to work effectively to get what they want and help gain the business. So they have trained over a million sales professionals and they're in every industry, 350 industries, 22 countries, just a powerful business and process that I can attest to and I'm a big



fan of them as a company and the work they do and of course have Will. Will is the Chief Operating Officer there, he oversees the day-to-day leadership of The Brooks Group and has consulted with hundreds of companies and focuses on optimizing the operations at The Brooks Group and implementing their strategic plan, ensuring that every department is seamlessly integrated and is just an active human resource professional, active executive and a great role model, especially in this area that we're talking about today around stress management, mind, body, spirit, taking care of yourself and creating the life that you want to live, because as he said in that opening quote, "Life is short." Let's go to the interview, I think you're gonna enjoy it. Will is very authentic. He's very clear. He's a very nice person and I'm ready to share it with you now. Let's go.

Suzie: Will Brooks, welcome to the show. Thank you so much for being here.

Will: Thanks for having me.

Suzie: So we're gonna jump right in and we're gonna talk about mind, body, spirit, and I'm going to ask and you can share more than three things, but what three things do you do regularly for your mind, which would be your mental clarity, your body, physical health and well-being, and your spirit, and the way we talk about spirit is family connections, personal connections as well as professional connections. So what would be your top three in each one of those areas?

Will: Well, I'll tell you that for me, the mind and the body piece are really intertwined. I am huge into fitness, I am an early in the morning workout type person. Sometimes I'll actually work out in the morning as well as get a run in the afternoon and what I've found for myself over the past, oh, I don't know, six, seven, eight years, if I don't get that in first thing in the morning, I tend to feel physically restless and I also don't have the clarity of thought that I, that I feel that I really need in order to do what I do. So typically, you know, I'm up at 4:45am, I'm in the gym by 5:30am. I do bootcamp three times a week. Love it. Love the group thing. You know, you talk about a community, I have some close ties with the people I workout with, you know, and then come home and try to eat a healthy breakfast and I think that again, both of those kind of things kind of play to one another around the mind and the body. So there's that, you know, as far as spirit, I try to have close connections with several people outside of work. I try to put myself out there in terms of groups that I get involved in. I am a, on the Myers Briggs, a very deep introvert, so, you know, getting into situations where I'm meeting new people and having to create new connections, like, that's work for me, so I can, truthfully, I can experience some anxiety around that and so it tends to be a little bit of a conflict for me because I think we all need to have that community, we need to have that closeness with people. So an area of development for me is to continue to work along those lines. So hopefully that answers your question, maybe a little bit rambling, but maybe there's something in there ya.

Suzie: Oh yes, perfect. So let me ask this, we'll go to the fitness piece first. So it's a habit for you now to go to boot camp, get up early, go to bootcamp? You've got a positive connection with it. Has it always been that way for you? How did you, how did you create the comfort in that or the habit in that?

Will: You know, I would say about seven or eight years ago, I had reached the point in my life where my health, physical and mental and emotional, they weren't really where I wanted them to be, I was leading a life that had a lot of unhealthy habits and I just kind of woke up one day and I said, "Look, this is not, this is not the path I want to go down, this is not the way that I want to live anymore." And so I made some real intentional decisions, some really tough decisions and you know, ended up putting discipline around this fitness thing, that was something that I really anchored myself to. And so that, you know, that's when it happened. I mean, full disclosure, you know, and this just blows people's minds, I lost 52 pounds actually as a result of changing my lifestyle,

Suzie: Really?

Will: Yeah, changing my lifestyle and really focusing on fitness. And so, you know, I just can't describe how much better I feel, you know, from a self-esteem standpoint, but also just from a mental and physical standpoint. So yeah, like, I don't know, call it six, eight years ago. It's been a while now and I kind of eased into it, but yeah, that's how that played out.

Suzie: Had you been an athlete earlier in life and were able to tap into that, or was this all new?

Will: I was always athletic. I was always very, physically, you know, active. I mean on the DISC graph, I'm 100% D, 100 point D. So I was always moving, but I was never really into organized sports. I tended not to operate inside of the guidelines and it was hard for me to kind of focus for long enough to really get into that. So yeah. How about this? I was very socially active in high school and in college.

Suzie: Yeah. Yes. Cool. And I knew that you were into fitness because we go to a conference that we both see each other at and I was up early running on the treadmill and you were right next to me. So that's how I knew I could tap you or had an idea, plus you show up very useful and high energy to me, very mentally clear and very, very youthful, like you're not, you're not going forward in time and looking older, you're going forward in time and looking younger or fitter.

Will: Well, thank you for saying that. Yeah. Thank you, thank you.

Suzie: I didn't know the 52 pound thing. That's quite an accomplishment.

Will: Yeah. I look at some of those old pictures, like my passport photo, right? I'm looking at that and I'm like, "It is probably time to go get a different picture taken." I actually went overseas last summer with my brother, we went to Botswana, and I had the old passport, you know, because if they last for 10 years and I'm thinking, "Man, I look so different that I was worried about getting in and out of countries." And it was funny, the only person that gave me a hard time was the TSA worker in Greensboro, North Carolina where I live. Other than that, everybody else, nobody had a problem.



Suzie: Foreign countries weren't worried about me, but your home state that you probably go in and out of that airport every week.

Will: Yeah, the guy was basically like just shaking his head, I guess it was almost like two of me at that point in time.

Suzie: So when you got that lightning bolt moment, because I think that happens, my nephew is going through that now in regard to, he works and is successful in his career and he really blossomed you could say in his weight and health and now he's decided, can you, did anything in particular happen that caused you to decide, you know, because you just decided and he's in that place and I've been there myself, is there anything in particular other than just noticing or did something happen or other than just noticing?

Will: You know, I think that, when you, when I, got to that weight, I think it was 220, 222 at my worst, there's things happen so gradually, you know, you look in the mirror and you don't, it's hard to see that this happening over time. So, you know, I was sick and tired of being sick and tired, but I was having some other things going on in my life that were indicating to me that perhaps I was kind of going down a path that didn't really line up with my values.

Suzie: Yeah.

Will: And you know, when I say that it just, you know, things, you know, I don't want to be too transparent with this, but you know, things on the home front weren't going as well. I wasn't necessarily, you know, I was just not being the person that I felt that I had been raised to be for whatever reason. A lot of people talk about this as a spiritual moment or they talk about this as a moment of clarity and I am a very spiritual person, you know, I just kinda woke up one day and it just, you know, it dawned on me like, "Look man, you need to, you know, do something different and do something different quick." Or you may get to a point where there's no turning back. You know what I mean?

Suzie: Yeah. I liked that you said it was gradual because you said, "I get up at 4:45am, I go to bootcamp," and somebody who's not in that place right now and maybe hasn't had that moment, but they know that, you know, things aren't feeling like they'd like to feel or be, that it was a gradual process. I mean, you made the decision and then the actual progress was gradual because it really is gradual. It's gradual to get to where we got to and it's gradual to get to where we want to be. Didn't happen overnight.

Will: Right, and, but I will say this, it's easy to justify, "I think I'll skip my walk today or I think I'll skip my run today." Right? All of that's been well researched. There's a reason why, you know, a fitness facility sees such an influx of new memberships in January and then it's just drops right off in February every year. But yeah, I mean, you know, I did start small, I went to a nutritionist and she helped me think through and develop some plans that allowed me to be a little bit more healthy in the choices I was making food wise, and then of course, I mean I started to, you know, I don't know if I ever officially did the couch to 5K thing, but I mean I've picked a number



that I was going to do every day and I did it every day in terms of distance running and that's the thing, right? You can't, yes, it's gradual, but by the same token, it's got to be dramatic enough to make a difference.

Suzie: Yeah. Set the goals and then do them, which I talk about a lot.

Will: Sounds so simple, right? Sounds so simple, but...

Suzie: It's like our careers or it's sales goals or business goals, but it takes execution. You gotta stick to it. You talked about the gradual thing. One percent a day, 70 days you're twice improved. That's why this habit is recalibrate daily. So one percent a day, if you're not checking in daily, recalibrating daily to see how I'm doing, one percent a day in 70 days you're going to be twice the opposite of where you want to be in these areas. So you said you have a healthy breakfast every day. What's your healthy breakfast?

Will: High protein, you know, I'll do Greek yogurt, granola, honey, egg whites, maybe one full egg, I'll do wheat toast, definitely fruit. So yeah, I wish I was as good about my food as I should be, that is one area of transparently that I struggled with a little bit, you know? I just got back from Disney World with my wife and two girls and you go somewhere like that, at least for me, I'm like feeling super guilty about everything that I ate down there, so it's, you know, that's not an area that I'm feeling super perfect about right now, but at the very least I am active.

Suzie: You're active and you know what to do, I think that's confusing for folks that don't know what to do sometimes, you know what to do. So you go to Disney, you blow it out a little bit and then you come home and it's like, "Okay, now I know what I'm going to do."

Will: Yup, exactly. You know that is the comforting thing is, you know, in another week, maybe two weeks, I'll be back to where I feel good about things.

Suzie: Yes. There is an empowering feeling to that I believe. Like I know when I go off course I know what I need to get back on course, so there's a little less skilled, I'm a little less stuck and I get back to where I want to be quicker because I know, I mean, so it's good to have the knowledge and then know that you've done it in the past.

Will: Absolutely.

Suzie: On the spirit side you said that's not always your favorite thing to do and you said you are an introvert. What things do work for you? You've just, have you found groups where there's people you connect with or a topic that you really like? What, what are your top drivers? Your motivators, if you don't mind sharing, are they?

Will: So I'm 70 on the Utilitarian/Economic and that's followed up by Individualistic/Political and then Theoretical. So I have that entrepreneurial, that sales motivated graph. So you know, that really plays out well for me as a business owner because you know it's funny, I couldn't imagine



going to work somewhere where I can't influence my incomes, I can't influence my outcomes. And so yeah, so that works for me professionally. But to answer your question about, you know,

Suzie: I didn't know if you used that around community, you know, if you find things that match that, help you find communities you feel comfortable in.

Will: Yeah. You know, it's funny, we had a, we just recently moved into a new neighborhood and we're starting to meet our neighbors and you know, my wife's an extrovert, she loves it, she loves meeting all the people.

Suzie: Yeah, of course that always happens.

Will: Yeah, of course, that's right. So, you know, an example of how I pushed myself outside of my comfort zone, we decided to have a little pre-trick-or-treating kind of Halloween party at the house, which, you know, parties for me are just like excruciating, right? I'm like, somebody asked me recently as part of a workshop exercise, what's your favorite part of having a party? And I'm like, "The part where I leave." But you know, back to your question, I mean I spoke with everybody and I did feel a little more comfortable, it was my home turf, but the people, there was one guy that I really connected with, and you know, he's an entrepreneur who actually developed a very impressive company he built from the ground up. It actually ties into applicant tracking software and has to do with assessments, interestingly enough, but if somebody, you know, I'm sitting there and I'm talking with him and I'm losing track of time because I believe we likely had the same kind of motivator graph and we're interested in the same types of things. But yeah, I mean I do have a few close friends and you know, I stay in touch with them regularly and that I find to be very helpful.

Suzie: Yeah, yeah, yeah. I know when I started my business for, I've had it 15 years now, but probably the first eight years I lost track of everybody because I was so consumed with trying to make this work. And then at some point it was like, "Okay, I'm kind of, I don't have any friends. How did that happen? I'm a people person." I have my clients, you know, and my husband who's wonderful, but you know, who else? So I've really consciously worked on that and I am an extrovert, but even as an extrovert you can get lost in, you know, whatever you're doing. And then there's a little bit of a hole when you want to share something with somebody or you need...

Will: And I'm so glad you brought it up because it's funny, my brother and I, I think you are familiar with our story, our father started the business back in '77. He died in 2007 and we have been fortunate enough to to grow it pretty nicely since he passed. You know, we took a lot of what he built and ran with it and we're very fortunate that way, but by the same token, I learned some things from him about what I really didn't want out of our business and he, to your point, he was so consumed with building it, it was his lifelong passion, it was his experiment. He was always just fascinated to see what he could do with it, and you know, where it could take him. But in a way he was very one dimensional with that because he was so consumed with growing the business it became a part of who he was, which is okay, but you know, it was almost to the

exclusion of having personal relationships and focusing on areas outside of just the business. You know, in his latter years of his life, before he even got sick, I could just tell he was, and I was involved in the business at this point, he was kind of in a way, it was weird, he was almost kind of lost, like you could tell he wasn't as into the business anymore, he was kind of tired of it, but he was also held hostage by it, very strong personality, entrepreneurial type, he was in the middle of everything. But it was almost like he didn't really know how to invest or spend his time outside of it. And it was, I don't want to say sad, but it was, it was like he was lost a little bit, you know? And my brother and I have very intentionally said that we don't want that, we love the business, we don't ever see ourselves outside of the business, but we don't want the business to define who we are. And so that's why he and I both, you know, we have passions that we, that we spend time pursuing outside of the business and we just keep that perspective. I think awareness is so cue. You know? So that would be my two cents on that subject. We've done a lot of study and a lot of talking, a lot reflecting on that. And, and I would say that anybody who's listening, who's getting too consumed with building their business, like I get it, that stage one entrepreneurial phase, you've got to do what you've gotta do, but just be careful what you wish for because the thing can consume you.

Suzie: Yes, yes happens in corporations all the time. I see people who are getting ready to retire and they're not prepping what's next or they get laid off, outplacement, I mean, many moons ago, before I started my business, I was in the outplacement world and you'd see people just completely, great people with great skills that are currently devoted to the company, all their time goes there and then the company makes a shift and then they're left, they don't know and rightly so they're not sure where to go, but they also haven't cultivated connections. They don't have a professional network, they don't have a, you know, outside of the company. They don't have a personal network to support them. So that's why I believe that this recalibrate daily is just like, it's an essential habit if you want to be the best of who you are, you balance it out.

Will: Yeah, absolutely. You know, and back to the entrepreneur startup kind of thing, you know I've seen a lot of this, I'm not sure how relevant it is to your podcast, maybe it will be, where entrepreneurs are so into their business that they inadvertently disempower people when they start to actually, you know, make those first few hires because they realize that they're running out of time, they don't have enough time in the day to cover all the necessary functions. Well they hire people, but meanwhile they still feel so tied to the outcome that they have to make all the decisions. And so, you know, what you find is you have disempowered people and morale is no good and they don't hire really good people because the good people don't stick around and it's something else that Jeff and I have done, you know, we are very intentionally, you know, cultivating our leadership team where, you know, we aren't having to be in the middle of things. And it's, it's amazing, like that's been so crucial to our growth, is actually, as cliché that is, hiring good people, right, we hire a lot of bad people by the way. We had a, you know, I call it, I call it intuition, but I'll bet you it's seven figures easily in terms of just, you know, people we've hired and investments we've made and that hasn't really panned out. But you know, I think that that's something else that, that I think entrepreneurial people who are very, very focused on building a business need to make sure they're hiring good people and letting go of some of the decisions. Because inadvertently, again, you become held hostage by your own business.



Suzie: Yeah, what you said, those are the words you used with your Dad a little bit, was not as into the business, but at some point started to feel held hostage by it. Yep, yep.

Will: Yeah, and it is funny, and I can say this, my Father was great and he would've laughed about this, but it was like say, he would confide in me, "Well, I don't understand why anybody can't make, nobody around here can make any decisions here. I've got to make every decision." So finally he'd said, "Okay, Linda, choose some paper for this flyer," and she'd go choose a color and bring it back to him and he'd be like, "That's the terrible color, you know what, you chose Golden Rod, that's terrible, go with green." Well, no wonder...

Suzie: You are kind of creating the pain that you are talking about.

Will: Exactly, passing control over to other people, control, you know, empowering others can be a very uncomfortable sensation, but I can tell you, at least for me and for our business and the growth we've been able to see, it's been immensely freeing and gratifying.

Suzie: Yes, yes, that is so smart. One of the other habits is activate greatness and grow trust and within all of that is accountability, dashboards, you know, letting people play to people's strengths, making sure you're hiring for job fit, so that you're not held hostage by having to be everywhere in the business. Yep. That's awesome. With the spirit part too, what I was going to mention is you talked about being in the, at the party and there was somebody there who matched your motivators, you guess, because you had a lot in common and you didn't mind sitting with that person? What I would say as a tip is know what your motivators are and oftentimes people who match those motivators are the people you'll enjoy creating community with if you're an introvert.

Will: Absolutely.

Suzie: You know it's a tip there. So talk a little bit about how the actions that you take, you mentioned it a bit, about mental clarity, but how does the fitness, the eating healthy, the making connections that feel comfortable to you outside of work, how does this help you manage your stress and what difference are they making for you as an executive? And you talked a little bit about it, but is there anything else that there to share? And then the other thing is, is how do you find time to do these things?

Will: Well, I'll tell you what's, it's funny that you bring all this up, I believe fervently in the concept of choice and awareness and we have invested a lot in our own personal, professional development around leadership and a lot of that does center on awareness and taking a good hard look at some of the, perhaps the false negative beliefs that drive undesirable behavior. And I think many, many people go through life and they're driven by fears or insecurities and as a result, they're always pushing themselves into areas that are perhaps an unhealthy. Right? So there's a lot there that I won't go into, but the point is, for me, I made a conscious choice that I wanted to structure my day in a way that plays to my strengths and so I'm more of a morning person, I know that about myself and so, you know, I've touched on the fact that I like to



workout, have a good breakfast and I like to get into the office early. I will have my face-to-face meetings with my team in the morning. So I'll come in, I'll do some admin, I know for me that by like 2:00pm or 3:00pm, there's no putting me in front of a computer, I just, I can't handle it, it's just not how my brain works. I'm shot by then. So I come in, I'll handle my emails, I'll handle my face-to-face meetings early on, and then, this may sound really crazy, but you know, I'm usually out of the office by 2:00pm or 3:00pm and you know, the reason is, is I just know that I'm not as productive. Now there was a point in my life where, and this is funny to go back to my father, because again, I think that there's so much there around awareness, like how are we programmed by our parents and how do we carry that into our adult lives. But, you know, his deal was, "Look, you got to be the first one in and the last one out every single day, you got to play harder than everybody else." And I made finally, I had this awakening where it's like, it's okay for me to live my life the way I want to live it, not according to how I was programmed. And you know, I said, "Look, I don't need to be the last one out every day. My work is different than the other employees work, right? I take risks as an owner that they don't take. And then also just the nature of my work product is different, so I'm going to structure my day in a way that plays well for me." And so I don't know if that answers what you're saying, but I will, a nice side benefit to that and by the way, I want to let you know, it's not like I just turn off my phone at 3:00pm and I'm no longer available, but I will say I'm doing emails on my phone from home and that kind of thing. But what's nice is that allows me to have the time that I need in order to spend some time with my family in the afternoon. So I'm very proud to say that when my girls get home from school, I'm typically here. I remember that when I grew up, I wasn't, you know, again, to go back to my father one more time, he was so busy building the business that he wasn't around a lot, and you know, I don't say that as a sob story, I just say that as, "Hey, that was the reality of situation." And I've made a conscious decision that I don't want that for my girls. So really it goes back to choice. I think we're all a choice and I think we all need to be definitely vigilant around what drives unwanted behavior. And when I say unwanted behavior, like somebody who's forcing themselves to put 15 hours a day in, that's not healthy, we're not designed to do that. So give yourself permission to structure your life in the way that you want to do it and then just do it, because life is short. At least that's what, that's kind of what's worked for me.

Suzie: What has helped you, has it just been your own awareness or have there been books or mentors or the example of your Dad has been helpful in regard to you loved him deeply and I was a huge fan of his, am a huge fan of his, but that example was a piece of it, were there particular books or any kind of other, if somebody's sitting here thinking right now, "I'd like to be at greater choice and awareness and maybe I think I do have some false negative beliefs that are driving behaviors." Is there anything you read or did, I would want to say maybe the TriMetrix assessment was a piece of it, I don't know, but what helped you become more aware and more able to make choice? Is there anything in particular outside of what I just shared or add to what I just shared?

Will: What I'll say to you is that by virtue of the type of business I grew up in and around, I grew up in a household where like personal development, professional development was always at the center of everything that I heard growing up. Right? So my father was a big fan of things like *Think and Grow Rich*, that kind of thing.



Suzie: I love that, yeah.

Will: Yeah, yeah, so it was always about the power of the mind and how we can shape our reality based on what we, what we think of most and what we do most. And so I think that from a very early age, I was familiar with the assessments for sure, but the whole idea of self-improvement was so crucial to me growing up, you know, and I will say this too, I think that, you know, we, my brother and I in growing this business have been very conscious about looking outside for insight, we never, you know, we're always trying to grow as individuals and I think that's been able to help us to get where we are.

Suzie: Yeah. So favorite books, favorite course, anything come to mind that you lean on or go back to, maybe book you give to people on a regular basis?

Will: Well, I would say this, I'm embarrassed to admit, I don't read nearly enough. I'm a big fan of executive summaries in three paragraphs or less. I'm very high energy, can't sit still, hard for me to pay attention. So for me to read a book as very torturous. So I will say that there's a great book, it's called *The Four Agreements*, I would say that summarizes pretty nicely, you know, at least a pretty big dimension of our lives around this awareness piece and so that's a good one.

Suzie: Okay, good. Let's see, anything else about recalibrate daily and the way you find time to do these things is just because you've decided and you've wrapped around, your life around what you've decided.

Will: Yeah, I think people can tend to find a lot of reasons to put things off, why they can't do something and I think at a certain point, again, you just got to choose to take the step and move forward.

Suzie: Yeah. So who would you say has most influenced you in your life and career and it might be several people, it might be one, I don't know, but and what did they do and say and share that was most useful for you?

Will: You know, that's a great question, I've had a lot of mentors over the years. I, you know, I don't know if I can necessarily name them by name, I mean I learned a lot from Bill Bonnstetter, I learned a lot from Bill Brooks, I learned a lot from a man named with John Grinnell. I have a coach who I've been working with, her name is Suzanne. I've been working with her for six years. So these are the types of people, I always look to people who have achieved something that I would like to achieve. And so there are folks here in town who have done, built very impressive businesses that they're not held hostage by, you know, so that would be my answer to you about that.

Suzie: Okay. So always looking to people who have achieved something that you want to achieve and then just tapping into them for a period of time, just learning from them.

Will: And I don't know where I got this, this is not an original thought, but I will say that, I was told that you are the average of the five people you spend time with most. And so I always, you know, I always kind of keep that in mind and you know, I don't know if that's necessarily measured in income or spirituality or just maybe they have that something that you want, but that's always been a kind of a useful North star for me.

Suzie: Yeah, talk about when you think of the word successful, who comes to mind?

Will: Wow, so that's a good question. I mean, you've got the whole like Elan Musk deal and you've got if Steve Jobs and all those kinds of guys. So I mean that's what I would think, when I think about success, I think about people who have, who have built businesses that are very, very impressive to me.

Suzie: Yeah. So let's do a couple of fun, get to know you questions. Tell us about your favorite guilty pleasure. And I don't really even know if I like the word guilty, because we don't need to feel guilty about something we enjoy doing, but we'll just leave that in there. What's your favorite guilty pleasure TV show or shows?

Will: I love watching like historical accounts of wars, civil war, World War II. There's some really great shows on Netflix that are about that. I don't know why, I just find it fascinating about what these people went through. You know, we think we have such adversity in our lives, but you go back and you look at what the average civil war soldier or you know, a soldier in World War II went through. It kind of puts it in perspective for you. So I really enjoy watching those.

Suzie: You like those, anything else.

Will: Uh, you know, I'm trying to think. I'm watching the last season of *House of Cards*. I've watched that whole series a couple of times, even though the unfortunate nature of Kevin Spacey it is still a good show.

Suzie: It is coming back? Do you know?

Will: Yeah, there's one last season. It's, I won't spoil it for you. I mean, you gotta check it out.

Suzie: Is it actually up? The last season is up? Without him?

Will: Yup, yup, without him.

Suzie: Oh, I didn't know that. I'm going to be watching that. Yes.

Will: Check it out. They're doing the best they can, without obviously key characteristics.

Suzie: Yes, yes, yes. That's a crazy show. Like you think I'm not going to watch another episode, "Oh my gosh, I have to watch and see what happens." So there is another season.



Will: Yes.

Suzie: Okay, cool. What's your favorite possession?

Will: So I'm a huge car guy. I have a couple of cars. So like one of my lifelong goal is to have a collection, so, you know, terms of material possessions, it would be my cars, I'm definitely into them.

Suzie: Oh, ok. Favorite car is?

Will: So I had a BMW M3, so that's the latest and greatest. I just picked that up a few weeks ago and then I have a, everybody scratches their heads, they're like, "Why do you have this?" I have a 1987 BMW 325i. I don't know if you remember, those boxy cars from the eighties, but um, yeah.

Suzie: Alright, well I have to introduce to my husband, he is a car nut, so you could have good conversation and he's an introvert so there you go.

Will: Perfect. Then he would be into it and we could have a great time just talking.

Suzie: Yeah. You could just talk about cars because he loves to talk about cars. What advice would you give your 25 year old self?

Will: Oh, that's a good question, 25 year old self, be more serious about your career.

Suzie: Okay. If you could have one billboard anywhere, so you can put it anywhere, what would it be and what would it say?

Will: That's a great question, I have no idea. How about this, I'll get back to you on that one. How's that?

Suzie: Okay. So you don't have an answer for that. Would it be about sales? You could do a sales thing about, you could say, "The Brooks Group." That could be one thing. You could do that.

Will: Oh yeah, sure, it would be about our compan, sure.

Suzie: Yup, or maybe some advice, so who knows? But don't have an answer right now for that one?

Will: Right.



Suzie: Okay. So last question, if there's one bit of advice or wisdom you want every leader or sales professional to take away from our discussion about stress management and checking in daily or what I say, recalibrating daily, what is it?

Will: Hire good people and trust them, let go, get a little bit, try to step away from the idea of controlling outcomes so tightly, so many people are wed to what they think needs to happen in a given situation. And I think the sooner you can kind of let go, take your hands off it, so to speak, the easier life gets, that's what I have found for myself.

Suzie: Yeah, that's great. And, and you can let go when you, when you really spend the time and make sure you've got the right people, it's a whole lot easier, anyway.

Will: That's it.

Suzi: And you set it up. That's awesome. Well, thank you so much for sharing your insights and your journey today. As always, I always have a fond place in my heart for The Brooks Group, when I started my career, your dad was doing a lot of the seminars and stuff at the conference that we go to and I learned a lot from him and kuddos to you all for taking the business where it is today.

Will: All right, well thank you so much for having me. It's been an honor.

Suzie: Thank you. Appreciate it Will.

Suzie: I hope you enjoyed the episode and the interview with Will, I hope you're inspired to become more aware and to make more choices. I loved his example and I've been someone who has tapped into this, is that I watched people, pay attention to people I love, people close to me and people from a distance and I watch how they live and then I make choices based on what I see, either to do the same or to say, "Okay, I'm going to learn from that experience and I'm going to make a different choice." And he talked about that quite a lot today and I love what he talked about in regards to empowering others. He said, "Empowering others can be a very uncomfortable sensation, but I can tell you, at least for me and for the growth of our business, it has been immensely freeing and gratifying." So empowering others, it's hard to empower others if you don't have the right people in the right seats and you don't have people that are capable of owning the role and making great decisions. And so The Brooks Group talks about hiring in the sales world. We also have many resources around hiring. And so we'll share those in the show notes. The show notes for today's episode can be found at pricelessprofessional.com/stressmanagementtips, pricelessprofessional.com/stressmanagementtips, those are all lowercase and one word stress management tips. You can also go to the wakeupeagerworkforce.com directory and you'll see the episodes there.

Suzie: So I loved spending time with you today. Use his example, basically if you're going to summarize what he did, he decided, you know, with his health and well-being and it sounds like



he does that with his daily life and the kind of life he wants to live and be with his family, decide, choose then do it, decide, choose then do, would be how I would summarize how he's living his life, so he was great person to interview today and I'm just so thankful that he took the time from his busy schedule to do that, pricelessprofessional.com/stressmanagementtips. That's where you can find the show notes for today's episode. If I can help you in any way, contact me at pricelessprofessional.com/suzie, S-U-Z-I-E, all lower case. We could do a complimentary coaching call or maybe you have suggestions for me or ideas and input. Please reach out, love to talk to you. Look forward to our next conversation here at the Wake Up Eager Workforce Podcast. Go forth and have an awesome, awesome day and create that Wake Up Eager life in work and love and joy in your world today. Take care.

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