

# PETRA COACH CONFERENCE NOTES

## 2016 SCALEUP SUMMIT

MAY 24-25, 2016

The Petra Coach team captured the following notes during the 2016 ScaleUp Summit in Atlanta on May 24-25, 2016. While written notes cannot replace the experience or value of hearing a speaker in person, we wanted to share these ideas to inspire and inform you with concepts from today’s leading business thought leaders. We encourage you to ask any of the Petra Coach team members if you have questions or comments about the notes below. Please contact us at [info@petracoach.com](mailto:info@petracoach.com) or at **(888) 330-1020**.

We also invite you and your executive team to attend the **2016 Growth Summit** presented by “FORTUNE” in Dallas on **October 25-26, 2016**. Speakers include, Pat Lencioni, Hermann Simon, Amanda Lindhout, Greg Brenneman, Rory Vaden, Alex Osterwalder, Jay Harman, David Emerald Womeldorff and Calvin Newport. See page 67 for a full description of the speakers and presentations. Contact [Camille@petracoach.com](mailto:Camille@petracoach.com) for early registration and special offers for Petra Coach friends and members.

The notes from each speaker include a short executive summary, a key takeaway quote, and the notes captured during the presentation with important concepts highlighted. Whenever possible, links to websites, videos, books and online presentations were included in the notes. A special “Thank You!” to Cheryl Biron for supplementing the Petra Coach notes from the conference. Notes are included from the following speakers:

**General (Ret.) Stanley A. McChrystal, U.S. Army**  
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# General (Ret.) Stanley A. McChrystal, U.S. Army

Commander of the Joint Special Operations Task Force in Iraq

Author of *"Team of Teams: New Rules of Engagement For A Complex World"*

<http://www.amazon.com/Team-Teams-Rules-Engagement-Complex/dp/1591847486/>

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## Executive Summary:

General (Ret.) Stanley A. McChrystal is uniquely positioned to present on the demise of the traditional "Command-and-Control" hierarchy in organizations. By the end of his career, McChrystal was leading over 150,000 soldiers using a "team of teams" approach that promoted transparency, communication, trust, and a "hands off" approach. This new hierarchy provided a "shared consciousness" of the entire team, thus leading to "empowered execution." McChrystal presents a convincing case that the speed of change and level of interdependency in the world has created complexity that cannot be addressed with traditional "command-and-control" organizational structures. One of the key solutions to creating this new "team of teams" approach was a daily meeting similar to the Daily Huddle promoted in Verne Harnish's book "ScalingUp." This daily "Operations & Intelligence" brief provided a channel to share relevant information that empowered team members with the information they needed to execute in a complex battlefield.

## Key Takeaway Quote:

*"The world has gone from complicated to complex."*

## Notes from Presentation:

As a child, General McChrystal was taken by his father to the movie "The Longest Day" with John Wayne. That was the moment when he decided to become a soldier. General McChrystal comes from an extensive family of soldiers.

## Understand How You Win

Summer of 1755 - General Edward Braddock, British General fighting against the French and Indians. His objective was to take out Fort Pitt (current Pittsburgh.) A difficult challenge just to get there with his troops and material. He had 300 axeman just to be able to travel the several hundred miles through the woods. He had two regiments of disciplined soldiers. He knew how they would act on the battlefield because of past experience. Despite the opposition of young officers like George Washington, he didn't understand that the force they were engaging was very different. The Indians used the woods to outflank the British. The plan was unsuited for the conditions.

## Joint Special Operations Command (JSOC)

General McChrystal took it over JSOC in 2003. The history of the JSOC started after the debacle of the Iranian embassy hostage situation in 1979. In April of 1980, a rescue attempt was made by the military. It failed for many reasons. The Iranians used it to show the weakness of America by showing clips of the abandoned equipment. The military studies the problem and created the JSOC. The concept was to take the best-of-the-best of special operations:

- US Army Delta Force
- Navy SEAL Team Six
- US Army 75<sup>th</sup> Rangers Regiment
- US Army Night Stalkers
- US Air Force 24<sup>th</sup> Special Tactics Squadron



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*"If you don't like change, you'll like irrelevance even less."*

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## Iraqi 2003

What was the threat? The story of Abu Musab al-Zarqawi. The US Army was looking for a traditional command-and-control structure in their opponent, but they found a loose affiliation of networks that had no single “head” authority. It was a fast-moving, adaptable organization that learned quickly from events that impacted the organization. Al-Qaeda in Afghanistan was a traditionally structure organization. Al-Qaeda in Iraq was Version 2.0 that came of age after the information age. ISIS is Version 3.0.

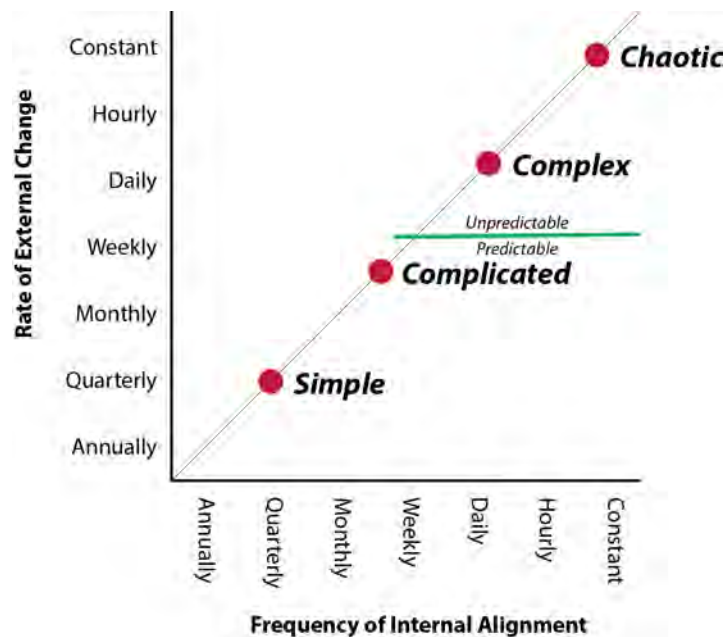
## “THE WORLD HAS GONE FROM COMPLICATED TO COMPLEX.”

We like things that we know – for example baseball:

- The pitcher’s mound is 60 feet 6 inches from home plate
- An average pitcher throws the ball at 90 mph
- The batter moves his bat at 72 mph
- So doing the math, the hitter must decide in .2189 seconds to assess the pitch and swing
- It’s “Hard” to hit the pitch, but “Doable”

Borders story - They faced competition from Apple for music sales and Amazon for selling books. They went out of business

## Predictability vs Unpredictability Chart



- Complicated is predictable (e.g. Internal combustibile engine; General Motors; Traditional organization chart)
- Complex – Relationship between cause and effect can only be perceived in retrospect
- Chaotic – No relationship between cause and effect.
- The information age moved us into the world of complex.
- Complicated organizations can get “pulled” into complex because of certain situations. In Iraq, JSOC was constantly being pulled into “Complex”, so they decided just to live there.



### **The organizations involved in the fight:**

- Joint Special Operations Command (JSOC)
  - Delta Force
  - Navy SEAL Team Six
  - Rangers
  - Special Tactics Squadron
  - Night Stalkers
- National Security Agency (NSA)
- Central Intelligence Agency (CIA)
- US State Department
- Defense Intelligence Agency

They were all in silos, they didn't even have a relationship between the different organizations. They didn't even have common communication systems that could talk to each other.

### **Change Started with a Daily Meeting – Operations & Intelligence (O&I) Brief**

- Via Video Tele Conference (VTC)
- Baghdad and Ft. Bragg
- 30-minute call
- 50 people

But there were 76 bases across 20 countries were involved in the war. So, they decided the daily meeting had to include everyone!

### **New Daily Meeting**

- 7,500 People
- 90-minute call
- The result, they knew what to do for the next 22.5 hours.

### **The Impact of the Daily Meeting**

- Create a shared consciousness
- Pass information
- Create understanding
- Establish connections
- Trust

### **The Metrics of Success for the Call**

- October 2003 - 1 raid per week / 4 raids per month ("You're doing great." But we were losing the war.)
- August 2004 - 18 raids / 1 every other night ("You're doing great." But we were falling behind the enemy.) General McChrystal was still approving all the raids.
- August 2006 - 300 raids / 10 every night (just in Iraq.) A 17X increase with the same size force. General McChrystal was not approving ANY raids. It was pushed down several layers to the people that could make decisions quicker.



Article about McChrystal's meeting: <http://www.inc.com/ilan-mochari/genearl-mcchrystal-meetings.html>

### Leadership Qualities

- Functional Excellence
- Constant Learning
- Effective Communication
- Decision Making
- Discipline
- Connecting
- Self-Awareness

*Leadership definition:* A leader is like a gardener. 'They don't grow anything. The plants grow.' The leader creates an ecosystem where plants do what only plants can do.

### Role of the leader: He had to change how he lead

- Grew up thinking the leader is the iconic "just follow me"
- Most of us got to be successful because of functional expertise
- Then we are not doing them anymore, were expected to pick up other things along the way
- Now he thinks leader is a gardener:
  - Prepares ground
  - Plants
  - Feeds and weeds
  - Creates environment
  - Plants grow themselves

### A Great First Step

You've created things that must be brought down. (Video of Silo being knocked over.)

### Questions & Answers:

*Do you negotiate with your enemies?*

Talking with your enemy doesn't mean that you agree with them. You must engage with them.

*How do you implement these team tools in the corporate world?*

Team is small enough where you know everyone's name. 100 people. You can operate with organic agility. So how do you make it bigger than 100? ScaleUp? Small teams have to stay small. The connections between the teams is an interaction that becomes almost "market like." How can you make it in their interest to connect with other teams? They can then self-organize. We couldn't do this historically because of the flow of information. Technology allows you to connect these teams and allows senior leadership team to monitor the conversations - don't touch it if it's working well. Most organizations don't need to re-organize. It's the processes and culture of connecting people. What are the "rules" in how people interact? Change the structure only as it is apparent.



*When doing the meeting with 7,500 people for 90 minutes, how did you manage it?*

- It was NOT a briefing to the boss. You don't need to do that because the information can already be accessed by the boss through other portals.
- We had a set agenda. The purpose was the conversation.
- We called the information the "Front page above the fold." We wanted everyone to know the headlines that everyone needed to know. People could dig into the stories that they needed to know.
- 25 minutes of sharing of information. You shared for 1.5 minutes. People reacted for 2.5 minutes asking questions and adding additional context/data to the subject.
- People were resistant to sharing information initially. So McChrystal had to "stage" some high-level communications between senior leaders with the junior leaders in the room. The junior leaders then became aware.
- McChrystal took the strategy of "Thinking out loud" and then asking people
  - "So did I get all of those facts correct?"
  - "Here's what I think we're going to do about this? Did I get it right?"
- What happened parallel during the meeting was 75 chat rooms that were running simultaneously - they hear something in the meeting and then could immediately chat another connection to follow up with.
- The result, for 22.5 hours the information pumped into the organization, like pumping blood into the body.
- Every organization has different agendas and needs. It makes everyone feel like they're part of the team.

*What was your experience serving under Bush and Obama? What did you learn from both of them?*

How is it dealing with the Presidents/White House? I would get phone calls/messages saying, "the White House is pissed off." I would ask, "Is it the President that's pissed off?" They would respond, "Well....it's not really clear." I realized that the White House was a team, and not always that organized. Regarding Bush, if I needed help today and asked Bush, he would just come. No questions asked. But I was dealing with the second term of Bush. When Obama came in, it was his first administration and they were just figuring it out. Obama is very analytical and focuses on the problem. If you get the right data to Obama, you will get a good, predictable answer. It was just a challenge getting through all the channels to get the right data. Just like any organization, if you can't get information to move quickly and accurately through the organization, every leader will have a problem making decisions/operating. Dealing with a good Executive Assistant can be good or bad. The EA becomes your exterior view.

*What kind of cultural training is needed at lower levels to allow the flow of Team of Team communications?*

They must be competent in their business/actions first. They must be able to put their position in context. We had to reverse the communication pyramid - from everyone informing the boss, to the boss informing all of the team members. With transparency, they should learn from each other quickly. They need a certain level of acuity. You have to tell them that you want them to share information. "Instead of making decisions for people, say 'Wait a minute. I think someone at a lower needs to make a decision. Tell me what it is and let's discuss how that worked out later.'" The key is training the executives how to respond.

*How often have you seen that the people just can't adopt the Team of Teams methodology?*

If you pass the information, a lot of problems solve themselves. The ability to watch everything mitigates the risk. The leaders have a high-level view of everything going on. We could identify problems before they happened. McChrystal never interfered in the communications going on, but he monitored it to mitigate any risk/problems.



*Talk about your perspective on incentives.*

The incentive structure that creates great competence on the individual, because they're not incentivized on the value of the team. It should only matter if the team wins. Don't reward just an individual for functional excellence, you need to incentivize the individuals to have team success.

*Story about one of his clients, a Quant Hedge Fund*

Hedge-fund that does quantum investing. 500 really smart people that are creating thousands of market links. Each one is individually incentivized to perform as an individual. If we connect and communicate, we can excel even more. Command-and-control leader. He recognizes that he has to become a better leader.

### **Additional Reading**

- <http://www.inc.com/ilan-mochari/genearl-mcchrysal-meetings.html>
- <http://www.fastcompany.com/3045477/work-smart/goodbye-org-chart>
- <http://www.wsj.com/articles/the-view-from-the-top-1431471738>

*Handout Materials:*

### **Follow-Up Action Steps:**

How do you combine the agility, adaptability, and cohesion of a small team with the power and resources of a giant organization?

No longer is the business world as "Cut and dry" as before, allowing leaders to make predictions on future outcomes. This new complex environment means:

- To win, you have to change. This change is less about the tactics and technology, but more about the culture you foster in your organization, your approach to management.
- Efficiency is no longer enough. The complexity of the business world means everything is interdependent and fast-paced. To keep up, your organization needs to be adaptable.

### **Shared Consciousness and Empowered Execution:**

- Break down the separate silos of your organization. Foster transparency and communication between your teams. Your "team of teams" will begin to interact like individuals in a single team, working together for a common goal.
- Promoting trust and purpose between the teams will give them the ability to solve problems that one single manager wouldn't have been able to do before. This leads to a "bottom-up" results from interaction, rather than "top-down" orders to be followed.
- As a leader, you have an opportunity to take an "eyes on, hands off" approach. Lead your organization by enabling rather than directing. Empower your people.





# Jim Whitehurst

CEO and President of RedHat

Author of "The Open Organization: Igniting Passion and Performance"

<http://www.amazon.com/Buyer-Personas-Customers-Expectations-Strategies-ebook/dp/B00QQMV5WI>

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## Executive Summary:

Jim Whitehurst, CEO of Redhat, had a similar message to General McChrystal – a top-down, command-and-control organization is not effective in today's world. At Redhat, Jim applied many of the lessons he learned while taking Delta Airlines through bankruptcy as the COO. Team members are more effective when aligned with the vision and goals of the company. Jim accomplished this through open and frequent communication. A key component of Jim's leadership is to make sure you have team members that are aligned with your organization's purpose and values. One of the top takeaways from Jim's presentation was on how to implement change in the organization – he suggests identifying the "thermostats" and "thermometers" in the organization and enlisting the support of the "thermostats" to make the change happen. "Thermostats" are people that "set" the temperature, and "thermometers" are people that just "tell" you the temperature.

## Key Takeaway Quote:

*"Leadership is about creating the context for people to do their best work."*

## Notes from Presentation:

About Jim Whitehurst

- Advocate for Open Software
- Doubled RedHat's revenue under his leadership
- Named "One Of The Best Places To Work"
- Spent 6 years at Delta Airlines - Chief Operating Officer

Easier to define a culture than change an existing one.

Ability is not a nice to have, it's mandatory. The best are 10X better than the average.

Jim shared the story of RedHat's growth to a dominate player in the operating system market. (For background, read <http://fortune.com/2016/03/22/red-hat-revenue-2-billion-open-source/>)

RedHat's environment had a culture that was the opposite of command-and-control when he arrived at RedHat.

Virtually any task today that can be identified as rote can be automated. And we have ubiquitous broadband access to information.



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Management 101 - How do you get people to do X?  
Next generation, How do we get people to continuously do more?

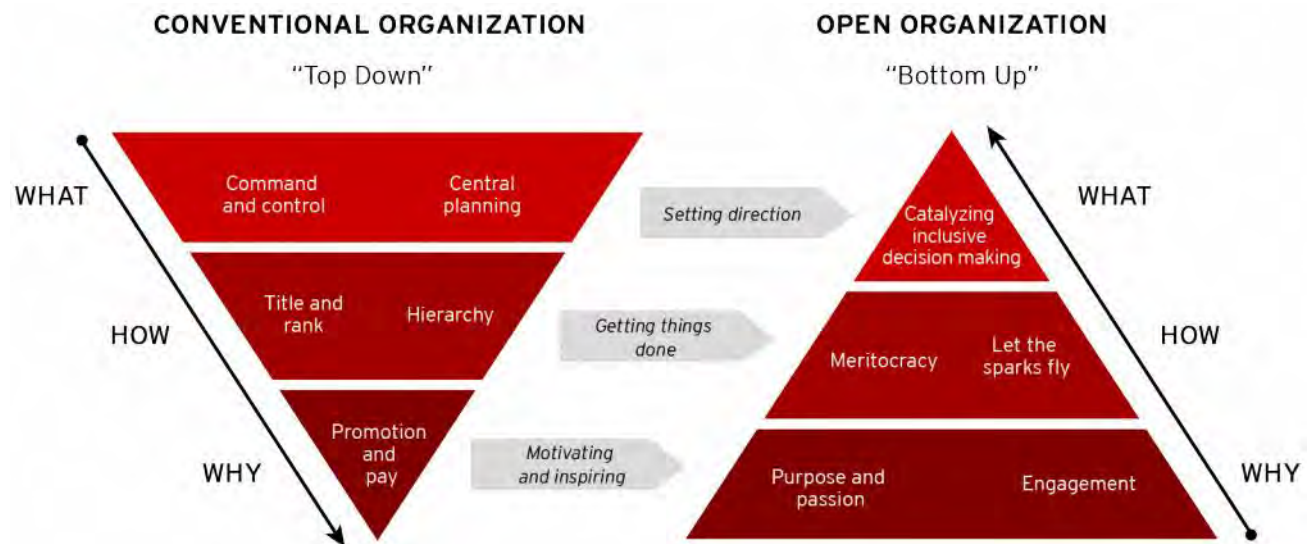
### Rational Human Beings?

Standard economics teach us Demand and Supply curves dictate the market. But it assumes perfect information and rational human beings. We don't have perfect information and human beings are irrational. There is no grand formula for Behavioral Economics, because human beings are not rational. So there's no single theory. Emotions play a role that requires us to constantly adapt management theories – we will never have a single solution.

**Management or Leadership** – They're all about getting people to do things. Management assumes that people are rational. Leadership is about dealing with emotional beings.

Management and Leadership need to merge together. Think about culture. Think about how people communicate together.

[Gary Hamel, "The Future Of Management"](#) – We are moving to a world where traditional management doesn't work. We are no longer in a static environment.



Leaders "build perennial gardens." It's hard, but it's a beautiful thing once it's established.

### Motivating and Inspiring

Getting bigger does not mean getting more professional. Professional can mean "reducing or eradicating the emotions in your organization that made it a great culture in the first place. You need to focus on how you take what you have that made your organization great and be able to scale it. Meet about it. Obsess about it. Don't change it. Scale it."

[Simon Sinek, "Start With Why"](#)

"Says easy. Does hard."



Talking about your mission and purpose in meetings is critical. You have to have meaning in your organization. Millennial definitely want meeting, but everybody does.

People are disengaged with organizations that don't have meaning.

The irony of "Best Places To Work" award is the question, "But who is it the best place to work for?" Not every environment is for everyone. You must attract the people you want. RedHat focuses on passionate people. KPI on Passionate Employees: They have three employees that have tattoos of the company logos on their body.

**Engagement** - Not written about as much. You hire passionate, caring people, but how do you engage them. Engaging people in the strategy of the company is absolutely critical.

### **Delta Airlines Story**

Spent June and July building a plan to raise money to be able to survive through a coming bankruptcy. So in August they executed the plan and ultimately filed for bankruptcy. (Funny, "It takes a lot of money to file for bankruptcy.") A maintenance employee asked if he would come over to the break room to talk to the employees about it. At 7:30-8:00pm he drove over to the break room with 150 people in the room and most of them were going to lose their job as part of bankruptcy, the junior employees would get laid off. I had no idea what I was going to say... He started giving the same presentation that they were giving to banks that they were borrowing money from. They started giving him ideas on how to improve the plan - the people most impacted by the plan actually wanted to know what was going on. This started a process where they brought in more and more employees to review the plan. People kept asking, "What can we do?" His response was, "On time performance." At the time, they were dead last in on-time performance. In a few months they went to number one. It became the one thing that every employee could do to support the organization. Even though they had staffing cuts, they got it done.

It's important to share the plan with everyone in the organization. (You have to tell them 7 times before they actually hear it.) Leverage technology...video conferences, send out videos, etc. It's critical to have an engaged workforce.

Key objective, all employees can say "I know the strategy of the company and I know my role to support the strategy."

### **Getting Things Done**

RedHat's Organizational Strategy: We listen to the people who have the most influence in the company. It's not meritocracy; not the best idea that wins. Who have been good contributors and help others and consistently do good work and others listen to them, then the executive team listens to them. They have processes in place to keep those influential people in the loop and who to listen to.

### **Thermometers & Thermostats – Two types of employees:**

- Thermometers - Reflect the temperature in the room
- Thermostats - Set the temperature in the room
- Everybody knows who is the thermostat and who is the thermometer. Identify the thermostats and enlist them to make change in the organization.

How do you foster constructive conflict in your organization?

Don't be "terminally nice." They never talk about the problems.



Jim highly recommends, [“Creativity, Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration” by Ed Catmull](#). Great quote, “If there is more honesty in your break rooms or around the water cooler than around the conference room, you cannot be creative.”

It takes a while to get used to the “harsh” environment, but it’s critical to the success of the organization.

### **Setting Direction**

“Catalyzing inclusive decision making”

Red Hat Mission Statement: “To be the catalyst in communities of customer, contributors, & partners creating better technology the open source way.”

### **Q&A**

*How do you listen to a group and then decide to go a different direction?*

It’s a meritocracy, not a democracy. We have a social contract; we will never surprise you. We will listen to you and we may go a different direction, but we’ll tell you why. “Unless it’s cupcakes, don’t surprise people.” It goes down fine as long as people have talked about it in advance.

*How do we have constructive disagreements in the conference room?*

We do training around it, based on [“Crucial Conversations.”](#) Leaders are encouraged to thank people for bringing up different ideas or uncomfortable comments. Trust has to build up. Start with a broad program to get people to understand the concept. And then start talking about it during meetings.

*What do you see in the future for open organizations?*

The biggest challenge is getting the leadership to believe in it. Leadership is about creating the context for people to do their best work. It’s passion, engagement, interaction, etc... If a leader doesn’t believe that in their core, it’s a lot of hard work.

Leadership definition: “Leadership is about creating the context for people to do their best work.”



# Erik Qualman

*Author of "What Happens in Vegas Stays on YouTube: Privacy is dead. The new rules for business, personal and family reputation."*

<https://www.amazon.com/What-Happens-Vegas-Stays-YouTube-ebook/dp/B00HATCOCG/>

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## Executive Summary:

Erik Qualman made an entertaining and educational presentation about the impact of Social Media and mobile devices on privacy – basically, privacy is dead as we know it. Erik's "Social Media Revolution 2015 #Socialnomics" video should be watched by all business leaders to get a sense of the tremendous impact of Social Media on business (<https://youtu.be/jottDMuLesU>). Counterintuitive to a presenter/expert on Social Media, the majority of Erik's recommendations were rooted in traditional, common-sense tactics (e.g. stop multi-tasking, handwritten still have the most value, instead of long emails make phone calls.) Erik defines the five characteristics of Digital Leadership with the acronym, STAMP: Simple, True, Act, Map and People. The recommendations in the handout materials are excellent (captures at the end of the notes), including this outstanding suggestion about email: "For the next week only answer your email from 10-10:30 am and 2-2:30 pm. The first question you should ask for every email is – 'Do I need to reply to this?' Try and limit your emails to 2 sentences. This will be hard at first – it might actually take you more time in the beginning – but with practice you will improve. If you feel it warrants more than two sentences, make a phone call."

## Key Takeaway Quote:

*"Privacy is dead. How do we take advantage of it? And protect it? Our online reputation is our reputation." "What will your grandchildren learn about you by searching online?"*

## Notes from Presentation:

*What are the characteristics of digital leaders? What are the core constructs?*

### Digital Leadership:

4 C's of Digital:

1. Creating
2. Curating
3. Connecting
4. Culture

Opening Video (on YouTube): [Social Media Revolution 2015 #Socialnomics](#)

### Social Media Facts from Video:

- Did you know - mobile devices drive over 50% of e-commerce
- Facebook has a large population
- 50% of the worlds population is under 30



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- Millennial would rather lose their sense of smell than their technology
- More people own a mobile device than a toothbrush
- By 2018, video will account for over two-thirds of mobile usage (why organizations are increasing video spend)
- Every second 2 new members joins LinkedIn = the entire enrollment of the Ivy League every day
- LinkedIn age limit has been lowered to 13
- Grandparents are the fastest growing demographic on Twitter
- 90% of buyers trust peer recommendations
- The average person has a :07 second attention span, a golf fish has :08 seconds
- Real-time marketing and news jacking have become staples of major brands
- Wearable technology will make things real-time
- 4 P's of Marketing: Product Place Price and Promotion have been replaced by the 4 C's
- Word of mouth = World of mouth

[UberBoat's](#) and UberHelicopters are out there.

Skittles couldn't decide why sales were going up in metropolitan areas. Adults were buying Skittles to put in martinis for a little color and flavor. Example of using big data to discover trends.

Spritzing – “Reading Reimagined” - A faster way to read. <http://spritzinc.com>

“Think mobile only.” Not “Think mobile first.”

You should never be happy with your website. Like the Golden Gate Bridge - once you finished painting it, you need to start again.

These tools don't replace face-to-face. They are just important when time and distance is a challenge. They augment face-to-face.

*“A handwritten letter still trumps a text.”*

Socialnomics - Word of mouth on digital steroids.

Privacy is dead. How do we take advantage of it? And protect it? Our online reputation is our reputation.

Digital Stamp = Digital Footprints (stuff you upload) + Shadows (stuff that other people put up about you.)

90% of children under 2 already have a digital stamp.

If you get off the grid, you only have a shadow, not a Digital Footprint you can control.

Contact lenses with a digital screen - the next version of Google glasses.

YouTube Video – Prank of Jeff Gordon going into a dealership to drive a car. Pepsi commercial.

<https://youtu.be/HZBB9jU5Syc>



## The Five Attributes of Digital Leadership - S.T.A.M.P.

- Simple
- True
- Act
- Map
- People

### Simple

- Keep it simple - stop multitasking!
- People have had to get better at multitasking...oops we can't multitask. We switch-task. We become less efficient when people attempt to multitask. Our IQ drops 15 points when you multitask. That's the equivalent of not sleeping for 30 hours.
- 40% of the time we don't get back to the task. When we do, it usually takes 26 minutes.
- Dark Vader commercial with the kid and the car: <https://youtu.be/OrDU8K63hb0>(Video has no dialogue in the commercial, so the commercial works in different languages, at sporting events and they picked a child who had health issues. So he went on a PR tour to connect in a social play. What's the social play of ordering those doughnuts?)
- 40% of commercials run on the Super Bowl weren't uploaded to YouTube before they were played on TV. What is the Social Play, Volkswagen got 48 million views online before it ever aired on the Super Bowl.

### True

- Being decisive and being true to who you are
- Think about what you want people to know about you when they Google you? Do it for your team? Your brand? It should be short. 140 characters or less. Similar to "What do you want people to say about you at your funeral?" You don't have to die to find out, you can just Google now.
- Integrity (your actions behind closed doors) - Reputation (public perception). They are now one and the same.
- Turnaround – Give me a list of your top 50 clients. She then meets with all 50. What do you buy from us? And why do you buy from us? Based on the patterns that emerge, she then implements changes in the company.

### Act

- Action and attitude trump everything in the digital world
- Throughput traps – Have you touched your phone with 10 minutes?
- Dopamine is how we get things done, but if it's not balanced, it also creates addiction (alcohol, gambling, smoking.) Social media can also become an addiction. (People walking into each other because they're looking at their phone.)
- In order to create output, write down the two things of output you need to get done during the day? Before you touch any of the throughput (mobile) devices. Write them down! The biology says that you have to write them down – you get the same dopamine hit for checking stuff off that you write down.
- Time to recharge the batteries – we go on vacation, but we take our mobile phone and/or we come back to a large pile of email. The average person gets 1,200 emails per week. Out of office reply: Thanks for your email. The server is temporarily full. If it's really important, resend the email on Oct 21. Only 8 people took me up on that.
- "Let's get ready." vs "Let's get started."



- Best Kickstarter campaign of all time. <https://youtu.be/5gGiNyFzmgM> They needed \$100,000 and only got \$90,000. So they decided to tweak it and tried again. They created a video and started again. The second time they raised \$13,000,000. "The Coolest." 18V blender built-in into the cooler. Built-in Bluetooth speaker. Recharge your USB devices. LED lights built-in to the lid. The big difference: they launched the first time in the winter...the second time they launched in the summer.
- Fail Fast. Fail Forward. Fail Better.
- American Red Cross Twitter "Oops" - They couldn't respond fast enough when there was a crisis. So they allowed the entire company to use Social Media Accounts. [https://www.buzzfeed.com/mjs538/red-cross-employee-accidentally-tweets-from-the-of?utm\\_term=.relMPD2zqA#.trOnzWD9L8](https://www.buzzfeed.com/mjs538/red-cross-employee-accidentally-tweets-from-the-of?utm_term=.relMPD2zqA#.trOnzWD9L8)
- Being "Flawsome" - If you admit your flaws, you're actually more appreciated as a human being.
- Take Digital Lemons and make Digital Lemonade

## Map

- What's the vision of where you're going?
- Wheat Thins Example: Does anyone talk about crackers online? "AAHHHH I'm outta wheat thins... My life is officially over!" They were listening and responded. <https://youtu.be/xvBWGDHY8FO>
- Dream big. Set goals. Take action. "If you aren't getting pushback, then you aren't pioneering." ~Erik Qualman
- Build a "Not For Now" list.
- We want to say "Yes" to everything. You need to start acting like a doctor. They're limited to the number of hours they can operate in a row. They want to save everybody. But you need to realize that it benefits everyone in the long run to take breaks. We don't have unlimited bandwidth.

## People

- Stop multitasking.
- Be sure (one or two sentences that you want people to find on Google...could be a single word.)
- Action - write down the two outputs you have to produce today.
- Surround ourselves with the right people on the team.
- "Post it forward." - Take 3 minutes (to 30 minutes) a day to get interested in others. For example, on LinkedIn you go endorse someone for a skill (for something you think they have.) This allows you to let people know that you're thinking about them. They feel better and you feel better. "Networking before you need your network." "If you're interested in this industry, here's three people you should talk to..." Or, "Here's an article that I thought you might be interested in..."

NCAA Story - Networking example. Erik wanted to connect with the NCAA while in Indianapolis. While out running, he came across the NCAA office and decided to check his LinkedIn account to see if he was connected with anyone at the office. He went in and asked for that person and was told that she was on maternity leave. So he left. But another person recognized Erik in the lobby when they were going to a meeting at the NCAA. They watched the Socialnomics video and the guest said, "You know, I just saw Erik in your lobby." The next day, another NCAA employee called Erik and asked, "Were you in our lobby yesterday?" The NCAA has become a client of Eriks.

You don't need to go deep on all 5 C's of Digital Leadership. At least go deep on two that you're comfortable and strongest at doing.

"Can I use your phone." Said by every kid



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## Q&A

*Does all of this stuff apply to B2B as much as B2C?*

Many people get intimidated because of compliance issues. Compliance is great because it keeps people from getting into the space and you have a chance to stand out. Your opportunity might be limited by the size of the market. You used to have to ask your client, “How is this working with your end user?” Now you can skip the customer and find out what the end users are saying online. Subway spoon supplier story - they caught a problem before Subway even caught it because they were listening online.

*Is there a difference between selling products versus selling service?*

Not much difference. Service may be more personal. Products are more about what’s working and what’s not working. We tend to focus on all the negative reviews and overlook that 90% of their customers love them. Great companies know how to leverage the positive reviews.

*As more people get more comfortable with Social Media and use it, it’s become more and more advertisement driven.*

*How do you maintain authenticity?*

The more people try to sell stuff online, you can stand out even more by being authentic. Thank everyone that is doing that.

*Original content versus SEO content?*

A lot of the social play years ago was for SEO. Google put it into their algorithm. For original content (blogs and podcasts), it’s free like a puppy, not like a beer. It’s still a lot of hard work. If you can create original content, it’s great, but it is a lot of work. Curate a lot of content for your customers – give credit for the source, but make it specific for your clients. It’s not as much work as original, but still time consuming.

*When you’re promoting yourself, how do you balance?*

Humble Bragging. Most success is a combined effort. Avoid it by highlighting others that were helpful in the success. Who were the people that helped you get it done?

*Should you ignore really negative feedback on Amazon, Yelp, etc?*

You shouldn’t ignore it. You need to address it in some way. Reach out to them. Address it. Tools are being developed to identify people that are just consistent flammers. If it goes more than two posts, move it offline. Negative reviews can be great things - do they really have a legitimate gripe. If you take the time to reach out to them, they become your best ambassador. A negative review can also prevent you from getting a customer you don’t want - it helps people self-identify the type of experience I want. For example, “That’s the worst walking-tour ever, I was exhausted and we walked way too much.” Other people may see that review as an example. The number one influencer on if I’m going to use a review or not - Did they actually buy it? (Verified Buyer.) The second biggest influence is if you know the person that wrote the review.

Amazon increased their revenues \$200 million by just turning on the feature “Most helpful positive review” and “Most helpful negative review.”

Network before you need your network. Also build out your ambassadors before you need them. Your best ambassadors don’t need to work for you. They will come to your defense before you even respond.

Closing Video on YouTube: [My Digital Stamp & Digital Legacy](#)



## Handout Material:

### #Trending

- If Facebook were a country, it would be the largest in the world
- The age limit on LinkedIn has been reduced to 13
- Over 50% of the world's population is under 30-years-old
- Today, a goldfish has a longer attention span than your customer (8 seconds)
- More people own a mobile device than a toothbrush

### Modern Leadership: Becoming the Disruptor vs the Disrupted

Leaders today are made-not born. Whether you're a leader of one or one thousand, modern leadership takes many forms. Yet, in our digitally paced world, modern leaders all practice similar habits to achieve success & happiness. Embracing these same 5 habits will help you become more productive, reduce stress and drive top line growth.

### Follow-Up Action Items-STAMP Steps

#### Simple: It's not about adding stuff it's about taking away...

- Write down your goals - next to your goals create a "Not For Now" list. This will help keep you focused on the important versus the immediate.
- Prioritize which social media outlets are the most important for you business. Those lower on the priority list should be placed on the "Not For Now" list.
- For the next week track how many times daily you find yourself multi-tasking. The following week try and reduce this by half.

#### True: Know what you are trying to become...

- In 140 characters or less, write down what you would want people to find when they Google your name.
- Do the same for your product, service or brand name.
- Compare this overtime to what shows on Google.

#### Action: Avoiding thru-put traps and getting to output...

- For the next week only answer your email from 10-10:30 am and 2-2:30 pm. The first question you should ask for every email is – do I need to reply to this? Try and limit your emails to 2 sentences. This will be hard at first- it might actually take you more time in the beginning-but with practice you will improve. If you feel it warrants more than two sentences, make a phone call.

#### Map: Being firm in your destination but flexible in your path...

- Start making a habit of celebrating failures. Evaluate the failures and determine what you learned. Revisit them often-time often allows for additional insights. Remember that practice doesn't make perfect, only evaluated practice helps one strive for perfection. Fail fast, fail forward, and fail better.

#### People: Networking before you need your network both offline and online...

- Take a minimum of three minutes a day to post-it-forward; digitally praising employees, partners, customers, friends, and family. A few examples:
  - Tweet: If you are interested in solar energy you need to follow @abcexample



- LinkedIn: Click the endorse button on a connections profile for a skill they have
- Email: Send an article with the simple line: Thought you'd be interested in this
- Facebook: Comment or like something
- Try to setup one coffee or lunch a week via your LinkedIn connections

**Bonus Tip:** To increase your productivity and save your eyesight, employ the 20/20/20 rule. Every 20 minutes stand up and for 20 seconds stare at a fixed object at least 20 feet in the distance.

**Additional Resources:**

- Erik Qualman at TEDx Nashville: <https://youtu.be/cH4HOLwm0X0>



# Denise Lee Yohn

Author of *“What Great Brands Do: The Seven Brand-Building Principles that Separate the Best from the Rest”*

<http://www.amazon.com/Uncontainable-Commitment-Conscious-Capitalism-Business-ebook/dp/B001829QBG/>

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## Executive Summary:

Denise Lee Yohn presented a good message about building a brand based on what the big brands have done. She specifically talked about the challenges of the mid-market organization. She provides 7 key principles to build a great brand (summarized in the notes and the handout following the notes.) One of the key concepts is that great brands are built from within and it's not just a marketing function, but a management function.

## Key Takeaway:

Most organizations will look at communications elements to update a brand (e.g. logo, tag line, tradeshow, PR) because it's easier to change what they say about themselves than actually change. But, great brands know true brand change starts with changing the internal culture.

## Notes:

Apple iPhone story – Introduced us to Rob Smith, once waited outside Apple Store for 10 days for iPhone 4.

Other Great Brand Stories:

- Shake Shack has people waiting in line 10am for burgers
- Tesla Model 3 has 325,000 people on waiting list
- Some brands so beloved, get logos tattooed on bodies, painted on nails, shared on videos, shared on posts
- Some brands are rock stars, admire and aspire to be them

## Everyone wants to Know what great brands do

- You are not getting the full power out of your brand
- As a mid-market firm, we are
  - Resourced, have access to capital but greater expectations for return
  - Small enough that can take significant risks, but failure comes with significant consequences
  - Getting lots of recognition, but competitors are paying attention to you and protecting market share from you, greater competition
- Any scaling organization has issues trying to hire star talent
- Mid-market firms in tough spot
- Spend lots of time, money, energy trying to build brand, have lots questions but very few definitive answers on how to do it
  - Starbuck's, Nike, were they lucky? People hope they will also build strategy
  - Hope is not a strategy, don't treat like throwing spaghetti on wall



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- Don't want to rely on great advertising, GAP example shows how it can falter because has falling sales and profit \$280mm ad spend, comp store sales -7% same year
- Advertising unreliable at building sustainable growth
- Don't want to count on marketing gimmicks or programs
  - Example of people not loving airline, but platinum handcuffs so can get on plane early, so not true brand loyalty
- Don't think great product is going to save the day
  - Most people own iPad, Motorola zoom better product, people prefer Apple

### What should you do?

#### Blueprint on how to build great brand

- Most fundamental difference has very little to do with how much you spend, how innovative products are or how well you serve your customers
- Difference is think about and use brands differently
- Don't treat brands like something off on the side
- Don't treat brand like can change it
- They Know a corporate image makeover will only be successful if substantive changes have happened in business, whole organization needs to change
- Brand is what you do and how you do it

A great brand drives, aligns, guides everything you do as an organization

When think of and use it this way, it has power because everyone understands role play in the world how meant to play it and how you should spend your resources so you don't waste your money

#### If you want to drive align and guide everything you do

- She has gap brand assessment she uses, 10 questions
- Today focus on one question
- <http://Deniseleeyohn.com/ScaleUp>, to download brand assessment

#### Our key brand stakeholders

- Anyone who has stake in success of brand
- Employees, investors, partners
- Rate from 1-10:
  - 1 tend to disagree about what's "on" brand and what's not,
  - 10 share one common understanding of our brand how to interpret it and reinforce it
- 8 or above is pretty good shape, 7 or lower doesn't have what it takes to compete in marketplace

#### Brand Power

- What if you can get the power to have an edge over competitors
- Be thought leader in category
- How to grow and sustain growth even if market goes south



## 7 Actions Great Brands Take

- Great brands start inside
  - Start brand building with strong brand led culture inside organization before communicating outside
  - Culture determines if people responsible for delivering on it understand it embrace, reinforce it.
  - Most organizations will look at communications elements: logo, tag line, trades how, PR, because easier to change what say about self than change self
  - Great brands know it's far more important to start with culture
  - Then once that takes hold, they have something worth communicating with to outside world.
  - Contrast Netflix and Zappos
    - Both highly regarded for corporate culture inside, but different in way apply cultures
    - At Netflix culture and customer experience two different things, they have all sorts of call values, listen carefully instead of reacting fast so you truly understand, but then when Netflix separated rental and streaming, didn't follow values when communicated to customers, shows how a brand could be stronger
    - At Zappos culture and customer experience are the same, also has core values, deliver value by doing things unconventional, do it for both employees and customers, if out of stock, csr will research up to 3 competitions and direct you there's.
  - Sprouts Farmer's Market
    - Healthy living for all is brand promise developed with her
    - Realized wasn't a value everyone shared internally
    - Asked her to cultivate it
  - Ensure they have clear, focused brand-led values use that to cultivate culture inside and shape external customer experience
  - Share values
    - Clear
    - Focused
    - Distinguishing
- Great Brands avoid selling products
  - Far more effective to seduce people through emotion than to push products on people
  - Apple fans are buying a piece of coolness
  - She loves Nike, it inspires her to feel like an athlete
    - Succeeds by seeking an emotional connection
  - Think about avoiding selling what your product is and ask self, what business are we really in?
    - Insurance business of pursuing freedom
    - Software building confidence
- Great Brands ignore trends
  - Counterintuitive, but when you follow a trend, you end up doing what everyone else doing
  - Sometimes redefine business this way
  - Cirque de Soleil redefined circus as theater
  - Chipotle challenged lots of food for low price, we will introduce new value equation for fast food
  - Uber ignored trends in car sharing and rental cars, car service on demand in touch of button
  - What is a trend that you need to ignore or hit and challenge
  - Great brands challenge status quo and make everyone irrelevant
- Don't chase customers
  - Know better than to waste precious brand equity on elusive customers
  - Red bull is more profitable than monster energy



- Profitability is measure of brand power or
- Red bull elusive, vs monster mass market
- Quote “just as important to him that high school teachers hate product as students love it” CEO RedBull
- Are you chasing customers or are you willing to stand for something that will not necessarily appeal to everyone, but get right people
- Sweat small stuff in customer experience
  - Say big things but prioritize little things say in person to people
  - Design customer experiences down to last detail appealing to 5 human senses
  - Make sustainable impact on customers
  - Chick-Fil-A toilet paper turned down
  - Virgin print at home boarding passes to be folded
  - Mailchimp when you schedule a campaign, they say “Rock on” in I brand personality making it celebratory
  - Not about being anal, but being intentional and focusing resources on what matters most
  - She has brand touch point wheel, very complex diagram, outside world and what impacts them
    - First ID then prioritize them uses industry data and customer surveys
    - Looks for things that are overlooked to see if a way to create something to be more memorable in the touch point
    - She has template on her website to download: <http://Deniseleeyohn.com/ScaleUp>
  - When design brand experience to this level of detail doing what great brands do
- Great brands never have to “give back”
  - Why merely do good when can actually be great, so design businesses at core to make an impact
  - Patagonia use business to inspire solutions to environmental crisis
    - Footprint chonical so can see if they are living up to their mission
    - Creates value for customers and inside organization to keep people aligned
    - Creates value for investors, more efficient supply chain and lowers cost
    - Reduces environmental footprint so helps
  - CSV Creating shared value in core of way run business
  - Are you designing your business to create value for all different groups involve? At its core, or maybe just some cause marketing/philanthropic thing for marketing or HR to do
- Commit and stay committed
  - Far too many companies lose their way because of pressure to produce results, try to hip an cool
  - Lock ion on core brand and execute relentlessly
  - Amazon: Warth’s most customer-centric company
    - 1997 “the way our performance will be judged is over long term and whether we are fulfilling that mission” ~Jeff Bezos
    - Also focused on it when losing money, selling kindle at a loss, or taking \$130mm write down on kindle fire phone
  - When stay committed will do things that seem illogical, but you refuse to be distracted from brand core

*This is what great brands do to inspire true loyalty, create margins, build sustainable businesses*

### **8th Action, most important**

- Implement all of these in a cohesive, coordinated management approach called “Brand as Business”



- Brand is central organizing idea for entire organization
- Adopt brand as thing that will align and guide everything you do, shifts from marketing to management function
- Use brand values to cultivate culture
- Uses brand as decision making filter, what do not do, how do it
- Deliver on it with memorable, laudable, emotional experiences for customers
- Every great brand defines its brand as a business
- When building brand, it's not a bout advertising, but action, delivering customer experiences, not just image, it is promise delivered

#### **What does this get**

- Greater profit
- True loyalty
- Lower overhead, lower employee costs because easier to hire and motivate , better position with strategic partners who want to b associated with you
- Higher valuation
- Goodwill to protect you when things go wrong, will have people to stick by you

*People will want to emulate you if you do this*

#### **Identify one action want org to focus on and make a decision today do something to implement the action**

- Work on values
- If avoid selling products: adjust sales presentation
- ID challenge to ignore or challenge
- Identify customer you should fire
- Look for touch point under leveraged by others
- Ask self if really creating shareholder value or waiting for Mktg to do social responsibility campaign
- ID something that you will say “no” to

#### **Make two lists**

- What are you able to do?
- What are you made to do? Using it as a filter

#### **Presentation Handout:**

##### **Follow-Up Action Steps**

**Great Brands Start Inside** – Great brands start brand-building by cultivating a strong brand-led culture inside their organizations.

- Clearly articulate your purpose and defining values, and use them to inspire and engage employees and customers.





**Great Brands Avoid Selling Products** – Great brands seek to develop emotional connections with customers instead of pushing products, making claims, or promoting features.

- Identify the emotional appeal of your brand and tie your products/services to it.

**Great Brands Ignore Trends** – Great brands challenge the status quo and advance their own movements instead of following what everyone else is doing.

- Identify a popular trend or prevailing wisdom in your industry and launch a challenge to it,
- Monitor emerging attitudes and behaviors in areas outside your category and ask yourself how
- they will/can/should impact your business.

**Great Brands Don't Chase Customers** – Great brands project their brand identities like lighthouses and attract like-minded customers.

- Specify who is NOT your target and deliberately exclude them from your customer acquisition efforts.

**Great Brands Sweat the Small Stuff** – Great brands seek out opportunities to express their brands in the finest details of execution.

- Identify underleveraged or overlooked brand touchpoints and infuse them with your key brand attributes and personality.
- Determine which of your touchpoints are not on-brand - and fix them.

**Great Brands Never Have to “Give Back”** – Great brands make a positive social impact in the core of their operations and create value that all their stakeholders share. Discontinue programs or activities that make a positive social impact but are disconnected from your brand purpose and values.

**Great Brands Commit and Stay Committed** – Great brands have the commitment and discipline to reject anything that causes them to lose focus on their brand core. Make two lists: 1. what you as a brand are able to do; 2. what you were made to do - stay committed to the second list.

Identify at least one thing you need to say “no” to in order to stay focused on the core of your brand.

**Great Brands Do “Brand as Business”**

Put your brand at the center of your organization and use it to drive, align, and guide everything you do.



# David Butler

VP Innovation and Entrepreneurship: The Coca-Cola Company

Author of, *"Design to Grow: How Coca-Cola Learned to Combine Scale and Agility (and How You Can Too)"*

<http://www.amazon.com/Customer-Funded-Business-Finance-Customers-Hardcover/dp/B00VBHBGOK/>

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## Executive Summary:

David Butler presented on the challenge and opportunities to be scalable and agile when the organization is major international company like Coca-Cola. With approximately 2 billion users everyday (!), Coca-Cola determined that they had an obligation to foster innovation. David talked about the multiple ways that corporations can support the business community and Coca-Cola's decision to support "global startups" that supported their objectives.

## Key Takeaway

Coca-Cola has 2 billion users every day. They challenged themselves to discover how they could be agile at empowering others and at the same time themselves. Big companies have a unique role to play in the economy.

## Notes from Presentation:

### The first wave of digital transformation started 1995

- Web 1.0

### 2nd wave in 1995

- Steve Blank teaching a class on lean startup, Eric Reis
  - Continuous customer interaction
  - Revenue goals from day one
  - No scaling until revenue
  - Assumes customer features are unknowns
  - Low burn by design

### 2004 Internet became social w/Facebook

### 2005 YC

### 2006 Sequioa and other VCs

- Twitter launches

### 2007 iPhone changes everything and apps

- 4G, Free Wifi



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## 2008-09 Square, Airbnb, Uber

- Physical to digital
  - Uber started digital went physical
  - Physical: services, assets, management, employees, brand equity
  - Digital: solutions, software, data, platforms, brand relevance, new models
  - This is transformation that is happening
- Example of taxi drivers bolting physical things on to actual taxi, vs. Uber starting w/software
  - Get a real person
  - They use data to drive business
- To be “digital,” established companies must resign their existing businesses using new internet based models
- FedEx being attacked by so many companies
  - “In business, I look for economic castles protected by unbreachable moats.” ~Warren Buffet
  - Hard to be agile when all moats are in place
- Instagram 13 employees, 15 months, \$1b
  - Most big companies looking at startups to see how can collaborate
- Most people refer to ecosystem as shorthand for the startup ecosystem
  - 2 types
    - Startup: founders are fish in water and VCs are coral, there are rhythms, signals from VCs timings, most people don’t realize another whole ecosystem in multinationals
    - Multinational: like a desert, completely different
  - What can big companies do?
    - Big companies can acquire a fish and bring it not the desert
    - Can create an accelerator/incubator, how can they help them?
    - Consulting companies will say to act like a startup but incentives usually aren't there

## 2013: He was asked what Coke should do

- They have a lot of assets startups could leverage
  - 20 billion dollar brands
  - Local in 207 countries
  - 3500 products
  - 700,000 employees
  - 24mm customers
  - 2b users every day
- Look to partner with global startups: Co-Creation Model
  - Intersection of Coke co-creating startups with founders
  - Start w/industry problems that represent \$1b market
  - Example OOS
    - When aggregate world, it is \$1b lost revenue
    - Approached some founders in San Francisco
    - Founders wanted to create more jobs their passion
    - Coke restocked their own shelves from warehouse of store
    - Wonolo: on-demand staffing marketplace to stock shelves, paid, 25x more reach, 80% cost savings, Uber model, just raised series A model, Coke is one of many customers, started w/seed funding note



- Vending
  - Make sure products in arm's reach of desire
  - Big data founders asked for data collected around vending machines
  - Hivery: prescriptive analytics service, customized mix and price, \$500 additional operation income per machine
- S3 app in Vietnam for people to order from distributors



# Ari Weinzweig

Founder and CEO of Zingerman's Community of Businesses

Author of "A Lapsed Anarchist's Approach to Building a Great Business"

<http://www.amazon.com/Anarchists-Approach-Building-Business-Zingermans/dp/0964895684/>

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## Executive Summary:

Ari Weinzweig delivered an entertaining and passionate presentation about creating a culture where all team members feel empowered to make changes to positively impact the business. The co-founder of a community of like-minded businesses in Ann Arbor, Michigan, Ari believes that transparency and purpose are critical to a successful organizations. After the success of Zingerman's Deli, Ari decided the best way to grow was to support and train other businesses in the community with the same philosophies used to build the deli. A lot of his concepts are based on The Great Game of Business and ScalingUp. Detailed in the notes below are the steps they teach to team members to create change within organizations from the "bottom-up." Interestingly, Ari is a self-professed anarchist.

## Key Takeaway Quote:

*"We become the organization we want to be – It requires us to participate and commit to a system that we want."*

## Additional Key Takeaway Quote:

*"You can't have positive results from negative beliefs."*

## Notes from Presentation:

"What is Zingerman's?" Video – <https://youtu.be/l3H38ZOLS78>

Started as Zingerman's Delicatessen in Ann Arbor, MI, but now it's a family of 8 community businesses. We're a community by choice. We're making a choice to be a part of the business. They all operate under the Zingerman's philosophy/culture. It's a lifestyle. They give us the resources to be successful and thrive in the community. They pay like they respect me.

<http://info.zingtrain.com/scaleup>

Zingerman's – What's a Huddle? <https://youtu.be/OKHtEMZuU>

Zingermans.com – Discount Code for Mail Order through end of May = "Fortune"

Started as a dishwasher. His beliefs from childhood was that "businesses did bad things to people." He wasn't interested in working in a factory. I got "lucky" to find himself in food service. He met his eventual partner, Paul Saginaw, who taught him that business can be good.



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### Zingerman's Community of Businesses Today:

- 10 businesses
- \$60 million in revenue
- 700 employees

Essay by Ari Weinzweig, "Managing By Pouring Water" <http://www.zingtrain.com/content/managing-pouring-water>

John Wooden, championship coach. The first thing he taught all of his athletes is how to put on your socks properly.

Anarchism has no need for heroes. We need less heroes in business. Everyone needs to be a leader sometimes and a follower sometimes.

### Bottom-Line Change

- Better Bottom-Line Results
- Faster change implementation
- The change actually sticks – People judge organizational change based on how fast they can announce it. This is about deep-rooted change.
- Develops more skillful leaders – Don't wait until you promote someone to start teaching them leadership. Everyone is responsible for leadership. Management is a title/job description. Leadership is everyone's responsibility. A dishwasher can be a leader.
- We get good at change – Everyone says, "If we can just get through this change...it's going to be okay." But it never ends, we're always in a changing environment. Peter Drucker, 95% of management decisions are to repetitive situations, not unique situations. But people want to use unique solutions to repetitive problems.
- We become the organization we want to be – It requires us to participate and commit to a system that we want. People won't speak up unless they believe they're going to be heard. "If you want to go fast, go alone. If you want to go far, go together."
- In line with Open Book Management practices – Based on Jack Stack's concepts. If you want everyone involved in building the business, they need to understand the books.

### Formula For Successful Change

**D** = Dissatisfaction - You have to be dissatisfied with the current situation.

**V** = Vision – You have to create a vision.

**F** = First Steps / Action Plan – What is the detailed plan to get there?

**D x V x F > R** (Resistance) - Resistance isn't bad or good, it just is.

If D, V or F is a zero, it doesn't work.



## **BLC Recipe**

### *Ingredients*

- A pinch of an organization's time
- A tasty dose of data – Henry Ford said, "If I asked my customers what they wanted, they would have said a bigger horse."
- The right people
- Trust in the process
- Willingness to ask for help – The old model is a big, strong, smart leader that doesn't need help. We need all the help we can get.

### *Procedure*

- Create a clear and compelling purpose for change
- Create a positive vision of the future and develop leadership agreement on that vision
- Engage a microcosm to determine who needs to know and how to get the information out
- "Officially" present the vision and create an action plan
- Implement the change

*Serves 2-2,000 generously*

### **Random Anarchists Quotes:**

"Society creates the morons and then we despise them for being a moron."

"You can't grow a rose from a cactus seed."

"You can't have positive results from negative beliefs."

## **Bottom-Line Change Method**

### **Step 1: Create a clear and compelling purpose for change**

- Collect data/information
- Sell your audience

We underestimate the amount of communication it takes to convince people. You've been thinking about change for a long time, but the employees haven't been thinking about it.

### **Step 2: Create a positive vision of the future and develop leadership agreement on that vision**

#### *4 Elements of an Effective Vision*

- Inspiring - Think about Fable of building a "Cathedral" versus "laying stone."
- Strategically sound - You have a legitimate shot of succeeding
- Documented - Enormous power in writing it down. Why don't people write it down? They don't want to be held accountable.
- Communicated - You actively share it.

"Aces" Advisory Content Experts – People who can help you in making your vision better. They have expertise in the area of your vision.



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## Drafting a Vision of Greatness

*Purpose: To draft a vision of greatness.*

Agenda:

1. Pick your topic
  2. Pick your time frame
  3. Put together a list of "Prouds"
  4. Write the first draft of the vision
  5. Re-view and re-draft
- OPTIONAL: Steps 5A, 5B, 5C... More re-drafts
6. Get input from ACES
  7. Let's go! Start sharing the vision

*Limit: \_\_\_\_\_ Minutes for Steps 1-4*

## How will the decision be made?

Decision Styles (No right or wrong way, they are all applicable depending on the situation):

- **Command** – "This is what we're going to do, let's get going."
- **Consultative** – I'm making the decision, but I want all their opinions. The key is to let them know why you didn't go their suggested direction.
- **Consensus** – Zingerman's Consensus Model (Partner's Grou): We define consensus as all the members present (or through proxy) freely agree to the decision. All members are at least 80% satisfied with the wording of a proposal but lend their consensus by being 100% committed living by the decision and 100% to supporting it in the future.
- **Delegation** – Give them the boundaries of their delegation authorities. For example, never ask a child where they want to go to dinner? Always give them three choices.

## Who has the final say on the vision?

### Step 3: Engage a microcosm to determine who needs to know and how to get the information out

This is like the baking soda in a biscuit recipe - it's a small ingredient, but it's critical to the success of the recipe.

Find the right people to communicate it - find them in pairs. Unlike Noah's Ark, find opposites: a senior employee and a junior employee; a supporter and a cynic.

*Who needs to know?*

The communicate it. I'm not interested in your opinion about the change, just the communication.

### Step 4: Collectively create an action plan for change roll out

The people who will be impacted by the change, they create the plan for the change. The leadership team does not create the plan, but they're in the room in case the team needs guidance or missed something.

### Step 5: Implement the change

"Didn't we do this already?" That's what you want to hear, because that means they've been involved in the process. As opposed to it being a surprise.

This process is about the freedom to participate in their environment.





# Aubrey Daniels, Ph.D.

Author of *“Bringing Out the Best in People: How to Apply the Astonishing Power of Positive Reinforcement”*

<http://www.amazon.com/Bringing-Out-Best-People-Reinforcement/dp/1259644901/>

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Aubrey Daniels International (ADI)

## Executive Summary:

Aubrey Daniels was a perfect follow-up to Ari Weinzweig. Ari preached the need to empower employees from the bottom-up to make change in organizations. And Aubrey reinforced this message by presenting from a human behaviorist's perspective how to bring out the best in people. Aubrey has written many books that consistently point out the common mistakes made by managers and leaders because they don't understand human behaviors. He provides numerous examples of tools that don't work and presents the concept of positive reinforcement. Aubrey setup his presentation by discussing the rapid amount of change coming to the world through technology, and specifically robots. The age of robots will tremendously change everything in business. Aubrey's message was one of the best and most important of the Summit.

## Key Takeaway Quote:

“Rewards are always a positive future uncertain consequence – they are not good tools. They have little impact on behavior. If your organization does a lot of recognition, recognize that it has little impact on behavior. It's all about what you do EVERY DAY to positively reinforce behaviors.”

## Additional Key Takeaway Quote:

“Coaches, not bosses (supervisor, manager, executive will disappear from the lexicon of business.) – Nobody wants to be “supervised.” You typically hire a ‘coach’ and their job is to help you be better at what you do. Success of a coach should be defined by the success of their people – are they doing better?”

## Notes from Presentation:

According to Verne Harnish, Aubrey Daniels is the number 1 human behaviorist in the world.

## The Future of Management: Getting Ready for the Robots

People call me all the time to ask for help about human behavior. It is a science that doesn't change or go out of fad.

More and more, business will be done without people. Robots, automation and technology are going to impact every business, directly or indirectly.

Attended the executive course at Singularity University and was blown away by every speaker. <http://singularityu.org>



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**According to Ray Kurzweil, there's a big change coming and it's coming fast. In the next 10 years:**

- The manufacturing, agricultural and transportation economy are almost entirely automated and employ very few humans.
- Most business transaction or information inquiries will deal with a simulated person.
- Most human workers will spend the majority of their time acquiring new skills and knowledge.
- By 2022, medical technology will be more than a thousand times more advanced than it is today, and the "tipping point" of human life expectancy will have been reached, with every new year of research guaranteeing at least one more year of life expectancy
- Robots will be almost completely indistinguishable from human beings

Robot playing Ping Pong: <https://youtu.be/tlIJME8-au8>

**Klaus Schwab, Founder of World Economic Forum**

- The speed of innovation in terms of both development and diffusion is faster than ever
- But there's a catch, while innovation may be accelerating, most companies aren't keeping up

**What will be different till the robots come?**

- Adopting robots will be uneven across industries - In Japan they have developed a robot that is a therapist. Side joke: A psychologist definition from a young boy, "A doctor, but he doesn't help anybody."
- This means that increased competitive pressure for those who lag behind
  - Costs will be higher
  - Quality will be lower
- Wasteful policies, procedures and management practices will be a drag on cost, production, quality and safety
- No time for fads and initiatives that don't work

"The truth is rarely put and never simple." Oscar Wilde

"It's not what you don't know that hurts you so much as what you think you know that ain't so." ~Will Rogers

**How Do You Know What You Know?**

- Why most published research studies are false. John Ioannidis. Most published health studies are incorrect. (When you read something, look behind the curtain? Don't just assume it's correct.)
- "The Management Myth", Matthew Stewart - Frederick Taylor (he made up data for his studies) and Elton Mayo (basically made up stuff as well.) You can't really trust information.
- "In Search of Excellence", Tom Peters said he just made it up. He sold 16 million copies, but he had to admit that a lot of it was made up.
- "Facilitated Communication" Biklen - How to teach autistic kids to communicate. It doesn't work, but people still believe it.
- "Cold Fusion" discovered by Fleischmann and Pons. This would upset all of physics.



### What Do You Know Test

- How long was the “**100 years’ War?**” 116 years
- When do Russians celebrate the **October** Revolution? November
- In what country did **Panama** hats originate? Ecuador
- Where does **Peruvian** balsam come from? El Salvador
- What material is **paper** money made from? Cotton and linen
- What creatures were the **Canary Islands** named after? Dogs
- What was King **George VI’s** first name? Albert
- What season of the year did Shakespeare’s ‘**Mid-Summer Night’s Dream**’ take place? Fall
- Who is buried in **President Grant’s** tomb? President Grant and his wife
- How long did the “**Thirty Years War**” Last? 30

### How Do Behavior Analysts Know What They know?

- ABAI
  - 43 years
  - Over 1000 experiments per year
- Single-case Design (ABA)
- Multiple-baseline design

“OOPS! 13 Management Practices that Waste Time & Money (and what to do instead)” by Aubrey Daniels (Author)  
<https://www.amazon.com/Management-Practices-Waste-Money-instead-ebook/dp/B007EE4FI>

### 13 Management Practices That Waste Time And Money

- Employee of the Month (and most other forms of recognition and reward)
- Managing by Stretch Goals (BHAG okay, but you need positive reinforcement every day)
- Annual Performance Appraisal
- Ranking
- Rewarding Things a Dead Man Can Do
- Salary and Hourly Pay
- You did a good job, but...
- The Sandwich [Criticism sandwiched between two positive statements]
- Overvaluing Smart, Talented People
- The Budget Process
- Promoting People No One Likes
- Downsizing
- Mergers, Acquisitions, And Other Forms of Reorganizing

Example: Effects of Self-Reporting and Incentives in Auto-Engineering

Example: Prompting Safety Belt Use

Example: Employee Attendance at New Job Assignments



## Deceptively Simply

A : B -> C

Antecedent : Behavior -> Consequence

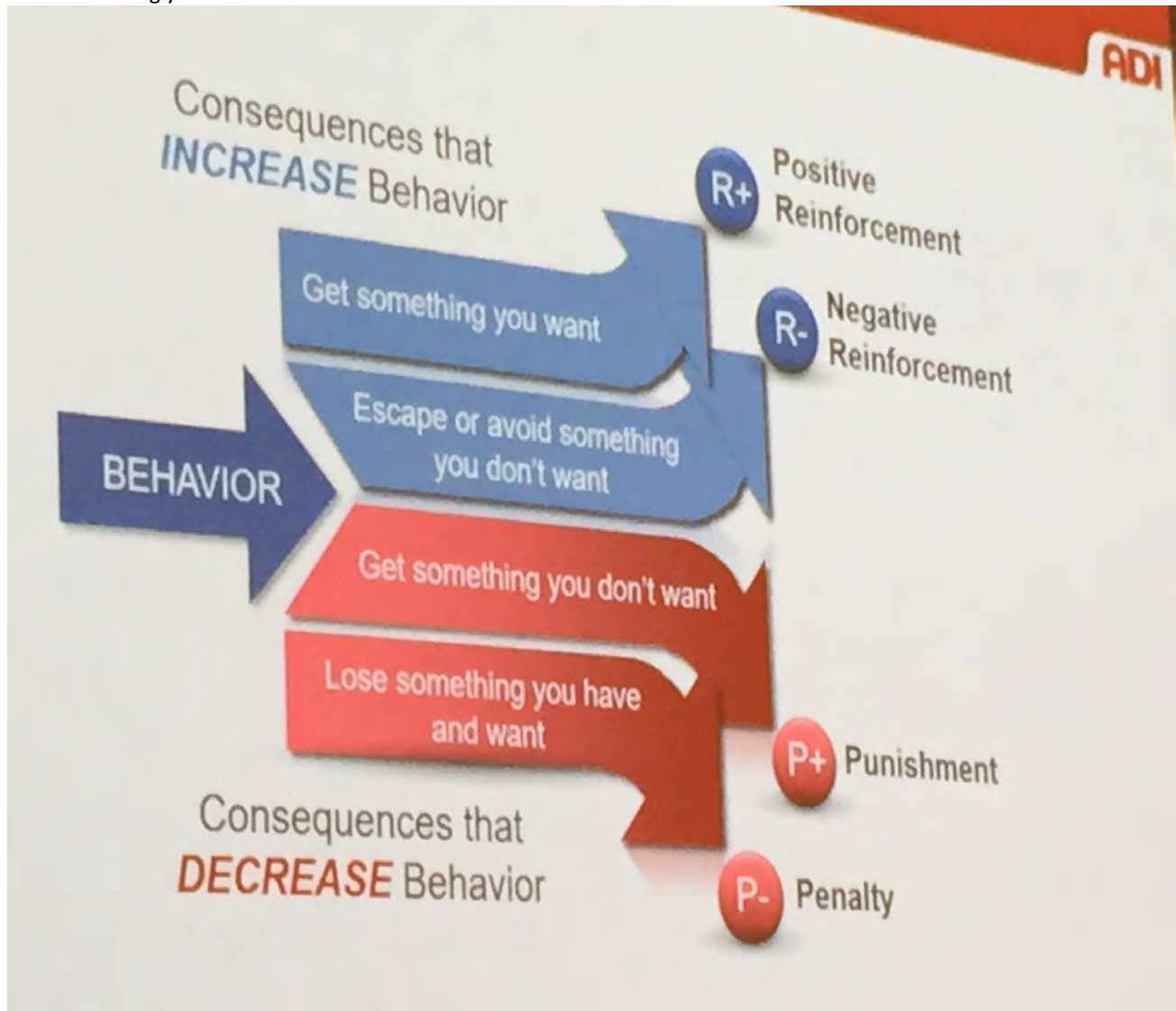
We are too focused on the antecedent. There's no consequence.

## Some Things We Know About Behavioral Consequences

Behavior

Get something you don't want

Lose something you have and want



**Positive reinforcement produces higher rates of behavior than negative reinforcement.**

Negative reinforcements produces a result just barely above minimum requirements. The "Have-to-do" curve.

To get people to really perform, you have to make it a positive reinforcement, the "Want-to-do" curve.



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**“A little knowledge is a dangerous thing.” Most people don’t really understand positive and negative reinforcements. Quiz:**

- Is a pat on the back a positive reinforcer? No
- Are negative reinforcers and punishers different names for the same thing? No
- Do stretch goals bring out the best in people? No
- Is a quarterly performance appraisal better than an annual performance appraisal? No
- Can you positively reinforce a team? No
- Are rewards and recognition the same as positive reinforcers? No

### **Some Things The Science Of Behavior Has Taught Us**

- We learn from our environment - If you hire someone and they don’t perform like you expect, it’s not the person, it’s the environment. We get very little for “blaming someone.”
- Antecedents are necessary but not sufficient for behavior change - Telling them what to do is just setting the stage.
- Behavior is a function of its consequences - Causes are in consequences
- Immediate and certain consequences are the most powerful (PICs and PFUs) - Future uncertain consequences don’t control behavior day-to-day. Example: Going to heaven for leading a Christian life.
- Positive consequences are the most efficient and effective – Use positive reinforcement.
- Negative reinforcement and punishment are the most common and have negative side-effects - Terrorism is basically a response to a negative reinforcement. Getting even it their way of getting a positive reinforcement.
- Consequences influence behavior regardless of whether they are intentional or unintentional – A pat on the back is not a positive reinforcement because it’s actually a punisher.

### **Five-Step Behavior Management Process**

1. Pinpoint (Results)
2. Measure (What did people have to do to make that happen)
3. Feedback (Graph data. Measurable. Here’s where your at and where you need to be. - Don’t take/give it verbally.)
4. Reinforce (Give some positive reinforcement to reinforce the behavior)
5. Evaluate (Repeat - Continue the process until you get the behaviors your want)

Safety - Is not about being safe. It’s about being more productive in a safe way.

Rewards are always a positive future uncertain consequence – they are not good tools. They have little impact on behavior. If your organization does a lot of recognition, recognize that it has little impact on behavior. It’s all about what you do EVERY DAY to positively reinforce behaviors.

Create a workplace where they know at the end of every day if they accomplished?

A positive reinforcement is like a light switch – you know immediately when you flip the switch you get results.

Farming - Plowing is an instant feedback of what you got done.

With kids, we can’t have tasks where they get reinforced naturally.

When I do this, then I’ll do that. Finishing a job allows me to do something I like.



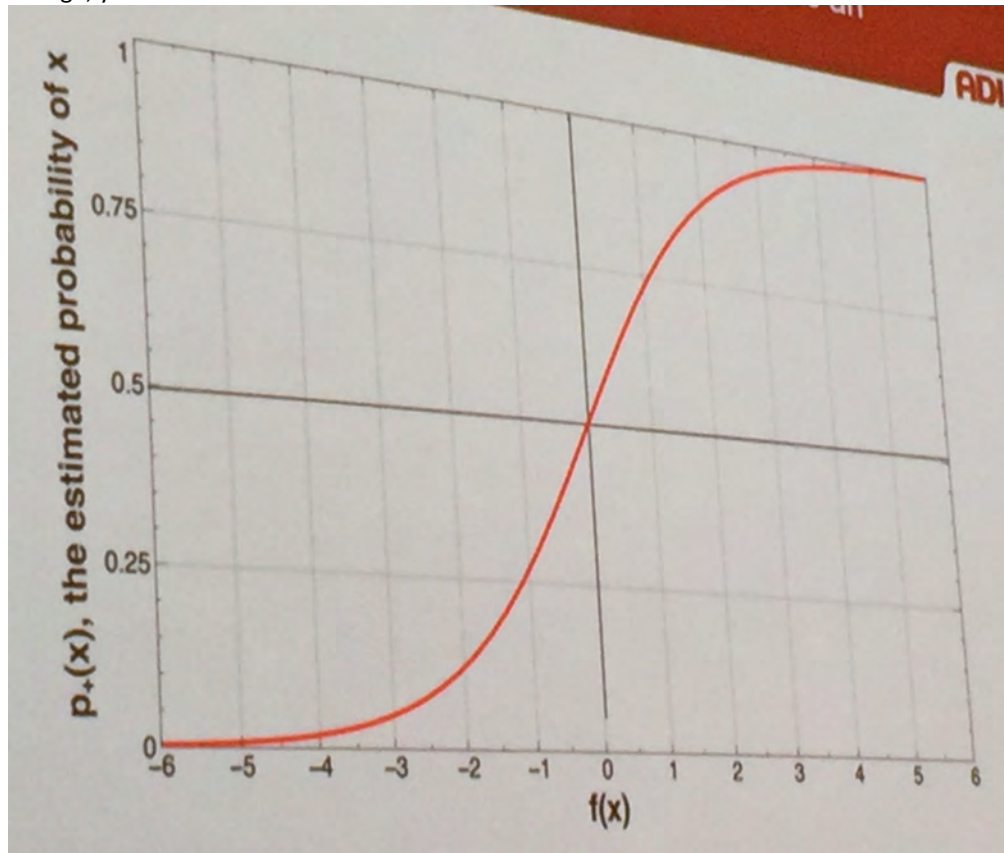
With maintenance people, do the ones you hate to do first and then do the ones you like. Doing a job leads them to immediate positive consequences.

It does not take a lot of time to change behavior. Within a day of implementing a change, they double performance. But it takes more than one positive reinforcer.

### “Getting Smarter Quicker” - Walter Schneider

Trained University Students in 40 hours to do a task better than a 3-year veteran. He used 30,000+ positive reinforcers.

Under ideal conditions, behavior change follows an S curve function. (See photo below) If you’re trying to make a change and you don’t get this curve, you’re doing something wrong. If you have two weeks of data and it doesn’t change, you made a mistake.



### Why should we be concerned with positive reinforcement? Herrnstein’s Hyperbola – The Matching Law

$$B = \frac{kr}{r + r_e}$$

$$B = kr / r + r_e$$

Behavior is going to follow the reinforcer.

Put more reinforcement on the behavior we want. People are easily distracted.

Marine saying, “Once a Marine, Always a Marine.” They deprive you of stuff that’s important to you. They completely control the environment.



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In the workplace today, there are too many distractions that are pulling people away. You can't just take it away, they'll figure out away around it. How can we make what we want them to do more positive?

### The Future of Management

- Few rules and policies – If you have a policy, someone will be upset. The person that has to follow it or the person that created it.
- TED.com - Ricardo Semler, “How to run a company with (almost) no rules.” [https://youtu.be/y3nU3j\\_niU8](https://youtu.be/y3nU3j_niU8)
- “OOPS! 13 Management Practices that Waste Time & Money (and what to do instead)” by Aubrey Daniels (Author) <https://www.amazon.com/Management-Practices-Waste-Money-instead-ebook/dp/B007EE4FI>
- Entrepreneur defined (Bill Abernathy) “An entrepreneur is someone who creates a company in which he/she would never work and if he/she did would promptly be fired.”
- “5% jerk factor” is responsible for most rules. We punish the whole company because of a small subset. Deal with the jerks on an individual basis
- Coaches, not bosses (supervisor, manager, executive will disappear from the lexicon of business.) – Nobody wants to be “supervised.” Coaches you typically hire and their job is to help you be better at what you do. Success of a coach should be defined by the success of their people - are they doing better?
- Flatter, Simpler Organizational Chart
- Homework – Just because you can do work from home, doesn't mean we should let them. If they're not going to be engaged in the office, they won't be engaged at home. And a lot of people don't want to work at home. People are too distracted at home.
- Constantly innovating and creative – We have to constantly be doing it better
- Lots of collaboration
- No one of us is as smart as all of us

“A bad culture is better than no culture.” The problem is there is no such thing as “no” culture. You have a culture intentionally or unintentionally.

### Lost on the moon - Exercise

Groups always outperform individuals.

### Engagement

- Not changed in over thirty years
- Kodak John – “They eat good” story. No young person ever goes by Kodak park and says, “I want to be an operator at Kodak.” On my first day, I said, “Have y'all ever think about...” Leave your brain in my car. “I can't. I drive a compact.”
- Employees must make a difference – Have we designed an environment where they can make a difference
- GTE/Sylvania - Having a problem with making TV picture tubes. Every now and again they'd find moisture. The engineers tried to figure out the problem. After several months, they couldn't find the problem. Hired outsiders to find the problem, they couldn't find it. Human beings want to help you. Start meetings with, “I have a problem and I need your help.” It was a simple problem that the line people knew all along what the problem was, “But nobody ever asked me.”
- “I have a problem and I need your help”
- Carrier Air Conditioner – Story about moving their plant to Mexico. Did they ever ask the team members, “Here's the problem and how can we solve this problem?”



The poet, Maya Angelou, said, "I may forget what you did. I may forget what you said, but I will never forget how you made me feel."

### **Fuji Electric**

- Since our inception, we have practiced "King and Compassionate Management" in which all employees participate, and labor and management collaborate.
- Based on the principle that our company's true resources are "people, people and people," our efforts are focused on the development of personnel who are equipped with an appropriate sense of ethics and morality."
- "Finding Joy and Gladness at work"
- 127 ideas per employee

Americans say, "But I bet a lot of those ideas aren't worth a damn."

If you punish people for giving you an idea that's not worth a dime, they'll never give you a million dollar idea.

### **Presentation Handout:**

### **The Future of Management: Getting ready for the robots**

#### **Follow-Up Action Steps:**

- As a management team, discuss all of your policies, procedures and management behaviors to make sure that they are designed to bring out the best in people.
- The poet, Maya Angelou, said, "I may forget what you did. I may forget what you said. But I will never forget how you made me feel." Discuss interactions, policies or systems that occur in your company that cause people to feel undervalued and underappreciated, and how you might change these interactions, policies and systems to make employees feel productive and valuable to your team.
- Since not all supervisors and managers are not naturally good coaches, how can you transition to (and maintain) a coaching culture?

#### **How to promote employees to the job of coach**

- Select those whose greatest joy comes from teaching others
- Select those who are super patient
- Select those who can pinpoint behaviors (What do you want the student to do?)
- Select those who can make practice fun
- Select those who can make the student successful from the very beginning
- The success of a coach is the success of students
- Keep the frame of Dr. Fred Keller, who said, "If the student doesn't learn, the teacher (coach) didn't teach."





# Molly Wendell

Author of *"The Networked Organization: Connect. Collaborate. Create Authentic Relationships And Accelerate Revenue Like Never Before"*

<http://www.amazon.com/Networked-Organization-Collaborate-Relationships-Accelerate/dp/0996676201/>

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## Executive Summary:

Molly Wendell provided an entertaining presentation about improving the networking skills of you, and ultimately your entire organization. Her primary concept is that 'everyone' is responsible for revenue generation; therefore, every team member should be focused on building their network. Molly reviewed many of the basic and practical skills of networking, from how to give a proper handshake to 'starter questions' when meeting someone to the proper etiquette of connecting on LinkedIn. Molly's concepts and book are ideal for most professional organizations that desire to build a larger network.

## Key Takeaway Quote:

*"There's fascinating in everyone. Your job is to find fascinating."*

## Notes from Presentation:

### The Networked Organization

How many people in your organization should be responsible for revenue generation? EVERYONE

Yes. Everyone should be responsible for revenue generation, and therefore be building and leveraging relationships.

### What you need to do:

- Think twice about how your handshake and the impression it may be leaving
- Being creating an intentional network by building your Relationship Portfolio
- Ensure consistent messaging among everyone in your organization
- Schedule lunch with 3 executives you'd like to meet who may not know each other
- Develop your standard set of Smart Networking Questions - or use mine
- Augment annual performance reviews with Networking Plans
- On your next three airplane flights, strike up a conversation with the person next to you. Focus on getting to know them, identifying what their network looks like, and figuring out how you can help them. Ensure you write down (visibly) 1-2 action items and ensure a reason for follow up. And, be sure to get their business cards

### What your organization needs to do

- Have everyone in your organization read The Networked Organization
- Confirm every employee knows what your organization's target customer and target role within that target customer set looks like. Be specific.



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- Have your teams map out their Relationship Portfolios
- Bring your sales team in for a strategy meeting to talk about how everyone represents the company and work together in teams to develop consistent and compelling messaging in order to be more effective at representing your company to prospects. Extend this learning to the rest of the organization.

### **Mistakes People Make**

- Starting Relationships Online (For example, blindly sending or accepting an invitation on LinkedIn. Do you really want them in your network?) If you don't know them and want to know them, contact with them first and then connect with them.
- Show up and throw up at events.
- Giving out your business cards

### **The Basics**

- The Name Tag – The correct side to put your name tag on the right side so when someone shakes your hand, they see your name, hear your name. The more often they hear name, they're more likely to remember your name. Include the full name and legible. Use a Sharpie!
- Business Card – Carry them in a case that protects them from getting damaged. Make sure they're easy to access at a network event.
- Handshake – A great handshake is a firm handshake, not too tight, web-to-web of the hand, double-pump and know when to let go, and if it's not too creepy, look at them eye-to-eye and/or smile.
- Something to Take Notes – Carry around a notepad wherever you go. Always be prepared to advance the ball.

### **Your 10 Second Commercial**

Most people don't like networking functions because they don't like talking about themselves. The good news is, you never have to again. You have a 2 second commercial and then create a conversation by asking the other person a question. Move the conversation to the other person as quickly possible. You want to leave the event knowing as much as you can about others – it's NOT about you.

"I'm in wellness. How about you?"

"I sell disposable gloves. How about you?"

### **Be interesting by being interested**

*Seven questions to ask at a networking event.*

- What do you do?
- Where do you work?
- How long have you been there?
- And where were you before that?
- And how long were you there?
- And where were you before that?
- And how long were you there?

She only wants to get about 10 years of work experience. The goal is to decide the value of their network. Someone that worked at an airline probably has a bigger network than someone working at a public utility.



“There’s fascinating in everyone.” Your job is to find “fascinating.”

First line on an airplane, “Are you coming? Or going?”

She reads books and magazines (“Fortune”) to be familiar with multiple industries. The ultimate goal is to just know the questions to ask someone you meet on a plane.

### **What's a success?**

How many people do you need to meet to consider it a success? One. You want lead, contact and idea. If you just have one follow up person, the event was successful.

### **The 7 Rules of Relationship Building**

- It’s not about you – The main rule.
- Build the well before you need the water – Always give two favors before you ask for a favor.
- Be there and aware – Be fully present. Don’t check your phone.
- Be interesting by being interested – Get them engaged. Ask them questions.
- Assume positive intent – Hard to assume positive intent when you don’t have trust. Easier in an organization with trust. People tend to write emails with positive intent. People tend to read emails with negative intent. 100% of your emails have the possibility of being misinterpreted. If you need to document it, follow up with an email. If you need to send it to them while you’re still on the call, ask them to read it to confirm that we’re on the same page.
- Attitude is everything – If you hate networking events, you will be hard to engage at an event. Nobody ever says, “That guy is really negative...I’m going to send him some business.”
- Let them win – Don’t one up them. For example, If you ask where’s the best steak restaurant, and then after they respond you say, “No. I think XYZ is the best steak restaurant.”

If someone has something stuck in your teeth, tell them. Still there. Do it again. If it’s still there, send them to the bathroom.

Yoga wisdom – “The happiest people don’t have the best of everything, they make the best of everything.”

85% of Molly's business comes from airplane travel.

### **What about the business card?**

Don’t give out a business card unless someone asks for the card.

He who gets the card controls the conversation. Don’t necessarily give out your card.

### **Q&A**

*How do you feel about taking notes on a phone?*

They will think that you’re checking email, texts, web, etc... When you write something down that they tell you, they believe that you care more.

*How do you follow up when you take a business card?*

20 Minutes of follow up for every hour you’re out in networking events.

Organize business cards in zip-lock bags by event. You know who needs to be followed up with.



It's not uncommon for a spouse to be the biggest obstacle to effectively networking at an event. You may need to tell your spouse ahead of time that you need to work the event.

Don't leave some standing alone at a networking event? If you leave them, you're not being polite. You can get someone else to join the conversation, introduce them, and then ultimately excuse yourself. Your better off saying, "Let's go get some coffee..." That gives them the opportunity to stay or go.

If you see someone standing alone, ask them to come join us? That will always be a positive impression for your personal brand.

*What if you have a bad handshake?*

If you don't get a solid handshake, maybe say something like, "Hey. That wasn't very good. Let's try it again." Use the same grip for a female or male. If they have a lousy handshake, they may not be a good referral.

### **Presentation Handout:**

#### **The Networked Organization:**

*How many people in your organization should be responsible for revenue generation?*

EVERYONE.

Yes, everyone should be responsible for revenue generation, and therefore be building and leveraging relationships.

#### **What YOU need to do**

- Think twice about how your handshake and the impression it may be leaving (Page 119)
- Begin creating an intentional network by building your Relationship Portfolio (Page 75)
- Ensure consistent messaging among everyone in your organization (Page 101)
- Schedule a lunch with 3 executives you'd like to meet who may not know each other (Page 197)
- Develop your standard set of Smart Networking Questions - or use mine (Page 237)
- Augment annual performance reviews with Networking Plans (Page 328)
- On your next three airplane flights, strike up a conversation with the person next to you. Focus on getting to know them, identifying what their network looks like, and figuring out how you can help them.
- Ensure you write down (visibly) 1-2 action items and ensure a reason for follow up. And, be sure to get their business cards. (Page 169)

#### **What YOUR ORGANIZATION needs to do**

- Have everyone in your organization read The Networked Organization (Pages 1 - 349)
- Confirm every employee knows what your organization's target customer and target role within that target customer set looks like. Be specific. (Page 78)
- Have your teams map out their Relationship Portfolios (page 75)
- Bring your sales team in for a strategy meeting to talk about how even/one represents the company and together in teams to develop consistent and compelling messaging in order to be more effective at representing your company to prospects. Extend this learning to the rest of the organization. (Pages 125 - 132)



### **The 7 RULES of Relationship Building**

1. It's not about you
2. Build the well before you need the water
3. Be there and aware
4. Be interesting by being interested
5. Assume positive intent
6. Attitude is everything
7. Let them win



# Marshall Chiles

Author of *"Your Presentation is a Joke: How to Use Humor in Your Presentation to Increase Engagement and Likability"*  
<http://www.amazon.com/Your-Presentation-Joke-Maximize-Impact/dp/1533175004/>

## Contact Information:

@marshallchiles

[WhatUp@humorwins.com](mailto:WhatUp@humorwins.com)

[www.humorwins.com](http://www.humorwins.com)

## Executive Summary:

Marshall Chiles was the perfect speaker to end the Summit, as a professional comedian he was light-hearted, funny and entertaining. He presented how to instill that same amount of humor into any presentation. He distinguishes between comedy and humor by defining humor as "safe comedy." Marshall gave step-by-step processes in his presentation for adding funny images to presentations (the low hanging fruit), creating clever statements about the images, how to misdirect and how to create self-deprecating jokes. Ultimately, adding humor to your presentations makes the presenter more likeable and increases the chance of engagement and likability.

## Key Takeaway Quote:

*"Use humor at the beginning of your presentation, during transition points, and just before your key message. People pay most attention just after you use humor because they want to hear what you will say next."*

## Notes from Presentation:

### Humor Wins: Using Humor to maximize Your Impact

### Your Presentation Is A Joke!

*The Science of Adding Humor to Your Presentations*

"People want to do business with people they like" ~Bob Barg

B2B and B2C

H2H - Human to Human is the Intersection

Story about a friend - You're not the best actor, but you're the guy we wanted to spend a week on an island with...

Keep your jokes in your pocket and let them come out organically.

### Take Home Value of Presentation

- The what and why of humor
- Stay out of trouble with humor rules
- Comedy 101: Fundamentals
- Adding funny images to your presentations (low hanging fruit)
- 3-Step Methodology
- Self-deprecating humor (always the safest humor)



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"I used your recommendation and absolutely crushed my sales presentation. Was told I was a stand out speaker and was really able to get the audience engaged with humor."

### **Humor Equation**

Comedy + Business = Humor

Humor is safe comedy for business

### **The Humor Rules**

- Don't make fun of any person or group
- Keep it above the belt (no sexual references)
- Stay away from politics and religion
- Stay away from drug references
- Stay away from violent words (violent images - make people feel good is the goal, not violence)
- Stay away from unsafe subjects (e.g. the CEO joking about layoffs)
- Unwritten rule - No curse words

Dying is easy. Comedy is hard.

Good news. We're not talking about comedy. We're talking about humor.

### **Why humor in your presentation**

- People don't remember what you say, they remember how you made them feel. (Maya Angelou)
- "When you make someone smile or laugh you raise their endorphins."
- Making people smile or laugh increases your likeability.
- "If you people like you then you have won 80% of the battle." ~Johnny Carson
- "Your goal is to persuade your audience."
- "Humor increases persuasion's effectiveness." Dr. Jim Lyttle (1977)
- "People pay the most attention just after you use humor because they want to hear what you will say next."  
~Jeffrey Gitomer
- Even if they're not laughing, they're paying more attention.

Increased Likability + Increased Engagement = Increased Results

### **Comedy 101: Fundamentals**

The secret to comedy is...surprise. (Jokes don't work as well the second time, because it's not a surprise)

"Misdirection is the easiest form of surprise." Marshall Chiles

### **Easiest form of misdirection is the Rule of 3: Serious, Serious, Funny**

For example: "Giving 110%, takes hard work, dedication, and a complete disregard for how math works."

For example: "In high school, I went out with my dad's best friend. And that's embarrassing, you know, my dad having a 14 year old best friend."



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“Breadcrumbs help you lead your audience.” Marshall Chiles

“Brevity is the soul of wit.” ~William Shakespeare (aka, Billy Shakes)

“If I had more time, I would have written less.” ~Blaise Pascal (1657)  
How can you say it faster?

“I am married with two kids, which means I’m very happy to be here.” ~Marshall Chiles  
Get rid of breadcrumbs that you don’t need. If you can take out a sentence if it doesn’t help the story. Get rid of your darlings.

“This is shirt is dry clean only. Which means it’s dirty.”

“Pausing is key to helping lead your audience.” ~Marshall Chiles

Put the punch word at the end of your sentence. ~Comedy 101

Hard consonant words stick in the ear better. ~Comedy 101  
Sara Blakely example, SPANX: two hard consonants, one syllable.

### **Slide:ology - The art and science of creating great presentation**

Key takeaway - One key message per slide

Key Message + Funny Image = Funny Message

#### **Google Image Search**

- “Funny” + “Subject” + Key message
- Search variations on subject thesaurus.com
- Find the picture that matches the messages
- a) [www.tineye.com](http://www.tineye.com)
- find oldest to find the original source
- Best to only use non-professional photos
- Write a funny line incorporating your funny image.





GOOGLE SEARCH EXAMPLES:

**Customer Service**

Funny customer Service

Funny phone

Funny service



*Caption: "Not everyone takes customer service seriously."*

**Providing solutions**

funny providing solutions

funny providing

funny solutions



*Caption: "Some people have no idea where to find solutions."*



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## Finding Customers

funny finding customers

funny demographics



Caption: "Know your audience."

## Solutions

funny solutions

funny answers



Caption: "People can find their options confusing."

## When to use Humor In Presentation

- Use humor at the beginning of your presentation (write 1-2 minutes of self revealing jokes to connect the audience.)
- Use humor at transition points (Keeps the audience engaged and knowing more humor is coming)
- Use humor just before your key message

## Simple methodology of presentation punch-up

"The art of adding funny to any story." ~Christopher Titus



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### **Presentation punch-up**

1. Write out your presentation
2. Put a sentence on a separate piece of paper
3. Write humor on the subject of that sentence
4. 4 Put that sentence back into your presentation
5. Repeat 2-4

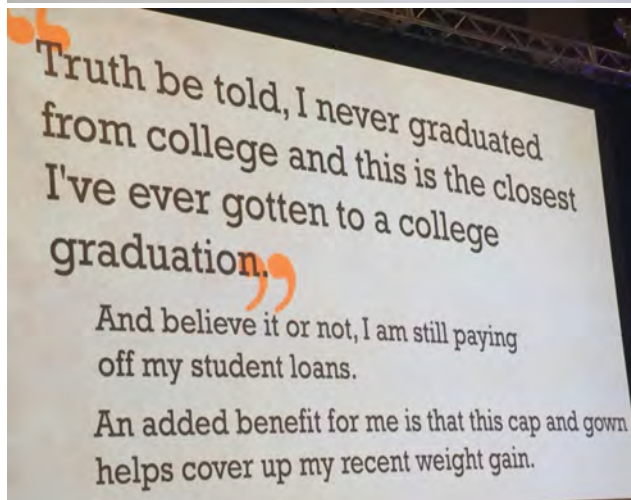
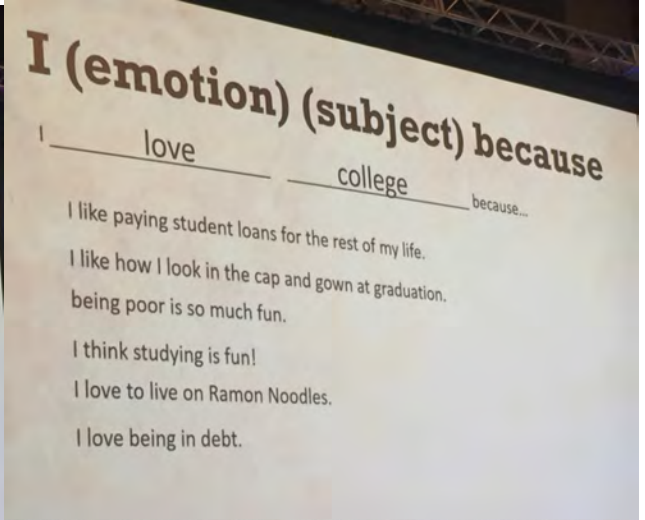
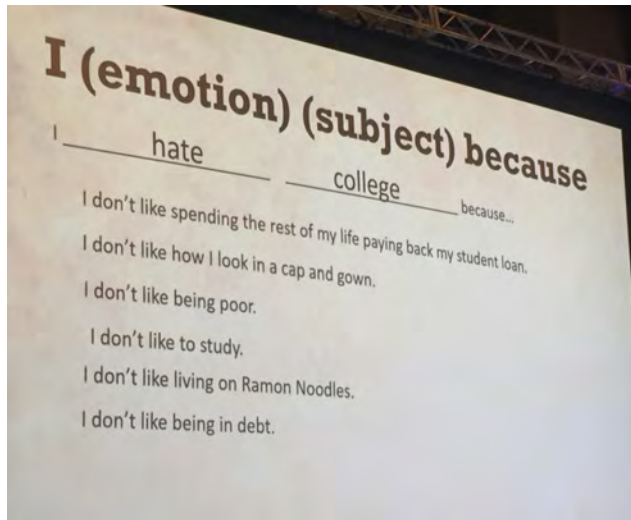
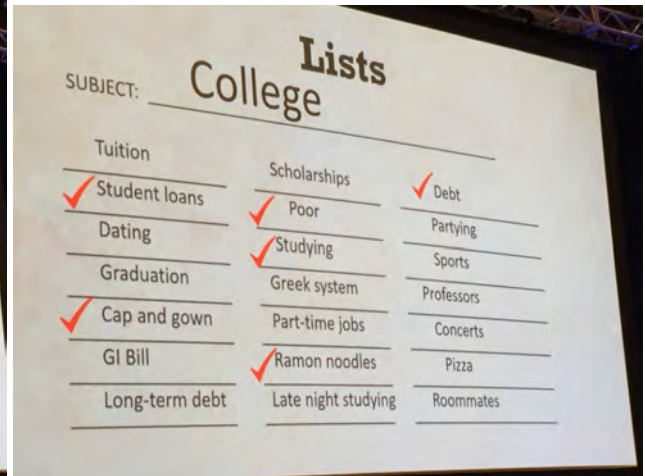
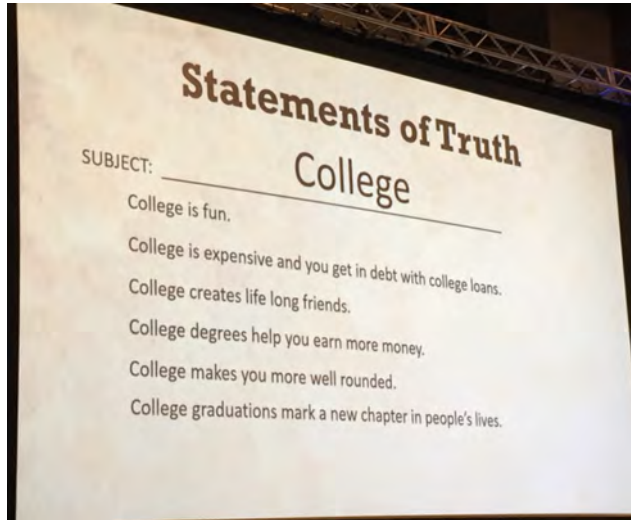
The humor wins formula for step 3 above...

### **Humor Wins Methodology**

- Statements of truth
- Lists
  - Nouns, verbs, adjectives
  - Thesaurus.com
  - Pick 4-5 words from list
- I (emotion) (subject) because \_\_\_\_\_
  - Hate, love for the emotion - extremes
  - Go with love because it's positive



**Statements of Truth Example**



## Self-Deprecation: The Safest Form of Humor

### Likability Formula:

Confidence + Humility = Likability

“Self-deprecation humor makes lads appear more likable, trusted and caring.” ~Inc. August 2014

“Self-deprecation is disarming and makes other feels included.” ~Fortune

Example, Ronald Reagan, “Just to show you how youthful I am, I am going to campaign in all thirteen states.”

### Abraham Lincoln

First debate, Lincoln was repeatedly called, “Two-faced”

Lincoln’s response, “Sir, if I was two-faced, would I really be wearing this face?”

### Self-Deprecating Methodology

1. Write obvious and non-obvious characteristics
2. Pick one unique trait (i.e. subject)
3. Lists
  - Nouns, verbs, adjectives
  - Thesaurus.com
  - Pick 4-5 words from list
4. I (emotion) (subject) because \_\_\_\_\_
  - Hate, love for the emotion - extremes
  - Go with love because it’s positive

[www.humorwins.com/resources](http://www.humorwins.com/resources)

Articles and downloadable forms.

“Be so good they can’t ignore you.” ~Steve Martin

### Presentation Handout:

#### Follow-Up Action Steps

Why use humor in your presentations? Because as Dr. Jim Lyttle reported after years of research, “Humor increase persuasion’s effectiveness.”

Comedy + Business = Humor

\*Humor is just safe comedy

### Humor Rules

- Keep it above the belt
- Stay away from religion and politics
- Do not make fun of any group of people
- Stay away from words with violent images
- No drug references
- No unsafe subjects



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### **Funny Images**

Step One: Search “funny” + (subject) of your key message on Google images

Step Two: Find a photo that matches your (subject). . \_ and variations on (subject)

Find original online source by going to [www.TinEye.com](http://www.TinEye.com)

Step Three: Write a line that matches that photo and your (subject)

### **3-Step Process**

1. Step One: Statements of Truth
  - choose subject, write down statements that are true about that subject
2. Step Two: Lists
  - write all the words you can think of that are associated with your subject
  - after thinking of your own, I highly suggest using [thesaurus.com](http://thesaurus.com)
3. Step Three: “I (emotion) (subject) because”
  - Complete the sentence trying to use words from step 2 and your statements of truth from step 1 completing the sentence in b.
  - I (emotion) (subject) because
    - Hate, love, scared, excited, etc

The key to comedy is surprise. The key to surprise is misdirection.

### **Misdirection**

- Rule of three: Serious, Serious, Funny
- Make your point with the first two items, and entertain with the third item
- Make people think you’re taking them down an obvious path, but then take them in an alternate direction

### **Self-deprecating Jokes**

Step One: Write down your obvious and non-obvious traits (physical/non-physical)

Step Two: Write statements of truth on one trait

Step Three: List words associated to that trait

Final Product: I (emotion) (trait) because

Use humor at the beginning of your presentation, during transition points, and just before your key message.

People pay most attention just after you use humor because they want to hear what you will say next.



# Verne Harnish

2016 ScaleUp Summit Host

Author of "Scaling Up"

<http://www.amazon.com/Scaling-Up-Companies-Rockefeller-Habits/dp/0986019526/>

## Notes from Verne Harnish during the Summit:

"Science shows that leaders are readers."

### What's your reading habit?

- Mark Cuban sets aside 3 hours per day to read.
- Zuckerberg reads a book every two weeks.
- Charlie Munger on Warren Buffet's reading habits, "His first priority would be reservation of much time for quiet reading and thinking, particularly that which might advance his determined learning, no matter how old he became."

Latest statistics say that 11,000 companies start up per hour.

ScaleUpU - 150 Cities, 150 ScaleUps, 22,000+ Impact

Verne's Best Business Book Ever - "The Goal" Eliyahu M Goldratt

<http://www.amazon.com/Goal-Process-Ongoing-Improvement/dp/0884271951/>

### Theory of Constraints

- Amazon - Removed all the constraints from purchasing.
- Organizational Structure is one of the constraints to business today. Team structure goes back to the command-and-control of the military.

### Google's Aristotle Team Project

Two key findings about what makes a great team:

- Equal conversational time for all participants
- High-empathy (shortcut: have more women on your team)

<http://www.circl.es/scaleup> - An effort to create teams of people in like-minded roles at different companies that all want to learn and grow. Through a team-based learning approach, individuals retain 60% of material versus only 3% when learning alone. Leverages remote video conference and online learning tools to facilitate team-based learning. The concept/tool is currently in beta stage looking for participants.

ScaleUp 2016 app

#scaleup16

Facebook: Gazelles, Inc.

### Randy Nelson

Orion International – Has placed over 36,000 military veterans into business.

Past commander of a nuclear submarine.



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His two key takeaway quotes:

- “The growth of the company is limited by the growth of their leaders.”
- “Leadership is a privilege”

Think about yourself and our you the right leader for your organization? Ask yourself the hard questions?

“Biz Dev Done Right: Demystifying The Sales Process And Achieving The Results You Want”, by Caryn Kopp, Chief Door Opener

<http://www.amazon.com/Biz-Dev-Done-Right-Demystifying/dp/1599326795/>

### **Gazelles Social Initiatives**

ShalomLearning - Scaling Up Jewish Education

Joshua Troderman, Executive Director

The journey of using Scaling Up with a non-profit.

- Clarified what we do - Blended Learning, Hebrew School (Curriculum, Technology, Professional Development)
- Before Scaling Up, in September 2014 we had pilot programs with five different age demographics.
- He was handed the “Scaling Up” book and it changed my perspective
- Looked at Strengths, Weaknesses and Trends
- Established Core Values, Purpose and Competencies
- Created accountability within the organization
- Asking the right questions was critical in the Scaling Up process.
- The Choke Point - The X-Factor - The biggest problem in the industry is maintaining good teachers.
- Grow Where You’re Planted - Synagogues B2B Performance Fuelers
- Raised \$3.5 Million in commitments and revenues of \$2 million in year one.
- BHAG: 300 students to 10,000 students by 2019 (the entire demographic)
- By 2015, we surpassed all of our objectives: 300 students to 914, Teachers from 10 to 50. Synagogue partnerships from 15 to 22.

### **Wrap-Up Session**

“Scaling up a significant business requires precisely the kind of discipline and focus detailed in Verne’s practical and 'how-to' driven book.” Scott Fahqr, Atlassian

Bill Gross at idealabs - Timing is everything. Absolutely make sure you hit the right wave. Once you get the great luck, you have to go for it.

The glamorization of youth by marketers and advertising buyers is a vestige of the past. The real power globally lies with the 60-plus age group who will contribute more than two-thirds of global consumption growth in US and Western Europe. IN comparison, Europe millennials will contribute less than 2 percent. The data make clear that companies need to design products and services for older people if they want to....”

1? - How are you going to win?



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## 7 Strata of Strategy

- Own a word or two
- Declare brand promises
- Establish Catalytic Mechanism
- Create One-PHRASE Strategy

You should be averaging 3-5X industry profitability.

### Theory of constraints

Example: Ikea

Industry problem: Takes a lot of space to warehouse and expensive to ship

Strategy: "Flat packed" is the strategy for Ikea.

Example: Southwest

Industry problem: You can only make money when the plane is in the air

Strategy: "Wheels up"

Example: Dell

Industry problem: The retail chain of building it and then shipping and then selling

Strategy: "Build direct"

Example: Apple

Industry problem: Getting everything from multiple suppliers/software/manufacturers to work together seamlessly

Strategy: "Closed ecosystem"

### "Goal: The Ball Doesn't Go In By Chance" by Ferran Soriano

<http://www.amazon.com/Goal-Doesnt-Chance-Management-Football/dp/0230355153/>

Book about how a sports team, FC Barcelona, used management ideas to turn around a sports franchise.

Strategy: "Ball Possession"

They control the ball 72% of the match.

We create an intentional network you need to do your job

### Ogilivy 4 E's of Marketing

- Product = Experience
- Price = Exchange
- Place = Everyplace
- Promotion = Evangelism

### Pricing is Critical

- Too much wild-ass guesses around price.
- Dynamic pricing.
- Most mid-market companies are underpriced.



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"Confessions of the Pricing Man: How Price Affects Everything" by Hermann Simon

<http://www.amazon.com/Confessions-Pricing-Man-Affects-Everything/dp/3319203991/>

HBR Article: "The Fine Line Between When Low Prices Work and When They Don't"

<https://hbr.org/2016/03/the-fine-line-between-when-low-prices-work-and-when-they-dont>

## **Negotiations**

Dr. Victoria Husted Medvec - "High Stakes Negotiations: Ten Strategies for Maximizing Outcomes and Building Relationships"

Available at Gazelles Growth Institute.

Key Takeaways:

- Name Price First
- Three Proposals

## **Agile ScaleUp**

"Change requires new business models ... leaner, faster, more decentralized. The days of cycling global ideas through a central headquarters is over. Globalization requires pushing capability to local teams who are empowered to take risks without second guessing." ~Jeff Immelt - Chairman & CEO of GE

"Reinventing Organizations" by Frederic Laloux, go straight to Part II and read chapters 1 and 2.

Google Research on Teams

Conversational Turn-Taking

Average Social Sensitivity

"We need more coaches, not managers."

Keep scaling!

## **ScaleUp User Conference:**

- Candy Crush - Constantly provides Positive Reinforcement. If the deadlines are too far apart, people can't get the feeling of accomplishment.
- Scoreboards at events - Constantly updated and huge.
- What's the finish line?
- At the Olympics, it's not about just winning the gold. Everybody wants their Personal Best. Same thing for your organization.

BHAG - Long-term goals

RedBalloon Scoreboard - Visible to everyone

Mayor of Boston - Has a daily huddle and a scoreboard

Core Values - A handful of rules that define our culture



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### Core Purpose - Why

- Microsoft = Ubiquity
- Walmart = Robin Hood
- Disney = Happiness
- Nike = Competition
- 3M = Innovation
- Starbucks = Third Place

**Brand Promise** - Three reasons to buy your product with a measurable KPI. FastCat (Ferry Safe, Ferry Fast, Ferry Convenient)

### Dentist Survey

- Answer the phones? (SMILEY FACE, FROWN FACE, MEDIUM FACE)
- Where you seen on time?
- Was the treatment Pain Free?
- NPS

High Stakes Negotiations: Ten Strategies for Maximizing Outcomes and Building Relationships

Facebook - Operate in 6 week operating cycles. A quarter is too slow. Change happens quickly.

Simon Lim, Maclean - Long-time SaclingUp client in Asia

### The City Bin Co. (Gene Brown)

- BHAG: To serve 1,000,000 customers by 2020
- Life begins at 40 - hitting 40,000 in cash
- 180 to One
- The Price Is Right
- Binnit
- Cool/Not Cool - Service based behaviors

### Four Decisions

- People = Happiness
- Strategy = Revenue/Gross Margin
- Execution = Profit/Time
- Cash = Oxygen/Options

### 3 Disciplines

- Priorities - Alignment
- Data/Metrics - Clarity & Foresight
- Meeting Rhythms - Bester/Faster Decisions



## 2 Demands: People & Process

- People (Relationship) = Employees + Customers + Shareholders
- Process (Transactions/Activities) = Record Keeping + Make/Buy + Sell

Coaching + Learning + Technology = Growth

Everybody in the organization is responsible for growth!

“If you can’t grow the people, you can’t grow the company.”

If you want to 10x the company; you have to 10x the people.

Have A Bias for Action



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# ScaleUpX

A collection of mini-presentations made throughout the ScaleUp summit by organizations that have implemented the “ScaleUp” philosophy into their businesses, or tools that supplement the ability to “ScaleUp.”

## ScaleUpX Notes during the Summit:

### Alden Mills, SPECAT

Author of “Be Unstoppable”

<https://www.amazon.com/BE-UNSTOPPABLE-Essential-Actions-Anything-ebook/dp/B00D7U4RJ0>

“What do we do now, sir?” The last thing you want to hear in the heat of battle.  
As complexity grows, you have to make your message simpler.

### The Three Michael’s Story

- Michael Monsoor and three other SEALs, guarding 8 Iraqi trainees In the heat of battle, he hears “Grenade” and jumps on the grenade.
- 9 months earlier, Michael Murphy held up in an engagement in Afghanistan against 100 combatants. Went out into fire to make a phone call to save his team.
- Michael Thorton, in Vietnam, walks into enemy fire without any leadership. He pulls out a Medal of Honor winner and swam two hours to save his life. (PBS Documentary on Michael Thorton.)

SEAL Team is a brand. Similar to what you have in your company. They saved each other, because of a “promise” that they make to one another.

### Promise -> People -> Process

The world gets more complex, you have to get more simplified in your messaging. Under the heat of battle (business), what is the message you want your teammates to remember. Your promise.)

America – Another brand. What is the promise of each

--

### David Schurmann, Lawline

Learning a New Language

Largest online provider of continuing education for legal industry

120,000 attorneys

1,000 courses

20 team members

Story about reading “Scaling Up” and deciding to use a GI Coach to Scaling Up.

People - Trust (Trust exercise with team - we were at a 3 with 0-10)

Execution - Direction

Challenges

Symptom: Drama

Solution: Right People In The Right Seats

People



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CEO's must make the tough decisions around people. Especially around the executive team.

Four things from ScalingUp helped us put the right people in the right seat:

- Core Values defined and used
- Job Scorecards - What are the outcomes of the position?
- Quarterly Priorities - Hold employees accountability
- Core Purpose – Used us to make clear decisions that aligned with our core purpose

TopGrading implemented to hire people. We had three positions we

- Symptom: Lack of Communication
- Solution: Alignment of Each Department
- Execution

Daily Huddle Implementation - Started with the leadership team. 3 months. The coach “made us” do Core Values.

One hourly weekly meetings with the entire organization. Allowed us to align and communicate between departments.

We had a never-ending technology project, that we finally finished because of this process.

--

### **John Burchfield**

President, DSI

eDiscovery About People

Four years of working with Rockefeller Habits

2013-2015 = 125% Growth

2016 = 60% Growth

### **Gallup: The Change In Leadership**

- My paycheck -> My purpose
- My satisfaction -> My development
- My boss -> My coach
- My annual review -> My ongoing conversations
- My weaknesses -> My strengths
- My job -> My life

**Number 1 factor in job satisfaction** - how often they meet with their supervisor and do they feel like they are developing and growing, while also being able to connect their contributions to a bigger vision.

The Align tool ([www.aligntoday.com](http://www.aligntoday.com)) was invaluable in the ability to implement Rockefeller Habits. It created the transparency of communication. “I can’t imagine implementing Rockefeller Habits without the Align tool.”

Start with putting your foundation into the tool - The One Page Strategic Plan. It’s immediately accessible to everyone in the organization. Every new employee of the company is walked through The One Page Strategic Plan. It creates the clarity with new employees about the objectives and vision for the company. A critical role of the on boarding process of new employees.

All Priorities are entered into Align with detailed plan and KPI’s are entered by the end of the planning day. Every employee knows what every other employee is working on for the quarter.



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Every two-weeks we have meetings between every supervisor and their direct reports. They pull up align and use that as a discussion tool to create accountability and alignment.

Organizational health is indicated by seeing how many individual priorities are aligned with the company priorities.

Daily Huddles are run through Align. Every person enters their Daily Huddle into Align and updates any priority updates.

“Stucks” are also recorded in Align. Stucks are discussed during the Daily Huddle.

Employees are using the mobile app during the Daily Huddle to read their update.

Top Task Calendar is also recorded and visually shown in the Align tool. What is the most important task you’re working on today. And the manager can see if they are getting these top tasks done...and are they the right tasks.

Employee NPS tool is built directly into Align. DSI has been using this tool to measure the satisfaction.

Few millennials use television, newspapers or radio as an information source (from Gallup):  
Internet



**DSi has been selected as Inc. 500 as one of the 50 Best Workplaces in America for companies with under 500 employees.**

--

**Adam Witty**

Advantage Media

There is a secret in marketing that you may not know, the higher up in income you go, the more you are paid for who you are versus what you know.

Pioneer of "Authority Marketing" the strategic process of position yourself and your company to be the expert in your field to create outsized influence in your field.

You need to be the expert/celebrity in your field.

Be shiny magnet in the sea that fish swim to, instead of you having to market to them.

Rachel Sapznik, author of "A Passion For Wellnes: Healthy Employees, Healthy Bottom Line"

A client of Advantage Media.

Book came out in December. 100% increase in the first five months. Total revenue increase has been over \$350,000.

We are now considered a leader in the industry.

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**John Ratliff, STS Capital Partners**

STS Capital Partners

Demystifying the myth that leadership teams shouldn't be thinking about and supporting a plan for an exit. All owners will exit eventually - by choice or by circumstances outside of their control. Some times, it's just a handoff to the next generation. Under all of those circumstances, the entire leadership team should be concerned with how to make the owner redundant for their own security. A leadership team that can prepare a company for an exit will prove themselves invaluable to the new leadership/ownership team.

Two-Day Invitation Only Event

2016 Innovation Symposium

Strategies for Maximizing Your Exit

Harvard University, Cambridge, Massachusetts

August 23-24, 2016

Hosted by STS Capital Partners

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**Dwight Cooper**

PPR Talent Management Group

<http://pprtmg.com>

How do you build a great business that is "best in the world" at something? They decided to be best in the world at talent management.

Start with Core Values and Core Purpose. Jim Collins teaches us in his books that if he focuses on the Purpose and Values, the profits will come and they will be wildly above the average.



**PETRA COACH**

888-330-1020

[www.petracoach.com](http://www.petracoach.com)

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## PPR Core Values

- Excellence
- Teamwork
- Change
- Service
- Trust

\$11 Billion lost annually due to employee turnover  
Companies with engaged employees outperform those without by 202%  
71% of employees are actively disengaged.

## Comparative Annualized Stock Market Returns

100 Best Companies to Work For by Fortune had returns of 10.8%, compared to 4.49% of S&P 500 or 4.81% of Russell 3000.

## Why don't we focus on building great cultures?

"We rush to the urgent at the expense of the important."

**Great Place To Work by Fortune** - PPR Talent Management has been on the list for 12 years in a row, and recently, ranked #1 Best Small & Medium Workplaces in America 2013.

An engaged employee is one who is fully absorbed by and enthusiastic about their work and takes positive action to further the organization's reputation and interests.

**Gallup Employee Engagement Survey** - An inexpensive solution (\$15 per employee) for small businesses to do an anonymous Q12 survey with anonymous feedback about your culture. They compare you to thousands of other business. <http://www.gallup.com/products/170969/q12-employee-engagement-center.aspx>

You must have systems and processes to mine employees for feedback. That is the first step towards to creating an environment of trust.

dwight.cooper@pprtmg.com  
904-382-8899

PPR Talent Management Group has used the Gazelles Growth Institute to disseminate great information from seminars and to get certification in TopGrading.

They hire about 16,000 people per year as an organization.

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## Kevin Daum

Upcoming book, "The 12 Habits of Valuable Employees" by Kevin Daum and Verne Harnish  
@KevinJDaum  
KevinDaum.com

Pursue the Awesome Experience

Infiltrated the young Millennials in the workforce. They believe they are going to change the world, take over and improve government. How are they going to bring value to companies? They don't know what's expected of them?

Do you know how to identify valuable employees?



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### **Habits of Desire**

- Developing Leadership – In Yourself And Others
- Integrating Core Values – Help Everyones Walk The Talk
- Fostering Communication – Open Ears, Open Mind, Open Heart
- Managing Conflict – Through Challenge Comes Brilliance

### **Habits of Performance**

- Surfacing Issues – The Obvious And The Obscure
- Stimulating Productivity – Get It Done No Matter What
- Improving Process – Efficiency, Efficacy, And Elegance
- Enabling Growth – Drive The Preferred Future

### **Habits of Influence**

- Boosting Morale – In Good Times And Bad
- Inspiring Creativity – Get All Outside The Box
- Generating Opportunity – Make It Rain In Meaningful Ways
- Growing Community – Earn Credibility And Respect

### **The Committee of 200 - Protégé Program**

Made up of the leading women leaders and entrepreneurs.

In the first 18 months, the results are:

- Revenue increased over 24%
- Net Profit increased by 39.5%

### **Church Hill Classics (C200 Member)**

Mission: Showcasing life's milestone achievements

2020 Vision - One million achievements proudly framed for the world to see.

Values; Quality, Passion, Integrity, Creative, Caring

Key KPI: Labor Dollars per Frame Produced

**People resist change.** It's always painful to put in the meeting structures. We lost some employees, but it was worth the loss to make sure we had the right people. We hold each other accountable and use scorecards.

Revenue increase grew by 39%

Net profit up 1800%



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# 2016 Gazelles Growth Summit

October 25-26, 2016

<https://gazelles.com/summits/growth-2016>

## SPEAKERS

### Pat Lencioni

Author of “The Ideal Team Player: How to Recognize and Cultivate The Three Essentials Virtues”

Pat is the founder of The Table Group and the author of 10 books which have sold nearly 5 million copies and been translated into more than 25 languages. The Wall Street Journal called him one of the most sought after business speakers in...

### Hermann Simon

Author of “Confessions of the Pricing Man: How Price Affects Everything”

Hermann Simon is chairman of global consultancy Simon-Kucher & Partners Strategy & Marketing Consultants. He was a professor of business administration and marketing at the Universities of Mainz and Bielefeld. As a visiting professor...

### Amanda Lindhout

Author of “A House in the Sky: A Memoir”

In 2008, Amanda Lindhout traveled to Somalia as a freelance journalist to research a story on the millions of people affected by two decades of war, drought, and famine. Kidnapped by teenage criminals outside of the capital city, Mogadishu...

### Greg Brenneman

Author of “Right Away & All At Once: Five Steps to Transform Your Business and Enrich Your Life”

Greg Brenneman is the full time Chairman, President & CEO of CCMP Capital, a large private equity firm. Mr. Brenneman plays an active leadership role in executing the Firm’s overall strategy while remaining actively engaged in completing transactions...

### Rory Vaden

Author of “Procrastinate on Purpose: 5 Permissions to Multiply Your Time”

Rory Vaden: Cofounder of Southwestern Consulting™, New York Times bestselling author of Take the Stairs and Procrastinate On Purpose, international speaker, and the world’s leading expert on self-discipline and overcoming procrastination...

### Alex Osterwalder

Author of “Value Proposition Design: How to Create Products and Services Customers Want”

Alexander Osterwalder is an entrepreneur, speaker and business model innovator. He is co-founder of Strategyzer, a leading SaaS company that helps organizations develop new growth engines, better value propositions und powerful business...

### Jay Harman

Author of “The Shark’s Paintbrush: Biomimicry and How Nature Is Inspiring Innovation”

As a naturalist, inventor, and entrepreneur, Jay Harman has taken a hands-on approach to his lifelong fascination with natural fluid systems. In the process, he has grown successful biomimicry companies that design innovative products, ...



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**David Emerald Womeldorff**

Author of “The Power of TED\* (\*The Empowerment Dynamic)”

David Emerald Womeldorff is co-founder of the Bainbridge Leadership Center (Bainbridge Island, WA). As director of the center's Organizational Leadership and Self Leadership practice areas, David’s passion is in supporting individuals, teams...

**Calvin Newport**

Author of “Deep Work: Rules for Focused Success in a Distracted World”

Cal Newport is an Assistant Professor of Computer Science at Georgetown University, and the author most recently of Deep Work, a book which argues that focus is the new I.Q. in the modern workplace, and So Good They Can’t Ignore You...

