


# GETTING *results*

MAGAZINE



KNOWLEDGE.  
ACTION.  
RESULTS.

## “A PLAYER”

Jim Jubelirer Helps You  
Attract & Hire Top Talent



Jim Jubelirer  
**RESULTS GROUP**  
KNOWLEDGE. ACTION. RESULTS.

# Creating Inspired Moments

## The Importance Of A Customer Service Vision Statement

**“Putting our feet in the shoes of the Customers, [we understood] what they were dealing with and [their] anxiety . . . We were growing the company with such speed and aggression that we lost sight of the Customer experience.”**

- HOWARD SCHULTZ, STARBUCKS' CEO,  
WALL STREET JOURNAL 2011

Several years back, I had one of the highlights of my consulting career: Starbucks asked me to help them re-create its Customer Service vision statement. I have worked with Starbucks in the past, but this was different. I knew this was going to be something that would live for a long, long time in Starbucks. Starbucks has always been one of my favorite companies, both as a Customer and as a Customer Service Consultant. I was so excited! I knew that no one helped create better Customer Service vision statements than The DiJulius Group. I knew we were perfect for this project. I was so excited about taking on this project, until I asked them what their current vision statement was that they wanted to change: “To inspire and

nurture the human spirit one person, one cup, and one neighborhood at a time.”

I thought to myself, *Wow, that's pretty good.* I honestly didn't know if we could improve on that. I asked Craig Russell, Senior Vice President of global coffee, why he felt that statement didn't work for Starbucks. He replied, “We love the statement; those are Howard's [Schultz's] words. It is more of our purpose. As far as a Customer Service vision, it is too big, too aspirational. We want something that's actionable, trainable, measurable.” As I thought about it, he was right. If someone comes in and orders a venti soy latte, and the barista gives it to them exactly how they ordered it, in ninety seconds, did the barista

inspire or nurture their human spirit? Probably not. That is something that takes dozens and dozens of positive experiences. I believe Starbucks does that. But it doesn't happen one time.

So we did what we do with all our consulting clients when making a Customer Service vision statement; we started with scripting a day in the life of a Starbucks Customer. A Starbucks Customer is easy to relate to. Virtually anyone reading this book can relate, whether you actually frequent Starbucks or not. Starbucks customers are people with discretionary income who are battling the hustle and bustle of their busy lives, trying to balance everything they have going on personally and professionally—people dealing with

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the daily grind that can wear us all down from time to time.

### INSPIRED MOMENTS

One of the biggest takeaways from this workshop that the group of executives from Starbucks shared was that Starbucks can't change what's going to happen today to its Customers. Whether they get a

flat tire on their way to work or they are irate because their package didn't arrive next-day air, as promised, what Starbucks can provide (and does provide very well) is an escape—if only for a few seconds in the Customer's day. Starbucks allows its Customers to step inside, collect themselves, see some friendly faces—whether it be the workers, friends, or neighbors from the community—and take a break, enjoy a beverage, regroup, and then go back and take on the world again.

There it was. The team had it: the Starbucks' Customer Service vision statement. One of my proudest trophies as a consultant is the Starbucks green apron. The next time you walk into a Starbucks, anywhere in the world, and you see a Starbucks employee wearing that signature green apron, politely ask them to turn the inside top of the apron over for you. There is where you will see the Starbucks Customer service vision statement and pillars printed. It reads:

## We Create Inspired Moments In Each Customer's Day

Anticipate Connect Personalize Own

Why is the Customer Service vision statement printed on the inside of the green apron? It isn't for the Customers or public to see; it is for the Starbucks employees to see. And every time they put that apron over their head, they are reminded of their job for every Customer with whom they come in contact with.

### THE PILLARS TO THE STARBUCKS SERVICE VISION STATEMENT

The four pillars to the Starbucks service vision statement have to do with the company's key drivers of Customer satisfaction:

**Anticipate** — This might mean that if a barista notices a Customer in a business suit, at 6:05 a.m., ordering his coffee, while barely looking up from his smartphone, he probably has some place to be. Get him his drink and help him get on his way. On the other hand, it can be a completely different pace at 9:05 a.m., when a barista encounters a few mothers who just dropped their children off at school and seem to be in no rush.

**Connect** — A connection could be recognizing regulars and having their drinks ready for them, or it could just be a smile or a kind word.

**Personalize** — This means customization. With over eighty thousand ways someone can order a Starbucks beverage, you truly can have it your way.

**Own** — Starbucks trusts its employees. They can own the experience. If a little girl drops her hot chocolate, a Starbucks employee can give her a new one for free.

Each of the pillars is critical, but only in conjunction with each other. Customers want their drinks made exactly how they ordered it, quickly—but not by someone with an attitude. Just the same, a Customer does not want someone to greet them by name and have their drink ready for them before they order it, only to have their drink made incorrectly.

### BIG IMPACT

The Starbucks Customer Service vision statement contributed to the company's turnaround in 2010 and 2011. Earnings rose 44 percent, Customer visits rose by 5 percent, and more Customers were paying for higher-priced items. ♦

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## WELCOME TO THE GETTING RESULTS MAGAZINE

I'm Jim Jubelirer, founder of Jubelirer Results Group, and welcome to the first issue of *Results Group Magazine*. I'm a Certified Gazelles Coach, specializing in leadership development, business breakthroughs, and personal motivation. One of the keys to success in any venture is constant learning and application. That is one of the primary motivations behind the creation of this magazine. I want to share the knowledge that I have learned with you so that you can find the same success that my clients and I have found over the years.

Inside these pages you will find information on my philosophy on business, coaching, and leadership. I outline reasons why I believe every business owner needs to have a business coach, talk about the best-practices for hiring, and much more. My driving purpose in business and in life is to contribute to a greater cause. I do that by helping my clients and my audience achieve the breakthrough results that they want to see.

Have a read through the magazine, collect your thoughts, and apply some of the principles that you find here. You never know where the inspiration to create a better business (and a better you) can come from. For questions, comments, or suggestions about content you want to see in future issues, please email or call me. I look forward to hearing from you.

Sincerely,

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# TOOLS OF TITANS

## Habits From Successful People

**T**his past week, I picked up Tim Ferriss' new book, *Tools of Titans: The Tactics, Routines, and Habits of Billionaires, Icons, and World-Class Performers*. In this article, I've chosen to feature the habits of a few amazing people that are highlighted in Tim's book. Let's dive right in!

### MORNING PRIMING (TONY ROBBINS)

Tony Robbins introduced to me to morning priming years ago, and it has become a staple of my morning routine ever since. Upon waking, Tony immediately goes into his priming routine, which is intended to produce a rapid change in his psychology and physiology. Tony says, "To me, if you want a prime time life, you've got to prime daily." Priming with Tony's method only takes around ten minutes. Here are the three steps:

**"NEVER GO TO SLEEP WITHOUT A REQUEST TO YOUR SUBCONSCIOUS."  
- THOMAS EDISON**

**1. Expressing Gratitude (three minutes):** Tony describes this step as "feeling totally grateful for three things. I make sure that one of them is very, very simple: the wind on my face, the reflection of the clouds that I just saw. But don't just think gratitude. I let the gratitude fill my soul. It's impossible to be angry and grateful simultaneously. When you're grateful, there is no fear."

**2. Spiritual Exercise (three minutes):** Tony describes this step as "total focus on feeling the inner presence coming in, and feeling it heal everything in

my body, in my mind, my emotions, my relationships, my finances. I see it as solving anything that needs to be solved. I experience the strengthening of my gratitude, of my conviction, of my passion..."

### 3. Three to Thrive (three minutes):

Tony describes this final step as "focusing on three things that I'm going to make happen, my 'three to thrive.' ... See it as though it's already been done, feel the emotions, etc."

### GIVE THE MIND AN OVERNIGHT TASK (REID HOFFMAN)

Reid Hoffman jots down problems in a notebook that he wants his mind to work on overnight. This helps him ruminate over different ideas in his subconscious so he can start his next day primed with solutions. It was Thomas Edison

who said, "Never go to sleep without a request to your subconscious."

Here is Reid speaking on his tactic: "What are the kinds of key things that might be constraints on a solution, or might be the attributes of a solution, and what are tools or assets I might have?"

... I actually think most of our thinking, of course, is subconscious. Part of what I'm trying to do is allow the fact that we have this kind of relaxation, [this] rejuvenation period in sleeping, to essentially possibly bubble up the thoughts

and solutions to [problems]."

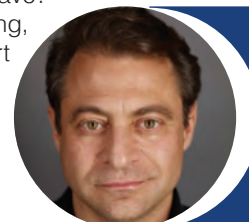
### TO CREATE SOMETHING GREAT, START EXTREMELY SMALL (SETH GODIN)

Seth Godin has authored eighteen best-selling books on marketing, strategic communication, and the way ideas spread. His ideas on "starting small to go big" have impacted me across all my organizations and companies.

Says Seth: "My suggestion is, whenever possible, ask yourself: What's the smallest possible footprint I can get away with? What is the smallest possible project that is worth my time? What is the smallest group of people who I could make a difference for, or to? Because smallest is achievable, I want to encourage people [...] to look for the small. To be on one medium in a place where people can find you. To have one sort of interaction with one tribe, with one group, where you don't have a lot of lifeboats."

Here's a quick summary of the key takeaways: Prime every morning, don't wait to do whatever you want to do with your life, do it now and do it with strong convictions (loosely held), set your mind to work on that goal while you sleep, and start with a small objective. ♦

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# No More Problems, Please!

## A Different Approach To Strategy For All Companies

First, my public apology to all the companies I've misguided over the past two decades, as well as an apology to my employees. And while I'm at it, let me add a public apology to my family and friends.

I apologize for dredging up all their problems, for focusing on what is wrong instead of on what is right. I apologize for focusing on the F's instead of the A's. I just didn't know any better until I read a thin 70 page book called the *Thin Book of Appreciative Inquiry*.



**“I JUST DIDN'T  
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INQUIRY”**

### QUICK SUMMARY – FOCUS ON WHAT'S WORKING INSTEAD OF ON WHAT'S NOT WORKING. PERIOD.

Here's the rub. During quarterly planning and consulting sessions the tendency is to make a list of problems and then spend the bulk of the time discussing these problems and trying to solve them. No wonder people dread the process.

This was brought home to me recently when a client introduced me, as his new consultant, to some of the people in his accounting department. One of the women quipped “I suppose you're here to point out everything we're doing wrong.” Ouch! But an accurate description of the role of most consultants. As a leader of my own firm, I've fallen into this same “problem analysis” focus of solving my growth company challenges. And as a father, during a recent teacher-parent conference, I caught myself focusing more on the “B's” than the “A's”, even though I now know better – these are difficult habits to break.

### DRIVING REVENUES

So what's the alternative? Let me go back to my latest planning session with the client mentioned above. Their main challenge was driving revenue. Rather than analyze all the reasons why revenues were NOT growing as rapidly

as they would like, we took a different tack. Instead, we explored a time when revenues were exploding i.e. when things were going great.

**“RATHER THAN  
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WERE GOING  
GREAT.”**

Back a number of years ago, one of their divisions had driven revenues from \$2 million to just over \$9 million in the span of twelve months. Since then, that division's revenues have gone flat. So we brought in the head of that division and rather than spend an hour analyzing why revenues had gone flat, instead we asked “what were you doing right back then that caused revenues to explode?”

First, the head of the division was getting to re-live a positive time, rather than hash through a bunch of negatives. More importantly, about an hour into the conversation, as we continued to explore what worked for them in the past, the head of the division had a major insight.

Back a few years ago, he was spending about a week a month out in the field visiting with his main distributors and customers. However, after experiencing the sharp jump in revenues, he was

As a Certified Gazelles International Strategic Advisor, Andy Buyting provides strategic direction for high growth companies and their management teams as they grow their organizations to the next level. Learn more at [www.AndyBuyting.com](http://www.AndyBuyting.com)



Verne Harnish is founder and CEO of Gazelles, a global executive education and coaching company. Verne has spent the past 30 years educating entrepreneurial teams. He's the author of *Scaling Up* that uses approaches honed from over three decades of advising tens of thousands of CEOs and executives.

sucked into all the challenges of running a much larger operation which had reduced his field time to less than a week every quarter. The minute he said it, the CEO looked at his head of operations, he looked at me, and we all looked at the division head and we knew our answer had been found. We then spent the next hour figuring out how to get some activities off the division head's plate so he could get back out in the field.

Results? When I checked back three months later, though the division head had not yet achieved a week/month of field time, he had managed to get out a lot more than he had been and in the process found a new product that may likely add \$10 million in revenue next year! Now the company is faced with finding the cash to support the added inventory and again, when explored how they had successfully accomplished this in the past.

### DEFINING AND FOCUSING ON THE CORE CUSTOMER

While discussing the downturn of company profitability over the past few years, Certified Gazelles Coach Andy Buyting brought a new client, in the security guard industry, through a core customer exercise. After analyzing the hard numbers and the gradual shift in customer profile in recent years, it was found that approximately 76% of their customers made up less than 5% of their revenues.

What they concluded was they were wasting far too much (76%) of their time, attention and resources servicing clients that were simply not profitable. This was taking them away from their

larger clients, clients they were better equipped to service well, and would most likely contribute to larger and more profitable growth in the future.

Result? Within a three week period, they essentially fired (transferred out) three quarters of their customer list. This freed up their operations and admin people to focus on their large profitable clients. It also provided their sales team with clarity on their core customer, and has allowed them to grow larger, faster and with much stronger profitability.

### TURNAROUND STRATEGIES

Another friend who turns around business said he uses a similar process. He simply asks for a graph of the company's financial performance for the past decade or so, looks for a point where the performance was stellar, and then brings together leaders and employees who were around during that period and spends a couple days inquiring into what the company was doing then that they aren't doing now.

In one recent turnaround, he found seven distinct activities the firm was doing during the boom times that they weren't doing now and he simply focused the firm on doing those activities again, even though the market and products had shifted over time. Results? Another successful turnaround.

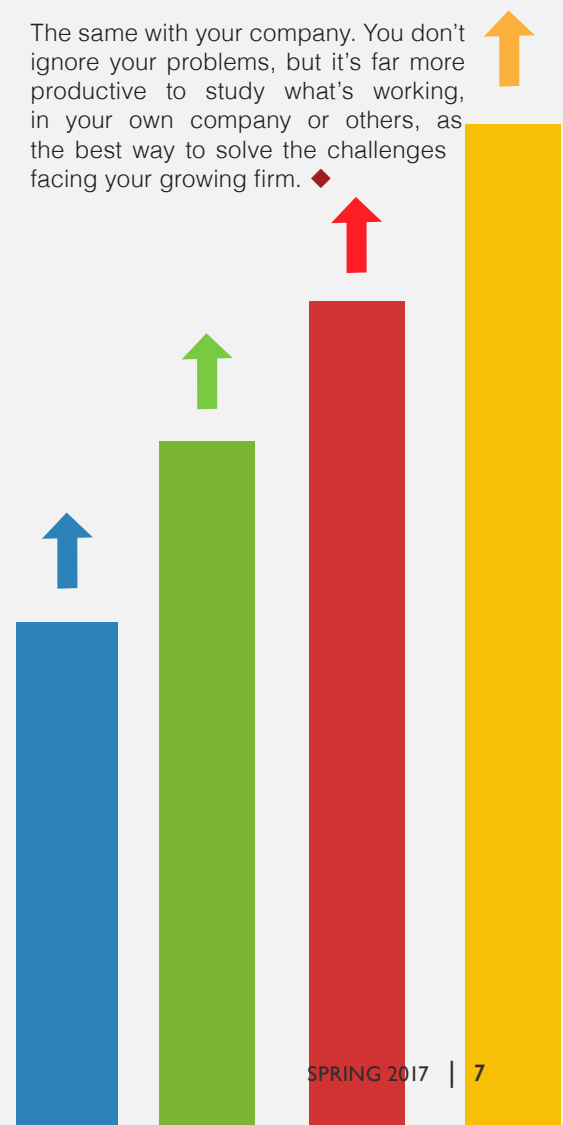
### FOCUS ON STRENGTHS

Marcus Buckingham, the strengths movement guru (*Go Put Your Strengths to Work*), notes that if you want to help your children with their F's, ask them about their A's – what did they do to get their A's, why they like that subject more than the other, what the teacher does, etc. You don't ignore F's, but you must

study the A's, not dwell on the F's, if you have any hope of supporting your child in a positive way.

**“YOU DON'T IGNORE YOUR PROBLEMS, BUT IT'S FAR MORE PRODUCTIVE TO STUDY WHAT'S WORKING...”**

The same with your company. You don't ignore your problems, but it's far more productive to study what's working, in your own company or others, as the best way to solve the challenges facing your growing firm. ♦



# Why You Suck At Hiring

## (And What You Can Do About It!)

**Y**ou suck at hiring. How do I know that?

Surveys from Gallup tell us that 70 percent of the American workforce is disengaged, of which 20 percent is actively disengaged. Young people, who make up a disproportionate share of the service economy, are more disengaged than older workers. Millions of dollars are invested in information systems but relatively little is spent on a work culture that breeds engagement. All too often, people join a company because of an appealing job but leave because of poor management.

The idea that “people are your most important asset” is inaccurate. The **RIGHT** people are your most important asset, and the **WRONG** people are your **WORST** asset!

### “A-PLAYERS”

Creating a high-performance culture begins with hiring “A-Players.”

**A-PLAYERS ARE THE TOP 10 PERCENT OF PERFORMERS IN YOUR LABOR MARKET FOR THE PAY YOU ARE OFFERING.**

When your company has a reputation for being a first-rate place to work, your chances of attracting A-Player applicants increase significantly.

Before bringing new hires into the mix, complete a talent assessment of your current team using the following categories:

“A-Players” – top performers who fit well with your Core Values

“B-Players” – decent performers with potential who fit with your Core Values

“C-Players” – poor performers who do not fit with your Core Values

A-Players hire other A-Players. B-Players hire C-Players. Most managers spend so much time remedying the mistakes made by their C-Players that they don't have the time to develop their B-Players into A-Players. The key is to improve or remove C-Players and replace them with A-Players.

### HIRING SLOW AND FIRE FAST

When the most common practice among companies is to “Hire Fast, Fire Slow,” is it any wonder that most workers are disengaged? Many companies rush the hiring process and don't spend the time and money needed to attract and assess top talent, which only compounds these issues.

Here are some common flaws in the hiring process:

- Weak applicants
- Fudged resumes
- Faked interview responses
- Lack of verifiability
- Insufficient time for proper vetting and interviewing
- Inadequate information about the candidates
- Superficial interviews that ignore the important questions
- Reference checks that are practically useless

You can make your onboarding process more productive by having your new employees assess these topics at the end of each day during their probationary period:

1. Expectations from management

2. Accomplishments

3. Challenges

4. Resources that would help with the work

### COST OF BAD HIRING

The cost of bad hiring is much higher than you might realize. When you add up all the costs associated with a bad hire, it comes to four times the annual salary for a supervisor, all the way up to fifteen times the annual salary for executives, and can have detrimental impacts on morale and work quality.

No matter how motivated you are to hire slow and well, there are still a few more barriers to overcome before you can make the right hiring decision.

### OVERCOMING THE HUMAN BIAS

We, as humans, are very prone to making errors in judgment due to habits. A large body of evidence has established that these biases manifest automatically and unconsciously across a wide range of human reasoning. Even when you are aware of common biases, you are unable to detect, let alone mitigate, their manifestations using your awareness alone.

Common biases that can hinder a successful hiring process include overconfidence, mood, fatigue, timeliness of information, affinity toward the applicant, and appearance of the applicant.

One of the keys to successful hiring is to actively combat these biases by setting clear criteria directly related to the performance of the available position before the selection process begins. But are these efforts enough to ensure an objective hire?

### HIROLOGY TO THE RESCUE

It turns out that algorithms outperform





Jim Jubelirer is a seasoned executive, coach and public speaker. Jim's mission is to help leaders improve their business performance and personal satisfaction. Jim speaks to a wide variety of audiences about leadership and business excellence and motivates people to achieve Breakthrough Results. He has designed and delivered custom training programs, and has delivered speeches, conference presentations and/or executive seminars to over 6,000 people from over 40 countries.



human hiring managers in a wide variety of jobs and settings. People are, however, generally averse to automated decision-making processes. The best solution is to leverage the strengths of both human decision makers and automated support systems.

Hireology (the software component of the A-Player System), combines human and artificial intelligence to create a comprehensive platform that makes the hiring process better, easier, and more productive. Thousands of businesses

use Hireology to deliver consistent and repeatable hiring decisions, leading to a lower turnover rate and increased profitability. See Figure 1 to see how.

Getting Started - Advertise the Job

It all starts with creating engaging role descriptions. Highlight the desired skills and experience, along with your company's culture and unique points, to create comprehensive job descriptions. Give candidates an engaging sense of the opportunities available to join your team.

Identify the Candidates

Hireology publishes the job opportunity to the most effective job boards optimized for that specific role. The platform makes it easy to share your listing on social media and your career website to fully manage the sourcing of candidates. Additionally, Hireology comes with a pre-screen survey that uses instant scoring to ensure only qualified applicants move forward as potential candidates.

Interview the Best Prospects

Hireology provides an Interview Guide tailored to each job to ensure you lead the conversation with questions that will give you the most relevant responses across interviews. You

have the built-in capability to take notes on the candidates and use Hireology's scoring system to rate them. This scoring system is a consistent evaluation system that allows you to easily prioritize the best applicants.

Verify the Finalists

What is normally a chaotic stage of the hiring process becomes seamless with Hireology. No more interfacing with five or more individual service providers to gather all the information you need on your candidates or, worse, skipping this stage because it is too burdensome. Hireology offers reference checks, personality tests, hard skills tests, and background checks all within one convenient portal.

**FOLLOW THE BEST PRACTICES TO BUILD A HIGH-PERFORMANCE CULTURE**

Hireology's comprehensive, consistent, and "hire slow" process makes it clear who your "A-Players" are so you will no longer suck at hiring. Hiring these top performers, who also have a good fit with your Core Values, will allow you to build the high-performance culture you need to have engaged employees and low turnover.

Ready to start getting the RIGHT people on your team? Visit [aplayersystem.com](http://aplayersystem.com) to get started today! ♦

FIGURE 1

GETTING STARTED	IDENTIFY	INTERVIEW	VERIFY
<ul style="list-style-type: none"> <li>Open a job</li> <li>Post on job boards</li> </ul>	<ul style="list-style-type: none"> <li>Review Applicants:               <ul style="list-style-type: none"> <li>Applicant Tab</li> <li>SmartFlank Survey</li> <li>Resume</li> <li>Cover Letter</li> <li>Application</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Phone Screen (phone interview)</li> <li>Achievements (experience interview)</li> <li>Elements (behavioral interview)</li> </ul>	<ul style="list-style-type: none"> <li>SkillSurvey (reference check)</li> <li>Caliper (personality assessment)</li> <li>Findly (skills tests)</li> <li>Background Check</li> <li>DISC</li> </ul>



# Energize To Optimize

## Gain Peak Performance

**W**e can't expect different behavior from others than what we ourselves offer as an example. "We are the message" in our companies today. Business leaders, no matter the sector, must

of the consulting firm Management Decision Systems, observes that "ten or fifteen years ago, we used to talk about job enrichment. Now we talk about job engorgement." There are numerous reasons for this stress-inducing tendency: corporate

is two-fold. First, we must energize our associates so they can optimize their performance now. Second, we need to maintain balance and perspective in our own lives in order to have a proper working relationship with our associates.

**OUR CHALLENGE AS LEADERS AND MENTORS IS TWO-FOLD. FIRST, WE MUST ENERGIZE OUR ASSOCIATES SO THEY CAN OPTIMIZE THEIR PERFORMANCE NOW. SECOND, WE NEED TO MAINTAIN BALANCE AND PERSPECTIVE IN OUR OWN LIVES IN ORDER TO HAVE A PROPER WORKING RELATIONSHIP WITH OUR ASSOCIATES.**

### YOU ARE THE MESSAGE

Here are the ten things to think about and then proactively implement in your organization. And if you think some of these ten "energizers" need to come from the top of your organization to be successful, I remind you that leaders start where they are. Do these on your own, and then see what happens around you.

develop ways to thrive during times of constant change. I offer ten specific action ideas (discussed below) to all of my clients as these ideas are designed to gain peak performance from our most important resource—our employees.

Never before have we seen companies put so much pressure on their employees to work longer and harder. John Hinrichs, president

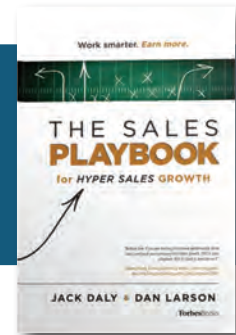
restructurings, which have wiped out layers of managers without reducing the amount of work to be done; new technologies (which eventually will lessen the need for supervision) that are currently causing tough transitions for managers and employees; and increased competition coming from large, efficient players and from niche opportunists.

Our challenge as leaders and mentors

**1.** Energizers set direction for their units by writing quarterly mission statements. As part of this process, the team commits to established values. Enthusiasm is generated within departments as team members formulate their shared missions. Revising those statements quarterly rekindles that energy and commitment while also providing an opportunity for each person to develop appropriate short-term goals.

**2.** Energizers truly listen and, thus, are plugged in to reality. They are

Jack Daly is an expert in corporate culture that inspires audiences to take action in customer loyalty and personal motivation. He delivers explosive keynote and general session presentations. Jack brings 30+ years of field proven experience from a starting base with CPA firm Arthur Andersen to the CEO level of several national companies. Jack is a proven CEO/Entrepreneur, having built six companies into national firms, two of which he subsequently sold to the Wall Street firms of Solomon Brothers and First Boston.



both open and inquisitive, and their search for ideas is never-ending and boundless. Useful suggestions can come from competitors, suppliers, customers, front-line associates, trade groups, and even mentors. Ask yourself, “How much time did I spend truly listening?” Good listeners practice “zero-based thinking,” which requires that we forget the way we’ve always done things and allows us to look at situations in a new light.

**3.** Philosopher John Gardner has referred to what he terms “tough-minded optimism.” Energizers possess such a spirit, which combines hope and realism as the driving forces in building a business. Focusing on customer needs helps make this happen. A leader is more interested in serving his customer than in worrying about what the board of directors will think.

**4.** Energizers are forever thinking about and articulating their company mission and values. At least once a year, give a speech reinforcing what you and your company stands for. Nearly every successful leader is concerned about repeating the same message too often. Yet his or her supporting team usually feels that they cannot hear the message often enough.

**5.** Where procedure manuals give rules, company stories offer morals. “Storytelling’s power is timeless,” says author Tom Peters. “The marketplace is demanding that we burn the policy manuals and knock off the incessant memo writing; there’s just no time. It

also demands we empower everyone to constantly take initiatives. It turns out stories are a—if not, the—leadership answer to both issues.”

**6.** Energizers know the value of the motto, “If it’s not broke, break it.” They work outside normal rules and, thus, stand out in the eyes of customers and their own associates. By unleashing your creativity, you can spark the energy within your organization. Even simple changes can mean a great deal to your unit or company.

**7.** Great benefits can be found in delegating without abdicating. Remain accountable for your group, but don’t allow a decision to be made at a higher level in the organization than it needs to be. Your associates know the daily specifics of their jobs better than you do. Foster an environment in which they design their function in a framework consistent with the company’s mission and values.

**8.** Energizers understand the Pygmalion effect. People usually accomplish what they believe they are expected to do. If we have high expectations as leaders and mentors, our associates probably will show excellent productivity. Your associates actually will rise to the level of your trust or fall to the level of your mistrust.

**9.** Energizing and leading people are more powerful tools than managing a process. By building trust with associates and customers, leaders and mentors are able to put together the team described in his or her mission statement. People care more about what’s in a manager’s heart than about what is in his or her head.

**10.** Energizers surround themselves with associates who are positive and realistic, rather than negative. A can-do attitude characterizes energized leaders and mentors. It is seen in their unwillingness to take “No” or “It’s never been done before” for an answer.

The characteristic of energizers that moves organizations to their highest levels of performance is that of a dreamer. Fred Smith’s college term paper was graded “impractical”—but he used it as the basis for building Federal Express. Steven Jobs acted on his dream of having personal computers in every home and classroom.

Energizers manage their dreams. Each of us has the same capacity with regard to our business. If we resist change, we will only fall further behind. If we merely go along with change, then we will just keep pace with it. But if we create change, we will be the ones who lead it. ♦

**THE CHARACTERISTIC OF ENERGIZERS THAT MOVES ORGANIZATIONS TO THEIR HIGHEST LEVELS OF PERFORMANCE IS THAT OF A DREAMER.**

# Everybody Needs A Coach

## What You Need To Know

Google Chairman and former CEO, Eric Schmidt recently spoke about the best business advice he ever received. His unqualified answer was to get a business coach: “I initially resented the advice [to get a coach] because after all, I was a CEO. I was pretty experienced. My argument was, ‘How could a coach advise me if I’m the best person in the world at this?’ But that’s not what a coach does. The coach doesn’t have to play the sport as well as you do. [The coach has] to watch you and get you to be your best. A coach is somebody who looks at something with another set of eyes, describes it to you in [...] words, and discusses how to improve your performance.”

Bill Gates noted a similar idea in his TED Talk: “We all need people who can give us feedback. That’s how we improve.” According to a survey in the *Harvard Business Review*, today’s business coach is heavily involved with the whole process of scaling up a company. As a business coach, I bring the best practices in business and personal development from a wide variety of sources. As business has become more complex, business owners are increasingly turning to coaches for help in many areas. Good coaches do more than influence behaviors. They are an essential part of a senior leadership team’s strategic thinking and execution planning, providing knowledge, opinions, and judgment in critical areas.

### SCALING UP

In his latest book, *Scaling Up*, Verne Harnish identifies three fundamentals “that drive every-thing else that’s

important in business.” Those fundamentals are as follows:

**1. Priorities** — Business managers should be able to articulate their main priorities for specific time periods, such as for the year and for the quarter.

**2. Data** — Performance should be measured against an objective metric.

**3. Rhythm** — Establish “daily, weekly, monthly, quarterly, and annual meetings” to stay on track with stated goals.

Certified Gazelles Coaches, trained on the *Scaling Up* methodology, work with business owners to implement these three fundamentals in their businesses.

### CASE STUDIES

Stop Hunger Now, an international hunger relief organization in Raleigh, North Carolina, was struggling to adapt to its rapid growth and an unprecedented demand for its services, experiencing 57 percent annual growth for eight years. As a result, the organization quickly outgrew its original operational framework. After discovering Verne Harnish’s book, CEO Rod Brooks and his management team successfully applied the principles they learned in order to course correct and meet the demands of their new organizational landscape.

Stop Hunger Now used the Gazelles One-Page Strategic Plan, which streamlines and simplifies an organization’s core goals, values, and objectives. Everyone from senior management to part-time employees became aligned around a common purpose and plan of action. The organization also conducted a “daily

huddle”—a seven- to ten-minute check-in at the beginning of every day. This huddle sets the tone for the workday and helps each team member appreciate his or her contribution as a part of the larger whole. As a result, the entire organization became significantly more productive and re-energized in just a few short months.

Carolina Partners in Mental Healthcare—the largest outpatient private mental health practice in North Carolina—has been in business for over twenty-two years. CEO and cofounder Stan Monroe realized that as the company continued to expand, it became an increasingly complicated operation, so he decided to invest in business coaching. When he was asked to evaluate the value of business coaching, he explained that when you’re in charge of a company, your proximity to the business can create “tunnel vision,” which can be detrimental. “You get too close. You can’t see it clearly. You’re in the weeds. Jim helps us take a hard look at our weaknesses and helps us to understand what we’re good at and what we need to be better at.”

### THE ROLE OF THE COACH

A business coach serves four critical roles for their clients:

- Co-architect – The CEO has to be the head architect of the company’s growth. The Coach acts as a co-architect, working to create a vision, develop a plan, and create and manage the team that is responsible for ensuring the plan is executed wisely and to the best of everyone’s ability.
- Teacher – Coaches provide education on skills, tools, and

# “How could a coach advise me if I’m the best person in the world at this?”

*Jim Jubelirer is a seasoned executive, coach and public speaker. Jim’s mission is to help leaders improve their business performance and personal satisfaction. Jim speaks to a wide variety of audiences about leadership and business excellence and motivates people to achieve Breakthrough Results. He has designed and delivered custom training programs, and has delivered speeches, conference presentations and/or executive seminars to over 6,000 people from over 40 countries.*



habits. A great coach makes this education practical and applicable right away.

- **Conductor** – Coaches serve as a resource to coordinate and orchestrate the flow of information and best practices, making recommendations on what content should be reviewed and applied.
- **Confidante** – A coach is a sounding board for the CEO to bounce ideas off of, someone who asks the right questions to bring out the CEO’s best ideas.

Here is one example of how I fulfill these four roles as it relates to hiring:

An alarming 70 percent of the American workforce is disengaged. A high-performance culture is only possible with the right team in place. As a Co-architect, I perform a workplace analysis: re-viewing the current hiring process, determining key weaknesses, and creating a plan for improvement.

As a Teacher, I provide education and experience about the right tools and frame-works that make the hiring process run smoothly. As a Conductor, I orchestrate information about the best practices in human resources based on experiences from my own clients and from extensive research and learning. Finally, as a Confidante, I serve as a trusted advisor to CEOs, discussing sensitive and personal issues they may not want to share with anyone else.

## **CHOOSING A BUSINESS COACH**

When choosing a coach, look for these criteria:

- **Content** – Does the coach have the right tools, materials, and methodology for your company?
- **Credibility** – Does the coach have the appropriate experience? Has the coach done this with other clients or with others in your industry or market? Are you willing to trust the coach’s guidance?

- **Cash** – Can you see a clear return on investment (ROI)? I work with my clients to achieve a three-to-five times increase in ROI after one year and a tenfold increase after two years.
- **Chemistry** – Your coach will be very involved in a number of important internal and external relationships with your company. Would you enjoy working with this person over the long term?
- **Commitment** – Are you, the business owner or CEO, willing to make a long-term commitment to achieve the full results that business coaching offers?

Thousands of successful companies have used the services of a Certified Gazelles Coach to help reach its potential as a business and as leaders of that business. To read more stories of coaching clients, visit [www.jubelirerresultsgroup.com/business-coaching](http://www.jubelirerresultsgroup.com/business-coaching). ♦

# 7 Ways To Boost A Family Business At Rocket Speed

***“Customer behavior constantly shifts from one generation to the next. An inability to adapt to customer needs can quickly make older businesses irrelevant.”***

The average family business only lasts sixty years. More often, younger generations aren't interested in, or capable of, maintaining the business, let alone growing it exponentially. Patrick Devlyn Jr. is the rare exception. A third-generation Devlyn, Patrick took over the operation of his family's optical business when it was 350-stores strong. Most other inheritors would have simply cruised along, reaping profits and not risking the status quo.

But Patrick, a member of YPO since 2007, wasn't satisfied with good enough. He wanted Grupo Devlyn to be the biggest and the best. Thanks to his vision and the teamwork of other third-generation Devlyns, the company (which just celebrated its eightieth anniversary) now has 1,250 stores throughout Mexico, Latin America (Guatemala and El Salvador), and the United States (Southern California and Texas).

Devlyn has expanded creatively, gaining a presence in LASIK clinics, department stores, and supercenters. The company now focuses beyond prescription optical services and

carries designer sunglasses and even hearing aids. Patrick has a clear philosophy about how to take something good and turn it into something great. Here are the major takeaways from his family's journey:

## **1. KEEP CORE VALUES ALIVE AND RELEVANT.**

With thousands of employees, the company requires a consistent approach. Core values are at the heart of Devlyn's culture and decision making.

We usually review our core values every three to five years. What we try to do is to focus on what our founders' values were and how they expressed them and acted on them. Then we try to 'translate' them in a way that is more up-to-date and current with today's lingo so that our family and team can readily identify themselves with these values, and adopt them as a reference for our daily activities and intentions behind those actions.

## **2. VALUE YOUR EXTENDED FAMILY.**

Patrick knows that he and the Devlyn clan can't do it all. He makes sure the company provides a comfortable and energizing environment for

everyone in the Devlyn extended family, including each and every one of their more than five thousand employees.

They are the ones that, day-to-day, help us make the difference with our valued customers.

## **3. DON'T DEPEND ON THE PAST.**

It would be easy to look backwards and admire what the Devlyn family has accomplished. Participation of the Devlyn family in the optical business began in 1936 in Ciudad Juarez, Chihuahua, when Dr. Frank Devlyn and his wife, Nelva Mortensen, started the business. But this new generation is looking forward. Patrick's team is constantly looking for new ways to innovate, whether by executing a strategic alliance with his main competitor (and growing more than 30 percent as a result), implementing SAP and the Omni Channel strategy throughout the organization, or opening the largest optical lab and DC in Latin America.

## **4. MAKE IT ABOUT THE CUSTOMER.**

Customer behavior constantly shifts from one generation to the next. An inability to adapt to customer needs

*Kevin Daum is the best selling author of Video Marketing for Dummies and ROAR! Get Heard in the Sales and Marketing Jungle; and columnist for Inc.com and Contributing Editor at Young Presidents' Organization (YPO). Mr. Daum is an Inc. 500 CEO, with more than \$1 billion in sales record, who grew his online audience from 50,000 followers to more than 800,000 in less than 18 months.*



can quickly make older businesses irrelevant. Patrick and his company are constantly adjusting so that they always deliver top-notch customer service.

We work hard to differentiate our customer service from our competitors so that we create consumer preference in each of the specific customer segments we compete in. Certain customer segments respond better to low prices, others to discounts and promos, others to a more exclusive product mix, others to a more value-driven product offering, and others to a more personalized customer experience.

#### **5. SEEK OUT MUTUALLY BENEFICIAL BUSINESS OPPORTUNITIES.**

You can only grow so far and fast on your own. Devlyn looked beyond its own capabilities to those who could offer exponential growth.

We started by creating a commercial alliance with Sears to manage their optical department in most of the Sears stores in Mexico. Now we have more than fourteen commercial alliances. Other commercial alliance opportunities have led us to opening optical shops in major supermarket chains, low-segment department stores, and in the leading luxury department store chain in Mexico.

#### **6. GET TO KNOW YOUR CUSTOMERS TODAY.**

When Patrick's company first opened its doors, there was no such thing as social media. Patrick saw the trend

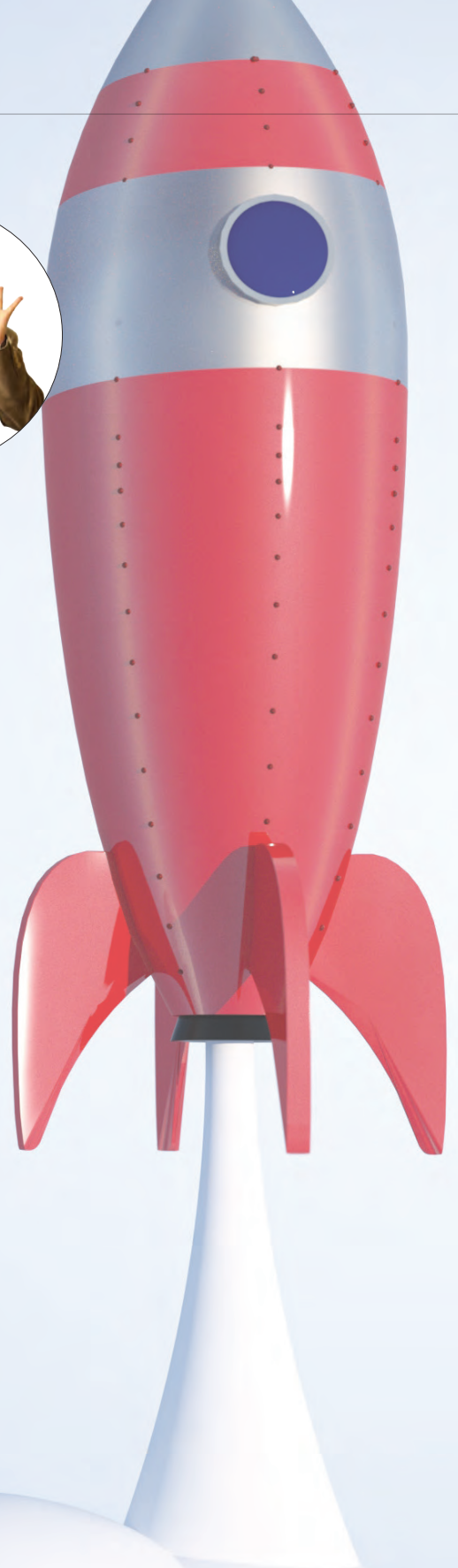
as a way to learn more about to whom he was selling.

By precisely segmenting our target customers, we've been able to engage customers in conversations that are more relevant to them. This helps us sensibly increase our average "ticket spend" as well as reduce the time it takes for our customer to return to our opticals.

#### **7. GIVE BACK TO YOUR COMMUNITY.**

When the community has shown you support for many generations, it becomes important for those generations to support the community. Patrick explained the family approach.

The Devlyn Foundation's beginnings truly come from one of our founder's values. As my grandmother used to say, 'Always help those who are in need.' Although we have always engaged in socially responsible activities, during the mid-1990s, we formally created the Devlyn Foundation. Led by my cousin Jessica, the Foundation can achieve our charitable goals in a much more professional and sustainable fashion. We hold events to support people in need of glasses. We do so independently as well as through alliances with our business partners, like Optometry Giving Sight, One Sight, and FedEx. ♦





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