

RICHARD PARKES CORDOCK

BEST SELLING AUTHOR OF MILLIONAIRE UPGRADE AND BUSINESS UPGRADE

PROFIT UPGRADE



HOW TO TURN YOUR *WORKFORCE*
INTO YOUR *SALESFORCE* - AND ADD

£1,000s, £100,000s OR
£1M+ TO YOUR BOTTOM-LINE
PROFITS (EACH YEAR, AND EVEN
IN SLUGGISH YEARS)

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ELW PUBLISHING

Profit Upgrade: How To Turn Your Workforce Into Your Salesforce, And Add
£1,000s, £100,000s or £1m+ To Your Bottom-Line Profits (Each Year, And Even In
Sluggish Years)

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FOR
WILLIAM PARKES CORDOCK

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About The Author

Richard Parkes Cordock is the founder of Enterprise Leaders Worldwide and the creator of the *Enterprise Leader Development Programme*.

Using the principles of Neuro Linguistic Programming (NLP), the science of success, Richard met face-to-face with over 50 UK award-winning entrepreneurs and business leaders to decode their leadership styles.

Through these digitally recorded interviews, Richard created the highly acclaimed mentoring programme — *Millionaire MBA™* which is used by thousands of entrepreneurs around the world. In founding Enterprise Leaders Worldwide, and developing the *Enterprise Leader Development Programme*, Richard now brings the leadership principles of business-owner-thinking to companies and teams.

Richard is the author of *Profit Upgrade*. He is also the author of two additional best selling books: *Business Upgrade* and *Millionaire Upgrade*, both published by Capstone Wiley.

Richard works with growth focused companies who want to turn their workforce into their salesforce.

He is an MBA, FCCA and lives in Bath (UK) with his wife and two children.

Here's what business leaders are saying about Richard's other books and courses

"The principles of success apply equally whether you are an aspiring entrepreneur, chief executive of a large plc or simply looking for inspiration for your own personal life. Here's where you start, by reading this book."

Allan Leighton - Chairman Royal Mail

"This book spells out how you need to think and act to succeed – whether you are an entrepreneur or a professional manager. It's a great read too."

Matthew Barrett - Former Chairman Barclays

"Every employee has the ability to inspire change and innovation in their organisation"

The Independent

"It took me a long time to learn this stuff – I wish I'd been on that plane 30 years ago !"

Simon Woodroffe OBE - YO! Sushi & Dragons Den

"If you want a toolkit to help you become a successful entrepreneur - read this book. Then put it into practice."

Duncan Bannatyne OBE - Bannatyne Leisure & Dragons Den

"The workbook and audio programme provides a sound basis for developing entrepreneurial behaviour"

Hunter Centre for Entrepreneurship @ Strathclyde

"Entertaining, Inspiring, Insightful. I highly recommend it"

Michelle Mone - MJM International

"Originally, Richard decoded entrepreneurs and unpicked their mindset. With Millionaire Upgrade, he has put it all back together again through IBELIEVE and a compelling story. Very clever and a must read for any budding entrepreneur!"

Rene Carayol MBE - Leadership Guru

So often in life a cigarette paper's thickness separates success from failure and Richard has written a book that perfectly captures this and suggests a way of thinking that can transform the tin of dog food into a thoroughbred racehorse. Read it, enjoy it, steal mercilessly from it, add your own ingredient X and bring to the boil. I wish you success."

Tim Smit CBE - Eden Project

"...captures the essence of what it takes to be successful in anything you choose to do. The rules of success are timeless and simply explained so you can apply them in your own business or personal life."

BJ Cunningham - Founder of Death Cigarettes

"...you will realise it is actually a book about leadership, leadership of self. I encourage all Naked Leaders to read this book".

David Taylor - Author Naked Leader

"The difference between success and failure in business is essentially down to entrepreneurial leadership. There is a mindset and persistence that sets successful entrepreneurs apart and it is clearly communicated in this book. Essential reading."

Martin Allison - Business Banking, RBS

"If you want success, then miss this at your peril. What Richard has done here, is make extremely accessible some very smart thinking and behaviours of highly successful people, which can be

learned. This stuff works."

Michael Brook - Managing Director, Professional Excellence Training and Development

"Pioneers are always looking for succinct advice from experts. After submersing himself in the world of the entrepreneur, Richard gives us the answers in an intriguing role play between two characters, with a genuine methodology that you can apply to your own business. You can read it on a plane journey, but the benefits will stay with you a long time after you've landed."

Jim Woods - Entrepreneur

"The wisdom of real entrepreneurship in one volume. Get this book to upgrade your ambitions or stay true to the course you have set. Enjoy and be inspired."

Tom Butler-Bowdon - Author of "50 Success Classics: Winning Wisdom for Work and Life From 50 Landmark Books

"I think you've captured the passion, the sheer verve and energy of some of the best entrepreneurs in Britain. I wish it had been available when I started"

Lord Harris - Founder CarpetRight

"It's not often that something on the business shelves succeeds in winning hearts and minds. This one does, and more! It really is the kind of thing that can make a difference"

Lord Bilimoria - Founder Cobra Beer

Introduction

In your company, as is the case with virtually every business worldwide, you most likely have somebody responsible for selling, possibly even a direct sales team.

These are usually highly paid, highly skilled individuals who are charged with bringing in new business and expanding the top-line revenue of your organisation.

Whether you sell books, mobile phones, cleaning products, engine parts for a Boeing 747, or offer a range of professional or trade services, your salespeople will no doubt be charming, persuasive and focused on making your prospective customers want to buy from you.

However, even if you have the greatest salespeople in the world, you must not forget this one fundamental truth.

More often than not, the sale has been made in the mind of your customer before your salesperson has said a word. It has happened before your customer has made a phone call, visited your shop, or tested your product.

This is not because they've been sold your product or service by your highly-paid salespeople, but because they've chosen to buy based on an independent recommendation from a friend or colleague.

The greatest form of salesmanship is not direct selling by sales professionals. It is the word of mouth recommendations which come from your repeat customers who then happily tell their friends, family and business associates about you.

Word of mouth marketing comes from customers who have had an extraordinary relationship with your company, and have

achieved exceptional results from the products and services you offer. It comes from customers who have received outstanding customer service from you, and want to tell others about you.

Word of mouth marketing always has been and always will be the cheapest and most effective form of selling.

The way to maximise word of mouth marketing is to create a company filled with passionate staff — at all levels — who give customers reasons to tell their friends about you, and give customers reasons to come back and buy from you time and time again. This is what this book is all about.

This is not a book about traditional selling through traditional sales channels but is a book about creating a culture, an energy, and a vibe within your organisation which can literally be felt by your customers and your marketplace.

Word of mouth marketing will not make your salespeople redundant, but it will dramatically and substantially boost your top-line revenues and bottom-line profits, simply because the heavy selling has already been done by your existing customers before prospective customers even contact you.

My wish in writing this book is to give you the tools and strategies for you to train your own employees, so they become the most outstanding, passionate and driven in your industry.

If you are committed to turning your workforce into your salesforce, you will find everything you need in this book to get started.

Richard Parkes Cordock

June 2008

Chapter 1

Attitude: The Key to Turning Your Workforce into Your Salesforce

Any company, yours included, can most certainly turn its workforce into its salesforce. All workforces, whether they are a two person team or a multi-national company with over a hundred thousand employees, are ultimately responsible for selling.

Every employee action, interaction and communication with a customer influences their decision whether or not to buy from you. Customers are just as much influenced by the attitude of the cleaners and delivery staff as they are by senior management.

The way your employees (in any department) answer the phone, write a letter, deliver a service, or pack a product for delivery, leaves a lasting impression in the mind of the prospective customer, and either persuades or dissuades them in a buying decision.

Selling is not just the responsibility of your sales staff, but is the responsibility of all employees, and starts with their attitude to your customer.

Let's begin our look at turning your workforce into your salesforce by exploring two simple examples of a good and bad attitude towards customers, and the consequences of these.

Both examples happened to me recently and encapsulate many of the principles you will learn about in this book.

Example 1: The Barman – A bad customer attitude!

I am a big fan of traditional British Sunday roast lunches and

over the years have visited many pubs on a Sunday for roast beef or lamb and a pint of beer.

There's no finer way, I think, of spending an hour or so on a Sunday than having a succulent roast dinner, with Yorkshire puddings, roast potatoes, piping hot fresh vegetables and rich gravy, all washed down with a pint of warm beer. I love it!

On this one particular Sunday, my wife Jane and I decided to take our two children to the pub just around the corner from where we live in Bath.

This pub is a regular haunt of the Bath rugby club and has been in existence since the late 1700s. It's a wonderful pub with great beer.

As we always do on these occasions, we ordered our food and drinks from the bar, got the children strapped into their high chairs and looked forward to yet another enjoyable feast.

We had the restaurant to ourselves and were delighted when the food quickly arrived and was as tasty as we had hoped.

But there was one problem with our lunch — simply that the portions were too small.

I thought the meals looked a bit small when they arrived, with just one slice of beef, a couple of potatoes and a scattering of vegetables.

Being a self-proclaimed connoisseur of Sunday lunches, I have a good benchmark to measure them against. But it was not just me being gluttonous who thought the portions were small; my wife Jane (who is a light eater) also felt they were tiny, and we both agreed that paying the equivalent of a decent pair of shoes, and still leaving hungry was poor value.

When I had just about finished my meal and realised that I was still hungry, I went into the kitchen to ask the chef for a few more

potatoes. The chef had just stepped out, but the barman (who had originally taken our order) appeared a few minutes later, and I explained to him about the small portions and asked for a few more roast potatoes.

He looked at me as if I was some sort of alien and categorically said 'no, the chef agreed the size of the portions and that was that'.

We are not talking about a whole new meal here, just a couple of potatoes, which I'm sure would have cost a few pence. After a short, but ultimately pointless conversation with the unhelpful barman, I said there was no way we would recommend this pub to others, and would not want to come back to eat there again. To which he turned on his heels and walked away, and to him, that was the end of that.

That may have been the end of it for him, but now I would never recommend that pub for food (even though the beer is good), simply because of the small portions and poor value for money.

In fact I would purposely do the opposite and tell my friends to '*stay away, and not eat there*'.

As a side note, shortly after that incident, I was asked to organise a meal for 20 local businessmen. This pub was one venue I had previously considered, but consequently removed it from my shortlist, preferring to go to a competitor around the corner instead.

For the price of a small handful of King Edwards, and for failing to do the right thing for the customer, that pub has now lost out on my repeat revenue, and they've lost out on my desire to recommend the pub to friends and family. In fact, they now have negative recommendations coming from me.

If this was a traditional sales company, it could have all the best salespeople in the world, but the salesmen would always be fighting against the negative word in the marketplace which is, 'we

offer small portions and we don't care, and if you ask for a few more potatoes, good luck!'

The barman is clearly nowhere close to becoming a hidden salesman, in fact he is stopping the future growth of the pub by not giving his customers what they want, and in doing so, preventing positive word of mouth recommendations.

This is an example that happened to me, but I'm sure you have your own experiences of dealing with companies like this where the staff are unhelpful, and sadly fail to understand the future revenue consequences of their actions.

I'd even be so bold as to suggest that you have people in your own company who think and act like that barman because every company has them somewhere. This means you have customers who are walking away from your company with their own version of the story I have just told you.

Even if you have the best team of sleek sales professionals, you will lose customers if they are being treated in the same way as the barman treated me. You will lose out on future sales revenue, and will have to fight even harder to win new customers, unlike the barber in my next example.

Example 2: The Barber – A good customer attitude!

Let me give you an example of where a local business directly understands the value of word-of-mouth recommendations, the lifetime value of a customer, and how the workforce can become their salesforce.

This is the example of my barber, Paolo.

Since I moved to Bath, I've been going to one particular barber to get my hair cut. This is by no means the most prestigious barber shop in the city, but I'd argue it is the most successful and most

profitable, and more often than not, the busiest. Although you do not need an appointment to get your hair cut there, the shop is always busy, and there is often a queue waiting.

It was the fact that the barber shop was always busy that made me want to try it in the first place. I was definitely not attracted by its décor or styling, as the shop looks like it hasn't been touched for years.

On my first visit I was served by Paolo, a Sicilian man who is a few years younger than me. He rents a barber's chair at the end of the shop. Paolo is the business owner of that chair, not the shop itself, but just that chair.

Although customers can get their hair cut by any barber in the shop, Paolo only gets paid when he cuts hair at his chair, with his clients. Paolo knows full well the value of happy repeat customers. Firstly, he knows that if he has happy customers and delivers an extraordinary service, his customers will come back time and time again, allowing him to maximise their lifetime revenue.

Secondly, he knows his customers will do his marketing for him as they will tell their friends and family what a great barber he is. I have certainly recommended Paolo many times and will continue to do so, and I've also overheard other people recommend him to their friends. I'll keep getting my hair cut by Paolo, and only him, because he continues to meet or exceed my expectations.

The difference between the Barman and the Barber

The difference between the Barman and the Barber could not be more marked.

For the sake of doing the right thing, the Barman could have generated significant amounts of future revenue for the pub from my future visits. He didn't understand that because of his negative

behaviour, I will now suggest to my friends and family that they shouldn't eat at the pub, particularly on a Sunday.

These two fundamentals of business growth (life-time value of a repeat customer, and word-of-mouth marketing) will dramatically reduce the revenues of that pub.

Conversely, Paolo understands very well that his business is built on repeat revenues and word of mouth recommendations.

Paolo would never consider saying to me that he had cut all the hair he was going to cut on that particular visit, and if I wanted him to cut some more, I would have to pay more. This is clearly ridiculous, as is saying to a paying customer that you cannot have extra potatoes, simply because the chef has decided how many will be given on each plate, even if there are too few in the first instance.

As Paolo does not have a professional direct sales team trying to chase and close new customers for him, his business is built on word-of-mouth referrals and repeat customers.

The only way Paolo will receive positive recommendations, and the only way customers will come back and use him again is if he constantly delivers and over delivers.

At the heart of what makes Paolo great is the fact that he is a business owner, and thinks like a business owner. He puts his customers' needs first, ahead of his own.

What makes the Barman at the pub poor, is the fact that he thinks like the worst version of an employee, putting his own needs ahead of his customers.

These two simple distinctions are the focus of this book.

Chapter 2

Everybody in Your Company is Responsible For Selling, Not Just Your Direct Sales Team

A while ago I gave a speech at a hotel in Leicester to 30 members of a trade association. The room was full of managing directors, sales directors and business owners. These executives represented a range of companies, from those with just 20 employees, all the way through to multinationals with tens of thousands of people.

Before I started my speech, I asked each executive what their number one business challenge was, and without exception, all said 'growth'.

Specifically, their challenge was the ongoing growth in revenue and profits of the company.

Also speaking that day was a friend of mine, Steve.

Steve is a professional sales trainer and an expert in training direct salesforces. Steve spoke about understanding customer buying patterns, closing techniques and traditional sales strategies. His speech was excellent and I couldn't disagree with a word he said. He is clearly a master at teaching direct salesforces how to sell.

The sales executives and managing directors in the room loved Steve's speech; it was like putting a square peg in a square hole for them.

That day, both Steve and I talked about how to increase the revenues of a company. However, where Steve believes that selling is done by the direct sales team, my belief is that selling is done by every member of staff in the company, and not just the direct sales

team.

You can never escape the fact that every member of your workforce is responsible – both directly and indirectly – for the ongoing growth of your company.

I said in Chapter 1 that the greatest salespeople in the world are your existing customers and their ability to recommend you. Customers will only recommend you if they believe in you, and if they have had an exceptional and extraordinary experience when dealing with your company. They need to feel valued as a customer, and their expectations must be matched or exceeded.

Customers only recommend you if they are happy with the service or products you provide, not because of what a direct salesperson said to them.

This means every member of staff in your organisation, from the lowest level administrator or maintenance employee, to the highest-level senior director, plays their part in creating the experience which shapes your customers' perception of you. That is what determines whether they want to recommend you, or repeat buy from you.

If your company is filled with people like the Barman, who clearly fail to meet the needs and wants of their customers, and send customers away disappointed, frustrated, or worse still-hungry or unfulfilled, then as an organisation you have very little chance of breaking through to new levels of sales revenue. Not, even with all the advance sales techniques that Steve, as a master sales trainer would be able to teach you.

If, as a company, you are failing to deliver for your customers at the wider level, then all the sales training in the world for your direct sales team will never out perform the negative reviews that will be spread far and wide about you in the marketplace.

If however, your company is filled with people like Paolo the

Barber, who clearly love their work, put the needs of your customers first, understand that their actions and decisions have future revenue consequences, then your reputation as an organization will literally precede you. The need to have sophisticated, highly-paid persuasive sales staff will be greatly diminished as the recommendations your prospective customers will receive from your existing customers will already have done the majority of hard selling for you, in the softest possible way.

For the hard-nosed executives of the trade association who listened to my and Steve's speeches, my message seemed a little more difficult to swallow. Like many business leaders, I'm sure they strongly believed the growth of their company was in the hands of their salespeople, and of course, to some degree it is.

But I'm sure if they asked themselves, truthfully, when they book a holiday or restaurant, or go to buy a car, who is really doing the selling for them? Is it the persuasive salesperson, or is it their own opinions which have been formed by recommendations from their friends, family or business colleagues?

I'm sure the same is true for you.

You would not go to a restaurant if you had heard bad things about it, and similarly, you would not book into a hotel or holiday resort if you had heard that the staff do not care, are not engaged or connected, and do not put the needs of their paying customers first.

You would clearly give that hotel or restaurant a miss, regardless of what the most persuasive salesperson said to you, simply because the negative recommendations received by your friends and family come without prejudice, and are impartial and independent.

For you to turn your workforce into your salesforce, you must fill your company with people like Paolo the Barber – with

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employees who understand that their actions have consequences, that a customer's decision to buy, repeat buy or recommend you comes solely as a result of dealing with your company and dealing with your front-line staff.

Chapter 3

Beware of Unhappy Customers and the Internet

The internet has changed everything. There is nowhere to hide now for companies who provide a poor service or poor products.

The level of service, attention and care which is delivered by your workforce is now exposed bare, more so than any other time in history. The internet has raised the bar on service and excellence that you must offer.

Why do I say that?

Simply because customers are now able to share their own experiences about your products and services with the world in a way that you have no control over.

Think about all the customer review sites, ratings, blogs, network forums, product review sites, newsletters, websites and podcasts, not forgetting sites like Youtube. It is now more important than ever to provide customer excellence at all times, by all members of your staff (not just your salespeople), so that your customers only have positive things to say about you.

What if your company was reviewed in the same way as books are reviewed on Amazon.com?

If like me, you buy most of your books from Amazon, you cannot help but be influenced by the customer-review star rating on there.

If other customers have consistently rated a book with just one

star, then there is usually a good reason for that. If the reviews are mixed, with most giving five stars, and one or two giving one star, then chances are it is still a good book, but doesn't quite meet the tastes or needs of every reader.

If the book has been given five stars, then I certainly have much more confidence in buying it, and almost don't want to miss out!

You can rest assured that sooner or later, with the rapid development of Web 2.0 and the plethora of customer review sites, your own customers will start reviewing your company in the same way as readers do on Amazon.

It has already happened in the hotel business, an area I know relatively well.

If you spend five minutes on the web looking for reviews of a hotel you plan to visit, you will very quickly come to a website called Tripadvisor.com where previous guests rate their stay at a hotel, share their candid photos of their rooms and post comments about their experiences, good or bad.

Over the past few years I have stayed at numerous hotels on various writing trips and always make a point of checking Tripadvisor.com beforehand, being careful to stay away from hotels where customers write that the service is poor, or the rooms are below standard.

The power of customer blogs

If as a company, you are either lucky or unlucky enough to have customers creating their own blog or website about you, the opinion of a single customer can make a dramatic difference to the financial performance of your company.

If a customer takes exception to your poor service, lack of customer care, or your employees' indifference, it is all too easy for

them to create a blog for the world to see. In fact, not long ago a building constructor was building several new luxury houses around the corner from where I live, and dumper trucks passed down the street each day, spewing dust, sand and silt onto our houses and cars.

I rang the company several times asking them to contact me as I had a complaint about them, and wanted to speak to the managing director whose name forms part of the company name.

I never heard back from them.

On about the fifth day when every car on our street was literally covered in a layer of thick, brown, dirty silt, I etched into the baked on dirt of the windscreen of two cars (so it stood out clearly for all to see) the name of the construction company on one car, and the name of the managing director on another car. I took a photograph of these two cars, together with a photograph of the construction company's van which clearly displayed the company name and phone number. Finally, I took a wider photo of the carnage that was on our road. It literally looked like Armageddon after days of dumper trucks fouling our cars and houses.

I put those four photographs on a blog, which cost me nothing from blogspot.com, and labelled the blog 'XYZ company doesn't care for local residents'.

In just five minutes, I had made available to the world a website which showed that this particular construction company does not care for the community it is building in.

I then emailed the link of the blog to the managing director, and within just two hours, I had a call back from him apologising for the inconvenience his company had caused, and an offer to pay to wash my car and house.

As it happens, the company has not been in touch again, and his offer of sending round a window cleaner and paying for our cars

to be washed during the period of the construction has never happened.

The blog still remains online for anybody who does a web search on this particular company.

Currently the blog is on page 2 of Google, but simply by adding a little more text about this construction company, or paying a search engine optimiser in India just \$50, I'm confident it could easily become a top three Google entry. Such is the power of the web, and such is the power of customers who want to tell the world about your company, good or bad.

This construction company could have the best salespeople in the world, but if its employees are not thinking about their customers, and about the effect of their actions on customers (and in this case, about the effect of their actions on the wider community), then clearly it is quite possible that negative marketing will spread out in the marketplace; negative marketing which is expensive to overturn.

This however, would never have happened if every employee in the construction company thought like a customer-focused business owner (but not like the business owner in this construction business!). If they had thought about the wider implications of their actions, I would never have been put in a position to create an 'unhappy customer' blog in the first place.

If disgruntled customers start to channel their views through a well publicised website, then the momentum which is created, and the message which gets out in the marketplace gets stronger and louder, and all the slick salesmanship in the world will never outsell the true opinions on an independent customer review website.

Dell Hell – the infamous story of Jeff Jarvis's 'lemon'

I recently heard the story of Jeff Jarvis, a disgruntled customer of Dell, the computer manufacturer. Jeff, a journalist, had a bad experience with a faulty \$1,600 computer from Dell which he famously called a 'lemon'. Jeff had endless phone calls and emails with Dell customer support, some of which went unanswered. He simply wasn't getting anywhere and the company turned their back on him, just like the Barman did to me when I asked for a few more potatoes.

However Jeff decided to do something more about it and created a blog to write about his experiences with Dell. Over time momentum gathered and he attracted thousands of readers and fellow bloggers to his site.

The net result of Jeff's blog, and the power of his fellow disgruntled and frustrated customers, led to Dell spending \$100m in improving its staff training and customer relationships, and getting its staff to do the right thing — namely keeping customers happy, just as Paolo the Barber does.

Thanks to technology, customers now have the power to share their experiences (good or bad) with the whole world. If as an organisation you constantly over-deliver for customers, give them only a positive, excellent experience, and if every member of your team thinks, acts and makes decisions like a business owner, then customers will *say* good things about you, and will also *write* good things about you. This leaves a permanent trail in the internet of positivity which gives future customers confidence, and faith to buy from you too.

The power of customer feedback at Charles Tyrwhitt

A perfect example of this is Charles Tyrwhitt, the shirt maker. This company was founded, and is still run by Nick Wheeler. He is an entrepreneur I met and interviewed some years ago as part of

my research into business owners.

I recently visited Nick again to introduce him to the *Enterprise Leader Development Programme*. This is a new training course I have created to enable staff to think more like business owners. Before our meeting, I spent time reacquainting myself with his company and clicking through the pages on his website.

On his site he has a section for customer feedback (good and bad), which his company actively gathers from its customers. Charles Tyrwhitt does this by employing a third party company which follows-up with customers and then captures their written comments on the website.

At the time of writing this book, Nick had over 30,000 customers who had responded, with 99% of those happy with the service his company provides, and just 1% dissatisfied.

Each customer had written a web entry anywhere between 10 words and a page of text, mostly praising their products and customer service.

It is these 30,000 happy customers, (plus hordes of other happy customers who have not yet written a web entry) who are the strongest salespeople for Charles Tyrwhitt.

These 30,000 happy customers would certainly help sway your decision if you wanted to buy yourself a new shirt!

Although Nick has 99% happy customers, there are still 1% of customers who are unhappy. But looking at their comments as I did prior to meeting Nick again, it was clear that most of the time it wasn't the products which the customers were disappointed with, but the customer service.

Those 1% of customers had the same service as everybody else, yet it was their 'out of the ordinary circumstances' which failed to make them happy customers.

This is the pivotal 'moment of truth' when difficult circumstances arise, just as I had experienced in the pub. It's these sort of situations which leave an impression in the mind of the customer, and it ultimately comes down to the people on the front-line who are dealing with customers. Whether they are packing and delivering parcels, or taking telephone orders, everyone in the business is responsible for shaping a customer's experience.

The lasting impression for a customer of Charles Tyrwhitt comes from the delivery of the service and the quality of the product. This is what they will tell their friends about. Seldom will they recommend something to their friends and family if the product and service is not excellent, even if the salesman (or saleswomen) has been ultra persuasive.

In your company you need to be aware of how easy it is for your customers to talk about you and leave lasting reference (either positive or negative) about your products and services, and customer service.

The only way you can protect yourself from negative comments, negative word-of-mouth, and permanent web entries (either videos, audio or text) is for every member of your team to strive for the highest level of excellence and customer delight at all times.

You must constantly strive to thrill, wow, and dazzle your customers. There is only one standard to aim for in business and that is excellence.

If that ambition is not a desire which is felt, lived and breathed by every member of your staff, you will forever struggle and your workforce will simply remain your workforce, and not your salesforce.

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Chapter 4

Barbers, Barmen and Middlemen

Throughout this book so far, I've made reference to the fact that Paolo the Barber thinks, acts, and makes decisions like a business owner. I'm sure you can think of an instance in your own life where you have experienced a superior level of customer service and attention from the business owner, than you would have done if you had been served by a regular employee.

Why is this?

It's because business owners have a deeper connection with their company. They love their work, are passionate about it, and have an energy and commitment which is rarely seen in the wider workforce.

Business owners understand that their actions have a direct impact on whether a customer will come back and repeat buy, or go on and do their marketing for them.

That's not to say that business-owner-thinking cannot be found deeper in a workforce. Certainly, people who think like business-owners exist in many companies, but there are all too few of them, and their efforts are often drowned out by a sea of mediocrity, composed of Middlemen, and Barmen.

Barbers, Barmen and Middlemen

Allan Leighton, one of the UK's most respected CEOs, talks about a three level appraisal system. He categorises people's performances as brilliant, good and bad.

I think this three level approach reflects the type of people — namely Barbers, Middlemen and Barmen — found in all companies.

People like Paolo the Barber share all the traits of a business owner. He:

- Is passionate
- Is in love with his work
- Understands the need to connect with customers
- Makes customers want to come back and buy
- Turns customers into raving fans who tell their friends and family about him.

Because Paolo loves his work, it shows, and in Allan's scale, Paolo would be brilliant.

You also have in your company people like the Barman. These are people who:

- Are not connected to their work
- See their work just as a job
- Fail to see the connection between their salary at the end of the month, and the revenue which comes through the door from customers
- Have a lack of connection and enthusiasm for their work, and therefore fail to demonstrate any passion and energy
- Don't give customers a compelling reason to come back and buy.

On Allan's appraisal scale the Barman would be bad, simply because people like him can never take your company forward. They are inherently the wrong people for your company and are a drag on the future success of your business.

Let's say in your company right now, you have (more or less) 25% of your employees who are like Paolo the Barber, and 25% who are like the Barman.

This leaves around 50% of people we haven't spoken about and who I call Middlemen and women. For the sake of simplicity in this book, I'll refer to them simply as Middlemen, as 'middle people' doesn't have the same ring to it!

Middlemen neither share the passion and desire of Paolo the Barber, nor the negative energy of the Barman. They are somewhere in the centre. They neither over perform, nor under perform. Allan would say their performance is good, but 'good' in this case has a wide definition.

Good is only *good*. It is not excellent, it is not brilliant.

Good may give a customer a reason to come back and buy, but it may not. Customers want and expect excellence and brilliance. They want to be dazzled, thrilled and wowed! It's that level of excellence which will raise you to the top of your niche market, and it is that level of excellence which will make your customers return to you, and become evangelical about you.

Good, in the eyes of your customers, is often *not good enough*.

The only way for you to achieve this level of excellence is to have virtually every employee thinking and acting like Paolo the Barber. This means employees putting the needs of your customers first, being innovative and creative (because they love their work), being proud of and connected to their work, and understanding the direct connection between the revenues coming from your customers and their salary being paid at the end of the month.

Unless you have everybody in your company elevating the level of service, care, and attention they give your customer, and being connected to their work at an emotional level, you will never stand out from your competitors and you will never fully turn your

workforce into your salesforce.

Let's explore a few typical business scenarios to see what people like the Barman, Barber and Middleman would do differently in each situation.

SCENARIO 1: Ordering a coffee in a coffee shop

You go into a coffee shop and order a coffee. The worst case scenario comes when you deal with somebody like the Barman who doesn't care for you, his customer. Barely a word is spoken, barely a smile or greeting is exchanged and the transaction leaves you cold and emotionless.

You know the person serving doesn't want to be there, and to them their job is just a job.

If you ask for extra sugar or milk, you are greeted with little more than a grunt and a point in the direction of where the milk and sugar can be found.

From your perspective, there is nothing in this experience for you to latch onto and certainly no reason to recommend this place to anyone else.

You might get slightly better customer service from a Middleman, who neither under or over-performs, but sees your order purely as a transaction which has to be completed. If you are lucky you might be served with a smile and a bit of banter, but it is still seen as a regular transaction.

This is fine from your point of view, as you get what you want quickly and efficiently, but it is nothing special and does not leave a lasting impression on you.

Now think what your experience would be if the business owner was serving that same cup of coffee. Think if Howard Schultz, the founder of Starbucks, was behind the counter. What would he do

for you?

Remember Schultz is a man who is passionate about coffee, wants you to feel his same passion, and wants to make sure the cup of coffee he serves is the most perfect for you. Often I find that when I order a Tall Skinny Latte in Starbucks (or a cup of milky coffee anywhere else!), it physically weighs less than when I ordered it the time before. That's because the cup is filled with more froth than milk.

I'm confident that Howard Schultz would never personally let that happen. Each cup of coffee would always be served at the right temperature, at the right weight, and would be offered with a warm genuine smile. I'm sure Schultz would serve it exactly as he would expect to receive it if he was a paying customer standing on the other side of the counter.

Rather than asking if you would like anything else, I bet Schultz would recommend a special pastry of the day, or a new, special blend of coffee for you to try next time that he is particularly proud of.

Schultz could say to you 'have a nice day', but it would mean something, where as if it was said by the other two employees, it would be said with varying degrees of sincerity, ranging from totally emotionless and insincere from the Barman, to a warmer statement from the middle 50%.

Without question, Howard Schultz would leave you with a feeling that goes beyond a pure transaction; an emotional connection that would give you something to tell your friends about.

Would you want to recommend this coffee shop to your friends and family? Most definitely. Would you want to keep visiting this coffee shop in the future? Certainly.

The emotional bonds which would be created in that short

transaction would be tangible and memorable, simply because Schultz is so proud of his coffee and the environment that he created, and it would shine and show through in everything he did.

SCENARIO 2: Checking-in at the airport

Let's imagine now another situation of you checking in at an airport.

If at the check-in desk you were first greeted by somebody like the Barman who didn't care and didn't want to be there, again, the transaction would be cold and emotionless.

Although the check-in attendant would be wearing the uniform of the airline and representing the brand of the airline, their actions would be inconsistent with the true values behind the brand.

If you asked for anything out of the ordinary to someone like the Barman, it would become an obstacle. Their first word would probably be 'no' as they would be thinking more about their own needs and having to do a little bit of extra work, rather than meeting (or exceeding) your needs as the paying customer and the person ultimately paying their salary.

If you checked-in and were greeted by one of the Middlemen, you could expect a much warmer greeting. They would probably have a higher level of understanding of your needs and notice for example that you were in a hurry and wanted to move through quickly to the departure lounge. Or they might notice you had checked in early and suggest some activities or entertainment for you before you board the plane. However, they wouldn't come anywhere close to the experience you would have if you were served by the very owner of the airline, for example somebody like Sir Stelios Haji-Ioannou or Sir Richard Branson.

These two guys would be proud of the airline they had created and they would be proud to wear the uniform representing the brand of Easyjet or Virgin Airlines. They would take time to understand your needs as a traveller, to find you the best seat in the case of Virgin, or to advise you of the best food and drink to buy on Easyjet. They might even be so proud as to tell you about the plane you were travelling on that day (why not, they bought it!).

In either situation, the personality of the company and the brand would shine through leaving a lasting impression on you, so that you would want to fly with them again and want to recommend them to your friends and family and tell them about the treatment you had which left you feeling so special.

SCENARIO 3: Buying a Computer

If you went to buy a computer from your local shop, you might be unfortunate enough to deal with a passionless employee, like the Barman. Someone who simply reeled off (in rote fashion) the specification of the computer, in the same way you could if you read the accompanying information sheet.

Their level of service in helping you make a complex buying decision would be woefully poor, leaving you with no alternative but to find another supplier to help you through the maze of computer specifications. The shop would lose out on an easy £1,000 sale.

You might be lucky enough to be greeted by somebody like the Middleman, with a much stronger interest in computers, but who lacks the real conviction in their voice which gives you the certainty that you are buying the right computer.

They would fail to fully understand your needs, and instead of trying to find the right computer for you, just want to make a sale,

which would take them closer to their monthly bonus.

Consider now if you walked into a computer supermarket and there serving you was Steve Jobs, the founder and CEO of Apple Computers.

How more alive would that transaction be? How more engaging and passionate would it be when the architect of Apple computers helped you make your buying decision? His enthusiasm would be contagious and almost un-containable as he proudly presented the range of laptops and desktops machines to you, marrying your needs and wants to the features in the range of Apple computers.

You only have to listen to Steve Jobs talk at one of his company presentations (which I've seen many times through streaming webcasts), to notice his language, which is rich and eloquent and his passion shines through.

No other computer salesperson I know uses the words 'gorgeous and beautiful' to describe computer products. Only somebody who is truly proud of what they are selling, and believes wholeheartedly in the value they offer, would use these words with such sincerity and conviction.

SCENARIO 4: Buying Household Furniture

Think finally of buying some household furniture, something my wife Jane and I did recently when we needed a new bed and sofa. Both items were around £1,000 each, so not an insignificant amount of money to spend on one item.

Although we didn't meet anybody like the Barman, we did buy a sofa from a salesman who was clearly one of the Middlemen, perhaps even on the lower side of the 50%.

He was employed as a salesperson for a large national supplier of sofas who obviously spend millions of pounds each year

developing their brand through advertising and using high-profile celebrity endorsements. In no way did this salesperson represent the values of the brand.

In fact, along with his fellow workers, he was dressed as if he was ready for a stag-night with his wide-boy suit and spiked-up hair. His over-relaxed, unengaged, matter of fact way of selling simply did not fill me with confidence.

When I asked him what the lead time for delivery of one of the sofas was, and what colour it came in, he eventually managed to drag himself to his feet and say, “Good question, I’ll just go and find out”. He came back rather reluctantly a few minutes later with the answers.

Although he wasn’t as bad as the Barman, he wasn’t far off, but with the right training and development he could become more like Paolo.

We eventually bought a sofa from him, and we also bought a bed from a local business and were served this time by the business owner.

Here was a man who was proud of every product he had to offer. He was clearly knowledgeable; he took time to understand our specific individual needs and wouldn’t let us buy the wrong product.

He gave us total confidence and reassurance that the bed we had bought was without question the right bed for us. Having now taken delivery of it, there is no doubt in our minds that we made the right decision.

With the sofa we bought, we both still have doubt in our minds that we chose the right one, but I’m sure if we had bought from the owner of that sofa shop (and not an unmotivated salesperson), we would have been assured that it was the best for us and would have been left in no doubt that it was the right decision.

It goes without saying that Jane and I would recommend anybody to go and see the business owner at the local bed-shop, but I am relatively indifferent to the supplier of the sofas.

What should be evident from these examples, is that if you have employees in your company who are like the Barman, you have zero chance of ever turning your workforce into your salesforce. It simply will not happen because they are unengaged, do not care enough, and this is reflected in everything they do.

If you have people like the Middlemen who neither under or over performs, you will always do ok, but will never give customers anything to be excited or thrilled about. Customers will remain indifferent to you, as you are to them.

However, if you have people in your company who share the same passion, belief and enthusiasm as the business owner, then that passion, belief and enthusiasm will be transferred to your customers. They will then walk away confident in their purchase, feeling special, and knowing that they had a remarkable experience in a market where most customer experiences are ordinary.

It is not difficult for you as a company to elevate yourself to a position of leadership in your market, but first you must develop your staff — at all levels — to see themselves as business owners who are responsible for the success and ongoing growth of your company.

To give your customers a remarkable and extraordinary experience that they rave about, you need to develop your staff into remarkable, extraordinary people who you rave about. You need employees in your company who Allan Leighton would say are brilliant.

You need to develop your staff into people who think, act and make decisions like business owners.

Chapter 5

Business-Owner-Thinking: A New Way of Training Your Employees

It is now clear that to create a company which your customers rave about, and repeat buy from, requires you to have employees who operate at a higher-level un-experienced by most of your competitors.

The highest level of performance you can expect from any individual is the same level of performance and commitment you would expect from a business owner — the very founder of the company.

There is without question a distinct way of thinking which is business-owner-thinking. Business-owner-thinking has been around as long as there have been business owners.

What many people forget is that all businesses were once started by a business owner, an entrepreneur. Even the great multi-national brands which exist today were once started by a business owner.

Ford Motor Company, was started by Henry Ford in 1903. IBM was started by Tom Watson Snr in 1914. Coca Cola was started by Asa Griggs Candler in 1892 after buying the formula from John Pemberton. Nike was started by Philip Knight in 1972. McDonalds (as we know it today) was started by Ray Croc, and before that by Dick and Mac, the McDonald brothers who started the company in 1940. Tesco was founded by Jack Cohen in 1919. Sony by Masaru Ibuka and Akio Morita in 1946. Honda by Sōichirō Honda in 1948, and Wal-Mart, one of the largest retail corporations in the world, was created by Sam Walton in 1962.

The original founders of most large multi-nationals can be traced, even though many of them started their companies more than 100 years ago. But always when you look back in time, you'll find the founding business owner who had the idea, vision, ambition, and love for their customers to create something really remarkable.

These entrepreneurs understood the basic rule for success — that the easiest way to grow a business is through repeat, happy, customers who do your marketing for you.

Think of any multi-national brands today and you'll see that they each have loyal customers who repeat buy from them time and time again. The brand itself has become trusted, so that just the logo and the name stands for something that we believe in. Often we trust the brand just as much as we trust a recommendation from our friends or family.

These mega brands have spent many years and many millions of pounds to imprint their image in our minds so we know what they represent, and what they stand for.

You may not have the multi-million pound marketing budgets these multi-national companies have, but you *can* create happy, repeat customers who spread the good word of your company and what you stand for in the same way.

The entrepreneurial spirit behind the brand

Always behind the spirit of the brand stands the founding entrepreneur who is the purest employee any company will ever have. In some organisations, the number of employees who have been and gone since the founder first started the company runs into hundreds of thousands, if not a million plus for large established companies such as the Ford Motor Company or Wal-Mart.

But the importance of filling employee number 239,331 with the same spirit and energy as somebody like Henry Ford or Sam Walton remains essential to the success of any business.

If employee number 239,331 doesn't embody the very essence of the entrepreneur, but is closer to the Barman or the 50% of Middlemen who neither over or under perform, then how can the company be true to its brand values?

Developing, maintaining, and keeping alive the entrepreneurial spirit of business-owner-thinking in your company is essential to your continued and ongoing growth and success.

In this chapter I'd like to introduce you to seven core principles of business-owner-thinking.

When you look at any high-performing business owner, you'll find that these core principles run through their bones and are non-negotiable. They are the same principles that everybody in your company needs to live and breathe by.

1. The only standard to aim for in business is excellence!

The only standard in business for you and your employees to strive for is excellence. It is the only standard your paying customers demand and expect from you, and is the same standard you would expect if you were a customer of your own company.

Excellence is a way of life, it's an inner ambition that everything you do, and everything you create and sell is at the highest level. Paolo the Barber knows this, just as all business owners know it.

To illustrate excellence in practice, let me use the example of the famous UK Chef Gordon Ramsay to show how he constantly strives for excellence. His outstanding quest for excellence and quality has been officially recognised by his ever growing number of Michelin stars.

Gordon Ramsay has himself become the brand, with his logo simply being his signature. When you see that logo, you have a high expectation of what you will receive, and you know it will be of an exceptional standard.

Ramsay's employees have also become famous in the culinary world with his chefs becoming revered themselves and sought after, as they too constantly demand the same impeccable levels of excellence.

Ramsay does not only have a full order book for paying diners who must book months in advance to get a table at one of his restaurants, but he also has a queue of trainee chefs who want to work for him, and who to want learn the secrets from a true master.

If you in your own organisation set 'excellence and above' as the only standard, so that everybody in your company is committed to this goal, your customers and marketplace will very quickly recognise you for the true leader and innovator you are.

They will reward you by repeat buying from you, and doing your marketing for you through their multiple word-of-mouth recommendations.

But for that to happen, every employee in your company has to understand the need for excellence in everything they do. In a software company for example, excellence must be achieved at every step — from designing the software, selling it to a customer, installing it, or answering a technical question on the phone.

In a motorway service station, excellence must be shown in the cleanliness of the toilets, the quality and freshness of the food, shelves being well stocked, the absence of litter, and paint work not being chipped. This is not just the responsibility of one person, it is the responsibility of every member of staff in the company to reach for a higher standard.

At all levels across your organisation your employees must look at their own role and ask themselves, 'Am I doing this to the standard my customers expect of me, and am I doing it to the standard I would expect if I was a paying customer?'

2. Business is not about what you want, but is about what your customer wants!

All great business owners know that the success of their business has very little to do with what they personally want, but everything to do with what their customers want.

However, when you deal with a company as a paying customer, you could often be mistaken into thinking that it is the other way round; that the needs of the employees come first, ahead of your own.

How often have you stood in a shop, waiting for the shop assistant to finish their conversation with a colleague before they serve you? How often have you made contact with a company with an enquiry about a product or service, and left a message which they never responded to, simply because the employee wanted to leave early, or couldn't be bothered to deal with it?

As is often said, the customer is king. Or in Japan, it is said that the customer is God, the highest deity. They recognise the basic fact that if you haven't got a customer, you haven't got a business.

It appears that too few employees make the obvious connection between revenue coming through the door, and the payment of their salary, bonus or benefits. But business always has been and always will be about customers.

Most organisations however are structured in the wrong way to be able to serve their customers at the highest level.

Let me explain this a little more.

If you think of your own organisation and draw it out in an organisation chart, I'm sure you'd put the CEO at the top, the directors, Vice Presidents and managers below, and then below them, the rest of your employees.

By definition, customers come underneath employees, because it is the employees who deal with customers.

If you draw the same shape and think of it as a pyramid, you will have the leadership at the top, the team in the middle and customers at the bottom. More often than not, the leadership at the top is unaligned with the rest of the team and customers.



What great companies do (who are truly customer focused and understand the life-time value of customers, and the power of word of mouth recommendations) is to invert the pyramid and put their customers at the top.

They understand that the whole purpose of a business is to serve customers, and that everybody throughout their organisation is responsible for keeping customers happy — whether they are customer-facing, behind the scenes in back-office, fulfilment or any other unseen area of the business.



The retail company Nordstrom, started in America in 1901, is legendary for its customer service and if you go to the Nordstrom website you'll see this very same inverted pyramid which is at the centre of their company's values.

The Nordstrom employee handbook is one paragraph long and encourages staff to think like business owners and to do the right thing at all times for their customers.

3. The growth of your business is dependent on these two factors: maximising the life time value of your customers, and harnessing their word of mouth referrals.

This is a subject we have already spoken about, but it is important to recognise that the success of your business is not about a one-off transaction with a customer. It is all about the life-time value of a customer, and the power of customers recommending you to others, and doing your marketing for you.

Let me give you an example using Tesco, the supermarket.

I could go to my local store and spend £100 there. Tesco would be very grateful and say, 'Thank you very much for spending your money with us'.

However, spending only £100 once with Tesco would not make them the multi-billion pound mega-brand they are today.

The success of Tesco comes from repeat buying from loyal customers who spend £100 per week, every week, for 52 weeks of the year. That is £5,200 over the course of the year.

It comes from customers spending £5,200 every year for the next 5, 10, 15 or 20 years, because they have loyalty and a connection to Tesco.

But that would only ever happen if the customer continued to have an extraordinary and exceptional experience with Tesco and

if Tesco continued to give them reasons to keep coming back and spending their £100 per month with them.

If, as a customer, you started to have a negative experience; if Tesco started to become complacent and take you for granted, it would become all too easy for you to switch your allegiance and start shopping at Waitrose, Sainsburys or Asda.

The cardinal sin in business is to lose a customer through lack of care and attention.

If your company is filled with people like the Barman, they give your customers *no reason to continue to buy from you*.

If your company is filled with Middlemen, you will give your customers *no reason to recommend you*.

But if your company is filled with people who think and act like business owners, who are passionate and in love with their work, who are engaged and alive, and put the needs of your customers first, then your customers will want to share their remarkable, memorable, experience with their friends, family and business associates.

4. If your team don't believe, they won't be able to make your customers believe. If your customers don't believe in you, they won't buy from you!

An essential trait of all great business owners and entrepreneurs like Steve Jobs, Bill Gates and Alan Sugar is self-belief and confidence. We'll speak more about this in the following chapter.

But belief is an over-riding principle in the world of business-owner-thinking, because business is fundamentally all about belief. It's about creating belief in the eyes of your customers, because when your customers believe, three things happen:

1. They buy

2. They buy again
3. They do your marketing for you.

The way to create belief in the eyes of your *customers* is to create teams of employees in your company who believe passionately in your products and services, and believe in themselves.

The way to create belief in your *teams* is to create leaders in your organisation who are inherently self-confident and believe not only in themselves, but have a rock solid belief in the products and services that your company offers.

If the leadership of your company (including leaders at all levels) don't believe in themselves or in their products and services, they won't be able to make your team believe. If your team don't believe, they won't be able to make your customers believe. Clearly, if your customers don't believe in you, they won't buy!

Understanding that so much of business is about confidence and belief is essential, and keeping belief high in your company (and doubt, fear and worry at bay) is one of your key roles as a business leader.

It is important that you use people like Paolo the Barber (who already share your passion and belief) to your advantage, and promote them as leaders throughout your enterprise. I'll speak more about developing leaders at all levels in subsequent chapters.

5. Innovation and change are the only way forward. Standing still in business is not an option.

The fact of the matter is that business-owner-thinking and entrepreneurship go hand in hand, simply because all companies are entrepreneurial companies. After all, they were once started by an entrepreneur and for them to keep on growing they have to continue to innovate, and adapt and respond to the changing

needs of their customers.

Many people are fearful of the word entrepreneur, believing that entrepreneurship is about risk. It isn't, it's about results. It's about achieving results, more often than not, against all odds and with little or no resources, and who in business doesn't suffer from a lack of resources at some time?

For you to have customers who want to keep buying from you, and keep recommending you, you must keep giving them reasons to come back and buy from you.

In some instances, customers will buy the same thing from you time and time again; a cup of coffee from Starbucks is a perfect example. But very few companies can get by, by standing still, and not innovating or changing. Indeed Starbucks constantly changes its pastry selections, its coffee of the month, and its music CDs. It doesn't stand still; it is constantly innovating and changing its core offering.

Other companies, such as HP, the computer giant, would be out of business in months if it failed to continue to innovate and change, because it is in an industry which constantly requires new design and innovation.

It is hard to think of a company that doesn't constantly change.

All businesses need to see themselves as entrepreneurial businesses, and therefore all businesses need to have employees who have an entrepreneurial spirit and business-owner way of thinking.

If you can keep this entrepreneurial spirit alive in your employees, and give customers reasons to keep buying from you and keep recommending you, then you will have transformed your workforce into your salesforce.

6. You must know your market and customers as well as you know yourself.

A consistent trait of all successful business owners is the depth of knowledge they have of their marketplace. They have the ability to passionately immerse themselves in their industry, and to know their customers and competitors almost as well as they know themselves.

However, this isn't always the case when you deal with employees. I'm sure you have been in the situation more than once where you know more about a product or service than the person serving you in a shop, or on the end of a phone in a call centre.

But that would rarely be the case with business owners because they immerse themselves in their industry. Employees, on the other hand, are quite capable of immersing themselves in other areas of their lives, (if it is for their own benefit) even if they appear indifferent at work.

When buying a house for example, any employee becomes the ultimate example of an entrepreneur business owner, and soon knows every house available within their target area. They know the selling prices of all recently sold houses, and the pros and cons of each possible house they are considering. They know the finance rates for mortgages and the best deals available in the market, how much the removal company will charge, and how much legal fees and stamp duty will cost. These are all figures which are on the tip of their tongue, but ask them some basic information about your customers, industry and competitors, and they are stumped!

Only when your staff immerse themselves in your industry, and know your customers and competitors as well as they know their own local housing market, will you ever come close to turning your workforce into your salesforce.

7. The success of your business is 90%+ dependent on the mindset of your employees.

For many years now I have had the great fortune of meeting with some of the UK's most successful entrepreneurs. I have taken a passionate personal interest in the mindset and thinking patterns of high-achieving entrepreneurs and business owners.

There's no doubt in my mind that somewhere between 90% to 98% of their success comes down to their mindset and an inner-confidence and certainty that they will achieve the goals they have set out to achieve.

It's often said that we become what we think about most of the time, and how we think does determine our results. Quite literally, what we think about we say, what we say we do, and what we do leads directly to the results we achieve.

If you have people in your organisation who do not have the mindset of a business owner, are disconnected like the Barman, or are underperforming 'Middlemen', then the chances of you achieving high levels of business growth and turning your workforce into your salesforce are slim.

The fastest and most profitable road to success in your business is to train and develop the mindset and attitude of the staff in your employment.

Most companies however, train only for skills, giving people the technical abilities to do their job. For the person who works in the coffee shop, this is how to make a cappuccino, how to infuse a cup of tea, or to take cash.

What they fail to teach is how to do the right thing for customers, how to let the personality of the employee shine through, how to live up to the customer's expectation of the brand and how to give them a remarkable experience, so that they leave the coffee shop talking about you in a positive, rather than

negative way.

We'll take a closer look at mindset in the following chapter.

Right now, you can see that by developing your staff to think, act and make decisions like business owners, you put yourself on a path as a company to become a leader in your field, and stand out from your competitors.

By following these principles you will be known as an excellent company which is remarkable and memorable, rather than blurring into the background as just another company or, worst still, being known as that company who doesn't care. You will give your customers reasons to come back and buy from you, and go on and tell their friends about you.

Chapter 6

How Can Duncan Bannatyne Spend so Much Time on TV, and Still Grow a Multi-Million Pound Business?

Some years ago, I interviewed Duncan Bannatyne as part of my research into high-performing entrepreneurs.

The first time I first met him, Duncan wasn't as famous as he is today; he hadn't yet starred in *Dragons' Den*. However, he was a hyper-successful entrepreneur who was listed in the *Sunday Times Rich List* and could freely choose how he spent his time. In fact, Duncan had bid £7,000 at a charity auction and won a walk-on-part in a Guy Richie movie. He enjoyed it so much, he decided he wanted to become an actor — and let his people run his companies (in here is a clue to Duncan's success!)

He told me he'd just finished studying at the New York Film Academy, which is off the Strand near Trafalgar Square in London, but his subsequent auditions hadn't gone well. Even with this lack of success in the movies, his star quality and 'winning smile' shone through, and it's no surprise to me that Duncan has become a household name for his TV work.

I interviewed Duncan at the Park Lane hotel in Piccadilly, asking the same questions I had asked many UK entrepreneurs.

Duncan said one thing to me that day which, at the time, didn't register with the potency it does now as I look back and reflect on those particular words.

He told me he had a Board meeting the following day and that he should have looked at his accounts but didn't because he knew

they were going to be fantastic.

How did Duncan know? He knew because he had people in his company who thought and acted like him. He had people he could trust in his absence to run the business and make decisions for him, while he went off pursuing his own acting career, and in later years his own television career.

His people think and act like business owners.

Let's look at what is going on in the mind of a business owner, the mind of somebody like Duncan Bannatyne, and the mindset and attitude you need to develop in your own employees, so that they too think, act and make decisions like a business owner.

1. Confidence and Belief

The starting point for success for any great business leader is true inner self-belief and confidence.

- Confidence in your own ability to achieve the goals you set out to achieve.
- Confidence that you can overcome any obstacles.
- Confidence that you can make your customers believe in and buy from you.

Simply put, if entrepreneurs didn't believe in the businesses they set out to create, they wouldn't start in the first place, because they wouldn't be able to make the team believe or their customers believe.

Your employees need to share the same level of inner confidence as someone like Duncan.

Anybody that has a vision and takes it personally upon themselves to create a business needs to have within them an unswerving, unshakeable resolve, which becomes something of

substance that other people can buy into and believe in.

It goes back to the very simple fact that if you don't believe in what you are doing you can't make your team believe. If your team don't believe, they can't make your customers believe. If your customers don't believe, they won't buy, buy again, or recommend you. So belief is the starting point.

2. Passion and Desire

The next core trait of a business owner, or someone like Duncan, is passion and a pure unadulterated love of what they're doing.

Passion is the fuel that drives you forward, it provides momentum and energy, and is infectious. People around you will be inspired by your passion and will pass on that energy to their team. This feeling will be conveyed to your customers who will then be compelled to buy from you.

It's your job as the business leader to instil your passion in every member of your team.

Customers pick up on passion and belief. It is a company's passion and belief that customers buy into.

If you show passion and deep belief in everything you do, you give your customers a memorable and remarkable experience which they will want to share with others.

But, if your employees don't share your level of passion and belief for the business, then as a company you will never achieve high levels of success and fulfil your true potential.

Clearly people like the Barman lack that passion and desire, and if you have employees like him, you'll never be able to create a business which customers can believe in and buy from.

Whereas if you have people like Paolo who love their job, and

demonstrate business-owner-thinking, they will exude an inner confidence and passion for what they do, which in turn will send out viral shock waves into the market about how excellent your company is.

3. Courage

The third element of the mindset of a business owner is courage and the confidence to step outside your comfort zone.

So much about success at a personal and business level comes down to having the confidence and courage to conquer your own inner fears, doubts and limiting beliefs. It's having the courage to do the very things that you are uncomfortable doing.

You only have to look at one entrepreneur, Richard Branson, who (by his own admission) is a shy person and uncomfortable in public speaking situations.

However, he knew only too well that the best way to promote his brand was for him to become the face of it. Now, whenever we think about Virgin we automatically think about Branson. When Virgin Brides was launched, he famously dressed up as a bride himself; when he launched Virgin Cola he drove a Tank down Fifth Avenue in New York to proclaim his battle with Coca Cola. He even injured himself whilst abseiling down the Palms Resort Fantasy Tower whilst promoting his new airline route between San Francisco and Las Vegas. He personally does television and radio interviews, but speaking to an audience is not naturally comfortable for him, as it is for media personalities such as Jonathan Ross or Ricky Gervais.

However, what Branson clearly does is find an inner courage, which is fuelled by his passion and supported by his own inner belief in himself, to step outside his comfort zone, and to do the very thing he needs to do to achieve his goals.

4. Goals and Purpose

The fourth element is to have a clear purpose, clear goal, and a higher vision and mission.

You need to understand why you do the things you do.

You can have all the passion and energy in the world, but without a clear goal (which everyone understands and believes in), nothing will ever be achieved.

In the courses and books I've written, I talk about entrepreneurs having 'man on the moon goals' which are ambitious, stretch goals.

America would never have made space travel history if President Kennedy, in 1961, hadn't set a goal to land a man on the moon and return him safely to Earth.

By announcing this goal publicly, the whole team behind the mission had something real and tangible to work towards. They passionately believed in that goal and as a result, made it happen.

In your organization your team needs to have the same clarity of goals, the same higher purpose, and your own 'man on the moon' goals.

There may be thousands of sub-goals in order to achieve the higher purpose, but if your staff don't understand what the higher goal is, there is no way they can help drive your company towards it.

A perfect illustration of this is the story (possibly apocryphal) of President Kennedy visiting the space station in the early 1960s when the space rocket was being developed.

In true Kennedy style he stopped to speak to somebody who was sweeping the floor. Kennedy said to the man, "What are you doing, sir?" The man sweeping the floor said, "Mr. President, I'm

helping put a man on the moon.”

Everybody in your organization has to understand what the higher purpose of your company is. They must know what your man on the moon goals are what their part is in helping you to achieve them.

If they don't understand what the bigger picture is and if work to them is purely a job without a sense of purpose, then there is very little reason that they will give their all. Ultimately it is the customer who will suffer.

5. Persistence and Tenacity

The fifth element of business-owner-thinking is pure persistence and the refusal to accept no for an answer.

This is a trait consistent with all high achievers. Every entrepreneur business owner you ever speak to will have endless stories where they have had to demonstrate persistence and never give up.

Inevitably in business, whatever can go wrong, will go wrong. It is your inner resolve (and the inner resolve of your employees) to keep going and to push on, to overcome the endless hurdles and crushing lows, and push on through to reach your ultimate goals, which is the difference between success and failure.

Without the passion and belief, it would be all too easy to give up when faced with those endless barriers.

Famously, Branson's engine blew up the night before the maiden flight of his Virgin Atlantic crossing. For most people this would have been a barrier, but Branson pushed on and kept going to create one of the world's premier airlines.

Duncan Bannatyne ran out of money before finishing the build of his first nursing home. Where other people at that point may

have given up and said, 'Well, I can't complete this because I can't afford it', Duncan found an ingenious, creative way of solving the problem. He asked his mother and her pensioner friends to temporarily fill the nursing home in order to persuade the bank to release the final payment of the loan which was dependent on the nursing home being full.

Stories that entrepreneurs tell you about persistence often sound like they have been made up, and are a testimony to their levels of creativity and ingenuity. It's this level of creativity and ingenuity you need to unleash in your staff.

6. Energy Flow

The sixth trait of entrepreneurs is having positive energy and thinking positively even when times are tough.

So much in business is about the flow of energy, and creating an environment where a positive flow of energy can thrive, without being destroyed by negative people who disrupt the balance.

I used to work for a software company in London and each day the managing director would walk in, and with him through the door, would come all of his negative energy.

Prior to him walking through the door, the office would be buzzing and alive but his negative energy would soon start to infect everyone and create negative pockets throughout the company.

Virtually all companies have this negative energy in some shape or form, but coming from the business owner it is inexcusable. It's your responsibility as a business owner or business leader to create an environment of positivity, of positive thinking, of can-do and will-do, and of ambition and drive where success can, and will be achieved.

7. Failure

Number seven is the understanding that failure is a good thing.

The reality is that nothing of any note has ever been achieved without experiencing failure along the way.

Failure is inevitable when trying something new, pushing for new heights, and new innovations, or entering new markets as entrepreneurs inherently do.

It goes without saying that not everything will work. Entrepreneurs embrace failure, see it as a positive and agree that if you're not failing, you're not trying hard enough.

That's not to say that they actively seek it, but when it comes along they are ready to react. It doesn't get them down because their belief, passion and their drive keep them going.

All too often though, in companies failure is seen as a negative thing and is frowned upon.

In certain circumstances, failure through lack of attention or lack of effort should be seen this way.

But when trying new things, such as innovating and changing, it is only those companies that recognize that failure is part of the journey to success who truly will achieve higher goals.

You need people who understand that failure can be a positive thing and should be learnt from. They know that by failing they can develop wisdom and experience which will ultimately get them closer to their goals.

8. Hard Work and Hustle

Number eight is hard work and the hustle factor. It is simply taking action. It is the physical act of working with a level of commitment, intensity, and sense of urgency, that is needed to get

things done to deliver results.

Duncan Bannatyne didn't start his multiple businesses without working hard, putting in the hours, and being 100% committed to achieving his goals.

I'm sure Duncan will agree that his journey, and the journey of his team, has been fun. They've enjoyed it and as a result, the hard work has not seemed like hard work because it was fun.

It was fun because they were doing something they were passionate about, that they believed in and that they had the desire and the ambition to create.

I'll explain in the following chapter how you can download (in MP3 format) a copy of my interview with Duncan.

If you have people who are despondent and indifferent to their work, and who see it as a chore, then how can they ever perform at a higher level? How can their own inner splendour pour out into your products and services and be felt by your customers?

It can simply never happen.

That is what customers should pick up on, the fact that you enjoy your work and love what you do.

The beautiful Apple iPod could never have been designed by someone who didn't love and enjoy their work. It was clearly created by someone who loves music, loves design, and loves technology. It was not something that happened overnight. I would imagine it required thousands of hours of intense effort, concentration and time.

The people working on that project are clearly proud of what they've created. It shows in the smallest details: in the design of the iPod player, the packaging, the marketing, in the way the menu system rolls up and down, and from the constant innovation that comes from generation to generation of not only iPods but a whole

range of Apple products.

Apple is a clear illustration of a company whose people embody business-owner-thinking. Their products have become so beautiful and have that wow-dazzle factor that they sell themselves.

As a result, their customers are passionate fans of Apple and now, because of the energy and buzz in the marketplace, people want to be part of Apple.

That could never have happened if the people in Apple didn't love their work, or if they acted like the Barman I spoke about in Chapter 1.

Similarly, it wouldn't have happened if the people in Apple were Middlemen who neither underperformed or over performed.

Putting it all together: Leadership

The net result of all of this is that business owners are actually leaders.

They are people who lead themselves to achieve their higher goals, and are able to lead and inspire their teams to achieve more.

It's the personal development of your staff to turn them into leaders (who think, act and make decisions like business owners) that you need to focus on to achieve extraordinary results in your company.

Can anybody become a leader?

I'm often asked whether anybody can become a leader and whether everybody has these traits within them.

Without question I say the answer is yes, if that person is working in an environment that they are passionate about and

have the desire for.

Everybody demonstrates this leadership ability at some point in their lives. I spoke in the previous chapter about buying a house, and the increase in business acumen and leadership you demonstrate when you want something that badly.

The same is true when you book a holiday. You immerse yourself, and for a moment in time, you become a leading expert on your desired destination, whether it is a two-week long haul trip to Thailand, or a five day skiing holiday in the Pyrenees.

A friend of mine recently wanted to get tickets for a key Manchester United European Cup game at Old Trafford. Immediately, with this goal in mind, he fought harder than he usually would and demonstrated just the kind of traits that a high achieving entrepreneur would, simply because his own ambitions and goals were aligned. He was chasing a goal that he was passionate about, that he had a burning desire for, and that he believed ultimately he could reach. Needless to say, he got his coveted tickets in the end!

Leadership ability and business-owner-thinking lies within everybody if the right circumstances arise. But this may not be the case currently with everybody in your organisation.

Your staff who are like the Barman may not show leadership ability at work, but this doesn't mean they don't have leadership ability within them. They just don't have it in them for your company, or for the work that they're doing.

The Barman could for example, be a gifted cyclist and someone who outside of work regularly organizes long-distance bicycle rides from the UK to the South of France. He could be a first-class footballer who is the captain of his local football team and leads by example. He could be a church goer who leads his church group every Sunday.

Given the right circumstances and the right motivations and desires, anybody can be a leader and a person of high-performance, but they have to be playing to their strengths and following their passion.

In your company, you need to find and actively develop people so that they play to their strengths. You need to align their passions, goals and motivations with the goals and aspirations of your organization. You need to develop your people into leaders who think like business owners, not just employees.

It is these people who will make your customers want to buy, buy again and then do your marketing for you. It is these people who will transform your workforce into your salesforce.

Chapter 7

Recruitment and Training: The Key to Growing Your Business

The success of your company is ultimately dependent on your ability to recruit, develop and keep outstanding staff.

Quite simply, get the wrong people, you get the wrong results; get the right people and you are in with a very strong chance of succeeding.

People are the make or break of any company.

Let's take a quick look at the essential subject of recruitment and consider what you need to look for when hiring new staff.

Recruitment

It should be evident from the earlier chapters of this book that it is not just an employee's skills which make a company great; it's their mindset and attitude. You therefore need to be alert to mindset and attitude when recruiting, and look beyond qualifications.

One entrepreneur I interviewed some time back has a stable full of horses and over the years has dealt with many vets. He explained that although all the vets he had used had the same qualification, they couldn't have been more different.

All vets have to spend at least seven years studying for their veterinary exams, and therefore all have the same letters after their names. Yet to him, the distinction between a good vet and a bad vet was all about attitude. Ultimately, it comes down to good vets

sharing the same characteristics and traits as the business owners we've spoken about in this book. They are passionate about their work, love what they do, and believe in themselves and the services they offer.

Conversely, some of the vets he came across were not very enthusiastic about their work as their passions lay elsewhere.

Recruiting the right people is so much more about personality and mindset than it is about technical skills. Ultimately the success of any high achiever comes down to mindset and attitude rather than technical skills.

When you watch football managers talk about what won them a game, or what they look for in their team, seldom do they say it's the ability to pass the ball straight from one player to another. They talk about courage and confidence, belief and passion, desire and hunger. It's these personal leadership traits that you need to identify at the start when recruiting.

Rarely are those qualities demonstrated in black and white on a CV. It's what happens outside of the CV that you need to look for. It's important to see your prospective employee through their own eyes to understand where their true passion lies, and whether that passion really suits the job that they're doing.

On paper, I have the same accountancy qualification as hundreds of thousands, if not millions of other accountants, and I can certainly put forward a CV that looks impressive. However, by looking *beyond* my CV, and understanding what drives and motivates me, you would very quickly realise that I would be the worst person in the world to employ as an accountant.

Get me to talk about people development, training, leadership, or how to grow companies and I come alive! Ask me what books I read, who I admire in the world of business and what I am passionate about, and it would soon become obvious where my

heart is.

Recruiting people with the right attitude isn't easy. It's far easier ticking the boxes with a CV in front of you. You need to know what you are looking for. You (or whoever is recruiting) need to understand the mindset of a business owner that we looked at in the previous chapter, and interview based on these traits, rather than just on skills.

Employees who come into your business need to feel that they are responsible for the growth of your company, and that their decisions and actions directly influence whether a customer wants to buy from you (and continues to buy from you in the future).

New recruits need to be consistent with the values that you hold true as an organization.

If work to them is just a job, and a means to an end, or if they do not have a true passion and energy for the type of work or organization you are, then there's no way that they can deliver any more than just a standard performance for your customers.

You need to be recruiting people who can demonstrate their love and passion for their work, people who have the ability to thrill and wow your customers and give them a remarkable experience. It's only these employees who will make your company stand out and make your customers want to talk about you.

To download an MP3 interview with a master recruiter, who explains the techniques he has used to recruit thousands of employees — and to download the Duncan Bannatyne interview I mentioned in the previous chapter, simply visit www.GO.enterpriseleaders.com and enter your details in the contact box. This will take you through to the download page.

Training

Once you've recruited the right people, you must constantly train and develop them. Training is still something which is massively overlooked in companies, or sadly underestimated.

Failing to train and develop staff is no different from expecting Manchester United to win the League or the FA cup without daily training and development of its players. It is no different to expecting a surgeon to perform a complex operation on you, without having first learnt their art, or keeping abreast of the latest developments.

Many organizations still see training as an expense, rather than an investment. I'd like to share my thoughts on this. When you train your staff to think like business owners, you can ultimately re-label the training budget to the marketing budget.

By training and developing your staff to think and act like business owners, you are directly giving your customer the best customer experience you can. In the process, you are turning your customers into the greatest marketing machine your company will ever have.

There is a direct one-to-one link between how your employees serve your customers, and your customers' desire to recommend you to others (or repeat buy).

It is far cheaper in the long run to become an outstanding company, with outstanding products and services that customers rave about, than to continually spend money on direct marketing.

When you become a remarkable company from the inside out, your customers become compelled to talk about you and do your marketing for you. That will be the most effective and efficient form of marketing you will ever do, but it will only come as a result of trained employees who think and act like business owners.

In the next chapter I will explain to you how I personally go about developing people to think and act like business owners.

Chapter 8

Ten Practical Steps to Turn Your Workforce into Your Salesforce

In this chapter, I'm going to share with you the exact ten-step process I take companies through when developing their staff to think and act like business owners who make customers want to buy, buy again, and then go on to tell their friends and family to buy!

If you are sitting at your desk on a Monday morning and thinking, "I'd like to bring business-owner-thinking to my company, but how do I do it?", here is the answer:

Step 1: Decide on, and commit to, a programme of change

Step 2: Communicate your vision to your employees

Step 3: Categorize your staff into three groups

Step 4: Identify your first trial group

Step 5: Meet with your trial group and explain why they have been selected

Step 6: Deliver the training to the trial group

Step 7: Roll out the training with the help of your newly trained staff from the trial group

Step 8: Repeat the training for the rest of the company

Step 9: Liberate the wrong people

Step 10: Create a training leader

In the Appendices at the back of this book, you will find plenty of training materials, content, tips and suggestions to create your own in-house training course. But before you get to these, let's take a closer look at the ten step framework which you can follow to bring business-owner-thinking to your employees.

Step 1: Decide on and commit to a programme of change

The first step is for YOU to make a decision that developing your people to think, act, and make decisions like business owners is something you are committed to. You must be 100% dedicated to training and developing your staff and raising their performance from regular employees into high performing leaders who are energized, alive and connected with your customers.

Only when your staff operate at the highest level will they truly engage with your customers, and make them want to repeat buy from you, and then do your marketing for you.

Step 2: Communicate your vision to your employees

Once you've made that personal commitment, you need to communicate this throughout your entire organization. You may want to begin with one division, department or team as a test bed, but wherever you start, you must share your vision with your employees and get them onboard. You need to get your people excited, committed, and energised about the training they will soon undertake, and the benefits they will receive for themselves.

My recommended approach to communicate this is to record an audio or video interview with you, the business leader, or the chief executive.

In it you can capture your aspirations and goals for your company (department or team). Often, only you know what is in

your mind and what you want to achieve as an organisation. Frequently, this is not clearly communicated to the employees who will make your vision happen.

From the many conversations I have had with CEOs or MDs, many times I'm sure I end up knowing more about the ambition and vision of the company than their own employees do! That is simply because the CEO or senior management team does not clearly communicate its goals and vision to its workforce.

How can front-line employees transfer your vision and the purpose of your company to your customers if they don't understand it in the first instance?

I recently rang up a FTSE 250 Company, asking to speak to the chief executive.

This is a large organization employing hundreds — possibly a thousand plus — employees. I had called the central number, which is on their web site, and when I asked for the chief executive by his name, the person answering the phone said, "I'm sorry, we haven't got anybody who works here with that name."

I find it astounding that somebody on the front-line answering the telephone, firstly, doesn't know who the chief executive is, and secondly, cannot understand the very purpose and essence of the company if they don't even know who the CEO is.

How could that person be true to the values and the brand of the company, which the chief executive has spent so much time, energy and money developing?

It is essential to communicate regularly and candidly with your employees.

You should remind your staff of your company's journey over the past few years and make sure they clearly understand where you plan to take it in the next few years.

Recording an interview with you is the perfect opportunity for you to clearly and informally state the goals of your company, and to get them out deep and wide to every employee within your organization.

That interview will be recorded, saved either as a MP3 or as a video, and will be made available to everyone in your company (through a podcast, or videocast) as a reference point for your employees to unify around.

Step 3: Categorize your staff into three groups

Step number three is for you to look at your staff and divide them into three groups. If you are in a large organisation you may want to start by selecting a small division or individual department where you know each person personally.

One way to do this is to get an organisation chart, and three different coloured highlighter pens: yellow, green and red for example. You need to be honest here, and think about the three different types of people in your company.

Green: Employees like Paolo the Barber who are already high-performing and have the right attitude to grow your business. These will become your lieutenants in rolling out the training and new way of thinking to the rest of your company.

Red: Employees like the Barman who have the wrong attitude, and are a barrier to your company's success.

Yellow: The Middlemen who neither over or under-perform, but with the right training and development could really drive your company forward.

Highlight on your organisation chart (or write down on a piece of paper) the names of the people you want to focus on. There are no fixed percentages here to split the groups by, but be honest with

yourself and be clear who you feel is already a high-performer and could become a role model for your other team members.

Be clear who is poorly performing and possibly are the wrong people to take your company forward.

Those that are left in the middle will be good employees, who lack sparkle and energy but with some extra training and development could really make your company fly.

Step 4: Identify your first trial group

Now you've divided up your company (or department) into three groups, you need to select a trial group from the high performers. The group should be relatively small, perhaps 10 or 20 people (possibly 100+ people if you are a larger company).

This initial group will become role models, and examples for others to follow.

There are two clear ways of selecting employees to be part of your trial group,

1. You choose them based on their own talents.
2. You email your group of high-performing staff and ask them to volunteer to be part of a new training and development programme.

Whichever way you select your trial group, it is important to choose the people who already embody that high-achieving spirit, and who will achieve even greater results if they are given additional training, focus and direction.

This group will naturally embrace the new training they will soon receive, and will demonstrate to others in your company the results that can be achieved with the right development.

If you'd chosen Middlemen, or people like the Barman for the

trial group, it's unlikely they would embrace the training with the same vigour and enthusiasm, and possibly would be cynical about it. If this was the case, they would be poor role models and mentors for other employees wanting to do the same training.

You must make sure that the people you select in the trial group represent a cross-section of the high-achieving and forward thinking employees in your company, and are not just your direct reports in management.

Step 5: Meet your trial group and explain why they have been selected

Once you have identified and selected your trial group, you need to meet with them. This can be done face-to-face or on the phone.

I personally believe that you should get everyone together face-to-face, and talk to them as one group. Here you can explain why they have been selected (as high-performing talented members of your company), and the importance of the training that they are about to go through, and their responsibilities as mentors to the later employees who will go through the training.

Step 6: Deliver the training to the trial group

Once you have got the buy-in and commitment from your initial trial group, you need to deliver the actual training. In Appendix A and B I'll share with you the exact format of the programme I take clients through.

The success of any training programme is a mix of informative, practical content, and engaging delivery. In this book I give you the content, but it is the delivery mechanism which is the key to learning and achieving results.

In your company, you may choose to use the ideas in this book and create your own in-house training programme. This could take the form of classroom training, telephone or face-to-face coaching, e-learning, mastermind learning groups, or whatever suits you.

I believe learning and adopting a new way of thinking (business-owner-thinking) is a bit like learning a new language, and I personally feel that small changes, made on a regular basis deliver massive results.

Therefore my own preferred teaching technique is to provide employees with a MP3 player with a structured learning programme pre-loaded on it. This mean the programme can be studied little and often (around 15 minutes a day), wherever the employee is, and whenever they have a few minutes to spare. This is one of the most cost effective and time efficient way to train large numbers of employees.

Step 7: Roll out the training, now with the help of your newly trained staff

Once your initial trial group have completed their training, they are now ready to become mentors and role models for a second group of employees.

This next group of trainees should consist of more high-performers in your company: people who have the right attitude and who you know you can trust to become additional role models for the rest of your company.

Again, this group size could be 10, 20, 30, 100 or more. Here you should simply repeat steps 5 and 6 until all your high performing talented staff (whom you originally marked with a green highlighter pen) have gone through the training programme.

Step 8: Repeat the training for the rest of the company

Now you have your high performers trained and performing at a higher level still, you need to roll the training out to the next group of employees – the Middlemen who currently neither under or over perform.

You now have the advantage of using the original high-performing staff as mentors and role models, so that the ‘more challenging’ Middlemen can see what is possible, and they have people they can talk to.

Step 9: Liberate the wrong people

You need to give serious attention to the remaining staff that you originally marked as red on your organisation chart. These include people like the Barman.

Certainly, some of these people may improve their performance and attitude with training, coaching and mentoring, but some will not. It is those who will not change that you need to consider liberating from your organisation and setting them free.

It was Jim Collins a famous US management writer who said “you have to get the right people on the bus in the right seats, and get the wrong people off the bus.”

If you have people in your company who are not happy at work, and whose performance you are not happy with, it is very likely that your paying customers are also unhappy when dealing with them.

This group of employees are undoubtedly damaging the reputation of your company, and give your customers no reason to keep buying from you, or recommend you.

In the long run, the right thing to do is to liberate these employees and help them move on so they can play to their

strengths and passions somewhere else. This could either be to a different part of your organisation, or to a new organisation.

I have experienced this 'liberation' several times in my own career. Firstly, when I was an accountant years ago, I knew my future was not in the industry so I made the change and liberated myself.

I've also experienced it twice in the software industry when I wasn't enjoying my work, wasn't passionate about it, and didn't believe in the company. In these instances, somebody else liberated me!

If an employee's heart and soul is not in your company, then all the training and all the personal development you give them will rarely achieve anything.

Not long ago, I was speaking to a friend who is a manager of a team of about twenty people. He told me about one of his team who he knows is bright, and intelligent, but is unmotivated and lacks drive.

My friend gave this person extra mentorship, training and invested substantially in him, but after all this, the employee turned around to him and said, "You know what, I really don't think I'm in the right job. My heart really isn't in it. This isn't what I want to be doing."

It's important that you are aware of this, and consider before investing in staff that they are fundamentally the right people to take your company forward. You will most likely have employees in your company who are a 'hiring mistake', or have lost interest over time and are ready to move on.

This is an opportunity to identify them, and make their liberation part of the overall programme of change.

Step 10: Create a training leader

To keep business-owner-thinking alive in your company, I encourage clients to choose at least one person who can become a designated leader to champion these ideas.

This is somebody who fully epitomizes everything that we've spoken about.

This is not a position of power or a title, but a role for somebody who has the right mindset, attitude and ambition to change things, and who wants to make a difference and to set new standards.

The leader should only hold the position for six months, at which point a new person should be appointed and made responsible for keeping the spirit and energy of business-owner-thinking alive.

Chapter 9

Getting Business-Owner-Thinking into the DNA of Every Employee in Your Company

The training I have just spoken about takes time, but here is something you can do right now which will make an immediate difference to the way your team performs.

This is to get your employees, whenever they are faced with a difficult decision, or customer facing situation, to ask the following four questions of themselves.

These questions get right to the heart of business-owner-thinking.

Question 1: What would I do if I was the owner of this business?

This is the first question that every one of your employees must ask themselves. To be able to answer this, they must put themselves in the shoes of a business owner.

When your employees think like a business owner, they very quickly understand that the success of your business is 100% intertwined with your customer.

The constant need to put your customer first is a must, and this is exactly how business owner think.

Business owners are painfully aware of the link between revenue from customers and bottom line profits. Your staff must equally be aware of the link between their salary and the revenue which

comes from your customers.

When your employees see themselves as the owner of your business and understand that the success of your company is all about your customer, it's only natural that they will want to take more pride in their work, go the extra mile and have a new level of urgency, haste and passion. Not what you and I experience in all too many companies, which is complacency, and employees taking customers for granted.

At its heart, business-owner-thinking is about reversing negative, under-productive employee-thinking, and replacing it with positive, results-generating business-owner-thinking.

Let me give you a personal example of business-owner-thinking.

In the past year, I've stayed at various four and five star hotels whilst I've been writing and have had very mixed experiences.

All the hotels charged a similar amount, but some hotels stood out over and above the others, simply because of the way their employees thought, acted, and made decisions.

Hotels are a great backdrop to explain these four questions, because hotels are service businesses and when you stay in a hotel, you not only expect, but demand superior service in return for your money.

You can be sure — regardless of your own industry — that your customers want the same level of care and attention from you that they would receive at a top five-star hotel. You may not be in the hotel business, but there is much to learn from great service-based hoteliers.

The best experiences I have had in hotels have always been where the employees are proud to work there, and see themselves as the owner of the business.

When people think like business owners, they see business

differently. They take ownership and responsibility.

Little jobs that need fixing get fixed. In hotels, pieces of wallpaper which have come unstuck get glued back down, rather than ignored. Annoying creaking doors get oiled. Finished-with 'room service trays' get taken away quickly, rather than being left outside the bedroom door. This all happens because the employee is asking the question, 'If this was my company, what would I expect to be done?'

For sure, unstuck wallpaper, creaking doors and trays left outside a bedroom in an untidy and dangerous position is not something you would expect to happen in your own hotel. And so it should not happen in a hotel you are an employee of.

In your own business, you need your staff to demonstrate this level of ownership and responsibility.

Question 2: What would I expect to be done if I was a customer of this business?

This question requires your employees to put themselves in the shoes of your customer, as it's your customers who are paying the bills of your company. It's your customers who are paying the salaries of your employees – and your dividends as the business owner or bonus as a business leader.

All too often though, it is apparent in many companies that instead of putting the needs of customers first, employees put their own needs first.

Let me give you two examples of that.

A while ago I was giving a speech in Birmingham and arrived by train. I decided on the train that I wanted to record the speech before I presented it and so I'd planned to buy a mini-disk recorder. I got off the train at about 5pm and went straight to a

large 'catalogue shop'. I won't name them, but you may be able to guess who they are!

In the catalogue I saw a mini-disk recorder, but wasn't sure if it had a line-in jack to plug a microphone in, so I asked the shop assistant if I could first see the product. "I'm sorry Sir," came back their reply, "we do not let customers see products after 5pm."

Can you imagine saying this to one of your prospective customers?

Needless to say, I didn't buy the recorder there, and that shop lost out on a quick £80 sale.

If the shop assistant had asked, "what would I expect to be done if I was a customer of this business?" then I think they'd certainly come to the conclusion that as a customer, they would fully expect to see if the product first met their needs.

In the same 'catalogue shop', this time in my home town, I went to order some plastic storage units. After I paid for my goods, I picked them up from the collection desk, only to notice that one of the drawers was clearly broken.

I explained this to the shop assistant who had just served me and asked him to bring me a replacement that wasn't broken. "Sorry Sir" he said, "You'll have to go to the back of the queue in the customer service line."

The queue had about four other people in it, but there was no other way for me to get a set of drawers that weren't broken. When I eventually got to the customer service desk, I was treated as if I'd taken the drawers home and broken them myself, rather than having just picked them up from the collection desk!

If the people in this store asked the question, 'What would I expect to be done if I was a customer of this company?', they would certainly expect the goods they'd just bought not to be

broken, and if they were, they wouldn't want to be sent to the back of the customer service line.

When faced with any decision, your employees must put themselves in the shoes of your customers.

It's very likely that your own customers have similar examples of poor service they could cite in your company. It may only be small subtle issues, which are irrelevant to your employees, but significant to your customers, and have a major impact on their desire to buy from you, and buy again from you in the future.

Question 3: Given the decision I'm about to make, what impact will this have on my customer's desire to come back and buy from us again in the future?

We said before that the growth and success of your company comes from customers buying from you many **many** times, rather than just once. It comes from creating a relationship with your customers, and from repeat purchases.

Every one of your employees must understand that the value of a customer comes from a lifetime of transactions, not just a one-off purchase.

In fact the marketing cost of getting a customer to come to you for just one transaction may wipe out the profit on that first order.

Very few employees really understand this concept of life-time value. If they did they would never let a customer leave your shop, office, premises or let them walk away with a product or service with anything other than having had an outstanding experience — and getting the maximum 'future value' from that particular transaction.

Great entrepreneurs and business owners know that you need to get a customer and keep a customer.

Peter Drucker the world famous management writer said, “The purpose of a company is to get a customer”.

After that, it is to sell to that customer over their lifetime. If your employees fail to grasp this basic concept about lifetime value, and think only of one-off sales, rather than repeat purchases, you will forever struggle to grow your company, and you’ll forever be working on chasing new business, rather than developing rich, profitable relationships with existing customers

In order for customers to want to come back and buy from you again, a few things have to happen. First of all, your customers must always have a positive experience. Quite simply, if they leave your business disappointed, it is very unlikely they will come back again.

For customers to come back and buy from you many times, you also have to be relevant to them. Often this means providing new products and services.

Customers can be relatively fickle, and more often than not want the latest and greatest. This requires you to be innovative and creative and adapt and respond to their changing needs.

But ultimately, your customers need to believe in you, and believe that they are getting the greatest value, benefit and result from you in exchange for the money they spend with you.

If your customers are happy and feel they are getting good value, then they’ll go on and buy from you time and time again; if they don’t then they’ll buy from your competitors – and you will again have to invest heavily in attracting new customers through your marketing.

That is why it is much easier, and cheaper, to deliver outstanding products and services in the first place to your existing customers and give them endless reasons to come back and buy from you time and again.

But for that to happen, every member of your staff has to understand the basic concepts of life-time value, which is an inherent part of business-owner-thinking.

Question 4: What can I personally do to ensure my customers recommend my company to their friends, family and business associates?

This question gets your employees to understand the basic principles of growth through referrals and word-of-mouth marketing.

Word-of-mouth marketing leverages the trust which exists between the person making the recommendation and the person receiving the recommendation.

Companies can spend millions of pounds marketing to you, trying to break through the deluge of marketing messages that you are bombarded with every day.

Yet nothing on earth will be as powerful as a simple recommendation from a friend which could be no more than them saying, "You really must go and see the latest Stephen Spielberg movie, it's outstanding", or "You should get the latest Nokia mobile phone. It plays movies and the photos are amazing."

A friend recently recommended to me a family holiday where you stay on a farm in a luxury 3-bedroom 'nomadic house-tent'. This is something I had never considered before (and it would be very expensive for this farm tent company to reach me through their marketing), but because my friend spoke so highly of it, it's now something we plan to do in the near future.

You must realise that your customers have opinions about your business and will either be making positive recommendations to their friends, family and business associates, or they will be

making negative recommendations (just like I did with the Barman). They might even be telling people to avoid your company at all costs because of the negative experience they have had with you in the past.

In John Maxwell's book, *The Winning Attitude*, he suggests that 68% of the reasons customers will quit your company is down to the experience they received as a customer.

Why Customers Quit

Die	1%
Move away	3%
Develop other friendships	5%
For competitive reasons	9%
Because of product dissatisfaction	14%
Quit because of an attitude of indifference towards customers by the supplier	68%

More often than not, the reason customers fail to repeat buy or recommend you is down to the negative way they were treated by the employees in your company.

That is precisely why it's so crucial that every one of your employees sees themselves as business owners and makes decisions like business owners.

Chapter 10

The Profile of an Excellent Company

In this penultimate chapter let's look at what your company might look like when you train your staff to think like business owners. It will:

- Be a company that is a leader in your industry
- Stand out head and shoulders for excellence
- Be known for customer attentiveness in putting customers needs at the forefront of everything you do
- Be innovative and creative
- Give your customers reasons to keep buying from you time and time again
- Have customers keep recommending you to their friends and family.

Innocent Drinks

A number of companies stand out who are already doing this. Innocent Drinks, the smoothie company in the UK started by Richard Reed and his two fellow co-founders is one such company.

Innocent Drinks has, in the space of five years, become the brand leader in the smoothie drink industry.

What started as three guys with a vision, passion, and drive has become a multi-national brand turning over in excess of £100m within just five years, and is regarded as the leader in its marketplace.

The personality of the founders and the staff shines through in everything they do: in the products they create, their packaging, the language they use, and their overall quirkiness! They give customers something to talk about, and something to laugh about, and to have fun with.

Their products are personified excellence and are true to the values that the founders set, which is to use pure, fresh fruit served with greener than green credentials.

Innocent Drinks is an example of a company that understands the need to make customers love them, to talk about them, and to rave about them.

They understand the need to maximize the lifetime value of their customer. If they were selling only one smoothie once to one person, they would never have so quickly reached the turnover levels that they have.

But it's because of the brand loyalty, and the excellent standards they strive to achieve throughout all levels in the organization (and by all employees), which thrills and wows customers and gives them something to talk about and to tell their friends about.

Next time the friends, family or business associates of their customers are at the cold cabinet in the supermarket choosing their drinks, Innocent smoothies will invariably leap out at them. Quite likely, they'll go ahead and reach for that particular brand as opposed to the competitors', which haven't created the same story, and who don't offer the same excellence, or let their own brand personalities shine through.

Marriott Hotels

For me, another company which personifies excellence is Marriott Hotels. It's a chain I've stayed at many times and have

never yet been disappointed with.

It's no great surprise that Marriott is up there as a brand leader because again, the personality, values and the purpose of the founder, John Willard Marriott and his son, J.W. Marriott, shine through.

Every employee in the organization understands what's happening, what the senior leadership of the company is thinking and everybody in the organization has the same high standards, passion, and belief as the founder and his son, the chief executive.

It shows in the high standards of the rooms, and in the way staff have been trained to greet and to look after customers. It shows in the little touches in the hotels which make your stay more pleasant and friendlier.

The hotel is always thinking, 'How can we make it better for our customers?' 'How can we make their stay more enjoyable, so that they want to come back and stay with us again and so that they recommend us to their friends and family?'

These values and beliefs are captured very eloquently by J.W. Marriott in his book, *The Spirit to Serve*, which I'm sure is read by virtually every employee in Marriott.

Your customers become your greatest sales team

When you develop your company to a world class level where you put your customers' needs at the centre of everything you do, you give your customers more and more reasons to recommend you. Right to the point where your customers become your greatest sales team, and where they become more powerful and effective than your direct sales force!

Whenever a tradesperson comes round to my house, I always ask them where they get the majority of their business from.

Many of them still run yellow pages adverts, but they say that most of their business comes from word of mouth recommendations.

Recently, Jane and I decided to extend our house and add a garden room to the back. We met with Steve, the business owner of the building company and were immediately impressed with him. It wasn't just his salesmanship which sold us — what was much more persuasive was what his customers had to say about him. We visited Julian and Emma's house (two of Steve's happy customers) and they showed us their recent extension.

Julian works in environmental health, and Emma is an engineer, but they were by far the best salespeople Steve could ever find. They were not highly paid sales staff on Steve's payroll, but just happy customers, who were proud of their new extension, and thrilled to tell a prospective customer all about it, warts and all!

They told us the good things, a couple of things we should watch out for, but because they were impartial, had spent their own money, and were not trying to sell us anything, they were the perfect salespeople. Ultimately, they were just happy customers making a recommendation.

It turns out that Julian's sister who lives down the road from him has also had a similar extension built by Steve, and Steve told me that he has sold seven other extensions based on Julian's recommendations.

Steve can now make that eight with our new garden room.

It is not only tradespeople who rely on word of mouth recommendation. I often ask people in professional services, consulting companies, business coaches and trainers where they get their new business from, and they all say the same. The majority of their business comes through word-of-mouth recommendations. But if they weren't providing such a high

standard of service, that would never happen.

Excellence starts with leadership at the top

It's important, when considering what an excellent company looks like, to look at the leadership, because it's the vision and the communication from senior leadership which drives a company forward. Leadership creates a buzz, creates energy, and instils confidence in a team.

Behind all great companies is a great leader who is clear in what they stand for and is able to get their message into the body and soul of their employees, so that their passion can be transferred through their products and services to their customers.

But if your employees don't understand what is going on in the mind of the leader there is no way that they can transfer that to your customers.

Great leadership resonates through the organization.

Think of Steve Jobs and the turnaround in recent years that he has created at Apple. His visionary way of thinking and attention to design and creativity permeates throughout the organization to every employee so that the products, (the computers, iPods, operating systems and the iPhone) are the most beautiful and of the highest quality they can be.

I'm sure that the majority of Apple's customers have a sense of what Steve Jobs stands for and believes in, and they know what to expect from Apple. Therefore when new products come out it is an easy decision for them to upgrade their iPod or to buy the latest laptop, because they know it has been designed with passion.

They know it is true to the values which are true to Steve Jobs himself. They trust the leader. But if Jobs had kept that vision in his mind and didn't disseminate it throughout his company to his

employees, then Apple would never be the market leader it is today.

Proud employees

So much about an excellent company is about its employees. Without employees who implement the vision and goals of the leader, nothing can be achieved. In an excellent company you'll find employees who love what they do, and where work is not just a job but a way of life, a passion, and a purpose.

Their job gives them a reason to go to work each day — more than just to pay the bills. If work was just work for them there is no way they would be able to create the glorious environment that an excellent company has!

Employees in an excellent company are truly proud of what they offer, and their pride shines through and is picked up by customers.

In Starbucks they are not selling just another cup of coffee, they are selling the best cup of coffee they possibly can; to give you, the customer, the greatest enjoyable experience for that brief time you're with them.

On Virgin Airlines they're not just another airline transporting passengers from London to New York. They are Virgin Airlines and are proud to wear their red uniforms, and want to give you the most enjoyable trans-Atlantic flight you can possibly experience.

Donald Trump's hotels are not just hotels, but are the most beautiful and majestic places, which are a result of staff who love to work there.

And even your local village pub can be the greatest pub in the area, because it has staff who love what they do, and are proud of the food and drink they serve. Their pride shines through and

because they are proud of what they offer they go the extra mile for their customers. They become more innovative and creative.

JK Rowling – An example of customers who believe and recommend

An interesting example of excellence can be found not in a traditional company, but J.K. Rowling, the author of the Harry Potter book series.

The popularity of her books is renowned around the world and her customers' demand for them is insatiable, with avid fans queuing up throughout the night in all the major cities globally when a new book comes out. This is a clear illustration of repeat buying.

Ask any of her readers if they'd recommend her books and invariably it's a positive. In fact they actively go out of their way to recommend them.

What however is even more interesting for me is this.

Although I've never actually read one of J.K. Rowling's books – I have seen the films and have seen her interviewed on television – If anybody asked me to recommend a book to them that they would enjoy whilst on holiday, I would suggest they start with book one in the Harry Potter series.

This is astonishing given the fact that I haven't even read them. Such is the power of my belief in J.K. Rowling and the Harry Potter franchise.

In there, possibly, is the definition of a truly excellent company.

If you can create so much belief in someone, that they recommend your company without ever having used your products or services, you stand out in your marketplace as an excellent company.

But none of that belief in the marketplace would ever come about by just developing your sales staff. It wouldn't come about by training your sales team in advanced closing techniques, or in matching body language.

It would only ever come about by showing excellence in everything you do, which is down to every single one of your employees being excellent at what *they* do.

An excellent company

An excellent company is fundamentally a world class company where customers are consistently thrilled and dazzled and wowed by everything that they see.

You don't have to be the most expensive in your market; you don't have to be the biggest, but you do have to strive to be the best and to leave your customers with a remarkable experience.

That will never happen unless you have employees in your company (at all levels) who love their work, are motivated to come to work each day, and to try a bit more, to go a bit further and to do the right thing for your customers at all times.

If they lack that passion, desire and energy, and if they are simply turning up each day to collect their salary, then you have zero chance of ever becoming a world-class company and a market leader.

But if you recruit the right staff, constantly train them, communicate with them and teach them how to think like business owners (as opposed to employees), you will very rapidly become the dominant player in your niche market and have customers who buy, buy again, and then do your marketing for you.

You will have a workforce who has become your salesforce.

Chapter 11

What Now? Your Next Steps

At this point, you have reached the end of the main part of this book and now have a decision to make.

You can choose to have read the past 80+ pages as intellectual stimulation and decide to take no action. I hope that isn't the case, as it's only your commitment and action to train and develop your staff which will ultimately make a difference to the financial results of your company.

In the three appendices which follow, I provide the tools and strategies which allow you to create your own in-house training. I share with you the very steps I take companies through when developing their employees to think like business owners. These are the same steps you can copy for your own training.

In Appendix A, I give you the format of my training programme, and show you week-by-week exactly what I teach, and how I teach it.

In Appendix B, I include much of the content from 20 of the mentoring sessions I take companies through. If you plan to create your own in-house training programme, then I suggest you refer heavily to these pages and use them for inspiration and guidance.

In Appendix C, I give you 52 ready to implement training tips and suggestions. These are some of the most effective ideas from the various books and courses I have written and which you can implement to rapidly bring business-owner-thinking to your company.

It would however be remiss of me as a business owner not to

introduce you to the training my company provides. I encourage you to visit www.GO.enterpriseleaders.com. Here you can trial the training course which accompanies this book with a small team in your organisation for 60 days (whether that is 5, 10 or 100 employees) and download a sample module — all at no risk to you.

You may also want to consider investing in a Site Licence where you receive a master CD containing all the training materials you need. This enables you to train as many staff in your organisation as you wish, and at any time that suits you.

What, however, I ask you not to do, is to do nothing!

I hope I have made it clear in this book that the greatest way to market and expand your company is to turn your customers into passionate, wildly enthusiastic fans who feel compelled to tell the world about you. This will only happen when you have employees in your company who daily perform at the highest-level, and are engaged, driven, passionate, and believe.

Start today and take a tiny slice of your marketing budget and instead of placing an advert to *tell* the world how great you are, redirect these funds to training your staff, and allow them to *show* the world how outstanding you are.

Appendix A

How ‘I’ Personally Train Companies to Turn Their Workforce into Their Salesforce

In Appendixes A and B, I’m going to share with you the exact steps I take companies through when I help turn their workforces into their salesforces.

I mentioned in an earlier chapter that retraining your employees to think differently (like business owners) is similar to them learning a new language. It is something that needs to be done gradually, and the little and often approach favoured by CD-based foreign languages courses has been proven to work time and time again. It is this little and often ‘audio approach’ which I favour to re-programme the mindset of employees.

I use the word ‘re-programme’ purposefully here, simply because the training I take companies through is based on the principles of Neuro Linguistic Programming, or as it is more widely known, NLP.

NLP is the study of excellence and the ability to change the mindset and behaviours of an individual by installing (or re-programming) a new way of thinking. Every action a person takes first starts with a thought, and if you want to change people’s actions, and therefore their results, you must first change their thoughts and beliefs.

If you are new to NLP, a good way to think about it is to compare the human brain to a computer. In order for computers to run they need software programmes, of which there are millions available. Some programmes are better than others, but there are a few which are clearly excellent.

NLP is about installing in people's minds a new and excellent 'software programme'. This programme will have been developed by modelling people who are exceptional in their field, and who have been proven time and time again to achieve outstanding results. In the business world, these people are business owners who consistently achieve extraordinary results against all odds, often with little or no resources.

For many years now, I have met, interviewed and analysed scores of high-performing business owners and entrepreneurs to decode and model their mindset. It is this research which forms the basis of the training I provide for companies.

Making learning fun, interesting and flexible

Learning a new subject is a combination of content and delivery. The content is the facts, the 'how to' and the 'step-by-step actions which need to be taken to achieve results'. But without providing that information in a compelling, interesting, and memorable format, it is soon forgotten by the student.

CD-based foreign language courses understand this well, which is why, when you learn a foreign language by listening to spoken word audio CDs, you do not just learn the vocabulary in a dry textbook fashion, but you are surrounded by interesting characters and varied environments. You find yourself in all manner of situations, from a baker's shop, to booking into a hotel, or ordering a meal.

It is these everyday situations which make the learning fun and memorable.

I believe business training needs to be brought alive in this way too, which is why the training programme I take companies through (the *Enterprise Leader Development Programme*) uses a fictitious software company called Amroze Technology as its

backdrop. More about this in a moment.

The *Enterprise Leader Development Programme* is delivered to employees on an MP3 player which is pre-loaded with over 40 audio training sessions and is designed to be listened to little and often, just like foreign language CDs.

I personally feel this 'MP3 audio mentoring' offers the most flexible and affordable way of training employees. It allows them to study at their own pace and at a time that suits them.

Other training methods clearly have their own advantages, but also their disadvantages.

Classroom training is interactive and engaging for a while, but it is expensive on all fronts and the 'buzz' which comes from it is short lived. It is unlikely that you could ever learn a new language by spending just one or two days in a classroom.

E-learning as a new way of learning is cost effective to deliver, but requires you to be online and have access to a computer. I actually created an online version of the *Enterprise Leader Development Programme* which suits some companies, but it does not offer the full flexibility and mobility which comes with an MP3 player.

Regular face-to-face mentoring (or telephone mentoring) is probably the most effective way of training, but it is massively expensive. When you are talking about training your entire workforce to become your salesforce, this type of training becomes prohibitive.

Therefore, providing a structured training programme, pre-loaded on an MP3 player which allow employees to study little and often, gives them the greatest chance of re-programming their mindset, and making permanent changes to their attitude and behaviour.

The Enterprise Leader Development Programme – Step-by-Step

Back in Chapter 8 we looked at the ten steps to turning your workforce into your salesforce. Step 6 in that process was to deliver the actual training. In the next few pages, I'll explain how I do this using the *Enterprise Leader Development Programme*.

Imagine when you are reading this section that you already have your trial group of employees in your office and have given them their training materials (MP3 player, workbook and introduction letter).

Here is how the eight week course is broken down:

Day 1: Read the Introduction Letter, listen to the introduction module and read the introductory chapters in the workbook

Weeks 1 to 2: Listen to the audio book *Business Upgrade*

Weeks 3 to 6: Study the 20 module *Enterprise Leader Development Programme*, read the summaries in the workbook and complete the daily exercises

Weeks 7 to 8: Listen to various business owner interviews, and summary CD. Give feedback and deliver a final presentation.

Let's look at each of these steps in more detail.

Day 1: Read the introduction letter and listen to the

introduction module

Once your new trainees have received their MP3 player and workbook, they should read the instruction letter which accompanies it.

This letter gives them clear written instructions on what is expected of them over the next eight weeks, how to study the programme they have been given, and how often they should study. *You can download copy of the letter trainees receive at the same time you download the other free gifts mentioned in this book.*

The next step is to switch on the MP3 player and listen to the 20-minute audio introduction.

Many of the people who are going through this programme may not have actively studied for many years, or may not have even read a business book in their entire life.

You need to gradually introduce them to studying again and to get them excited, therefore the introductory audio session starts with a short burst of powerful uplifting music which evokes the feeling of a journey. This is exactly what the next eight weeks are about for your employees. It is a journey of personal growth and development, where they fine tune their personal leadership skills and business-owner-thinking.

Once they have listened to the twenty-minute introduction, they read the two introductory chapters of the workbook which accompany the programme.

Weeks 1 to 2: Listen to Business Upgrade

After the short introductory session is completed, your new students listen to the book which is associated with the MP3 training course.

This is a book called *Business Upgrade – 21 Days to Re-ignite the*

Entrepreneurial Spirit in You and Your Team. I wrote 'Business Upgrade' to tell the fictional story of Amroze Technology, a software company, which has fallen on hard times.

Its troubles are as bad as it gets.

Its revenues and share price are down, customers are leaving the company in droves to go to their competitors, employee morale is at an all time low, and staff turnover is at an all time high.

Cash reserves are quickly depleting and the cost of borrowing is increasing as lenders begin to factor in an extra risk element.

The company's products and services are lagging behind in the marketplace and the overall shape of the company is not looking good at all.

Lucy Robinson has been given 21 days to uncover exactly what is wrong at Amroze — and must deliver her findings to Stephen Fox, the new incoming CEO on what she believes are the company's fundamental problems.

In that time, Lucy is mentored by Tom McMillan who introduces her to Enterprise Leadership and its three core principles. These are: I BELIEVE (the leader), WE BELIEVE (the team), and THEY BELIEVE (the customer).

Business Upgrade has ten chapters in it and it is designed to be listened to one chapter a day for ten working days. It serves as a gentle introduction to the full training programme which is studied in Weeks 3 to 6, as well as introducing your employees to some of the core principles of business-owner-thinking.

Weeks 3 to 6: Study the Enterprise Leader Development Programme

Weeks three to six are the actual core of the training programme. Here your students study 20 personal leadership and business

development sessions of the *Enterprise Leader Development Programme*.

The *Enterprise Leader Development Programme* is the extension of the book *Business Upgrade*, and the characters in the book come alive as mentors in the full programme. The mentors are:

Stephen Fox (Chief Executive), Lucy Robinson (Chief Enterprise Leader), Michael Redford (Chairman) Charlie Gardham (Founder of Amroze Technology) and Tom McMillan (External Mentor).

The 20 mentoring sessions have been designed to be studied little and often for about fifteen minutes a day for five days a week, over four weeks.

Appendix B includes an overview of each of the 20 mentoring sessions. Below is a high-level summary of the sessions, broken down into their three core subjects of customers, teams and leadership.

Sessions 1 - 5: Focus on the customer

In the first five sessions of the core *Enterprise Leader Development Programme*, your employees focus on customers. They learn about the lifetime value of the customer, the importance of excellence at all levels at all times, the value of word of mouth marketing, why every employee in the company must be a salesperson, the fundamentals of business and why innovation and change are a must in all organisations.

Putting the customer at the beginning of the programme shows the importance of the customer and demonstrates why they must be at the core of all decisions.

Sessions 6 - 10: Focus on the team

In Sessions 6 to 10, your employees explore the subject of teams, and the need to create belief within the team.

If your teams do not believe in the services and products they offer, have no aspirations for excellence, are not unified around your central goals and ambitions, then they can never perform at their highest level. Consequently, they will not be able to deliver true value and extraordinary results for your customers.

Developing your employees to become team players (and where necessary, to lead teams) is an essential part of turning your workforce into your salesforce.

Sessions 11 - 20: Focus on the individual

Sessions 11 to 20 focus on the individual as a leader and how to develop a true business owner mindset in your employees.

These sessions echo the sentiment of the first few chapters of this book, and explain the need for passion, desire, belief and persistence in every employee.

Sessions eleven to twenty explain exactly what is going on in the mind of a business owner, and teaches it directly to your employees.

You can download a sample MP3 lesson by registering online at www.GO.enterpriseleaders.com.

Read the summary in the workbook and complete the daily exercises

During the 20 core mentoring sessions, your employees also read the session summaries in the workbook and complete a series of practical exercises.

These daily exercises are designed to bring the lessons from the

Enterprise Leader Development Programme alive in your business and make them relevant to the individual jobs of your employees.

One of the most important exercises (which is found in every day of the *Enterprise Leader Development Programme*) is a practical exercise asking what changes your employees would make in your company if they were CEO for a day.

This is a vitally important exercise as it gives your employees permission and a framework to identify new business growth, productivity and performance ideas which will change your business and take it forward.

It gives them the opportunity and the vantage point to act as if they were the business owner themselves.

At the end of the 20 mentoring sessions you should meet again with your staff and review the ideas that they have come up with. Not all of these ideas will be good, but there will certainly be a handful which have the ability to change your company forever.

Make Your Staff Accountable – The Benefit of an External Mentor

It is important to state here that for you and your staff to get the greatest results from the training, they should be made to be accountable.

Ideally, they should have an external mentor to keep them on track. It's important when going through a programme of change and personal development that they have someone that holds them accountable.

You may have an outside coach or mentor who can do this, or you may assign an internal person. External is clearly superior, but usually carries a higher cost.

An alternative to this is to create a mastermind group, where

your students become accountable to each other, and share their own experiences as they progress through the programme.

Weeks 7 to 8: Review and Consolidation

Weeks seven and eight of the training are about review and consolidation.

With the clients I work with there are a number of ways we do this.

(i) Summary Audio

Firstly, pre-loaded on the MP3 player are twenty summary audio sessions, each around two or three minutes long. Rather than going through the whole *Enterprise Leader Development Programme* again they can quickly refresh themselves with the summary sessions.

(ii) Listen to the Business Owner Interviews

Also included on the MP3 player are a number of interviews that I personally conducted with entrepreneurs to unpick, decode and define the principles of business-owner-thinking.

I feel it is important that your employees hear the words and language of business owners themselves. This way they can clearly see the link between what they have learnt in the past six weeks, and the words which are spoken by high-performing business owners and entrepreneurs.

(iii) Feedback the best new business growth ideas from the workbook

Your employees need to feedback to you (the senior executive, or executive team) some of the ideas that they've generated during the last six weeks.

I would encourage you to get your new trainees back in a room together to share their ideas and capture the energy which has come out of the past six weeks.

Each employee should have generated at least 100 new business growth, productivity and performance improvements, and it is important that you capture these centrally and take action on them.

(iv) Deliver a final presentation

It is no good your employees going through the training and developing themselves as business-owner-thinkers, and keeping all that they've learnt contained within themselves.

They need to become passionate about it!

They need to visibly set new standards. They need to talk about why it's important for the rest of your organization to embrace business-owner-thinking, to understand the basic principles that make customers want to buy again, and make them want to go and recommend your company to their friends and family.

Therefore the last element of the training is for your employees to give a final presentation to five of their colleagues. This spreads the word and the messaging of business-owner-thinking in your organization.

Appendix B

20 Training Modules for ‘Immediate Use’ Which You Can Copy

In this Appendix, I have included an overview of the 20 mentoring sessions of the *Enterprise Leader Development Programme*.

These overviews do not make reference to Amroze Technology and the five mentors who teach your employees in the course, but they do clearly show the framework and structure of the programme.

If you plan to create your own in-house programme, much of what you need you will find in the following pages.

In these overviews, you hear repeated references to Enterprise Leaders. They are leaders in your enterprise who embody an entrepreneurial spirit, and understand that business is about making your customers believe in you. Enterprise Leaders are the natural extension of entrepreneurs, but in a company environment. They are people who see themselves as responsible for the growth of the company.

In the overviews which follow, you see that the main course is broken up into three core subjects: Leadership, Teams and Customers.

I refer to them in the course as I BELIEVE (the leader), WE BELIEVE (the team) and THEY BELIEVE (the customers).

It’s the responsibility of Enterprise Leaders to create belief within their team, and it’s the responsibility of their team to create belief in the eyes of their customers — so those customers have the confidence to buy.

When you align the belief of the leadership, the team and the customer you naturally create an environment where profit and growth can be maximised, but underpinning all this is belief.

The *Enterprise Leader Development Programme* starts by looking at the subject of customers. I specifically start the course here, because if you haven't got a customer, you haven't got a business!

Let's now look at a preview of the 20 training sessions taken from the *Enterprise Leader Development Programme*. Many of the ideas you will read about in the following pages we have already be touched on in the earlier chapters of this book, but they are now presented in the format and sequence I take new Enterprise Leaders through.

Overview of Session 1: Growth through innovation, creativity and change

We start Session 1 by examining the subject of belief — for in life and in business, belief is everything.

As human beings we are guided by trust, confidence and belief. If we don't believe in something, or don't have confidence or trust in it, then we reject it. For example, you would never do business with somebody you didn't trust, you would never vote for a politician you didn't believe in, and you certainly wouldn't fly with an airline you didn't have confidence in.

Do your customers believe in you?

Belief is therefore everything, and in business it's about creating belief in the eyes of your customers.

Belief is intangible; it's a feeling and an emotion—and it's your job as an Enterprise Leader to make sure that your customers believe in your company.

When your customers believe in you three things happen: firstly, they'll buy from you, secondly, they'll buy from you over and over again (repeat business), and thirdly, they'll become powerful persuaders/salesmen for your company by telling their friends and family about your products and services.

Customers will only buy from you if you are relevant to them!

The way to make customers believe in you is to be relevant to them. You need to prove to them why your product or service is right for them—AND why your offering is superior or better value than your competitors.

To be relevant to your customers you need to understand who your customers are and make sure you are meeting their needs. You must remember that your customers' own needs are constantly changing, so you can never stand still.

Only innovation, creativity and change will grow your business

Your company therefore needs to be entrepreneurial in order to innovate, be creative, and adapt and respond to your customers' changing needs.

Any company that doesn't embrace innovation, creativity and change and reinforce this with action and energy will sooner or later become 'irrelevant to their customers'.

Ideas, Ideas, Ideas! Your Ideas!

Innovation and change are simply the generation and implementation of new ideas and it's ideas which are the currency of growth companies.

Ideas are not just the sole responsibility of management; they can come from anywhere, at any time, and the good news is that ideas are free!

It's your responsibility as an Enterprise Leader to constantly generate new ideas which can help you be more relevant to your customers and help you grow your company. During the course of this programme, you'll be required to think of five new ideas each day which can help drive your company forward. At the end of this programme you'll have over 100 new ideas to grow your business.

The closer you are to your customers, the better the quality of your ideas!

The closer you are to your customers the more attuned you should be to their changing needs and wants. As an Enterprise Leader, you should understand this and understand also that it's all too easy to lose the belief of customers through neglect, complacency and distance.

Standing still in business is not an option

The true risk in business comes from doing nothing and failing both to change and to remain relevant to your customers.

Many people think that entrepreneurship is about risk. It isn't, it's about results—and results in business only come from your customers buying products and services which they believe in and deem relevant to them. You can only be relevant to them through innovation, creativity and change.

Without paying customers, your business will lack cash.

Lack of cash is the number one reason for business failure, and, as you've learnt today, lack of cash is closely tied to lack of customer belief. So business really is all about belief.

Actual Running Time of MP3 Mentoring Session: 19 min : 14 sec

Overview of Session 2: Gaining new customers through word of mouth marketing

The greatest show of belief a customer can give is to recommend your company to a friend or colleague.

You most likely recommend things every day without even thinking about it. This could be as simple as saying, 'Have you seen that great movie?' or 'You really should try that new restaurant, it's fantastic', or, 'You should speak to this person, they'll be able to help you.'

In the same breath, you could give a negative recommendation for something you do not believe in. You may say, 'Don't go and see that movie, it's very poor', 'Stay away from that restaurant, the food is tasteless', or, 'You're wasting your time if you speak to that person, they don't know what they are doing!'

In making these positive or negative recommendations, you are showing your true level of belief.

The unmatched power of 'Word of Mouth Recommendations'

Word of mouth marketing always has been, and always will be, the strongest (and cheapest) form of marketing. This is simply because it leverages the trust the potential customer already has with the person making the recommendation.

If your customer makes a recommendation, the independence and objectivity they have can create a powerful result that all the marketing money in the world could never achieve.

When customers recommend your company to other people, it's as if you have an extended sales team working to grow your

business. The endless value of this is something you should never forget as an Enterprise Leader.

You must give your customers a reason to recommend you

As an Enterprise Leader you must recognize the power of word of mouth recommendations (both positive and negative) and make sure that your customers only have positive things to say about you.

Customers do not give glowing endorsements and recommendations if your products and services are not up to scratch. Just as you personally wouldn't recommend something you don't believe in, your customers will not recommend your products and services if they don't believe in them.

You must offer excellence in everything

It's therefore your job as an Enterprise Leader to make sure ALL customers believe in you. To do that, you must be relevant to them AND you must offer excellence at all times.

Every 'touch point' of contact with your customers must confirm this quest for excellence. It's this pursuit of excellence which will ultimately turn any initial customer doubt into confidence and belief.

Make your customers passionate, raving fans!

When you over-deliver, thrill and WOW your customers, they become 'passionate raving fans' who are compelled to recommend you to their friends and family. By over-delivering to them, you'll have developed the strongest and the cheapest form of marketing ever invented — word of mouth recommendation.

Disappoint customers, take them for granted, be irrelevant to

them and the effect is considerable. The force of their negative words will bring your company down, or will cost you a fortune to counterbalance through your marketing efforts.

What is your job as an Enterprise Leader?

- To make sure every interaction and customer experience is outstanding.
- To ensure that your products and services are always relevant to your customers,
- To make certain that they only have positive things to say about you to their friends, family and colleagues.

If you can make your customers ‘passionate fans’ of your company, then their words of recommendation will bring you new customer after new customer.

Everybody in your company is responsible for creating customer belief

Regardless of an employee’s official job description, everyone must know that they are always selling and always influencing customers and prospective customers.

They’re reinforcing the perception that an external person has about your company, building or destroying belief, building or destroying trust and confidence.

If you or anybody in your company takes your customers for granted or becomes complacent, this will be the death of your business.

Customers have free choice to buy from whoever they wish, and if a competitor is able to secure your prospect’s belief, then that customer is lost to you and so is the lifetime value of that customer

together with any recommendations the customer could have made on behalf of your company. That customer will now recommend your competitor who will enjoy their full lifetime repeat revenues at your expense.

It's your job as an Enterprise Leader to understand the subject of belief and set an example for others to follow; making sure that excellence is the only standard by which you work.

Always remember, the power of personal recommendation is unparalleled—BUT customers will not recommend you if they do not believe in you.

Actual Running Time of MP3 Mentoring Session: 18 min : 26 sec

Overview of Session 3: Maximising the lifetime value of your customers

The true value of a customer is not in a one-off transaction, but lies in their full lifetime value. This means selling new products and services to them for many years to come. All great companies and brands follow this principle; just think of any leading company/brand you buy from and consider the number of times you have bought from them.

How much money do you spend at your local supermarket each week? Now extend that over your lifetime and you can see it's a considerable amount. Very few businesses sell one-off products and services, or have zero ambition to try and sell again to the same customer.

Even a carpet salesperson (a carpet is an infrequent purchase) would hope that you buy from them again when you redecorate, or when the carpet wears out, or when you move home. Remember though, you would only buy again from that carpet shop if you still believed in them—AND they stocked the latest carpets and floor coverings which were relevant to you.

The purpose of a business is to get a customer

Peter Drucker, the famous management writer, said, "The purpose of a company is to 'get' a customer." It may be that your company needs to sell just one product or service to a new customer for them to start to build trust, confidence and belief in you. This may even be a low-cost transaction just to get the relationship established.

From this initial sale you can demonstrate excellence in everything you do, eventually turning them into passionate fans

who will buy more from you AND recommend you to their friends and family.

When you're given the opportunity, you must WOW your customers and thrill them to the point where they're delighted with your company and they become a customer for life.

Real growth comes from the lifetime value of a customer

Selling to existing customers is much less expensive and therefore much more profitable than finding new ones, where the profit on the initial transaction could quite literally be wiped out by the marketing costs. It's often cited that it's 3-8 times cheaper to sell to an existing customer rather than to a new one.

It's crucial for your business to develop a philosophy of thinking about the 'lifetime value' (LTV) of customers and to understand how to sell more to your existing client base.

To maximise the LTV of a customer, you need more products and services to sell to them!

To maximise the lifetime value of a customer requires you to be innovative, creative and adapt and respond to your customers' changing needs. It requires you to provide new products and services. This goes back to what we said in Session 1 about being an entrepreneurial company and always being relevant to your customers.

When you put your customers first, you can enjoy multiple lifetime value

When you think of the long-term value of customers, every decision you make has to be for their good.

When customers believe in you at a deep level, their lifetime value can extend over multiple lifetimes and through to their children and grandchildren (think Nordstrom).

When a family has a strong affinity to your brand, they have no immediate reason to want to change to any other - always providing you maintain their belief through excellence and relevancy.

If you do not put your customers' interests ahead of your own, or if at any time you become complacent and take your customers for granted, they will simply go to your competitors and you'll lose out on their LTV.

Actual Running Time of MP3 Mentoring Session: 15 min : 02 sec

Overview of Session 4: “Why should everybody in your company be a salesperson!”

Everybody in your company is responsible for creating belief in the eyes of your customers.

Whenever a customer speaks to somebody in your company on the phone, or receives a letter, or meets a member of your staff, that customer is either increasing their levels of belief or doubt in your company.

In order to consistently build belief in the eyes of your customer, every touch point with them must be excellent. This requires every employee in your company to understand that with each ‘customer touch point’, they’re effectively selling—regardless of their job title or position.

In order to sell, you must first understand and believe!

In order for you to sell, you must first have a basic knowledge of your products, your customers’ needs and wants, your competitors and your market. If you do not understand or believe in your own offerings, how can you possibly make customers believe?

Entrepreneurs have this depth of information at their fingertips, and as an Enterprise Leader, you too should have this understanding and be able to set an example for other members of staff in your company to follow.

The power of writing a letter

The most effective way to show you have an understanding of your products, your customers and their needs, your competitors, and your market, is to write a sales letter to try and sell your

products and services to your customers.

Professional salespeople are able to talk about these subjects with ease, but the surest way for you to clarify the benefits, relevance and excellence of your products in your own mind is through the written word.

When you can write a sales letter which clearly articulates the benefits of your products to your customers, you will have demonstrated your understanding of your company.

Writing a letter to your customers to sell your products is not an easy thing to do, but is an essential exercise for you to discover how much or how little you know about your company.

Your main exercise in Session 4 is to write a sales letter to yourself

To ease into this difficult subject, in today's session you'll write a letter to yourself to sell YOURSELF your dream holiday.

As you'll discover when you get into this exercise, when you talk about a subject which you are passionate about (i.e. your dream holiday), you'll be rich in emotion, able to describe your experience in detail, be positive about it, able to sell its benefits, and able to add colour and depth to your vision. You'll be persuasive and compelling; you'll create mental images, increase belief and convince others that it'll be an incredible experience and one that should not be missed.

Selling is much like this and you need to be as persuasive about your products and services as you are about your dream holiday.

Through your choice of words, you're trying to create belief in the eyes of your customers, so your words must be interesting, informative and compelling. There's no room to leave doubt in the

mind of your customer.

It's only by making the effort to truly understand everything there is to know about your products, your company and your competitors that you will really be in a position to make customers aware of the true benefits of your products.

In writing a sales letter you'll face the truth about the extent (or lack of) your own knowledge in this area of your company.

Remember, with every communication and customer touch point, you're either building or destroying the belief customers have in your company. You cannot fool customers: any sign of doubt or lack of understanding you have about your own products sends a negative 'belief' signal to them, AND gives them another reason not to buy from you, BUT to buy from your competitor instead.

Actual Running Time of MP3 Mentoring Session: 15 min : 51 sec

Overview of Session 5: The six fundamentals of business which you must master as an Enterprise Leader

It's often said that success in business is simple, but it's not easy. For most entrepreneurs, success can be found at the end of a journey filled with euphoric highs and crushing lows. It's one littered with failure, mistakes and heartache.

The good news for Enterprise Leaders who are responsible for growing a business, is that they can learn from entrepreneurs who have taken this fateful path. Enterprise Leaders can learn the fundamental rules of business which are repeated by all successful entrepreneurs and business leaders.

There are consistent, repeatable rules of business

These are not complex principles, but simple factors we have already discussed such as:

- Don't run out of cash.
- Know your margins. Running a loss-making business is no fun.
- Focus on what your customers want.
- Believe passionately in your product or service.
- Surround yourself with the best people who also believe passionately in your product or service.
- Be persistent and never give up.

These are not rules which are taught at business school and will seldom be found in any business text book.

It's these principles that you'll hear in today's audio session, and which you'll be reminded of during the rest of this programme.

In today's session, 22 different entrepreneurs share with you in their own words what they consider to be the fundamental rules of business.

People and cash!

As you'd expect, each entrepreneur gives slightly different weight to what they consider to be the fundamentals of business. It's interesting to note that the two major areas that are mentioned come up exactly the same number of times. They are people and cash.

Making a profit and not running out of cash are two of the most important and basic lessons of business mentioned by many of the entrepreneurs. Equally, they speak about the importance of people and the need to build teams of motivated people.

Belief and tenacity

They speak of personal attributes, such as belief and passion, suggesting that all leaders must possess these traits. Without belief you would never chase your goals, and without passion you would very easily give up as you wouldn't have the tenacity and drive to push on to reach your desired outcome.

Customers!

The entrepreneurs also speak about customer focus. They say you need to make sure that you know exactly who your customer is, what they want and why they would want to buy from you. Again, these are all subjects that we've touched on over the last

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few days.

Actual Running Time of MP3 Mentoring Session: 34 min : 08 sec

Overview of Session 6: The Key To Unlocking Your Profit Potential

It is not strategy, product development or marketing which create excellent products and services for you to market to your customers – it is people.

A company does not exist without its people

Without people - the RIGHT PEOPLE - there's no energy, no buzz, no passion and no belief. There are no products, no services and no customers. Ultimately, without people there is no business, there are only empty desks, empty offices and lifeless spaces.

Imagine the world's largest companies without their people; these companies simply wouldn't exist. Microsoft wouldn't have developed the world's leading desktop software, Amazon wouldn't be able to ship a single book and Dell wouldn't be selling PCs. The list is endless but the point is simple.

For all the great brands that exist and all the billions of pounds that they turnover, nothing can happen without people. Therefore, the only REAL asset any company has is its people.

Success comes from teams of people working towards a common goal

A company is simply a collection of people working towards a common goal. Those companies which achieve great success do so because they're able to create passion, energy and belief in their teams. They're able to focus their team on a common goal.

When a team believes in its goals, it creates its own belief, passion, enthusiasm and drive. It's this energy which rubs off onto

your customers, making your customers believe and so they want to buy from you.

In today's audio session you heard a quote by Howard Schultz, the founder of Starbucks Coffee. Schultz recognises that people want to be part of something larger than themselves, they want to be part of something they're really proud of, something they have faith in — in other words they want to be part of a team.

We all need a higher purpose to motivate us to go to work each day. Schultz understands this and suggests that when you create a higher purpose that everybody believes in and drives towards, you're able to unify your team and get the maximum results from them. For Schultz and his people, it's creating the world's greatest chain of coffee shops.

Enterprise Leaders must get the most out of people

Entrepreneurs are masters at unifying teams and creating belief within them. They know that the way to make customers believe (THEY BELIEVE) is to first create a team who believes (WE BELIEVE).

As an Enterprise Leader, you are the natural extension of the entrepreneur who founded your company and you must continue the development of your people and raise them to new levels of achievement.

You must be an example for them, inspiring them, challenging them and growing them, so that they can grow your business. To do this, you must first make them believe in the purpose and goals of your company. If your team does not believe, it has zero chance of making your customers believe.

It's therefore important that you and your team understand and believe in the goals of your business. This understanding ties back

to the subject we looked at in Session 4, when we examined the deep company and product knowledge you must have in order to sell.

Actual Running Time of MP3 Mentoring Session: 15 min : 21 sec

Overview of Session 7: 7 Essential Steps To Make Your Team Believe

1: Be passionate and want it

Being passionately in love with your work is the starting point for achievement. Passion leads to positive morale, and it fuels drive and determination, leaving no room for complacency. Passion creates an energy which is so powerful that your whole team is motivated to push forward to achieve extraordinary results.

But your team must have a burning desire: they must *'want it'*. They must be motivated, driven and obsessed with achieving the goals of your company. It's this burning desire and magnificent obsession which is the starting point for your team to achieve.

Think of any sports team—they're all fuelled with passion and desire. Passion and desire is at the heart of any winning team and it's also at the heart of how entrepreneurs create extraordinary results against all odds with little or no resources.

2: Extend your comfort zone

We all live with limiting beliefs and fears which restrict our actions, placing mental obstacles and barriers in our way. Individuals and teams must learn to challenge themselves, to face up to these fears and doubts and to extend their comfort zone. It's only by conquering fears and doubts that success will come.

Think of Matthew Pinsent's and Steve Redgrave's Olympic rowing teams. Could they ever have achieved their extraordinary gold medal tally in rowing without passion, desire and stepping outside their comfort zones, conquering their fears, limiting beliefs and doubts?

3: Lies and luck don't work

Lasting and repeatable success is dependent on honesty, directness and consistency. Success requires you to be honest with yourself, with your team, and honest with others. Your team must accept responsibility for its own actions and results — and for a lack of action or results. If changes are needed to team personnel, they must be made swiftly, or achievement of your goals will suffer.

Teams can create their own luck, but this requires them to create an environment for luck to appear. It requires them to sow seeds of opportunity every day, and go the extra mile, and this is something that unsuccessful teams are not prepared to do. It's only by going the extra mile and creating opportunity that your team will truly manifest its own luck.

At the end of the extra mile, your team will find serendipity and synchronicity, two beautiful treasures whose actions and results will accelerate you closer to your goals.

4: Install goals

As we mentioned, the whole BELIEVE philosophy is aimed at achieving goals. Goals bring clarity and direction.

Goals give ideas meaning and purpose and they help to provide a reference point for decision-making in teams. When your goals are clearly defined and written down, they implant themselves deep within the subconscious mind of each and every team member, making sure that all decisions made and actions taken by your team are aimed at taking the team closer to its goals.

Goals must be clear, precise and effectively communicated. It's only by having clear goals, which are clearly communicated to your team that you will achieve success.

5: Enjoy hard work

Achieving goals requires dedication, stamina and sacrifice. Your team must be action-oriented and constantly pushing. It must be driven and have a sense of urgency to press on towards its goals.

If you have the RIGHT team who are passionately in love with, and believe in what they're doing, then the necessary hard work to achieve their goals will be enjoyable.

Teams that do not have fun and do not enjoy their work have negative morale. Negative morale is the death of a team, and brings a swift end to reaching its goals. Creating a fun and enjoyable environment is critical for team success—and this starts by having the RIGHT people on board who love what they do!

6: Very, very persistent

Success requires your team to constantly overcome challenges, obstacles and failures. It requires your team to recognize that by simply continuing and slowly chipping away at the problem, and working in harmony with others through the bad times as well as the good, your team will ultimately reach its goal.

Persistence is a fundamental quality of winning teams and explains why some teams achieve success where others don't.

7: Expect failure

When your team is constantly innovating, pushing boundaries and extending its comfort zone, then, inevitably, there will be times when success evades it. But it's from these so-called 'failures or setbacks' that new lessons will be learnt and new experience gained. These 'failures' are the precursor for future successes.

Being afraid of failure and refusing to 'step up' through fear is a certain way to fail.

Bringing it all together

We spoke before of the rowing team of Matthew Pinsent and Steve Redgrave; together they won gold medals at six Olympic games, either rowing together, or with other team members.

Their success in Olympic rowing is unparalleled and shows exactly how the BELIEVE philosophy works in a successful team.

Let's examine how this works.

It's clear that this 'team' was **passionately in love** with rowing. Four years before the start of each Olympics (remember they competed in six different Olympics over 20 years) they **set a goal** to win a gold medal. Their **hunger and desire** to win was all-encompassing, it was a **magnificent obsession**.

The team needed this passion and desire to win because the **hard work, sacrifice and determination** needed to get to the peak state to win a gold medal is extraordinary. If the team hadn't had this **passion and desire**, it would have been all too easy to give up during the thousands of hours of grueling training. Passion and desire really was the fuel that kept them going.

To win gold, the team had to constantly push themselves and **extend their comfort zone**. Success for them was found in a place where others weren't prepared to go.

It required them to **eliminate all fears, limiting beliefs and doubts**. If the team hadn't had total belief in their ability to win, then failure would have been certain. This belief could only have come from stretching themselves each day beyond their natural comfort zone, until they reached the time when they were fearless.

The team had **no room to lie to themselves or to others**. If one

team member wasn't good enough to win gold, that issue had be addressed. If the team wasn't working hard enough to win gold, that issue had be addressed too. Only an honest, candid appraisal of their progress would allow them to ultimately reach their goal. There's no room for lying to yourself as a team as **ultimately your results will tell the truth.**

The sole focus of the rowing team was to win a 'gold' medal at each Olympic event they entered. Their waking thoughts for the four years prior to each event were programmed to make everything work to win this medal. But without this clear, **precise goal that every decision could be made** by, the 'team' would have been directionless and would have had no **purpose.**

Good **luck** comes by putting in the necessary levels of hard work and having a clear goal to focus on. The reality is that luck, serendipity and synchronicity all come from hard work, extending one's comfort zone and **sowing seeds of opportunity**, something the team mastered in.

Along the way, the team experienced **failure**, but this only **made them stronger.** It gave them **wisdom** to make better decisions next time—but they didn't avoid risk for fear of failure. They used their **judgment** from their previous failures to make better future decisions, all of which brought them closer to their goal.

Ultimately, as with any successful team, **persistence won the day.** But they wouldn't have been persistent if they hadn't believed in themselves and their ability to reach their goals. They knew, however, that by pushing on when others gave up, they had the ability, desire, passion and belief to win gold, which they did—six times!

Actual Running Time of MP3 Mentoring Session: 19 min : 15 sec

Overview of Session 8: How to Maximise Your Results Through Communication

Entrepreneurs are excellent communicators: they use clear, simple, unambiguous words and language to get their message across – which they support with their consistent actions, decisions and behaviour.

Because entrepreneurs (and other great leaders) are implicitly clear in their own minds about the end-goal or vision they're aiming for, they're able to articulate this to others, making them believe in the goal too.

This transference of belief therefore starts with the entrepreneur (or Enterprise Leader) having total belief in themselves and their message. By demonstrating belief in themselves and communicating their message with confidence, they're able to make other people believe (i.e. the team and their customers). If the recipient does not feel the entrepreneur believed in their message (or goal), then the message does not have such a lasting impact or desired effect.

Great communication leaves a lasting mark at a subconscious level

Great communication takes place at a deep subconscious level, so much so that there's a direct link between thoughts, words, actions and results. Entrepreneurs are able to plant a thought, or goal, so deep in the mind of the recipient that the recipient is clear at a subconscious level what that goal is.

When the goal becomes the dominant subconscious thought of the recipient, then every action and decision will be carried out in pursuit of that goal. This happens because the recipients' internal

language and internal communication used to process the goal will ensure their behaviour is consistent with achieving their desired outcome.

Communication builds belief. Lack of communication destroys belief

Just as communication can create excellence and outstanding results, lack of communication can have the reverse effect. By failing to communicate, entrepreneurs, leaders and companies are eroding the belief building blocks which will ultimately turn belief into doubt, worry, concern and rejection.

This is why it's vitally important to communicate both good news and bad news. People can still believe in you, even through bad news, so long as they understand. If you fail to communicate to them, and fail to make them understand, they will fail to believe.

To communicate effectively you must first listen before you speak

Before you communicate, you must first listen. By listening and understanding the person you're communicating with, you'll be better placed to speak in their words and language so they can easily understand you. Then you can ensure your words and message are relevant to them.

It's not what you say, it's how you say it

Often it's not what entrepreneurs say that gets results, but it's how they say it. You may be familiar with the saying that 'actions speak louder than words'. Well it's also true that 'passion speaks louder than words'.

When people can see you care and are passionate, they believe you more. Entrepreneurs understand this and so should you as an Enterprise Leader.

Actual Running Time of MP3 Mentoring Session: 19 min : 52 sec

Overview of Session 9: 7 Proven Strategies to Get The Most From Your Team

We said in session 6 that business is all about people. Even more than that, it's about getting the RIGHT people in the RIGHT places so that everybody plays to their strengths and works together as a team.

The perfect team is one made up of talented people who are excellent at what they do. The team must, however, be balanced with complementary team members. Just think of any high-performing football team and the multitude of skill-sets that are needed to succeed. A team comprising of the world's best goal keepers would never win a match; neither would a team made up of just the best strikers in the world. What's needed is balance. Teams that have the 'right people in the right places' are the ones that invariably win.

Jim Collins, the author of the book *Good to Great*, states that success comes from getting the 'right people on the bus in the right seats, and getting the wrong people off the bus'. It's your job as an Enterprise Leader to constantly monitor this, and ensure that you have only the right people in your team. Your company will struggle to reach its goals with the wrong people on board as they cause friction and are a drain on your company's energy and resources.

There isn't just one secret to a successful team!

In today's audio session you heard about the many factors which contribute to a successful team. You must, however, realise that the success of your company is dependent on teams working together in harmony towards a big-picture goal. All teams need direction, and they need something they can believe in. It's therefore

important that each team member is 100% clear on the objectives of your company. It is this understanding which will guide their decisions and bring them closer to reaching your company's goals.

Your team must be confident and have the courage to give their ideas a go. Your confidence comes partly from having the right people on board, but also from believing in your core purpose. If your ideas fail, you need the confidence and support of the rest of the team to pick yourselves up and try again.

When you have the right team working towards a goal they believe in, and the team loves what they do, and shares the overall values of your company, then work will be fun! Creating an environment of fun is essential as this creates positive energy, and it's positive energy which drives the company forward. Negative energy acts as friction and holds the company back from future success.

Communication acts as the glue which holds everybody in the team together. Communication shares the goals and the ambitions and keeps everybody on track. Communication needs to be direct and frank, and it needs to be honest. Fast-growing entrepreneurial companies have no room for complexity and jargon. Simple is always more effective!

Teams need developing and training to be the best

The greatest teams recognise the need to constantly develop themselves and to dedicate time and resources to training and learning. Just as footballers have to practice their skills, or musicians have to develop their repertoire, the same is true with people and teams in business.

Personal and professional development is essential to staying ahead in a competitive global economy, and companies who invest in training their teams are the ones who will invariably win against

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their competitors.

Actual Running Time of MP3 Mentoring Session: 14 min : 14 sec

Overview of Session 10: Motivation - How To Get Your People To Go The Extra Mile

The art of motivation is really about aligning the personal goals of an individual with the higher goals of your company. To do this you need to understand an individual's personal motivation and what drives them. You need to know what they want out of life and to marry this with your company's needs.

You must align the individual's motivation with the goals of the company

Take, for example, the situation of an employee who loves to travel, but is frustrated and stuck behind a desk, or an employee who is constantly traveling but wants to be home more with his or her young family. Both employees' performance and morale is starting to become a problem, and that is having a negative effect on company profitability.

It's clear their own personal motivations are unaligned with the goals of the company.

To try to motivate them, you could certainly pay both of these employees more money to work harder, but as their personal motivations do not fit with the demands of the company, then money will only have a very short-term effect (if any at all).

Far better in these two situations is to switch the employees round so that their own personal motivations are met. When people are happy in their work, their morale is higher and therefore the level of their performance is higher. When people are unhappy in their work, their performance is low, their absenteeism becomes a problem, their customer care is lacking and their attitude is poor.

The simple equation is:

- Positive, happy, motivated employees = positive financial results!
- Negative, unhappy, unmotivated employees = negative financial results!

Jack Welch knows the value of motivated people

Jack Welch, the former CEO of General Electric, believes that Human Resources is the most important department in the company. Given that people are a company's most important asset, he is right. When a company truly understands the dramatic difference a motivated team with positive morale can have on the results of the company, then that company has the ability to achieve extraordinary results.

What else motivates people at work?

As we've said, money is a limited motivator for most people. It may be a short-term motivator when negotiating a salary increase or taking a new position, but day-to-day, it fails to make people work harder. This is because people are *human beings who respond to emotion and not slot machines which respond to cash*.

Most people want to enjoy going to work; they want to be valued and respected, acknowledged as being someone who is good at something. They want to be stretched and challenged and, at the end of the day, feel proud of what they've done and what they've achieved.

It's the job of the Enterprise Leader to understand the needs of individual members of staff and to ensure that the motivational factors of their team are met—AND to create a positive environment where people can enjoy their work.

It's hard to motivate somebody if they are in the wrong job!

In Session 9 you heard about the importance of having the right people on the bus in the right seats—and getting the wrong people off the bus. This principle also has a critical effect on motivation as trying to motivate a person who is in the wrong position is too exhausting.

If you have the right people on board who love what they do, motivation becomes a minor issue. It will always be relevant, but people who do not want to be motivated drag the rest of the team down with their negative energy and the friction they cause.

For your company to reach its goals, requires all the team members to push forward with positive energy. The wrong people who do not want to be motivated can be a tremendous drag on this. Entrepreneurs have learned this lesson the hard way and they know that there's no room for the 'wrong people on the bus'. This is a lesson all Enterprise Leaders should take note of.

Work hard, play hard! The need to celebrate

Entrepreneurs are renowned for their 'work hard, play hard' attitude. The essence of this philosophy is to make sure they celebrate their success. They know success comes at a high price and it's important to acknowledge, reward and celebrate the achievements of those who contribute to their own success.

In the TV programme *The Apprentice*, it's no surprise that the winning team gets to celebrate together, as this deepens the team's bond and creates a strength and unity which will allow them to push forward to reach higher goals.

Actual Running Time of MP3 Mentoring Session: 16 min : 08 sec

Overview of Session 11: Half-Way Review and Introduction To Personal Leadership

In today's session you heard a review of the first ten days of the *Enterprise Leader Development Programme* and were reminded of the principles of THEY BELIEVE (the customer) and WE BELIEVE (the team).

You were also introduced to the principles of I BELIEVE (the leader). This subject will be the focus for the remaining two weeks of this course.

As you've heard previously in this programme, it's the alignment of I, WE and THEY BELIEVE which maximises profitability and growth of companies.

It is teams (WE BELIEVE) who make customers believe (THEY BELIEVE), and it is leaders (I BELIEVE) who make teams believe.

Before you can lead others, you must first lead yourself

In order for you to become a great leader of teams, you must first become a great leader of yourself. As an Enterprise Leader you must understand the subject of I BELIEVE which relates to personal leadership (or leadership of self).

Your habits shape your destiny

Leading yourself is one of life's greatest challenges. It requires you to have total control over your own habits and behaviour, before they take control of you. This is something we all have the ability to do, but too often do not take advantage of.

Your habits determine your results, good or bad. Bad habits lead to bad behaviour like procrastination, fear, apathy, and

complacency, which can only lead to negative and unwanted results.

Good habits such as hard work, persistence and self-discipline will lead to positive and favourable results.

Read the following passage which clearly highlights the power of habits:

I am your greatest helper or your heaviest burden

I will push you onward or drag you down to failure.

I am completely at your command.

Half the things you do, you might just as well turn over to me, and I will be able to do them quickly and correctly.

I am easily managed; you must merely be firm with me.

Show me exactly how you want something done, and after a few lessons I will do it automatically.

I am the servant of all great men.

And, alas, of all failures as well.

Those who are great, I have made great.

Those who are failures, I have made failures.

I am not a machine, though I work with all the precision of a machine.

Plus, the intelligence of a man.

You may run me for profit, or run me for ruin; it makes no difference to me.

Take me, train me, be firm with me and I will put the world at your feet.

Be easy with me, and I will destroy you.

Who am I?

I am a HABIT!

Controlling your habits, and then making sure your habits lead to positive behaviour, is essential for leading teams and for you to achieve success in business.

You must be an example for your team

As an Enterprise Leader, people will look to you for guidance, and to set a standard. It's critical therefore that you set a positive example for your team based on all that you've learnt over the past two weeks.

You must show your team that you believe, and are passionate about your work. It's your belief and confidence in your company's products, services and ability to reach its goals that will ultimately rub off on your team.

If you don't believe, it'll be impossible for you to make your team believe. If your team doesn't believe, it'll be impossible to make your customers believe. If your customers don't believe, they will NOT buy from you!

Actual Running Time of MP3 Mentoring Session: 17 min : 38 sec

Overview of Session 12: How To Develop Unshakable Confidence & Self Belief

As an Enterprise Leader you need to have unwavering belief in your own abilities to reach the goals you are pursuing.

It's from your own inner self-confidence that you'll make the rest of your team believe.

When your team believes, they can make your customers believe and, as you already know, when customers believe these three things happen: they buy, they buy time and time again (allowing you to maximise their LTV), and they recommend you to their friends, family and colleagues.

Belief is a state of mind

Belief is a state of mind which eliminates doubt and replaces it with an inner self-confidence and certainty. This was highlighted clearly by Henry Ford, the famous motor car entrepreneur, who once said: 'Whether you think you can, or you think you can't – you are right.'

It's this mindset of total belief and confidence that you need as an Enterprise Leader. This is not arrogance or delusion, but an inner strength and mental certainty which tells you that you will reach your goals.

When you are confident in your actions, and are driven by a clear 'big picture' purpose, then you are truly able to create magic.

Self-doubt is the kiss of death to success

Unswerving belief is not always the starting point for entrepreneurs or Enterprise Leaders. Doubt is a more natural state,

and one that must be overturned. There's no room for doubt and limiting beliefs when pursuing success as a leader.

Just as belief can be infectious, so too can doubt, fear and worry. When these negative traits set in (or are communicated by the leader) then the team is doomed to failure. It's your responsibility as an Enterprise Leader to ensure that you are extolling positive beliefs at all times to your team and customers, never leaving room for negative thoughts to creep in.

Confidence can be developed

However, belief and confidence can be developed, but it requires determined action from you. Think of the first time you drove a car, went swimming, skiing or rode a bike. These are all complex activities and it's only natural that you felt nervous and lacked belief before you started.

However, with practice, experience, mentorship, and possibly some failure along the way (failure is our greatest teacher), you became good, possibly excellent at your chosen activity to the point where you developed total belief in your ability as a driver, swimmer, skier or cyclist. When you have that level of confidence, there's no limit to what you can achieve other than the limits you place on yourself. These are known as self-limiting beliefs.

You can develop your belief as an Enterprise Leader

Just as you can create confidence in driving, swimming, skiing and cycling, you can also create confidence in your role as an Enterprise Leader. Similarly, this requires you to stretch yourself, to focus on new challenges and experiences, to step beyond your comfort zone, and increase both your experience and knowledge in business.

For you to have total belief in your own abilities as an Enterprise Leader, you must stand up and be counted. You must start to think like an entrepreneur and have a deep understanding of your products, services, market, customers and competitors (the subjects we spoke about in Session 4). You must have a grasp of the fundamental rules of business which we spoke about in Session 5 and you must understand the power of people, which we examined closely last week.

When you're confident as an Enterprise Leader, people will believe in you and will follow you. It's at this point that you can start to achieve extraordinary results with little or no resources, which is exactly what entrepreneurs do.

Belief creates the actual fact

Once you believe, and you're able to make your team believe, then you can start to manifest your belief into physical products and services.

William James, a 19th century philosopher wrote, 'Belief creates the actual fact.' By this he meant that the power of having a clear goal, supported by belief and determined action, is essentially all that's needed to turn intangibles into tangibles, or thoughts into things.

Entrepreneurs are proven masters at turning their ideas into reality. They do this through the power of their belief and by creating teams who share their belief to the point where they're able to make the entrepreneur's vision a reality.

It's your job as an Enterprise Leader to first make sure YOU believe—and then make others believe in YOU. From that starting point, you can achieve anything you set your mind to.

Actual Running Time of MP3 Mentoring Session: 14 min : 31 sec

Overview of Session 13: The Unstoppable Twin Forces of Passion & Desire

Passion is the fuel which drives entrepreneurs forward, especially through the difficult times. Without being passionately in love with what they do, it would be too easy to give up when the going gets tough.

When passion is coupled with belief and desire, and is directed at a clear goal, it becomes an unstoppable force. This combination is the underlying secret of entrepreneurs, and it will be your secret as an Enterprise Leader.

If you love what you do, you will never work another day

When you are passionate about your work, then everything seems easier. Work becomes fun and enthusiasm radiates through you and into your team. The essential starting point in creating a successful business is to make sure that you're doing work that you love—AND you're pursuing goals which you believe in.

If you're not passionate, or do not believe in what you're doing, then success will always escape you. Creating success in business is simply too difficult to achieve if you're constantly climbing uphill towards a destination you have no passion or desire to reach.

It's only passion which will drive you forward to your goals.

What's love got to do with business?

Another word for passion is love, and it is typical for entrepreneurs to say they 'love what they do'. Like a mother loves her child, an entrepreneur loves his or her business, often referring

to the company as ‘my baby’.

Love is one of the strongest motivators we know as humans. When we enjoy something we say we ‘love it’; we become obsessed and addicted to it. Entrepreneurs and business owners are positively obsessed with their own businesses, and it’s this level of obsession which helps take their seed of an idea and turn it into a fully fledged business.

We do extraordinary things for love, especially when seeking our perfect partner in life. We take larger risks, we become persistent, we become creative and innovative and we work harder, mostly to gain our perfect partner’s affections!

Entrepreneurs have learned how to harness the power of passion to catapult them to success in their own business. You must now do the same as an Enterprise Leader.

Passion manifests itself in products, service and quality

When you’re passionate about what you do, you do it better, you excel in it. Your work becomes a labour of love. The most beautiful man-made creations on earth are results of ‘labours of love’. Just think of St Paul’s Cathedral, The Sistine Chapel at the Vatican, or some of the most beautiful music ever written— they all come from passion.

When you’re passionate about your work, you work harder. You’re more engaged with your team and customers and your products and services start to show your passion. Just think of the iPod: that is a product clearly designed with love, as are all products offered by Apple Computers (in my opinion!).

You need people around you who share your passion

It’s critical that passion is at the centre of everything you do, and

it's essential that the people you surround yourself with share your same passion too.

We heard last week about the need to get the right people on the bus in the right seats, and the wrong people off the bus. This approach is closely linked to passion.

Your success in business (and your success as an Enterprise Leader) will be dependent on the people you surround yourself with. You must make sure that the rest of your team shares your passion, and creates positive energy which takes your company closer towards its goals.

People who are not passionate about their work spread negative energy and create friction which slows you down from reaching your goals. Success in business comes from passionate people pushing in the same direction, rather than negative people causing friction.

Your passion as an Enterprise Leader needs to be strong, so that it can be infused into your team, who can then transfer it to your customers.

Actual Running Time of MP3 Mentoring Session: 16 min : 13 sec

Overview of Session 14: How To Eliminate Your Fears, Doubts and Limiting Beliefs

Your comfort zone is the framework in which you live your life. Imagine a circle around you: whilst you operate within that circle, everything feels comfortable, safe and secure. When you step outside your circle, things feel decidedly uncomfortable.

It's only normal that most people operate within their own natural comfort zone. This means they do not stretch themselves or challenge themselves. Often it means they do not take on new challenges because it feels too uncomfortable. If you were to ask 100 people if they felt they lived within their comfort zone (if they were honest) around 99% would say they did.

Success, however, lies on the other side of your comfort zone—in a 'dis-comfort zone'.

Only when you have a nervous feeling in your stomach do you truly know you are stepping outside your comfort zone! As an Enterprise Leader you need to feel comfortable feeling uncomfortable.

Success requires you to face your fears and limiting beliefs head on. It requires massive action

Entrepreneurs are great examples of people who constantly extend their comfort zones. They know that they must conquer their fears (also known as **False Evidence Appearing Real**) and limiting beliefs, and the only way to do that is to take direct action.

'You must do the very thing you are scared of,' explained Eleanor Roosevelt, Former First Lady of the United States. Tony Robbins, the leading motivational speaker, explains that you must take 'massive action'. Grab your fears and limiting beliefs by the

horns and take massive action to overcome them.

This is why many fear therapies make the sufferer tackle their fear head on. You may have seen people with a fear of snakes holding a python, people with a fear of heights standing on top of a skyscraper, or people with a fear of public speaking giving a speech to a large group.

Once you've identified, confronted and eliminated your fear, you'll agree that it is never as bad as you anticipated, and you would be prepared to take similar action again.

The critical thing about comfort zones is that once you've found the courage to step outside of them, then your comfort zone actually expands. It increases with every new action you take, to the point where you no longer have a comfort zone and you no longer feel uncomfortable when faced with the same situation.

Do one thing every day that scares you

A way to know you're constantly stretching your comfort zone is to do one thing everyday that scares you. This is a tall order, but, if you did it, just imagine how unstoppable you would be!

Another way to look at this is to sow a seed of opportunity every day. This is a positive way of challenging yourself to stretch your comfort zone, whilst at the same time taking you closer to your goals.

When you're able to constantly push the boundaries of your comfort zone, your levels of belief will rocket. You'll be a true example of an Enterprise Leader and those around you will respect and follow you for your courage, bravery and demonstration of inner belief.

As an Enterprise Leader, when you can make others believe in themselves and make them step outside their own comfort zones,

you'll have developed a team which is capable of achieving anything it desires.

Actual Running Time of MP3 Mentoring Session: 11 min : 47 sec

Overview of Session 15: How To Create Endless Opportunities and Make Luck Work For You

In Session 16 you heard the statement that ‘lies and luck don’t work’. This statement has multiple meanings so let’s look at each one individually.

Lying to others doesn’t work!

As an Enterprise Leader you need to be honest with everybody you deal with. This is a prerequisite for building belief.

You need to have high levels of integrity, respect and trust. It’s from these strong core values that other people (teams and customers) can believe in you. The moment you fall short of these ‘non-negotiable’ standards, the belief that people have in you will fall away.

Just think, have you ever bought from somebody who lacked integrity, or showed no respect for you? Have you ever chosen to deal with somebody who was dishonest, or you just didn’t trust? Most likely not.

As an Enterprise Leader you should be the perfect embodiment of honesty, integrity, respect and trust. These essential values should also run deep through your company, and should be present in every single employee and representative. If customers do not feel you operate with these basic values, they simply will not buy from you.

Lying to yourself doesn’t work!

Just as lying to others doesn’t work, neither does lying to yourself.

You cannot hide away from problems, and you cannot ‘lie’ to yourself. Often only you will know the real status of a situation (either good or bad) and at times there’ll be situations you’d prefer to ignore, rather than tackle the unpleasant action required.

Problems unresolved get worse with time, not better—they seldom go away without attention and action. You must face up to problems and tackle challenges head-on and early, to avoid the stress and pressure which will come your way from letting issues fester.

It’s only through being honest with yourself that you can take the necessary early action to resolve problems before they escalate into major issues.

Luck doesn’t work, you must create your own luck

The second part of the ‘lies and luck’ statement suggests that luck does not work. Relying on luck alone does not work, and too often this is the only strategy that companies have.

The good news is that luck can be created. With action, energy, sowing seeds of opportunity each day, and everybody working in perfect harmony towards a common goal, luck can start to come your way.

Serendipity and synchronicity will start to appear and unexpected events, opportunities, people, and resources will magically find their way into your world.

It’s often said that **luck is the crossroads of preparation and opportunity**; so, the more you prepare, the more active you are in seeking opportunity, the greater your levels of luck will be.

Think only of a farmer who sows his seeds in the spring to watch them come good in the autumn. This is not luck, but is the result of his hard work and preparation. The same is true with your luck.

The harder you work towards your goals, the more opportunities (and therefore luck) you'll discover on your journey.

The power of the universe

Entrepreneurs have long recognized the power of the universe opening up to allow them to reach their goals. Goethe, the German philosopher, says this which helps explain luck:

'Until one is committed, there is hesitancy, the chance to draw back, always ineffectiveness. Concerning all acts of initiative (and creation), there is one elementary truth the ignorance of which kills countless ideas and splendid plans: that the moment one definitely commits oneself, the providence moves too.

A whole stream of events issues from the decision, raising in one's favour all manner of unforeseen incidents, meetings and material assistance, which no man could have dreamt would have come his way.'

This statement is true for countless entrepreneurs, and will be true for you, too, as an Enterprise Leader.

Actual Running Time of MP3 Mentoring Session: 14 min : 13 sec

Overview of Session 16: How To Achieve Extraordinary Results Through The Power of Goals

The I BELIEVE sequence is essentially focused on achieving goals. When you focus your thoughts towards a goal and apply the I BELIEVE principles we've looked at so far (i.e. belief, passion, desire, extending your comfort zone, creating your own luck, etc.), you'll rapidly accelerate your success.

Look again how each subject we've examined relates to goals.

- You have belief that you can reach your goals.
- You are passionate about your goals and have a burning desire to reach them.
- You are prepared to step outside your comfort zone in order to reach your goals.
- You are honest with yourself and others so that you can reach your goals.
- You sow seeds of opportunity and create your own luck so that you can reach your goals.

As you can see, the *Enterprise Leader Development Programme* focuses you on achieving your goals. It's therefore essential that you HAVE clear written goals to work towards in the first place.

Goals – the difference between success and failure

Goals really are the difference between those who succeed in business and those who don't. Goals give a team direction, unity and purpose. They give a reference point by which all decisions can be made. They give a team a 'reason why'.

Having total clarity in your goals is essential for your own

direction and for your team to understand what's required of them.

The best way to achieve clarity in your goals is to write them down. The very process of writing your goals down and transferring them to paper acts as a catalyst to turn them into reality.

In the goal-writing process something magical happens, and that magic is to bring your subconscious mind into play.

The power of the subconscious mind

If you think of your mind as an iceberg, the subconscious part of your mind is the part of the iceberg which is under water; in other words, it's the significantly larger part of your mind.

Your subconscious mind never sleeps and is always busy making connections, trying to figure out new ways for you to achieve your goals. Clearly, if you don't have written goals, you're missing out on the infinite power of your subconscious mind.

When your subconscious mind works towards a goal, it's seeking connections that you may not otherwise see; it's searching for opportunities that otherwise you wouldn't have spotted, and it's running scenarios, looking for the fastest way for you to reach your ultimate outcome.

When you have clear written goals that you're working towards, you dramatically increase your productivity and performance.

Maharishi Patanjali understood the power of goals and said this about them:

'When you are inspired by some great purpose, some extraordinary project, all your thoughts break their bonds:

Your mind transcends limitations, your consciousness expands in

every direction, and you find yourself in a new, great, and wonderful world.

Dormant forces, faculties and talents become alive, and you discover yourself to be a greater person by far than you ever dreamed yourself to be.'

You may well have seen this in action and witnessed yourself perform at a higher level when chasing a big goal.

When you have a 'great purpose' to work towards, like buying a house or car, you tap into resources you may never have used before. You become alive chasing the perfect picture in your mind.

Your levels of passion, drive and belief expand. You extend your comfort zone as you are driven to reach the very goal you've set for yourself (i.e. in buying your dream property or dream car).

The same increased activity can be seen when you book your perfect holiday or chase the boy or girl of your dreams. Remember what Patanjali said: *'Your mind transcends limitations, your consciousness expands in every direction, and you find yourself in a new, great, and wonderful world. Dormant forces, faculties and talents become alive, and you discover yourself to be a greater person by far than you ever dreamed yourself to be.'*

This rarely happens when you're working towards a goal you don't believe in, or are not passionate about. It can never happen if you do not have a clear goal to work towards in the first instance.

Why not make your goals BHAGs?

In his book *Good to Great*, Jim Collins wrote of the power of BHAGs, or Big Hairy Audacious Goals.

Now that you know that you can reach any realistic goal you set yourself, you should stretch yourself just a little further and make your goal a BHAG. Think of America landing a man on the moon

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as one of the greatest BHAGs known to man. What is your BHAG or 'man on the moon' goal?

Actual Running Time of MP3 Mentoring Session: 15 min : 18 sec

Overview of Session 17: The 5 Advance Payments You Must Make To Reach Your Goals

There's a price to pay for success in business and that price is hard work, self-discipline and sacrifice. If, however, you are passionate about your work, and believe in your goals, work will not feel like work, it will feel like fun!

Noel Coward, the legendary song writer, summed this up perfectly when he said, 'Work IS more fun than fun'—and so it should be. It's this fun element that you must foster in your role as an Enterprise Leader.

This 'fun element' echoes a point you heard earlier in this course when you learnt about the need to have the right people in the team who passionately believe in your company's goals. When you have the right people on board, then work can be enjoyable. It's still hard work, but it can be fun.

Sacrifices

When you enjoy what you're doing, certain undesirable activities now become 'choices' which take you closer to your goal rather than 'sacrifices' that take you away from other personal activities.

However, if you're working towards the wrong goal, or do not enjoy your work, then work will always be laborious, dull and uninspiring. Time will drag and clock-watching will be the norm.

This brings us back to the point about the need to have the right team in the first place who are pursuing the right goals.

Self-discipline

When you're working towards a goal that you truly believe in, it's one thousand times easier to find the self-discipline to tackle unsavory jobs and do them now, rather than put them off for another day.

Having high levels of self-discipline is a crucial habit of entrepreneurs and Enterprise Leaders, but the call on your self-discipline reserves is much less if you're having fun and passionately believe in your goals.

Time

As an Enterprise Leader you must be fully respectful of time. Time is the most precious resource you have available to you, and not a minute of any day should be wasted.

We all have the same 24 hours in a day, so why is it that some people can accomplish more in 24 hours than others can in 24 days, 24 weeks or even 24 months?

The answer is that successful people value time and do not waste it.

It's an interesting fact that if you watch just two hours of TV a day, over the course of one year this adds up to 730 hours.

When you divide 730 hours by 24 hours in a day, you'll discover that watching TV for just two hours a day is the same as watching TV non-stop for one whole month. It's the same as switching on your TV on 1st January and watching it non-stop, 24 hours a day, until 30th January – or one whole calendar month of the year. In essence, January can be written off just watching TV! Imagine the disadvantage you're at if you only have eleven months in your year, and other people have twelve.

Hustle

Entrepreneurs are masters of 'hustle', and this is something you need to understand as an Enterprise Leader.

There's a famous saying which reads: 'Good things come to those who wait.' For many people this is true. There's nothing wrong with living your life by this philosophy, but it's important to know that there's a second part to this statement which is little known.

The full message reads: 'Good things come to those who wait, but only what's left by those who hustle.'

Entrepreneurs live by hustle. They have relentless drive, determination and energy to reach their goals and are out there every day making them happen.

This lesson of 'hustle' is one for all Enterprise Leaders to actively follow.

Immersion

Finally, in today's session you heard that entrepreneurs understand that goals need energy behind them. Entrepreneurs know they have to immerse themselves in their goals to create the initial energy needed to get the ball rolling. This is a similar thrust that a rocket needs to push away from the earth's gravity.

It falls to you as an Enterprise Leader to immerse yourself in your goals or business and lead others by example.

In Session 4 you learnt of the need to have a deep understanding of your products, services, customers and market. This can only come by immersing yourself in your business and driving it forward with hard work, hustle and energy. You must take the lead and show the rest of your team what is expected of them too.

Actual Running Time of MP3 Mentoring Session: 12 min : 52 sec

Overview of Session 18: ‘How To Achieve Any Goal You Set For Yourself

The path of success in business is littered with obstacles, challenges, setbacks and knocks. It’s only with pure persistence and tenacity that you’ll ultimately achieve your goal.

In the I BELIEVE sequence, persistence plays a crucial part which ensures you will ultimately reach your goals. Let’s examine the part it plays.

Persistence, a fundamental quality of winners

It’s important to look at persistence in relation to the other elements of I BELIEVE and understand why persistence prevents you from accepting no for an answer or giving up.

Answer ‘yes’ or ‘no’ to the following questions:

- If you were following the principles of I BELIEVE and you truly believed in your goals, would you give up when the going got tough?
- If you were passionately, obsessively, in love with what you were doing, and had a burning desire to achieve your goals, would you give up when somebody said no to one of your requests?
- If you were prepared to conquer your fears and limiting beliefs and step outside your comfort zone, would you give up on your goals when faced with an insurmountable challenge?
- If you had total clarity on your goals and you enjoyed your work (and are prepared to work hard), would you give up when the going got tough?

The answer is, you wouldn’t—and therefore, persistence is

simply the result of passionately believing in the goal you've set for yourself and working relentlessly until you reach your desired outcome.

If, however, you didn't believe in your goals, and were not passionate about reaching them, then it would be nearly impossible to dig deep into the reserves of persistence and keep on going through the tough times.

Persistence requires creativity and ingenuity to find alternative routes

Persistence doesn't, however, suggest that you blindly keep doing the same thing over and over if it's not working.

Persistence requires that you learn from your efforts; that you use creative thinking and ingenuity to come up with alternative actions, which can then take you closer to your goal.

Persistence is reaching your final destination without getting stuck on an individual task which has the potential to derail your goal entirely.

Actual Running Time of MP3 Mentoring Session: 10 min : 45 sec

Overview of Session 19: Why Experiencing Failure Is Essential for You To Succeed!

Failure in business is inevitable at some point—and in many ways, failure should be welcomed.

Rarely do you achieve success in any area of life without first experiencing failure. Just think of the examples you heard in session 13 of taking up swimming, driving, skiing or cycling. Learning a new skill for the first time always incurs some degree of failure or setbacks, but they should act as a learning opportunity. Becoming excellent at something — as entrepreneurs must become excellent in their businesses — most definitely incurs a substantial amount of failure, and this should not be seen as a bad thing.

Failure is a great teacher

You learn more when things go wrong than when things go well, and it's setbacks and failure that provide this learning opportunity for you.

It's from setbacks and failure that you strengthen your resolve and develop your confidence to push on.

It's from setbacks and failure that you develop wisdom and experience, and it's from wisdom and experience that you develop judgement. Entrepreneurs constantly need to make decisions and judgement calls, and they draw heavily on their failures to make the best decisions.

Entrepreneurs are often regarded as risk takers, but in reality they take calculated risks based on judgement. Again, as judgement comes from failure, failure should be welcomed.

Successful failures?

Winston Churchill could have been talking about entrepreneurs when he said that success is going from failure to failure without loss of enthusiasm. The reality is that you should change your perception of successful entrepreneurs and now see them as successful failures, because that is what they are. They will have known more failure and setbacks than just about anybody else you could meet, but they see failure as the positive ‘opportunity creator’ that it is.

Napoleon Hill, who researched over 500 business leaders in the early 1900s, said that with ‘every adversity comes a seed of equal or greater benefit.’ You may know this to be true in your own life, as something good always comes out of adversity, BUT you must look for the opportunity; it’s always there.

Companies need to see failure as a positive

Companies who see failure as a negative word and punish failure do not really understand the essential part it plays in achieving success. Companies cannot be innovative, creative and adapt and respond to the changing needs of their customers without trying new things, without stretching their comfort zone or being prepared to fail. It can be said that if you’re not failing, you’re not trying hard enough!

Shying away from attempting anything new through fear of failure has no part in creating a successful business. Failure, to some degree, is inevitable, but when it comes your way it’s essential you learn fast and move on with your new wisdom—AND do not repeat the same mistakes twice.

The 4 M’s of failure

Although failure should be accepted in certain situations (i.e. with innovation and creativity), there are many situations when it can be anticipated and eliminated with careful planning.

These areas are detailed in Session 19 and are known as the four M's of failure:

- money
- mindset
- marketing
- management.

Having a sound grasp of how to avoid failure in each of these areas is essential for you as an Enterprise Leader.

Actual Running Time of MP3 Mentoring Session: 16 min : 37 sec

Overview of Session 20: Your Role as an Enterprise Leader

You've heard in this programme about the importance of making customers believe (also known as THEY BELIEVE). The way to make customers believe is to first create a team around you who believe (WE BELIEVE), and the way to make your team believe is through your own personal leadership (I BELIEVE).

Sadly, in too many companies, these core belief strategies are missing and this ultimately results in your customers being taken for granted, or treated poorly, by your employees rather than being seen as the lifeblood of your company which they are.

You may have experienced this ill treatment of customers yourself when dealing with a company, or making a purchase at a shop. How many times have you experienced an employee preferring to continue their conversation with their co-worker rather than attend to your needs? How many times have you left messages for a representative of a company to call you back, never to receive a return call? This is employee thinking at its worst.

Employees who do not value customers, and do not understand that servicing the customer is the sole reason they're employed, will destroy their customers' belief. When customers finally lose belief, they simply will not buy from your company which can have a devastating financial effect.

Only companies who recognise that business is ALL about the customer and encourage their employees to live and breathe the principles of I,WE and THEY BELIEVE , will prosper and grow in a competitive economy.

Enterprise Leaders in action

The *Enterprise Leader Development Programme* has been designed to fill your company with Enterprise Leaders who understand and apply the principles of Enterprise Leadership.

Enterprise Leaders can be found at all levels of a company, within all departments, and set a new standard for others to follow.

An Enterprise Leader is not a job title but an attitude of ownership and responsibility. It's a way of thinking and acting that ensures you always put your customer first and always think about your customer's LTV.

It's a way of thinking which encourages you to make decisions as if you were the entrepreneur who founded your company. When you act in the best interests of your customer, and make decisions for the long-term good of your customer, you will invariably make the right decision for your company.

One Enterprise Leader for every five members of staff

The Enterprise Leader philosophy must be implemented deep within your company to have maximum impact. That's why it's suggested that your company has at least one Enterprise Leader for every five members of staff.

If you think about your own ability to influence people around a dinner table, five is a manageable number of people you easily could explain the principles of Enterprise Leadership to.

When the Enterprise Leader philosophy is fully adopted, and everybody in your company practices the principles of Enterprise Leadership, your place as a market leader is assured.

Appoint a new Chief Enterprise Leader every six months

It is recommended that every six months you appoint a new person to the position of Chief Enterprise Leader. They are charged with keeping the spirit of Enterprise Leadership alive in your company and making sure new ideas are followed up and implemented. The Chief Enterprise Leader should have access to the CEO and bridge the gap between other Enterprise Leaders, employees, and the CEO.

Actual Running Time of MP3 Mentoring Session: 15 min : 28 sec

Appendix C

52 Ready To Implement Training Tips and Suggestions

A while back, I was introduced by the managing director of a leading UK plc to a piece of research undertaken by Harvard Business School. This MD had attended a management development programme at Harvard and shared with me the presentation he gave to his colleagues when he returned to his company.

One of the slides from his presentation leapt out to me, a slide entitled 'Sources of Sustainability'.

The research undertaken by Harvard makes a compelling case for what is known as 'response lags'.

A response lag is the competitive advantage you receive from various business factors, ranging from price to advertising to people. Below is the data from that slide:

Response Lags:

Price	< 60 days
Advertising	< 1 year
Innovation	< 2 years
Manufacturing	< 3 years
Distribution	< 4 years
People	< 7 years

What this Harvard research clearly illustrates is that your people always make the most critical difference to the success of your business.

If you compete purely on *price*, you have less than 60 days competitive advantage before your competitors drop their prices and compete with you at this level.

If you compete on *advertising*, it takes less than one year for somebody else to imitate your advertising.

If you compete on *innovation*, you have less than 2 years before your competitors copy your technology or ideas.

If you compete on *manufacturing* or *distribution*, you have a competitive advantage of less than 3 and 4 years respectively.

Yet if you compete through your *people*, by training and developing them and turning your employees into the most talented, innovative, creative, passionate, driven in your industry, Harvard suggests you have up to 7 years competitive advantage over your competitors.

People always will be your number one advantage, and developing your employees to think and act like business owners will continually elevate your company ahead of your competitors, giving up to 7 years advantage over them.

With the right people onboard, you will quickly become, and remain the leader in your industry, whilst your competitors scratch around with pricing and advertising tactics, and never catch you unless they make the same commitment to their people development.

With people development in mind, I've included 52 ready to implement 'quick wins' in this appendix that you can use today to train and develop your employees, and give yourself an immediate people advantage.

Tip 1. Get your people to think and act like business owners.

Business-owner-thinking (rather than employee thinking) has the

ability to bring new life and energy to your company and focuses your people on the number one thing that really matters – your customers. Start Tip 1 by getting your employees to answer these four questions:

- What would I do if I was the owner of this business?
- What would I expect to be done if I was a customer of this company?
- Given the decision I'm about to make, what impact will this have on my customer's desire to come back and buy from us again?
- What can I personally do to ensure my customers recommend my company to their friends, family and business associates?

Tip 2. Invert the pyramid.

Understand that business is nothing to do with what you want, but everything to do with what your customers want. In most companies, the leader is at the top of the pyramid or organisation chart. Invert the pyramid and put your customers at the top, rather than you. Make sure every action and decision your employees make is for the long term good and benefit of your customers.

Tip 3. Stop losing customers.

Research suggests that more than 60% of customers will leave your company because of a negative experience. That would never happen if your employees thought like business owners and put the needs and desires of your customers first, instead of their own. For Tip 3 get your employees to suggest ways to stop losing customers and prospects to your competitors.

Tip 4. Understand that business is about creating belief in the eyes of your customers.

You need to make your customers believe in you! If they don't

believe, they won't buy! Ask each employee to suggest five new ways to make your customers have deeper levels of belief and confidence in you.

Tip 5. Create happy 'repeat' customers.

You must turn your customers into passionate fans who tell the world about you, and do your marketing for you. Get your employees to suggest five new ways they can turn unhappy customers into happy customers, and happy customers into passionate fans.

Tip 6. Get your employees to go the extra mile for your customers.

You need to thrill your customers, wow them, dazzle them and give them reasons to do your word-of-mouth marketing for you. Get your employees to suggest five new ways they can go the extra mile for your customers.

Tip 7. Get your employees to come up with new business growth ideas.

Your employees' ideas have value. Get them to start a journal and come up with at least one or two new business growth ideas each week. Not all their ideas will be winners, but by getting them to think more entrepreneurially and by valuing their input, you will soon have a valuable treasure chest of new innovative and creative ideas which will help grow your business.

Tip 8. Turn each person in your company into a salesperson.

It is not only the salespeople in your company who are responsible for selling, everyone is! Ask each person in your company to identify the core benefits of your products and services, and get them to explain EXACTLY why your customers would want to buy from you.

Tip 9. Create leaders at all levels in your company.

Great leaders fire up the passion in those around them. Passion is the fuel that will drive your company forward. Give people additional leadership responsibility in your company, and bring out the best in them.

Tip 10. Have crystal clear goals that are programmed deep into the subconscious mind of your employees.

Get your people to write down the goals of your company as they currently understand them. Take note of the level of consistency, or inconsistency in their responses.

Tip 11. Make your goals stretch goals, aim high.

Revisit your goals and now make them stretch goals. Be sure to re-communicate your new goals to your entire team.

Tip 12. Talk about cash, not profits.

The number one reason for business failure is running out of cash. It nearly happened to IBM in the 1990s and could happen to you too. Use Tip 12 as an opportunity to make cost and efficiency savings in your company.

Tip 13. Create your own luck.

Luck is the crossroads of opportunity and preparation. Get your people to sow at least one new seed of opportunity each day for a whole week.

Tip 14. Get everybody to do one thing each day that scares them.

Success isn't found within your comfort zone, it's found in your dis-comfort zone. Ask your employees to do one thing each day that scares or challenges them.

Tip 15. Create a mentorship scheme.

Great entrepreneurs have coaches and mentors. Start a mentorship scheme for Tip 15. Rather than senior people mentoring junior people, consider reversing this. Have the younger members of your team mentor more senior people in what is happening with technology, new media or with people of their age.

Tip 16. Create a mastermind club.

The result which comes from people working together in harmony on a given project can be extraordinary. Create various mastermind clubs, each with about five members. Task each club to revisit some of the questions we have examined so far, and see if they can come up with even more creative and profitable ideas.

Tip 17. Celebrate success.

This does not have to be expensive, but you should get your employees to suggest ways to celebrate their achievements in this training programme so far. Keep these ideas to hand and celebrate future successes throughout the year.

Tip 18. Embrace failure.

It's often said that if you're not failing, you're not trying hard enough. Failure gives you wisdom and judgement and allows you to take larger calculated risks. Ask your employees to revisit some of their recent failures and get them to suggest what they have learnt from them, what they would do differently next time and what new opportunities came out of their set backs.

Tip 19. Turn your people into product experts.

Make sure your people know your products inside out and the benefits they offer. The more your employees know about what you sell, the more confidence they can pass on to your prospects and customers. Ask your employees to choose just one or two of

your products, and learn them inside out. Your customers should never know more than your employees!

Tip 20. Get your people to know your customers, market and industry inside out.

The more you know about your customers, the more you can adapt and respond to their changing needs. Get your employees to focus in on your customers, market and industry. Ask them to learn about your competitors and where your company fits within your overall industry sector.

Tip 21. Develop your employees' public speaking skills.

Great entrepreneurs are great public speakers. Public speaking develops confidence that teams and customers will pick up on. It forces you to know your subject. Most business owners have to speak publicly at some time. Invite your employees to give a presentation to five of your colleagues on what they have learnt from these tips.

Tip 22. Get your people out there networking!

Great business owners are great networkers. Encourage your employees to network with other people in your industry. This may require them to attend an industry specific event, or attend a local business networking event.

Tip 23. Get your people to take outside leadership positions in your industry.

Entrepreneurs and business owners are typically active in numerous trade associations, or take leadership positions in the community. Involvement in these clubs and associations introduces them to new ideas and different ways of thinking. Encourage your employees to participate in at least one community activity – and get them to identify at least one new

business growth idea as a result of this.

Tip 24. Never lose sight of the fact that it is your customers who pay your salary.

Ask your employees to calculate their salary (with bonuses, pensions, benefits, etc) as a proportion of an average customer sale. This will clearly demonstrate the connection between salary and revenue from customers.

Tip 25. Get your people to read books and develop themselves.

Entrepreneurs are great readers of biographies, and business books. It creates an inquisitive and curious mind, and is the fastest way to personal success. Encourage your employees to read one personal development book (such as *How to Win Friends and Influence People*, or *Business Upgrade* by the author of this book!).

Tip 26. Get rid of negative energy in your company.

Only positive people with positive energy will grow your company and create results, negative energy will bring your company to its knees. A bad attitude is like a virus – and if you have people in your organisation who have the wrong attitude and don't believe in your products and services, it is your duty to tackle them before it affects the performance of your company. Use Tip 26 to review the attitude of the people taking part in this training course.

Tip 27. Get the right people in the right places (and get rid of the wrong people).

Use Tip 27 to review whether you have the right people in the right places. If you don't, change them!

Tip 28. Align the needs and goals of your staff, with the goals of your company.

Your staff must want to come to work each day because they are motivated and love their work, not just because they want to pay their bills. If they are motivated and love their work, they will demonstrate greater levels of passion, innovation, creativity, customer care and, as a result, generate greater revenues and profits. Get each member of your staff to write down their own personal goals and explain how they are aligned with the wider goals of your company.

Tip 29. Know your staff.

Recognise that your staff are human and have their own needs, desires, goals and ambitions. Talk to them. The more you know about your people, the more you can motivate them to work harder. For Tip 29, have a one-on-one review meeting with each member of staff in this training programme.

Tip 30. Keep good staff.

Reward them, treat them well. It is expensive to lose good staff. Just as you want to maximise the lifetime value of a customer, you also want to maximise the lifetime value of your best staff. You have invested so much time in developing them, you do not want to let them go, especially your superstars. Consider now what you can do to keep your staff. Take the advice of your employees here.

Tip 31. Retrain your staff regularly.

Your employees need to be the highest trained, most knowledgeable and professional people in your industry. People like being offered training, it makes them feel important and valued. Find out what additional training your employees feel they need to perform their work at a higher level. Now ask them how they can get that training for free (or nearly free)! This will require them to be creative and innovative — and possibly read a number of books on their desired area.

Tip 32. Give people authority and make them own their job.

When your employees feel ownership, they will go the extra mile and feel pride in their work. Get your people to explain the changes they would make to their job if they were the CEO of your company for a day. This will highlight beneficial changes.

Tip 33. Recognise and praise your staff.

How do you feel when somebody says well done and gives you praise? This also means that when something is done wrong, it can be more powerful when harder feedback is given. Encourage your employees to thank and praise their fellow colleagues for the contribution they make to each other's success.

Tip 34. Create the right environment to create outstanding results.

This includes giving people the right tools for the job, the right training and the right conditions to achieve. Ask your employees to identify 'environment' changes they feel would allow them to perform at a higher level – and would pay for themselves through added revenues or reduced costs.

Tip 35. Recognise motivation is an ongoing challenge.

Keeping people motivated towards the goals of the company is an ongoing challenge. Use Tip 35 to re-communicate the goals of your company, and where you are as a company against your goals.

Tip 36. Communicate with your staff.

You want to create belief in your team, and that is done through communication. Lack of communication creates doubt, fears and apprehension. Use Tip 36 to find out from your employees what additional information they would like to hear from management that would help them do their job better, or motivate them to new

levels of performance.

Tip 37. Create an environment of positive expectancy (and eliminate doubt).

Success is a question of belief. If you expect to achieve outstanding results you will; if you don't you won't. Brain storm with your staff new 'man on the moon goals' and impossible dreams. Find a new ambition that everybody believes in, and go for it.

Tip 38. Take action and eliminate procrastination.

Nothing gets done without action. Get your people to identify five jobs that they have been putting off due to procrastination, and get them to take immediate action to do them.

Tip 39. Eliminate complacency.

There is no room for complacency and taking your customers for granted, which all too many companies do. Ask your people to identify five areas where they think your business has become complacent, or takes your customers for granted. Take immediate action to fix these areas.

Tip 40. Create a fun environment.

When your people have fun at work, they will create high levels of performance and results. Find out from your staff how they would like to make work more fun than fun!

Tip 41. Create a spirit of team harmony.

A team which sticks together and works for each other wins. Ask your staff to suggest ways to create a stronger level of team harmony. Give a few of these ideas a go.

Tip 42. Be persistent and never give up.

Persistence requires you to think differently, be creative and

flexible. It requires you to never accept no for an answer. Ask your staff to identify areas in their work where they have given up too easily. Get them to suggest what they would do differently next time when faced with the same challenge.

Tip 43. Work hard and have self-discipline.

Success comes from hard work, not just smart work. Support your people to help them improve their effort level by an extra 20%. Get them to have their most productive week ever, simply by working harder.

Tip 44. Hustle. Have urgency.

There is a famous saying that good things come to those who wait. What is often left off in that saying is that what is left 'is from those who hustle'. Encourage your people to hustle and have urgency. Take note of the difference this brings to your results.

Tip 45. Value time.

Time is the most precious resource we have. Great entrepreneurs are 100% respectful of time and do not waste a minute. Ask your employees to identify ways that they can improve their efficiency and time management, and create an extra couple of hours a week for themselves. Get them to use this time on training and development.

Tip 46. Have total honesty, integrity, respect and trust — with yourself and others.

Creating a lasting business with repeatable revenue from your clients requires a backbone of honesty, integrity, respect and trust. Get your employees to write down the values which they hold themselves and their colleagues accountable to.

Tip 47. Create wallet sized cards for your employees to carry

around with your goals and values on them.

Send the cards out to all your employees.

Tip 48. Think long-term.

Chasing short term, quick-win revenue often comes at the expense of long-term growth. Stock market listed companies who focus just on quarter to quarter revenue sooner or later stumble. Think long-term and long-term relationships with happy customers. Ask your employees to identify five instances where a decision has been made for short term gain at the expense of the long term-growth of your company.

Tip 49. Have only one standard — excellence.

Anything less will never do. Ask each employee to suggest several areas in your company which do not measure up to the high standard of excellence. Take these suggestions and fix them.

Tip 50. Develop an entrepreneurial attitude in your company.

All companies were once started by an entrepreneur, but with time that spirit gets lost, and complacency and taking customers for granted creeps in. Passion is replaced with processes. Get each employee to identify five processes which need topping up with passion!

Tip 51. Do it for the love of it. Not just for the money.

Entrepreneurs are driven by their passion for their products and services. Money only comes by giving customers what they want, and understanding it is all about your customer. Find out what your employees personally love doing, and ask them how they could bring more passion to their work.

Tip 52. Recognise that the success of your company is in your hands.

You and your people have total responsibility for the success of your company. One business owner recently said to me, "Is it really my responsibility to train and develop my people?" "Yes! Of course," I said, "if you want to reach the top and enjoy the rewards that are due to you!" Ask every member of your team to identify the missing elements which are stopping your company from becoming the dominant player in your market.

Post Script

The Origins of Business-Owner-Thinking

I'm often asked when meeting clients where the idea for the *Enterprise Leader Development Programme* and the principles of business-owner-thinking came from. I always tell them this short story which I'd like to leave you with.

It all started some years back when I first created the *Millionaire MBA Business Mentoring Programme*. This is the original programme I created to teach entrepreneurial thinking and mindset development. To create this course, I interviewed over 50 of the UK's most successful, high-profile and highly regarded entrepreneurs and business owners. They included people like Sir Tom Hunter, Lord Bilimoria, Duncan Bannatyne, Simon Woodroffe, Lord Harris, Luke Johnson and many others.

I wanted to learn from them exactly what it was which made them and their businesses successful. In the interviews I recorded, I asked them all the same questions and then analysed their responses looking for consistency and common language patterns. Without question, there is a consistent mindset which is shared by all great business owners and entrepreneurs. In short, it is a mindset of leadership, self-confidence and belief.

What followed from this programme was my first book, *Millionaire Upgrade* which captures the essence of *Millionaire MBA* and is told as a business novel. I'm pleased to say that *Millionaire MBA* is used by tens of thousands of entrepreneurs and business leaders around the world and *Millionaire Upgrade* has been translated into over 10 foreign languages.

What I always found interesting with this book and course was

that people who were entrepreneurs or aspiring entrepreneurs could immediately see the benefit, and embrace the principles taught with open minds.

However, people in the corporate world often saw it differently, thinking that the course and book had no relevance to them. They would say that if they wanted to start a business this would be the material they would study, but until that day they would give it a miss.

The first time I heard this, I thought 'OK, that's your choice', but the more I heard it, the more I realised that they were missing out on understanding the true essence of business success, which is mindset and attitude. In its purest form, mindset and attitude can be 'captured and modelled' from high performing entrepreneurs and taught to develop high-performing employees.

I quickly realised that to speak to the wider business world, I needed to change my language, and clearly any course with the word millionaire in its title would not work for companies. I therefore wrote *Business Upgrade: 21 Days to Reignite the Entrepreneurial Spirit in You and Your Team* to explain these principles to a wider business audience.

Business Upgrade extends much of the thinking introduced in *Millionaire Upgrade* and builds on its core principles which explain the mindset of an entrepreneur. In my first book I used a device called I BELIEVE to explain this mindset.

In *Business Upgrade*, I BELIEVE now talks about the mindset of an Enterprise Leader, and is followed by two further principles of business success. These are WE BELIEVE, which focuses on creating confidence and belief in the team, and THEY BELIEVE which focuses on creating confidence and belief in customers (so that they are confident to buy from you).

The logical follow-on to *Business Upgrade* was to create a new

training programme for employees, which is the *Enterprise Leader Development Programme*.

The *Enterprise Leader Development Programme* borrows the proven learning styles of *Millionaire MBA* and it is a self-study programme where the employee listens to a short audio session, little and often, in a similar way to learning a foreign language.

One of the success of *Millionaire MBA*, I believe, is that it is available in an MP3 format so that it can be listened to on an iPod, an MP3 player, a mobile phone or PDA at any time that suits the listener.

I therefore made exactly the same format available in the *Enterprise Leader Development Programme*. For many companies, I provide the course pre-loaded on an MP3 player so all their staff have to do to study it, is to simply press play. By providing a pre-loaded MP3 player, I have been able to include some of the interviews and sessions from my original research.

Where the original *Millionaire MBA* trains and develops entrepreneurs and business owners to become a high-performing leaders, the *Enterprise Leader Development Programme* does the same for employees. It gives them the mental tools and strategies to take on the responsibility for the growth of their company, and to make decisions as if they were the business owner themselves.

It is the commitment, ownership, pride and passion which comes with business-owner-thinking which sets Enterprise Leaders apart from regular employees, and it is Enterprise Leaders who will drive your company forward to new levels of customer delight, revenue growth and market leadership.

To trial the Enterprise Leader Development Programme in your business risk free for 60 days (and download a sample module), visit www.GO.enterpriseleaders.com

If you manage employees or are responsible for business growth, read this book!

One of the most expensive misconceptions you can make in business is to think that it's your sales team who are solely responsible for growing your revenue, and the rest of your employees have little to do with it.

Nothing could be further from the truth...

For the majority of companies, quite likely yours included, real revenue and profit growth comes from maximising the life-time value of your existing customers, and harnessing their word of mouth recommendations to bring you a constant flow of new customers.

Your existing customers will only recommend you and repeat buy from you if they believe in you, if they've had an extraordinary experience with your company. This has little to do with your sales team, but has everything to do with the rest of your employees who are responsible for delivering your products and services.

In ***Profit Upgrade: How To Turn Your Workforce Into Your Salesforce, And Add £1,000s, £100,000s or £1m+ To Your Bottom-Line Profits (Each Year)*** you'll learn how you can raise the passion, performance and productivity of every employee in your company so they constantly thrill, wow and dazzle your customers.

You'll discover how a few simple changes in your staffs decisions and actions will give your customers no alternative but to come back and buy from you, and then do your marketing for you as they recommend your company to their friends, family and business associates.

You'll learn how to train and develop your staff to become the most passionate, engaged, proud and profitable in your industry, setting your company apart from your competitors for your total customer dedication.

This practical 'how to' book includes 20 structured training modules you can copy, 52 ready to implement employee and business development tips, plus web-links to download additional MP3 training materials.



Richard Parkes Cordock is the Managing Director of Enterprise Leaders Worldwide. Through his training and development programmes, he helps companies improve their revenue, profitability and market leadership, by turning their workforce into their salesforce.