



Second Edition

The

MASTERFUL COACHING

FIELDBOOK

GROW
Your Business,
MULTIPLY
Your Profits,
WIN
the Talent War!

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CHAPTER SIX



MASTERFUL COACHES INSTILL A WINNER'S MINDSET



In the Age of Talent and a creative economy, winning is still everything, but not necessarily by beating others.

Of course it is not just about the getting rich and famous, Stephen A. Schwarzman built The Blackstone Group into one of the world's largest private equity firms also for the sheer joy of winning. "People have to understand that the game really is to compete and win," says the chief executive, who raised a record \$15.6 billion for one fund. An article in Businessweek points out that many top CEOs like to put a face on winning. For example, Rupert Murdoch, the mad-cap chairman of News Corporation likes to directly engage, not just corporations, but also goes after individual adversaries such as Viacom's Sumner Redstone and CNN founder Ted Turner.¹

One of the secrets of creating a Passion for Winning is to put a face on your competitive battles. It is said that Stephen Jobs had a vision with the first Apple computer of "Burying IBM." It is said that Martha Steward always had a vision of her magazine beating "House Beautiful," as well as running her own Fortune 500 company, not just making Christmas decorations on TV. And when legendary Dallas Cowboys quarterback, Roger Staubach, played little

league baseball, what ignited his competitive drive was coming up to bat with two players out and runners on second and third base, “I looked at it as an opportunity.”

The hunger to reach the top, be the best, and win is still a force of nature despite talk about teamwork and emotional intelligence. Whether you are a brash CEO or a shy actuary in an insurance company, an extroverted marketer or an introverted design engineer, everyone wants to win. Despite the tremendous importance that has been placed on emotional intelligence and teamwork, everyone has a hidden ambition to be the best there is. The yearning to make the ascent and reach the top, regardless of who or what stands in your way, remains a force of nature in successful people and firms—even if it sometimes brings out the dark side of the human nature. In a special *Businessweek* poll of 2,500 American workers, two-thirds said “a modestly talented but extremely competitive person” would be more likely to get ahead at their companies. Only one-third gave the edge to “an extremely talented but uncompetitive person.”²



One of the issues facing many executives is their excessive need to win, not just the big points but the small points. So they attack a debate over where to eat with the same intensity as they negotiate a takeover.
-Marshall Goldsmith

Today there are many highly-talent people and companies rich in resources who never reach their potential because they do not have a strong desire to win. At the same time, the source of motivation driving people to compete and win is completely changing. During the 1950s and 1960s, winning was all about getting to the next rung up the corporate ladder. There were winners (an EVP of something), and clear losers (the guy that didn’t get a promotion in ten years). In the 1970’s, the decade known as the “Me Generation,” people became less concerned with building companies organically than doing big mergers that involved hostile takeovers, as well as amassing personal wealth. Women were liberated and entered the corporate world.



Upstarts play to win, incumbents not to lose. Think FedEx versus the postal office, Canon vs. Xerox, Virgin Airways vs. British Air, Google vs. Microsoft, Apple vs. Sony.

Upstarts aggressively pursue winning versus incumbent's avoiding losing. Imagine that you are the new leader of (you name the company) and that you have discovered that instead of playing to win, everyone is operating from “how do I avoid losing?” Maybe you find out later on that the unwritten rules of the game are “Don’t take a risk,” “Respect your boss,” “Never violate the chain of command,” “Produce predictable results,” and of course, “Continuous improvement.” Let’s say that people may have tried to implement some new ideas, fresh approaches, or innovative solutions, but every time they did, they got hit over the head with a lead pipe, and a culture of profound resignation has resulted. How are you going to shift this?

The biggest foe to overcome is often yourself. Today, there are many people who are obsessed with Winning, not only at the expense of others, but also beating their own best. The real battleground in an Age of Talent and Creative Economy is the ability to create something that never existed before, and make the competition irrelevant rather than compete head on. The biggest enemy you are facing is often yourself. Says Donald Trump, who likes to tout The Apprentices ratings over Martha Stewart’s show, “I think of myself as my biggest competitor,” says Trump. He tallies every piece of positive press and every rating point for The Apprentice on a mental scorecard that may be complete only when his body is in a casket. And Indy 500 racer, Danica Patrick, even treats the people beside her when she’s going up a set of stairs as rivals. “I compete in everything I do,” she says. “It makes me do my best.”

And one more thing! Did the fact that I lived matter? Finally with all this talk about winning, I want to reiterate on something I wrote in Chapter One, as it is near and dear to my own heart. Every champion has the motivation of wanting to win. But a real champion needs in his attitude a motivation above and beyond winning, to have the acts he touches impact the world’s problems, no matter how vexing. Pat Riley, coach of the Miami Heat, “At the end of my days, I will evaluate whether or not I won in the game of life or lost, not by how many leadership seminars I gave, how many CEOs I coached, or whether I became rich and famous. I will look at the giant scoreboard of life, and ask, ‘Did I make a difference, whether in the life of one person, the community, the world? Did I make an impact on something I passionately cared about? Was I effective?’”⁴



If you ask great performers what percent of winning is mental and what percent is action, they will say 80 percent mental, 20 percent action. Yet, if you ask them what they are doing to create a winning mindset, they will look at you dumbfounded?

Coaching People on Winning Attitude—the Psychology of Winning

- Get people to focus on the Impossible Future and being competitive
- Get people to create written goals, milestones, and images of achievement
- Whatever you focus on will determine how you feel—winning or fear of losing
- Teach people to EXPECT to WIN, not merely think about winning
- Install confidence in people: *Yes! You can do this.*
- Coach people on how their body language influences their belief in themselves
- Don't indulge in conversations based on it can't be doneisms: *Just do it.*
- Don't indulge in conversations about how those bastards “screwed me.” *Get off it and get on with it.*

Your Ability to Recognize, Analyze, and Capitalize on Trends Can Transform Your Business into a Winner



“Trends are worth trillions.”

I once hear Paul Allaire, former CEO of Xerox say, “We are in a brawl where the only rules are there are no rules.” For example, US soldiers sit in their Humvees in the dessert in Iraq, looking for an enemy who never comes out and fights in the open, but lurks behind every corner. Hundreds of thousands of manufacturing jobs are being “outsourced” to China as a result of cheap labor and currency manipulation. Information technology is almost guaranteed to do the same with millions of white collar jobs in the very near future.

Wal-Mart mercilessly drives “Mom and Pop” out of business. Microsoft hires one of Google’s top people and Google sues for intellectual property rights violation. The Internet speeds up and multiplies exponentially the number of collaborative connections between business people all over the world. The competition is coming out of the woodwork. The only conclusion you can draw is that we are in a brawl without rules and the only way to win is to adapt. In today’s world, the ability to adapt depends on being able to recognize, analyze, and capitalize on trends.

In this chapter, we will be point out Ten Winner’s Mindsets that will help you leverage the opportunities in change. In the following section I am going to be using just a para-

graph or two to describe the mindset, then some quotes to illustrate it. To give credit where credit is due, I found some great quotes for this section on TomPeters.com. I have always found Tom's love of business, willingness to take a stand for big, new contrarian ideas, and upbeat language a powerful source of inspiration. His writing for me is as energizing as 3 cups of black coffee—can't read more than a page or two before I am over stimulated.

The Ten Winner's Mindset

- Create a “Blue Ocean” Strategy vs. Compete in Bloody “Red Oceans”
- Small Guys Win by Thinking Big, Networking Globally, Acting Fast
- Design Soul into Your Products; Get People to Join Your Brand
- Become a Change Insurgent—The Power of Powerlessness
- Focus on Projects and Prototypes versus Plans and Preparations
- Re-Inventing Your Business as an eBusiness from the Ground Up
- Go Where the Money Is—Women and Boomers
- From Good Products and Services to Gaspworthy Experiences
- Sell as if Your Company's Survival Depends On It—Because it Does
- Take Charge of Your Own Career—Start “Me” Incorporated

Winner's Mindset #1: Look for Blue Ocean strategies that make the competition irrelevant vs. compete in bloody Red Oceans



Don't benchmark, futuremark!" Why? The future is already here; it's just not evenly distributed -William Gibson

If you want to win in your business, stop competing in bloody Red Oceans, as just another “me too” competitor. Create a Blue Ocean strategy that makes the competition irrelevant.⁵ Says Kim, you have to stop *benchmarking* the competition, and start competing on being a *value innovator*. The plain facts of life are that you can't compete with China or Wal-Mart on price, Japanese cars on quality, or Subway for a high profit, low cost sandwich franchise. In order to Win, you have to come up with a “Blue Ocean” strategy that is based on a new concept and is a dramatically different.

Some Blue Ocean Strategies

- Cirque du Soleil: From kids to adults, from lion acts to spectacular performers, from one big show to three unforgettable experiences a year, from \$10 ticket to a \$75 ticket
- “Instant Infrastructure: “General Electric Becomes a General Store for Developing Countries”-headline in the NYT July 16, 2005
- Starbucks: Not a restaurant, not a coffee shop, but a third place—a place where people can take refuge
- Whole Food’s \$798 a square foot versus Wal-Mart’s \$415
- “Big Brown’s New Bag: UPS Aims to Be the Traffic Manager for Corporate America” –headline Businessweek July 19, 2004
- “Club Med: More than just a ‘resort’, it’s a means of rediscovering oneself, of inventing an entirely new ‘me.’ –Jean-Marie Dru, “Disruption”

Winner’s Mindset #2. Small Guys Can Win by Thinking Big, Networking Globally, Acting Fast



Choose to be great, not just big. “Great Companies SET THE AGENDA, disturb others sleep,”

-Tom Peters.

Small guys who think big and act fast, can start to take on the characteristics of big guys and compete with anyone, given our power to collaborate and compete via the internet. Masterful Coaching is admittedly a small company, but my mission from God is to take on a company like McKinsey. They deliver answers; we deliver the missing 95 percent missing from most coaching engagements—implementation, and yes, results. I started building my brand with books, put up a website, packaged some products, and started getting calls from all over the world. At this moment, we are romancing or doing joint ventures with established consulting firms in Korea, Thailand, Singapore, Israel, Saudi Arabia, and are outsourcing a coaching software project to a group in China, Shinetech.

- Small guys think big, act fast. Frederick W. Smith first advanced his idea of nationwide overnight delivery and then took an infamous trip to the Las Vegas casino.

nos where he won enough hands at blackjack to help meet a payroll.

- Small guys need an enemy when starting out. Lexus: Beat Benz; Canon: Beat Xerox; Virgin Air: Beat British Air: Apple: Bury IBM.
- Small upstart oil companies, like Apache, aggressively pursue winning and believe you only find oil by digging more wells are dramatically outperforming Big Oil (ExxonMobil, Shell, BP).
- BrickRed Technologies software development company in India was discovered by CEOs (web surfers) of small to mid size companies who were looking for good deal and now compete with Computer Associates, SAP, Oracle, IBM.
- Whole Foods Market, a fraction of the size of Safeway and Shaws, competes for boomer business in delicious, healthy foods in almost every major city in the USA.
- Nantucket Nectar (100% juices) is successfully competing with Coke in many convenience stores and office buildings.

Prescriptions

- Come up with an Innovative Business Concept—don't try to be all things to all people.
- Think Big, Act Fast—leverage the internet, create a mini-joint venture in India, China.
- Never attack the “Wal-Marts” head on; capitalize on their frustrated customers and steal a niche.
- Compete on soul, brand, dramatic differences, design, experiences, not on price.
- Create chemistry, bond, emotional, connection with customers.
- Provide an e-solution or local solution.
- Big promise, bigger delivery; survive by the power of repeat business.

Winner's Mindset #3 Design Soul into your Products, Get People to Join Your Brand



To most people, design means veneer. But to me, nothing is further from the meaning of design. Design is the fundamental soul of a man-made creation.”

-Steve Jobs

Jaguar, BMW, Audi, Volvo—I haven’t bought an American car in 30 years. The reason? I hate the design and I find most of the cars Ugly. It is not that I hate the outside, I abhor the dashboard, the seats, cup holder and so on. I hate the cornering too, they steer about as tight as my Saber sailboat. I am thinking about getting rid of my Dell laptop too and going Mac. There is just nothing beautiful about my Dell. I love my Callaway XL golf clubs, things of beauty. I don’t like buying expensive \$2 golf balls and duck-hitting them into the woods. I love going into Wal-Mart and buying almost-new balls at the spectacular price of about 50 cents a ball. Brands too matter to me. I am immune to advertising. I am not just a Starbucks customer, I have clearly joined the “club.” I am thinking about joining Harley Davidson too.

- I walked into a store and asked the guy “What is your best buy in a golf bag?” He pointed out one, and it was this boxy thing. I said, “It’s got all the features I want and more, but I wouldn’t buy that golf bag in a thousand years.” “Why?” the clerk asked. “It’s ugly!!” I said. The clerk said kinda shy, “Yeah, it’s ugly.”

- If you want to win, think of the following—Starbucks vs. Chase and Sanborn, Victoria Secret vs. BVDs, Ferragamo vs. Payless shoes, Ferrari vs. Ford Taurus, Harley Davidson vs. Yamaha.

- Designs long coat-tails are great engineering and great systems: iPod—cool looking plus thousands of songs on a stick; BMW—mobile sculpture, plus superb power and cornering; FedEx—nice envelope, 24 hour delivery, and FedEx logistics system.

- Innovation, not instrumentalism wins—the F18 fighter jet beat the F15, the PC beat the typewriter, the microwave beat the electric over, the iPod beat the Walkman, Bio-tech beats Big Pharma.

- A shared workspace: napkins, blackboards, flip charts. Back in 1966, Herb Kelleher was sitting in a restaurant with Kevin Rollins. He took a napkin and sketched on it a triangle: Houston, San Antonio, Dallas, and from that napkin came one of the world’s best airlines, Southwest. The original napkin is framed in SWA headquarters.

- Customized systems. All FedEx is a customized system that was designed to provide logistics capabilities for parts and pieces of the modern age where you could go from Armonk to Abilene on the same time cycle that you could go from Armonk to Chase Manhattan Bank in lower Manhattan. To do that, you had to design a nationwide clearinghouse and it had to be an integrated system where you had trucks and planes in order to give the level of service customers needed.⁷

- Women don’t buy brands, they join them. *Her* Home Depot, Shiseido, Victoria Secret, Whole Foods Market, Home Shopping Network.

- More “Join the Club”. What are the only brands in the world that people would love so much that they tattoo the brand name on their body? Answer Harley Davidson and Disney characters.

Winner’s Mindset # 4. It not enough to be a Change Agent; Being a Change Insurgent Wins—*The Power of Powerlessness.*

One of the big issues most people (you and I) face in working in big companies is that they want to make a difference, but they feel powerless. In the typical scenario, you may see and hear the call to leadership in a stagnating situation such: as ZERO Business GROWTH (a deplorable circumstance); the best design talent walking across the street, resulting in “me too” products; or miserable condition resulting in crappy customer service. You decide you would like to be a change agent, come up with a proposal, put it in a PowerPoint, and run it up the ladder. The next thing you know, the higher-ups give you a “No” at the executive committee meeting and you bump your forehead on the door on the way out. It is about the third time this has happened.

My point is, it is not enough to be a change agent who goes to some central authority for permission or funding, you have to be a change agent who knows how to operate with stealth and cunning behind the scenes. The idea of being a change-insurgent is the idea of bringing about revolutionary change without having to ask any centralized authority for permission or capital.

If you feel powerless because your change initiative was shot down by your boss and the budget committee, take advantage of the power of being powerless, instead of being obsessed about what your boss says you can or can’t do.

- Ask yourself some powerful questions: What can I do under the radar screen? What small projects could I initiate under the radar screen with my present resources and authority? Then start obsessing about that.

- Build a rapid prototype, instead of planning to put up the empire state building, get a new hybrid sports car into production, or launch a leadership development program. Don’t even tell your boss about it.

- Create Buzz. Once you establish some success with your quick win, rapid prototype, or demo, create some positive buzz by sharing it with executive sponsors, colleagues, and friends.

- Some companies that are change insurgents: Xerox PARC, eBay, Amazon, Skype, and Wikipedia.org

- Some individuals who are change insurgents: Pierre Omidyar of EBay, Niklas Zennstrom at Skype; Bob Taylor at PARC (who protected innovators from the “toner heads” at corporate).

Winner’s Mindset # 5. Bypass Elaborate Planning and Preparations; Focus on Projects, Rapid Prototypes, and Quick Wins



Whatever you think, think the opposite. Paul Arden

The profession of management always seems to get associated with long-term planning. The problem is in a rapidly changing world, all that elaborate planning and preparations to take your engineering and construction company global, to open a new deep discount store in Peoria, or to open “Cappuccinos,” a new gourmet coffee shop in the Bar Harbor tends to get you bogged down in the discouraging complexity of the situation. Long-term growth versus short term profitability? Budget? Competition? My suggestion, bypass elaborate planning and preparation and focus on projects, rapid prototypes, and quick wins.



It gets back to planning versus acting. We act from day one; others plan how to act...for months.”

-Michael Bloomberg

- Sponsor Catalytic Breakthrough Projects to spearhead a breakthrough that: 1) gets at a top priority, 2) aimed an unpredictable result, 3) takes you to a different place, and 4) is doable.
- Don’t think big, bet innovation. “A small, low-bet, prototype is the godparent of Innovation.” -Michael Schrage, *Serious Play* ⁹
- Parallel Universe: If you are a big company trapped in a business model that is your entire universe, create a “parallel universe,” through a business incubator or venture fund (50k to 500k).
- Innovation breakthroughs: Pull out and fund ideas in each business that will generate \$100M in revenue; find best people to lead. Jeff Immelt. ¹⁰
- Start small to win big. Go for a result Now. Get a success and create a widening circle of successes. –Robert Schaeffer, *The Breakthrough Strategy* ¹¹

- Reward excellent failures; punish mediocre successes. -Tom Peters and Phil Daniels, Sydney Executive ¹²

Winner's Mindset #6. Reinvent Your Business as an eBusiness From the Ground Up



Skype: 100M users, 150,000 new users a day

Ever since we read about the breakup of AT&T, we have been reading about merger mania with the Baby Bells. Then the Baby Bells started to mate like baby dinosaurs which gave us Verizon, Bell South, Pacific Tel. Yet in most cases, in spite big infrastructure investment, no new value was created except maybe high speed internet connection. Then came Niklas Zennström and Janus Friis, who founded Skype, a company that reinvented its business as an eBusiness from the ground up by leveraging those internet connections. Skype offers free phone service over the internet with no central capital investment. It doesn't advertise, and has gotten millions of subscribers, just through the willingness of its members to share. You can call anyone on Skype for free—PC to PC. Now that it has a huge network built up, its going to start charging. "It's almost like an organism" says Zennstrom.

¹³

- The nearly 1 billion people online worldwide, along with their (personal) business contacts, share knowledge.
- "THE POWER OF US: Mass Collaboration on the INTERNET is Shaking Up Business"
- "Everywhere people are getting together and using the Internet, disrupting whatever activities they're involved in." -Pierre Omidyar, founder, eBay ¹⁴
- The CEO and exec team holds a Collaborative Gathering with the web designers, web consultants, and web freaks in your company to talk about reinventing your entire business as an e business.
- The normal value chain: 1) Raw Materials, 2) Manufacturing, 3) Distribution, 4) Retailers.
- Think about how you can leverage the need for a basic service like info technology, "Millions of Participant Online" -Skype, Vonage, Netmeeting

- Leverage network effects by providing an exciting “free” service that “consumers” are excited to share with each other, then find a way to scrape off some cash eBay, Skype, Yahoo Messenger.
- Think about how you can increase cooperation, collaboration, and participation with others in the supply chain. Dell, FedEx, Taiwan Suppliers.
- Think about how you can cut out complexity and cost. P&G sends orders directly to Wal-Mart stores without going through a distributor. Each store’s inventory is wired to P&G.
- Think about how you can build a brand power as a manufacturer so you can sell goods directly to the consumer without having to go through the distributor or retailer - Intel inside.
- Retailers think how you can connect both with customers to better understand their needs, as well as connect with manufacturers and distributors to better deliver.

Winner’s Mindset #7. Go After Women and Boomers



Forget China, India, and the Internet: Economic Growth is Driven by Women.” –Headline, Economist, April 15, 2006

Women and Boomers are the new consumer majority. Women make most of the buying decisions. In home furnishings, women make 90 percent of the buying decisions; vacations 85 percent, kitchen appliances 89 percent, new homes 70 percent, healthcare 95 percent. And yet women are often treated like dummies or children. Most organizations are so overwhelmed in top management by men that they don’t recognize that woman are not just a market niche, but a consumer majority of gigantic proportions.

In the next few years, a lot of Baby-Boomers will be hitting 60. They as well have a tremendous consumer spending power and are obsessed, not only with getting their way at an airport, BMWs, and Callaway golf clubs, but with anti aging products. Sixty is becoming the new thirty. A big part of the winner’s mindset in business will be to design your business around these two market segments.

- Imagine a car dealer that instead of making women feel like they are brainless, designed their whole marketing, merchandising, sales and service approach to women’s way of being, needs, and wants.

- Imagine a store called “Her Home Depot” that women flocked to in droves to get home remodeling ideas, tools designed especially for women, and either do-it-yourself advice or do-it -for me service.

- Imagine you are a beauty products company who sells products especially designed, not just to the Elizabeth Hurley’s of the world, but to beautiful women of all shapes and sizes.

- A friend asked me to go to the orthodontist with her for a consultation. During the entire time, the dentist (a brilliant guy from Harvard), looked only at me when he spoke. *Excuse me doctor, we aren’t talking about my teeth or my money....*

Leading consumer marketing firms who worship on the alter of youth tend to cater to the 18 to 44 market, not recognizing that this is a stagnant market; it’s the 50 and over market that is growing, not just in numbers, but in consumer spending power. Again, Boomer Nation is not just a micro-segment or niche, but a huge consumer block, which along with “Women Nation,” is where the money is today.

- Imagine a consumer goods company offering a line of products designed to help aging Boomers (used to getting their own way) celebrate their success.

- Imagine consumer goods companies offering products and services designed to help Boomers confront and transform the aging process.

- How about executive health clubs that don’t smell; Boomer airport lounges at \$10 bucks a visit, Yachts rentals in coastal cities, Your own personal concierge service on call 24/7.

- Riding down the highway in my BMW, I spot one of the ultimate symbols of Boomer power and money, a cool 50-something guy booming down the highway in cherry red Corvette with a hot 30-something chick.

- A beautiful young female was sitting next to a male Boomer on an airplane. A flirtation was sparked and the male acknowledging the age difference asked for a date. The woman said “yes” and jokingly added, “Botox will take care of any age differences.” The male is now seriously considering it.

Winner’s Mindset # 8. From Good Products and Services to Gaspworthy Experiences



Experiences are as distinct from services as services are from goods. -Joe Pine & Jim Gilmore, “The Experience Economy: Work is Theatre & Every Business a Stage”

What made the industrial revolution so great is that people were able to participate in the most profligate consumption of consumer goods that the world has ever known—autos, sewing machines, rotisseries on the backyard barbecue. In the 1970's, the Post Industrial Economy was born based on services—from accounting to Merry Maids, from plumbers to stockbrokers, from rental cars to travel agents. By the time we reached the turbulent 2000's, a quantum leap in the value chain took place from selling products and services to starting to sell experiences. It represents a whole new way to distinguish yourself from all the other “me too” competitors and make more sales. Think Disney, Cirque Du Soleil, Club Med.

- Don't just sell the destination, sell the experience.
- If you just aim for providing a *good* product or service and a happy customer, you will miss out on the opportunity to provide, *gasp-worthy* experiences that bring them back for more
- When was the last time you said, “Great meal,” “Great hotel,” “Great health club,” “Great vacation”?
- Club Med is more than just a ‘resort,’ it is a means of rediscovering oneself, of inventing an entirely new ‘me.’ - Jean-Marie Dru, “Disruption.”¹⁶
- Rebel Lifestyle! What we sell is the ability for a 43-year-old accountant to dress in black leather, ride through small towns and have people be afraid of him. -Harley Executive, “Results-Based Leadership”.¹⁷
- We have identified a ‘third place.’ And I really believe that sets us apart. The third place is that place that's not work or home. It's the place our customers come for refuge. - Nancy Orsolini, District Manager, Starbucks.¹⁸
- My normal business is executive coaching. I have been selling a coaching program. I've got to change that. Masterful Coaching is the ultimate self -development, growth experience.
- Selling experiences doesn't just apply to fancy high-end stuff, but to basic stuff too.
- Imagine a Starbucks in your neighborhood around 8 am in the morning when you are rushing to the airport, without a line of 15 people.
- Imagine passing through an airport security check point and being treated with the dignity of not having some self-important jerk yell at you—lap tops out of the bag, unfasten your belt buckle, take off your shoes!
- Imagine a small contractor who comes to remodel your kitchen, care of “Her Home Depot” and makes sure that Mrs. CXO has a great experience from start to finish—comes on time, “yes ma'am,” “no ma'am,” does a great job and under charges.

Winner's Mindset #9. Stop Depending on Marketing: Sell, Sell, Sell



Sales people have become so dependent on marketing, that they have forgotten how to sell.

Today, in a world where every product (whether the cheapest or the best) can be reduced to a commodity, the old brands are running out of gas. As a result, marketing is being replaced by selling as a way to boost the revenue line. The old cigar chomping salesman who carried a sample bag has been made obsolete by the Point and Click customer who can Google almost any product or service imaginable and find either the cheapest or the best in seconds. The new sales ace is like a Masterful Coach who can release the customer's aspirations, find their pain, and then act as a thinking partner in designing a total solution to a complex problem. In most cases, the sales ace is not only a coach, but the leader of a virtual team (no silos) of different professionals, composed of insiders and outsiders.



Become a sales coach. Don't sell commodities. Instead find the pain. Sell total solutions to complex problems.

Example! I own an investment property in a secluded area near Boston that was vandalized—33 broken windows. Ouch!!! I called up ADT, a company that does a lot of marketing and they sold me an alarm system: \$4000. The salesman never told me the alarm system wouldn't be set off by vandals throwing rocks at the window. Nor did he try to upsell me security cameras, because they were with "another department." I met then with the ADT Security Cameras. They told me I needed three, the price was over \$7,000. However, when the installers came, the three cameras only covered one side of the house. I cancelled the order with ADT and went on line. I found a good deal on cameras and the DVR, but the telemarketer sent me the wrong equipment. I couldn't find a local installer. Result, 90 days after the vandalism, the property still wasn't protected.

My point is that despite ADT's huge marketing effort, they blew it when it came to value added, high margin selling. All of this could have been solve by a Masterful Coaching style sales person who took ownership of a total solution and a fluid team of people draw from different disciplines, insiders and outsiders.

Sales Tips

- State your marketing position in 10 words or less so as to differentiate yourself from all the other “me too” competitors.
- Forget institutional ads. Put it out on your website and network. Make it easy for customers to trip over you when they go looking for your kind of stuff.
- Take 80 percent of your marketing budget and put it into hiring top sales people; hire one person at a time, as people with a real sales orientation are as scarce as hen’s teeth.
- Train all your sales folks to see themselves as Sales Coaches, thinking partners, and professional problem solvers.
- Train your sales folks as Virtual Sales Team Builders who can but together an ad hoc team of insiders and outsiders empowered to deliver a total soup-to-nuts solution
- Get people to think and operate from a “you point of view”—customer’s needs, and wants rather than a “me point of view”—my products, my services. Never say “We don’t do that!”
- Make sure people in the “sales” don’t have to do anything but sell, sell sell. No reasons! No excuses! No exceptions!
- Never just take the order, always reframe the conversation to find the pain and sell a higher value, higher margin solution.
- Use a consultative or solutions based selling approach.
- Ask questions that allow you to know your product, know your customer, know your competition.
- The best presentation is the one you never make. Listen to what the customer’s (needs) problems are before you start to sell your solution.
- Never just take the order. Always reframe the customers needs so as to be able to offer value added products and services increasing sales and profits.
- If you don’t get the order the first, second, third and fourth time, go back the fifth time. Take advantage of the good will you have built up by visiting the customer rather than feel rejected and never go back again.

Use the Masterful Coaching Sales Process

- Pick up the phone and call. Use references to get them to answer.
- Increase your question to talk ratio. Don’t just find the problem, find the pain, the blood on people’s shoe.
- Ask how important is a solution for their pain.
- Don’t spill all your candy on the desk (talking too much about your wonderful solution).

- Instead, ask: “If money and time were no object, what would be your ideal solution?”
- Keep asking questions, letting them build the vision.
- Next ask: “If I had that solution, would you buy it from me?”
- Don’t try to get an elephant through a key hole Ask, what aspects of the solution are most urgent or important?
- Tell them how you and your team will take 100% responsibility for delivering; Use references.
- Negotiate to a close.

Winner’s Mindset #10. Take Charge of Your Own Career. Start “Me” Incorporated

I love being an executive coach, but one of the things I actually hate about it is listening to people complain about the bastards upstairs or their boss on the same floor or the lack of opportunity in their company, “I would like to leave this company and go elsewhere,” except that they never do. In most cases, they have not build up what Tom Peters calls a “Brand Called You,” but are content to be “Employees of Big Mama, the Multinational Inc.

Today, no sensible person expects to stay in the same job anymore for their whole career. “Some call this the end of corporate responsibility,” says Peters, “I call it the beginning of Renewed Individual Responsibility an Incredibly Opportunity to take charge of our own lives.”¹⁹ Starting right now, put yourself in charge and declare yourself the president of Me Incorporated. In an era where talent is the only irreducible commodity, this mindset may serve you well.

In his book the “World is Flat,” Thomas J. Friedman says the first era of globalization was about big countries globalizing—England, Spain, France (1492-1800). The second era of globalization was Big Company’s globalizing—IBM, Ford, GE (1950-2000). The third era of globalization is all about the talented individual globalizing. It is much easier today for talented ambitious people to make connections that will lead to great work using websites like Google, Ladders.com. or even a whirling rolodex.

What do you have in common with Jack Nicholson, Joe Dimaggio, Steven Jobs, or Tim Berners Lee? Instead of thinking of yourself as a leader, manager, cubicle slave, think of yourself as a talent ready to go to work for a team vying for a championship or seeking a cool project. To wit, Masterful Coaching, a microbe in the world of big consultants like

Mckinsey, Accenture, BCG, and so on, is doing a big software project with some very talented individuals in China.

- Adopt what Tom Peters calls the USA—“United States of Attitude.” Your grandparents didn’t like the old country and left for a new one, the USA, giving up familiar faces, customs and culture, security. As far as you leaving your current company and job? Can you do it? Of course!

- Create a Personal Mission Statement. What is your life’s passion? Talents? Gifts? Who do you intend to be? What would be an Impossible Future for you? What’s your Game Plan for getting there? How do you intend to win?

- Create a new resume; Make it read like a sales pitch versus an obituary. Load it with Impossible challenges you have met; Winning Results you produced; What are your talents and strengths? What cool projects have you worked on in the last 5 years?

- Tell the people in your company the kind of job, project, adventure, you would really like to be a part of. Don’t expect people to be mind readers.

- Brainstorm alternative possibilities. Think globally *and* locally. Go anywhere. Operate like there is no plan that can’t be changed.

- If you are a seasoned veteran of a Fortune 500, you could be a CEO in Brazil, Russia, China, India.

- If you are a young leader on the fast track beg for a foreign assignment far away from the corporate constraints of the home office.

- If you hate big bureaucracies, start your own company as president of Me Inc.—consultant knowledge, expert in your field, with an impressive inventory of great projects you have been involved in.

- Sign up on Ladders.com (an executive level job search engine); don’t wait for search firms to call you.

- Create a Whirling Rolodex—learn how to spot great people who you want in your network; explore possibilities and immediate opportunities.

- Never waste a lunch! The secret of networking is genuinely being interested in making a difference in other people’s lives. Munch with people inside and outside your present company. Talk about what you are excited about. Share your frustrations.

About the Author

Robert Hargrove is a world-renowned, revolutionary thought leader in the field of talent development and coaching. His motto is *Better Leaders, Better World* and he believes that coaching leaders to achieve an Impossible Future is the fastest, most powerful way to achieve both.

Hargrove is the founder of Masterful Coaching and served as a Director of the Harvard Leadership Research Project. He's been awarded for Distinguished Public Service by the USA Government for his coaching work with political leaders.

Hargrove has also played a pivotal and highly instrumental role in rebranding campaigns in companies like Adidas, Philips, Estee Lauder, the National Hockey League.

Hargrove's coaching approach is one of the only methods which delivers real ROI. According to one client, "We pretty much stuck with the Masterful Coaching approach and it made the company hundreds of millions of dollars."

Hargrove is the author of many books on leadership, coaching and collaboration.

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