

Dear Maverick Business Insider,

It's been a serious whirlwind for the last few weeks. In the last issue I mentioned our Maverick Impact trip to Haiti. Following that, I've been to New York and Dallas speaking to the CEO Clubs there and then Necker Island with Sir Richard Branson. And immediately on the heels of that trip – Underground 7 here in D.C.

Phew!

So let's catch up a little bit here...

We talked about Haiti in the last issue and probably a 180-degree turn from there was Necker Island with Sir Richard Branson. This was a sold-out experience for Maverick members and jointly put on by my buddy, Joe Polish for his Genius Network members.

Each year it gets better and better and I think this was the best one yet. Each time Richard has gotten more and more comfortable with the group and spent even more time with us from the business sessions to the meals to even taking us on a private yacht trip aboard his Necker Belle.

This time Missy and the kids came and got into the fun. Here's "Uncle Richard" with Zoe in the hot tub.



Now instead of telling you even more about how great the experience was (Missy said she cannot imagine a 'regular' beach vacation again), I thought I'd share with you some of my private notes from one of the Q&A

sessions we held with Richard.

I've always been keen on how Richard manages to run 300+ different Virgin companies. When we asked him, he said he's always looked to hire people better than him at running them. It takes time to find them and even worth taking a knock on your profits to reward that individual. He also added not to second guess that person. You need to keep getting yourself out of the business and open up room for thinking.

Another topic that was illuminating was Richard mentioned he's never had an office. Everything from working in his living room to houseboat to even Necker. His family has grown up around him because of it. Certainly his private island, Necker, is a bit extreme – but he suggested creating a space for your children to bring their friends so you are all together.

And my favorite quote from Richard that night, "*Partying is part of being the boss.*" He said employees always look to the boss to see how they should behave, and if he's having a good time and letting his hair down they will too. And that creates part of the unique culture Virgin has built. I think I have that part down – here's a photo capturing me "opening" a 3L bottle of champagne that was given to Joe and me by Logan Kugler, a pretty remarkable and ambitious 20-year old on the island.



have more fun

We had two 3L bottles and we ended up drinking the first one at dinner. Then I just couldn't help myself – it was too good an opportunity to pass up to not spray this bottle. I guess technically it was Joe's, but I was doing him a favor. I mean how could he pack this bad boy in

his luggage? 😏

Each year it seems I get into a few shenanigans on the island. And this time with Missy and the kids there I thought I might be slightly better “behaved”. I guess not.

One of my favorite stories started one night when there was an impromptu karaoke going on. And Millionaire mastermind member, Bernadette Doyle, was up there singing.

I thought it would be fun to move the gong that the staff uses to signal it's time for dinner and lunch over to 'gong' Bernadette.

The funny thing is she did not realize the gong meant she's been banished from the stage. She kept on singing and even fist-pumping for the gong. I guess there was no Gong Show in Ireland or the UK when she grew up.

But now that I knew the gong could 'travel' we hatched an evil scheme. We decided to take the gong on the road. About 7 of us loaded up 1 electric golf cart with the gong and proceeded on our secret mission to Tellman Knudson's room.

Tellman was already asleep, so he became our next victim. Lugging the gong up the steps to Tellman's villa with me was my partner in crime, Maverick1000 member, Ben Richter.

After opening his sliding door we proceeded to GONG Tellman out of his slumber and then sing him Happy Birthday.

Damnit all! I wanted an awesome reaction out of Tellman but all I got was a calm, “What the hell are you guys doing here?”

Oh well.

The next morning I was talking to Richard's PA and she asked whose birthday it was on the island. I was unsure and then I remembered we also sang after the gonging.

That's when she told me the staff village backs up to the Bali House where Tellman was staying and she swears she heard a gong go off but didn't believe it.

Yikes!

One of the things I always love about Necker is how they allow you to have fun and step out of your element.

One of the best ways is with their themed nights. We had a tribal night and black & white disco night.

Pictures follow...

Yes, some members REALLY got into the theme:



Even Dan Sullivan and Babs Smith, co-founders of Strategic Coach, played along for tribal night.



I love it! People really get into themes and enjoy it.

Personally, the best party I've had thrown for myself was an 80's themed 35th birthday. The pictures were just ridiculous and my friends still talk about this party. For Missy's upcoming 40th, we are throwing a "Back in the Day" party. She won't let me go all the way with the theme like I'm prone to do, but we did pick up some sweet Ferris Bueller and Journey posters for the house.

Themes have been one of the things I've attempted to add to many business promotions and events we do. **Remember Maverick Rule #31: Make your business AND doing business with you FUN!**

Consider our long-standing Underground® Online seminar. The theme has been the spy aspect of bringing in real-world Internet business owners who are quietly making millions online and having them teach. We just had our 7th sold-out event (Obviously Underground 007) and it was a Bond themed event.



Note: If you want even more examples check out my blog post at: <http://www.internetlifestyle.com/blog/fun/howtocreatemorefun/>

Attendees still love it. We do big and little things to go along with the theme. Everything from a spy-inspired opening production to the black tie 'Casino Royale' Casino night. It all adds to the event, which has great content but also makes it fun for attendees to return over and over again.

With my 80's party being such a success, we used that same theme but combined with a Video Scavenger Hunt Road Rally we did up the coast from LA to San Francisco. It was so funny to see the Mavericks with mullet wigs, jean jackets and parachute pants driving exotic super cars with Pac Man and Rubik's cube stickers on them.



The most recent theme we're trying out for Maverick1000 is a new "Dangerous Dinner Series". The idea is to have entrepreneurs show up to eat dangerous foods (i.e. live octopus, blowfish, tarantula spiders, etc) with dangerous guests and have dangerous discussions. We're holding the first trial run in Vancouver this week as I meet up with Derek Gehl. It was a last-minute event we threw together so the best we could get for dangerous foods is rattlesnake and alligator. But still cool.

I'm in charge of my local Entrepreneurs Organization retreat for this summer and I'm using the theme idea again. Here's the invite channeling Austin Powers:

Attend The BOLD C Retreat *Landsdowne Resort Leesburg, VA*
or We'll Unleash Sharks with Frickin' Laser Beams to Hunt You Down!

BOLD C Retreat
June 23 & 24th
YEAAH BABY!

Guest Icon Speakers interacting and sharing insightful conversations.
 Fellow EO/DC members sharing their biggest ideas in the Underground Lair while competing for fun prizes.
 Create deep connections with your fellow EO/DC members.
 Get answers to your most pressing business challenges - unless they involve holding the world hostage for \$100 billion dollars.
 Surprise Shagadelic Mojo Party!
 Evil Petting Zoo (OK, maybe not)

EO | DC Mojo
 Bringing the EO DC Mojo back

Confirmed Groovy Guest Icons

Andy Nulman, Author of "POW! Right Between the Eyes! Profiting from the Power of Surprise"
"Why The Element of Surprise Could Be the Most Important (And Totally Overlooked) Aspect for Your Business Today"

[Zinger mans is] "The Coolest Small Company in America"
Ari Weinzweig, co-founder Zingermans
"How to Develop Your Ideal Vision & Incredible Culture for Your Ultimate Business"

Andy has been a "surprise marketer" before the term even appeared. He's the CEO of the "Just for Laughs" comedy festival in Montreal and founder of Airborne Media, which he sold for nearly \$100M.
 "Pow! Moments don't merely generate astonishment from your customers, they solidify the bond between you and them. And I don't care WHAT business you are in, from a mom-and-pop corner store to a multinational, there is NOTHING more important than the bond between you and your customer..."
 Easier said than done, right? And that's exactly what Andy is coming to share in this totally interactive presentation.

Starting as a simple deli in Ann Arbor, Michigan, in 1982, with a co-founder, Paul Sagninaw, Ari Weinzweig took the notion of providing real, authentic deli food to a new level. Over the next decade, Zingerman's deli hit a plateau at about \$5 Million in revenue. They were stuck. It was at that point they came up with an ingenious plan for creating growth without sacrificing the elements of being a small business in a community they loved. Using the elements of visioning, culture and service, Zingerman's created a group of small, inter-related businesses, referred to as Zingerman's Community of Businesses or ZCoB. Everything from a bakeshop to a mail order facility to a training and seminar company teaching the "secret sauce" to their success. Now doing over \$30,000,000, Zingerman's has been heralded as the "coolest small company in America" according to INC. And Ari Weinzweig is coming to share that mojo with you.

"I think you're Shagadelic Baby! You're switched on! You're smashing baby!"
 (But I'll take it all back if you miss the retreat!)
Josh "Danger" Frey,
El Presidente

R.S.V.P. Now to Secure Your Spot

We already have a good turnout coming and I cannot say if it's because of the theme, but it doesn't hurt. There are some fun surprises planned that EO members have no clue about like the party is actually at a roller rink. And you have to dress up in a shagadelic outfit to get in. I think it'll be 'smashing baby!'



Think about how you can add more fun and themes to what you are doing in business.

Here's a cool example of a wine-tasting event. You've seen wine-tasting events that are pretty much me-too and same-ole, right? Well this one has a great theme – "Around the world in 80 sips". This is obviously borrowed from the great Jules Verne novel *Around the World in 80 Days*. I think it's great. So you'll have the opportunity to sample different wines from around the world, and there's a lot of boring ways of saying this – credit them for not going with the status quo.

<http://www.bottlenotes.com/around-the-world-in-80-sips-washington-dc>

bottlenotes
good people. great wine.

log in sign up

Wines Community Events Shop



Around the World in 80 Sips™ Washington, D.C.

Come taste 80+ wines as Bottlenotes takes you Around the World in 80 Sips! DC wine enthusiasts can enjoy wines from countries such as Argentina, Australia, Austria, Chile, France, New Zealand, Spain and the U.S., plus Artisanal Premium Cheese, charcuterie, and more.

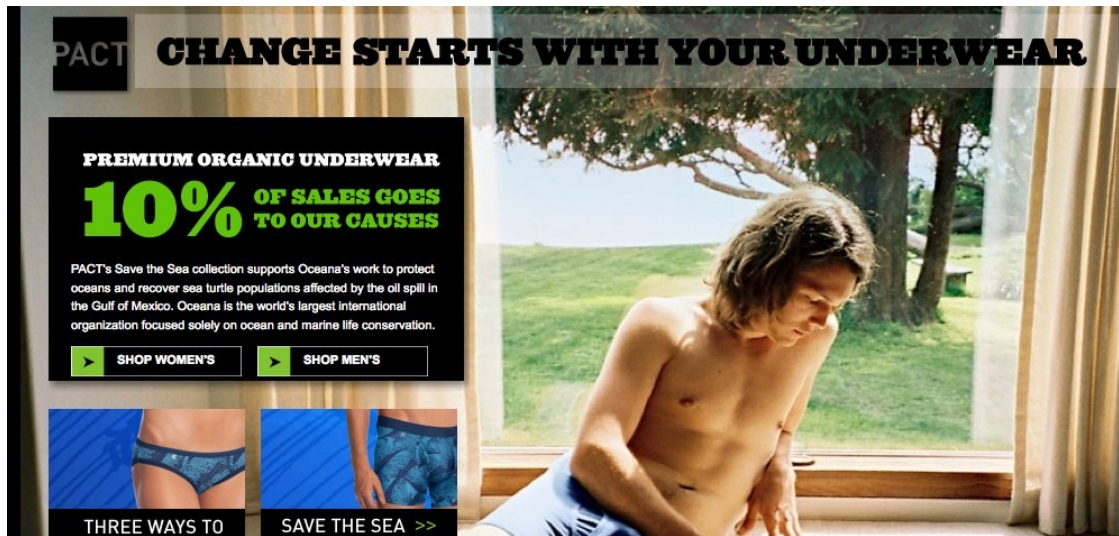
Friday, March 18th, 2011
6:30-7:30p.m. VIP/Press Hour
7:30-9:30p.m. General Admission

Newseum
555 Pennsylvania Ave NW





On Necker we had several brainstorming conversations about how to revolutionize charitable giving. I won't go into all of it here since there is still a lot that's up in the air, but I will talk about a few things I've been interested in.



I own a few pairs of Pact underwear. They give away 10% of their sales to different causes and many times have special limited-edition underwear to support specific causes. Cool social entrepreneurs for sure!

What I want to point out is their packaging is in total alignment with their social good. You have to think about your 'DNA' all the way through your product or service. They are a mail-order underwear company so using the wrong packaging would send the wrong message. Here's what they say on their outside mailing envelope:

"Not only do we recommend a daily change of underwear, we also recommend making a daily change in our world. This 100% compostable package is here to help with both. Just like you toss your underwear in with your dirty clothes, you can literally toss this bag in with your dirt. Even the mailing label and adhesive will decompose in less than 45 days."



Now that is cool and in total alignment with their company values.

Another highlighted company I want to showcase uses a principle I talk a lot about of ‘twisting’ and tweaking successful ideas.

One of the hottest companies right now is Groupon.com. The deal-a-day site was the fastest company to reach a billion dollar valuation. (In fact, they’ve infamously shrugged off Google’s \$6B offer for them. And I thought that was a mistake until I saw a glimpse of what they are probably doing next through Mashable. It’s a totally localized mobile app that only has 2 buttons “I’m hungry” or “I’m bored” and deals will pop-up based on where you are in the city. Huge innovation!)

Anyway there are so many Groupon-like competitors that have sprung up but they are all trying to compete in the same way.

Big mistake.

Here’s a site that takes a social giving slant to it that might just find it’s spot in the marketplace:

http://dealsfordeeds.com/page/how_it_works

The screenshot shows the website interface for Deals for Deeds. At the top, it says "Reinvesting in the community, one deal at a time!". Below this, there are navigation links: "TODAYS DEAL", "PAST DEALS", "HOW IT WORKS", "SOCIAL GIVING", and "ABOUT US". On the right, there are links for "CREATE ACCOUNT / SIGN IN". The main content area features a deal for a "60-minute massage" for "\$56 buy". The deal is valued at "\$80" with a "30%" discount, resulting in a "YOU SAVE" of "\$24". To the right of the deal, there is a progress bar showing "Percent Funded 69%". The background of the deal area features a photo of a person receiving a massage and the logo for "buddha b".

Instead of only getting a deal for yourself, when you purchase the deal you make a contribution to the featured cause. And you can see in the screenshot above that this deal is at 69% funding.

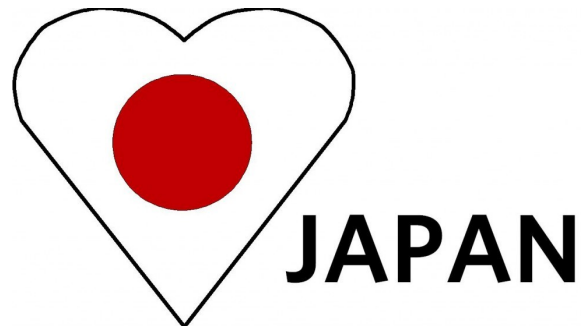
Right now they are only local to me in D.C. but they are planning on expanding to several other cities. We’ll see if this hits but at least its not another blatant copycat.

That’s the big thing – you should take successful elements but copying out right doesn’t give you any advantage.

And here's one more way to "Give More Back"...

The recent devastation in Japan is literally rocking the whole world, and has touched all of us in different ways. With the sheer scope of our networks and distribution we have a unique power to help on a large scale -- with just a few clicks.

You can make a huge impact on the crisis relief efforts in Japan, just by adding the below link to your sites. We've set it all up for you through Maverick1000, so it's free, it's easy, and it takes under five minutes of your time -- minutes you can translate into helping thousands of lives.



We've set up two easy ways to help:

(Don't worry, you can just go to the website below to easily copy and paste either of these choices.)

All you need to do is add this widget to your site(s):

```
<iframe src="http://www.mercycorps.org/fundraising/widget/90773"
width="251px" height="207px" align="left" frameborder="0" marginwidth="0"
marginheight="0" scrolling="no" allowtransparency="true"> </iframe>
```

Or, add this code to display a small bar to the top of your site(s):

```
<script type="text/javascript" src="//www.hellobar.com/hellobar.js"></
script>
<script type="text/javascript">
new HelloBar(1,9126);
</script>
<noscript>Help The Victims of the earthquake in Japan by Spreading Awareness
and Aid. Visit http://www.mercycorps.org/fundraising/maverick1000 to donate.
</noscript>
```

**We've also put this code up online so it's easier for you to copy and paste.
Just visit this page to get it: <http://www.maverickbusinessinsider.com/supportjapan/>**

On a personal note, I know many of you have ties to friends and family in Japan and this has not been an easy time. Aydika James, our Maverick1000 Communications Samurai for one, has a lot of family in the Tokyo area (the Samurai bloodlines are for real) and I can tell she's been hit pretty hard. Two days ago, she wrote me and said:

"My family are all such strong, spirited people--I've never heard this tone of sadness from them before. Some got stuck in the first quake and couldn't get home until Saturday night. It's surreal. This is one of the world's most advanced countries, plunged into unfathomable devastation overnight. And nobody knows how bad it will get or when it will end. I'm profoundly moved by how many people--how many of my new Maverick friends--have personally reached out to ask about my family and offer compassion and support. I'm blown away with this caliber of this community, and I've passed their thoughts onto my family in Japan. I let them know: we're here to help."

All of this strikes home in so many ways and whatever we can do to help and provide impact is worthwhile. No matter how big or small.

So let's do it Mavericks. Got a website (or a dozen?) Got five minutes? Use the code on the previous page to add a link to your sites and make a huge impact in Japan now!

Thanks everyone,



Yanik Silver



Maverick Business INSIDER RECAP

You get privileged access to a network small, distinct group of self-made millionaires who make up Maverick1000®.

Quite simply you're looking at true 'Who's Who' of successful entrepreneurs, CEOs and business owners.

More importantly, each member shares a common 'DNA' of wanting to live to the fullest, creating business breakthroughs and giving back through charity and education to empower future Maverick entrepreneurs!

You'll hear their success journey and exact techniques of how they've done it.

But you won't just hear their best moneymaking advice but you'll get their philosophy on creating MORE in your life... Maverick style.

You'll find out how to make more money, have more fun in your life and ultimately give back more!

Maverick 2020 Mission:

- **'Maverick-tize' 1,000,000 entrepreneurs**
- **Impact 1,000,000 young entrepreneurs**
- **Have 1,000,000 Cumulative Items Checked Off Members Big Life List**

Quite frankly, we're out to change the game of how business is played to help shift the focus beyond just the bottom line and have entrepreneurs create their own fun-filled experiences and maximize what the impact they have in their communities.



“Million-Dollar Tips for Hiring Superstars”

With Andy Miller and Tom Schaff

March 2011

- Yanik Silver:** Hey everyone. Welcome. This is Yanik Silver, and I'm very excited to have with me one of the Maverick 1000 members and his partner. Andy Miller has been a good friend of mine for quite a while. I got to know him throughout the years in personal settings, business settings.
- He and his partner, Tom Schaff, are on the line right now. They have been instrumental in helping us get our Maverick 1000 group bringing in a real sales team that I really think is going to be an incredible breakthrough for what they're doing.
- Andy and Tom have been working with companies. Everything from smaller businesses to ... they typically work with businesses that are about 10 million plus and of course pretty much nearly every Fortune 100 company.
- I'll let them fill me in on that, but they've been doing it for quite a while. They are basically the national sales trainers that the “national sales trainers” bring in when they need backup. Or the ones that are going to do the real job and get the results that they need. So Andy, Tom, Welcome.
- Andy Miller:** Thank you.
- Tom Schaff:** Thank you, Yanik.
- Yanik:** So if you guys just want to give a quick little background on filling in a couple of blanks there, that would be great.
- When I introduce you guys, and Andy when you're at an event or when I'm trying to make an intro, I'm like – this is the guy that the other big guys call in when they need the work done. That's really the way I explain it.
- Andy:** That's probably accurate. This is Andy, and I always think of myself as the quiet guy. Yanik, you've known me for years. I'm always understated.
- Yanik:** Yes.
- Andy:** We've been at events where you're like, woah woah woah, guys. Wait a second. Andy, tell them the truth.
- Yanik:** Yeah, exactly.
- Andy:** Chet Holmes and Tony Robbins Organization... Jay Abraham. You used us. We've got large name companies like Intuit that sells QuickBooks, which you've heard of. When I'm saying “we”, this is Tom and I on a lot of these.
- We've always been word-of-mouth. We've got little guys who are entrepreneurs, which is what we all started out as up to multi-billion dollar companies. We're just guys who are doing our passions, really, is kind of what it comes down to.
- So, Tom, you want to give them a little bit about your background? And then I'll fill in the blanks a little bit on mine.

Tom: Sure. My background is a lot of franchises in the past, national sales franchises – Top 5. I started a company from the Top 5 creativity and innovation companies, called Solution People.

Andy and I have been working together for about the last 14 years taking all the solutions that he just talked about to the market.

Yanik: Awesome. I think this stuff can apply to different people on the line. Certainly they are in different positions from just realizing maybe that they need a salesperson or a sales team to even already having one in place and being like wow, it's kind of screwed up right now.

So let's maybe start at the beginning point where someone is thinking about – yeah, I might want to have a salesperson. Of course, so much has moved to the web where they're like oh.

Maybe explain why someone would even want a sales force right now or they should start considering it.

Andy: Ok, well let me give a suggestion. Why don't I give an overview on sales force? Why don't you talk about the hiring component, and then I'll talk about the process component? How about that?

Tom: Sure.

Andy: That way we won't trip over each other on the call here.

Why would somebody want a sales organization? Well, look at the audience and look at the folks who come to the Underground. Somebody starts their business. They are kind of doing it out of a hobby or they want to get free of where they're at.

And then all of a sudden it starts to grow, right? And then somebody says to them, "Hey you ought to get a salesperson." And what do most people do? They ask around.

They're first salesperson was probably somebody that they knew. So-and-so would be good at sales. Let me bring them over. Or they put an ad on Craigslist or someplace.

They didn't get clear on what they wanted. They brought the person in. It's the old – you don't know what you don't know. So, basically anybody looks good if they've got the right title. They have the title of salesperson. They have a résumé that says they did sales. They say the right sales words, and you're like Eureka! I've found them, and I'm going to hire him or her and the floodgates are going to open.

And then you hire them, and then 3 months later you're really frustrated because it's not working out anywhere near like you thought it should. They're good people, but the results aren't happening.

***“...this is the
guy that the
other big guys
call in when
they need the
work done.”***

It's really why should somebody have a salesperson? Well, it's because you want to start driving sales more, or you think you're leaving money on the table. If we talk about internet marketing...

Yanik: Yeah, Andy, maybe we could put it into the context of – so I've got a site. I already know it's working or selling things. I would imagine that many people that might not even realize all the ways that a salesperson could help them whether it's outbound or inbound or what the results could be when instead of just using only email or the web to sell, they went to an actual live salesperson.

Andy: Ok, we know if you have a salesperson and there's a live touch that that usually – I'm giving you gross generalizations, ok?

So, we know that when you tie in marketing efforts along with sales efforts, when you combine the two together, it usually doubles your close rate.

Yanik: Ok, that's a pretty good reason.

Andy: Yeah. I was going to say that's pretty compelling by itself, right? So, it's following up with people who have joined your email list. It's following up with people who have inquired about your product.

If somebody came to the website, started to check out and then didn't complete it, and they abandoned. If you could capture that abandoned information and follow up with a phone call, there's a way to convert that.

If you want to start selling bigger products, you're going to go from an ebook or an online course to more expensive, more time-intensive kind of offer. The higher the price goes up, the more time intensive it goes up, the more likely you're going to need a human being to reach out to them and help close the deal.

Yanik: Yeah, and that's where I think that a lot of people who are listening to this could use it is going from their initial front end product to something that is a higher price, bigger package and having a salesperson there.

But it's a scary proposition when you haven't hired a salesperson or done anything with a sales team.

Andy: Exactly, and the word of caution that I would put in there is that's a position that could morph. Somebody may say they want a salesperson, but when it's just follow up, they might very easily hire a customer service person. Then it might actually morph into a sales position.

The skills of a salesperson and the skills of a customer service person look very similar initially, but the mindset is radically different, almost polar opposites.

That's when it comes down to you've got to really think about what the position requires. What do you want that job to do? And then that helps you decide what should your hiring criteria be and what are you going to do to get there?

So, that's actually a good segue into Tom talking about little bit about hiring, Yanik, if you're ready to go to that piece.

Yanik: Alright, perfect. Yes.

Tom: When I look at everything, I have a degree in Philosophy, so I use 4 stems. Know Yourself,

Know Things, Choose Things, Create Things and then Give Things. So my first part would be when I look

Yanik:

Tom, say those one more time.

Tom:

Yeah – philosophically it’s know yourself, choose yourself, create yourself, and give yourself, which really ties into what Maverick is all about.

I love this idea that you have this lifestyle, which is about a choice, and you have an impact, which is about knowing who you are. You can really make an impact when you leverage what you’re great at.

Then you had this thing built into your framework about giving back, and so that’s so consistent with the way we would look at hiring. When we unpack that, the first part is before you’re looking at even the salesperson is know your business model and what you want to create. Like, what is the business you want to drive?

The business that you have – get clear on that. The business that you want to have – get clear on that. And then underneath there, it’s let’s get really granular on if this salesperson is successful, what will they do? How will they contribute? What kind of business do we want them to get? What are targeted accounts that we want them to get?

Maybe it’s that we want the salesperson to get us speaking venues so that we speak at 7 associations that might be partners for us to extend and give us a brick and mortar or other type distribution channel.

Let’s get really granular on the know, and then underneath that...

Yanik:

That’s a really good one too. That’s a great example, not only thinking about a salesperson for closing particular deals, but using that as a way to simply know that we do great when we speak or we do great when we have joint venture partners. Get them out there promoting those. That’s a great example.

Tom:

Well, if it’s ok, I’d like to do a little riff on that because – By the way, I need to give you some credit. I have not been to your program before, before this last week.

I was at Underground 7. I go to at least 10 or 12 programs a year on my own dime. I speak at another 20. I’ve done that for 17 years, and I guarantee that I got more out of your program this week than any program I’ve ever been at. And I just spoke at Tony Robbins’ event a month ago. So I was on the stage with him.

This thing rocked my world, like, rocked my world. But what I also saw, as much as I saw an opportunity for my business that I’d never seen, I saw an opportunity for the people on this phone because there’s so much money they’re leaving on the table. Like, if the team could sell, if the information marketer could sell and they really understood the leverage of their list, there’s the opportunity to sell an alliance with someone.

There’s an ability to sell some other competitor on giving their products to add on extra aver-

“You can really make an impact when you leverage what you’re great at.”

age check. There's an opportunity to sell someone on the idea of selling the URL or licensing the URL, so you get some more real estate.

There's the opportunity to sell an association on a co-venture so you could take a product and get distribution. There's the ability to sell a major mass marketer retailer like Costco, Sam's Club, BJ's, somebody like that.

Take a product that's done really well online, productize it, sell it there to legitimize the offer, so that back at the website it can say "As Seen At Wal-Mart" (you know, Costco), as a credentialer [sic]. So that it takes away some of the fear and maximizes the trust.

I could go on about that for about ten minutes. But when I saw what our skill sets could do for us and how we look at the world, and when I saw what you guys do, I said, "Wow!" I told Andy after seeing Ted Leonsis, I think we ought to put down our goal is to own a sports team. (laughs)

Yanik: (laughs)

Tom: I got excited. So, that's what I'm saying. If your goal is only – I want to boost conversions and I want someone to trail off on a lead or on an online chat, that's a certain skill set. If we say, hey we want to get... I look at one guy that maybe a lot of people didn't see was this guy Chet Womach, I think his name is?

Yanik: Yeah...

Tom: The bird guy.

Yanik: Yeah.

Tom: By the way, that session rocked. I don't know if you were there, but it was ... I was like, that guy is right on. Well, this kid's got products. Could they be sold at PetSmart? And by the way, if all the PetSmarts in the world carried this product, I don't know what it would do in volume, but it would be a lot.

Yanik: I don't think it would help. That wouldn't help his business at all.

Tom: Really? Are you kidding?

Andy: (laughs) This is one of the fun part of being a Maverick, right? Part of Yanik's formula is to have fun. That was the have fun piece.

Yanik: Yeah, that would be amazing, right?

Tom: So, you've got to sit down and say – what do I have to offer? How valuable are my offerings? Who would they be valuable to? What's the unmet need in the world? What's the distribution channel that I'm not getting to? What's my coverage model? What's my dream for my business?

And I love that you can test things really fast and nimble on the internet. You can get pretty nice distribution. You can penetrate your list. But when you have that formula work, you can get massive scale.

Here's the beauty. If Chet, for example, went out and sold his BirdTalk and his birds saying cuss words and all the crazy stuff that this guy does because he is awesome, if took those amazing ideas and he sold them into PetSmart, there's a sales kind of guy that you need to do

that that has certain skill sets and certain beliefs.

But if he can penetrate that and even get 2 products that are next to the birdseed and they buy in, he brings in tens of thousands of new people that he can innovate and create niched long-tail products to.

So the way that these brick and mortar, the internet, information back and forth is this exceptional opportunity. But it starts with knowing how big your vision is.

If you have a little vision, skill sets are much different. You won't get more than you cast for. Any thoughts on that?

“But it starts with knowing how big your vision is.”

Yanik: That's a good one. Is that a good segue into the testing? That's something that you guys are so high on.

Tom: We are big high on that.

Andy: Hey, Tom, before we go there, just want to real quick because Yanik your question earlier was why the salesperson?

So why you want to have a salesperson is they can help go get the big sales. You're not going to get the internet sales. That's one channel of distribution, right?

You have a sales guy who can go sell sponsorships. You have a sales guy who can go sell to the big box store.

And I'm saying sales guy – sales gal, whatever, but you have a salesperson who can go make the big sales that: (a) you, as the entrepreneur, don't have time for, (b) you may not have the skill sets for them.

It's an additional stream, and they complement each other.

Yanik: Yeah, that's perfect.

Tom: It's a lot like, you know, you had Dan Sullivan, who I'm a strategic coach member in the past as well. Part of his cookbook is do, let's say, 12 strategic talks in a year. I think he's trying to take that up to 20. Well, somebody sells those strategic talks.

A lot of information marketers, if they have a salesperson that will get clear on where the market is, where the herd is that comes together either virtually or in person, sells that opportunity where you get your \$10,000-\$20,000 for stage time because you are published information marketers.

Get that fee, but most important, credentialize [sic] the brand so everyone runs back and joins your herd. There's just so many leverage points.

So before we get to the assessment, there's this other piece. When we know what that is that we're trying to accomplish, then we say – what skill sets, what beliefs, what values, what motivations, what cognitive ability?

I'll give you an example. If we're selling consulting products – information – to consulting type people, our person has to be fairly deft. They have to be bright. They have to be quick.

If we're selling consumer products into the lower Middle America, they may have trouble connecting and relating if they're too bright. So it's not that you have to have the most of everything.

You start with, what is the customer? What is the person, the client that you're trying to influence? And then go on the back and say, what will have to be present for rapport? And then what's the level of assertiveness? What's the level of dynamism?

When we understand and we... in our world, our steps are get clear on your business, then get clear on the person, then get clear on the hiring specs. We then spec them to assessments.

Now we use four, and they're not free. I'll give you an example of why you want to use assessments. I was working with Jiffy Lube recently, and you'd think that the average guy when you pull into a Jiffy Lube that they get paid \$9/hour. What's the difference if you hire someone that's a mistake?

When we did the math on a best practice person versus a worst practice person, a mistake in a hire at a Jiffy Lube is \$350,000 a year of profit conservatively.

Yanik: Wow. Really?

Tom: Yeah. So when we unpacked that and helped them understand that not only does it cost them margin, it actually costs satisfied customers. People leave not having a Jiffy Lube experience because there wasn't a person that had the skill sets to make it happen. So they don't repeat, and they're more likely to get commoditized and have someone else that will get this transaction only on price.

But if there's a person that can deliver the unique selling proposition, the equation all changes.

Now when we get underneath and unpack that, what we typically have people understand is a person that works in this will change your life.

A person that's a mistake, it doesn't look like it cost you anything, but the opportunity cost is everything. The opportunity cost is a real cost that you just can't see in your financials.

But a significant relationship, a significant distribution, a significant acquisition of a letter, the URL, a consulting partner or whatever are game changers.

Yanik: Yeah, I see opportunity costs in our business. We've had the wrong person in, and opportunity costs could be where you're trying to work with key partners and you many times don't get a second chance to make a first impression if you've got the wrong person.

Tom: Well, that's exactly right.

Andy: It goes beyond that because Yanik, you met my assistant Sarah, right?

Yanik: Yeah.

Andy: She's fantastic. I used the process that Tom's discussing right now, I used that process to hire her. So she was not... I did not get lucky by accident. I hired her by design.

Yanik: Yeah, I think that's an incredible point.

Andy: When you hire somebody by design, now, let me show you how this plays out because Jim Collins talks about getting the right people on the bus, and we'll talk about that in a second.

When you get the right person by design, and you're talking about part of the Mavericks is lifestyle, having fun, giving back.

Ok, so I'm at the stage, as you know, that things are going on with my parents. Both of them had Alzheimer's. Now the impact on my business had been me not been working maybe a third of my time the last two years.

Now if you have the right people on the bus, and they can actually help you maintain your business while you're having to deal with other things in life because everybody who's listening to this or will read this, they are at the stage where either they've gone through this with their parents, they're going to be going through it shortly, or it's coming somewhere down the road.

There's no escape. If you have the wrong people, your business will not weather the tsunami, and you will be destroyed. You get the right people, and your business will continue to thrive while you go deal with whatever you need to deal with in your lifestyle, whether it's positive or negative.

Yanik: Right.

Andy: And it allows you to weather the storm when you've got the right people. Why? Because they know what to do. They're doing the right thing. You know you can trust them with your life. They will not bleed you dry, and that's something that nobody talks about but it's of critical importance.

I don't even have to point out other names. There's people that we all know who've all been dealing with whatever their version of – hey I didn't plan for this. This wasn't part of my plan, but yet it is part of life, and there is no escape.

Yanik: Yeah, that's just another great example. Alright, so Tom, let's dig into... You know, everyone thinks they can make great gut decisions on what a good salesperson is and they can look at a salesperson and be like alright he looks really hungry. I'm sure that guy looks really incredible. I'm sure she's going to be a great salesperson. That's probably not exactly the best way of going at it.

Tom: Yeah, it's probably not. We like to say everyone thinks that they've got John Wayne in the

“If you have the wrong people, your business will not weather the tsunami, and you will be destroyed.”

interview. And then when Woody Allen shows up, they're wondering what the heck's going on with that, right?

It's like we hired this person; it's going to be great. And then we're waiting for that person to show up. It's because they didn't bring it. The best thing is to hire the person that can do the job. Hire the person that can do the job, not that you're hoping that can do the job.

So we use assessments because even the best, strongest people – hirers – they get fooled a significant percentage of the time. In fact, Michigan State University – they did a study and they said that people's chances of hiring a good salesperson are better determined by a coin flip than by an interview.

Statistically if you just said should we hire them or not and did a coin flip, you're more likely to make a better hire than most people's interviews because people get sucked in by the interview.

You say, "I like them. I think they're a good guy. I think they'll really respond." And you get whatever your weaknesses, that's usually a thing that you buy into in the interview.

I'll give you an example. I did a lot of work in the past with DeVry University. The HR people would select who would get these jobs, not the hiring managers.

Well, what we found is you get a bunch of 22-year-old HR screeners that aren't making any money. They would be scared off by aggressive people that can sell, but they would get really excited about people that were nice that were like them. So as they went, all the people that could actually sell, they discarded and they left only the people that couldn't.

Now, my guess is that there's a fair amount of information marketers that are not classically trained salespeople, that aren't naturally sales-driven kind of guys. And there might even be some link to those people that would study conversion rates, the mathematics, multi-variant testing, A-B split testing.

The person that has that button, that process-driven person, for the most part (not all, but for the most part) probably are less likely to be salespeople.

Well, when those people go out to hire salespeople, they hire in their image, getting more people like that. When actually what they need is a complementary style.

So our logistics, when we have someone hire, we always benchmark the job. We never benchmark what a guy says he wants.

We say what do you need done? Who do you need to get as customers? What's your target? What's the process that's likely going to be required, and who will you need to influence? What are the skill sets? What are the values, the motivations? How will these people act? What kind of cognitive abilities do they need? And then lastly we add in a spinner that says, are they crazy or not? Do they have high self-esteem? Can they function? Are they solid citizens?

Well, when we use assessments, now there is no emotion. Now, what we would typically prescribe is assess all of the candidates that pass a résumé screen, and then only interview the ones that pass.

Then if you have people that pass, go back to your usual filters and say ok these all qualified. Now who do I like the most? That way you're overall hire will go up pretty dramatically.

Now, I want to point out a challenge that most people I've been hiring in brick and mortar that

may not be true in the information industry, but my guess is it's exactly true.

People, when they want to hire a salesperson, they're so interested in getting something done, making that hire happen, that they forget there's a way to optimize this.

So you could say I need to hire a salesperson. I have a brother. I have a wife. I have a cousin. I have a neighbor. I know this guy from the synagogue. I know this guy from my previous job; he's really good with people. And they hire from a lot of one.

It astounds me after seeing the presentations on what people do optimize SEO and what they do to optimize conversion rates and what they do to optimize headlines, that the same people have a propensity to not do anything to optimize their sales hire.

What we think you ought to do is what you do when you actually write ads. Test the headline; work harder on the headline than anything. Work harder on the hook than anything. Make great ads to get hundreds, if not thousands, of applications.

Use a fixed fee licensed test process to sort out who the best people are, and look for the very best person because the enemy of a great salesperson is one that's good enough.

A good enough person shows up when we say – wow that guy's good enough. But if we can hire a super star, you can sometimes get ten times more returns.

I know you're a hockey fan. I don't know if you're a football fan, but in the NFL there are 31 teams and there are 93 quarterbacks. And these are 93 of the best athletes in the world in a very small universe. There's 93 of them.

You would think the difference between the first best quarterback and the 93rd isn't that much in 6 billion people. But when your starter on a team goes down, and you have the replacement... and maybe in hockey, Yanik, it's a goalie. Your goalie goes down that's a starter and you put on your third guy into the rotation, your whole season's at risk. And that's with finely tuned athletes.

When you go out and settle for the guy who shows up that you think is good instead of looking for who is the exact person, you threaten the opportunity of what your business could be.

As a good steward of an information empire, we'd advocate get clear on what you want, then create compelling bait that actually attracts the person that you want and scares off people that won't.

So I'll give you an example. When I write ads – I don't know anything about writing internet ads, but boy do I know how to write employment ads.

The ads that I want are going to attract people that are self-motivated, that want to make a ton of money, that aren't comfortable, that want to contribute. They're not looking for a check;

“But if we can hire a super star, you can sometimes get ten times more returns.”

they're looking for a career.

So I say things like, this is a tough job. We work hard. We play hard. We work all the time. It is not for the weak of heart. You get paid for results. If this isn't for you, don't apply.

Now, there's a thread that we build through all that so that if someone says I'm a killer, these guys get me, they apply. The guy who's looking for his \$24,000 base, his \$48,000 base, that's not looking to create an empire, he says this job sounds too hard.

There are people that have lower expectations. Employment ads – it's kind of like what I heard at your conference, Yanik. And, again, I think they're so much the same. But when you're in the industry, you don't see it.

You say be authentic and don't try to please everyone. It's 50/50. 50% of the people should love you. 50% should hate you.

50% of the people, maybe 20% of the people, should say this ad was written for me. Do they stalk me? Do they know who I am? The other 80% should say, these guys are crazy. They're too demanding. I don't want anything to do with them because you only need a handful.

Any thoughts on that?

Yanik: That's really good, and that's very counter-intuitive advice for writing those ads. You have one there handy, Tom, that you could maybe read off an example of?

Tom: You know, let's go over to Andy, and I'll pick one up. But I'll tell you it's going to scare the tar out of a lot of people. (laughs)

Yanik: I think that's a good one. Go ahead, Andy.

Andy: Well, yeah. I say it in a couple of words. I just go – this is eHarmony® for salespeople.

Yanik: Mhmmm.

Andy: If you're familiar with the eHarmony® concept, where it's a dating site and they make you go through all kinds of assessments, and they won't let you talk to somebody unless you're an absolute match. And then they guide the process before you can even meet.

For the single people or anybody who follows internet dating, it's like this is eHarmony® for salespeople.

When you do the work on the front end and you get this right, it makes the back end so much easier because here's what happens if you don't. If you don't, you make the hiring mistake, and then you pay for it every single day while you keep them employed.

And the downside of that is, as I've known from my CEO club. I know you're an Eagle member, and I was for years, and CEO club out of New York.

But the one thing all of us as CEOs and business owners agreed to was once we hired somebody and we realized that we made a hiring mistake, we all agreed that we kept them for much longer than we should have because we knew it was our mistake and we felt bad. There's a consequence to your business on that.

Yanik: Or even, we didn't know how to extricate ourselves in an objective way. Then it comes back to... maybe you can talk (unintelligible)

Tom: I'm ready whenever you are.

Yanik: Oh you're good? Ok. Well, let's do the ad and then I'll ask you about sales teams.

Tom: I need to frame this first. Oh, go ahead, Andy.

Andy: Are you using the Bath Fitter ad?

Tom: Yeah, right.

Andy: Ok, and tell them the response, if you remember the numbers before and definitely the numbers after so that people get the power and the impact of this ad.



Tom: So let me kind of frame this. Bath Fitter is this amazing company, started by this incredible, gifted set of brothers in Canada 25 years ago. They wanted to make a bathtub for their mom and dad's house.

Instead of buying it, they said let's make a liner that goes over it. They experimented with acrylic in the family garage. And 25 years later, they're a \$400 million plus business that we project will be multi-billion dollar in probably 2 years.

Now this company that's so extraordinary, they get their guys appointments to go see. A salesperson that's pretty good can make at least \$100,000. This is a pretty good job, but they pay no base.

They were really stuck in a mindset that said – we pay no base; therefore, we can't really get the kind of people that other people can get. And I said, hold it. Time out. You give them ten appointments each week. Your customer satisfaction is off the charts. Their referrals ought to be huge.

Your problem is hiring, and it starts with ... they would run ads that say, "We are seeking estimators. You must be able to measure well and give really good estimates and good customer service."

So what they sought were customer service people that never had any expectation that they were salespeople. And they came in and they made a fair amount of money – most of them, \$70,000 plus. Some of them gust at \$120,000, but they did that in spite of the fact that they weren't good salespeople.

They were really selling a quality product with great appointments that were set. I said your opportunity cost on this is literally a billion dollars. Let's change the ad.

So before they ran these little ads that said, "Wanted: Commission only job. Must have a car. Must have a driver's license." It doesn't speak to anything about sales.

Does that make sense, Yanik?

Yanik: Yeah, absolutely.

Tom: So this is the whole makeover change. I said we have to understand who we want. I want a

great salesperson, a fantastic one, but they have to work nights. And that's not going to be everyone.

In order to get them, I have to sell more than even an income. I have to sell a dream of who you could be and what your future is.

And when I did my research, I found that one guy who started with an investment of \$35,000 eleven years ago, now owns a 19-location company that does \$68 million a year, and he made \$12 million last year.

Everybody that comes through the door as a bath fitter is like that. They need literally to build 500 stores. My pitch to the president of this company was – don't hire salespeople. Hire future franchisees that will make \$150,000 a year, learn your system, put them in business.

They believe in your system, understand it, and then help build these centers across the country, and you'll be the dominant player in the world. Then you can go abroad to other...

So it was like broadening the vision of what they could be. So we had to take a look and say what do they have?

And this is the ad that I came up with. By the way my recruiting ads always have a headline. Most jobs have job descriptions. I understand that it is not the job description. We have to hook somebody in. It's sales. It's like writing copy for information marketing.

So my headline was, "Game Changing \$350 Million Home Improvement Retail Network Seeks Passionate Roll Up Your Sleeves Salesperson With Extraordinary Entrepreneurial Sales Drive."

Let's pick out the words – game changing, roll up your sleeves, extraordinary, sales drive, entrepreneurial. That's code for – there's an opportunity here, but you're going to have to work your butt off.

We also pitched in, and by the way there are \$400 million, but the guy at the top is so conservative, he never wants to say anything that might not be true. He said hey depending on the economy could go down. I want to hedge that because I don't want to over-promise. That's what we love about this extraordinary guy.

So here's the pitch.

"Bath Fitter is on a mission to make bathroom renovation painless and affordable. Our crusade is to innovate entrepreneurs on friendly home improvement businesses globally, eliminating wasted labor, materials and redundant investments. This is no longer selling bathtubs. We seek a driven sales superstar with a consistent, award-winning, no-excuse attitude, who will join our top 20% and make over \$100,000. Our future 6-figure sales star has a track record of selling unique solutions that others didn't have the work ethic or access to make happen."

Time out. We just said we're looking for people that aren't going to make excuses.

"Imagine the opportunity. Growth track record. From humble beginnings in a garage, Bath Fitter today has market dominant leadership in 200 retail locations and 350 million annualized retail networks volume. With plans for 100 more locations and cracking a billion dollars in 5 years."

Time out. We're selling the dream.

“If you get this job, you could be a person that could own one of these stores.” By the way, what was really a theme in a lot of your presentations last week, Yanik, was use video. Video is like the new thing. Use video; it gets eyeballs.

So this ad was supposed to have a video where the CEO says, “Hey, we want you to apply for this job. And when you apply for this job, this is the beginning of a future that could be compelling where you could own your own franchise.”

And then underneath that, there were supposed to be interviews, they just never executed that part of the play.

So when you’re looking, if it’s important enough to get really good guys, put a video insert. Use the techniques that you teach.

“Merit-based compensation. Our company has a best in class compensation plan. It’s based on commission, and you earn what you sell. We’ll personally support you with 40 scheduled appointments a month. An average closing rate will make \$75,000 annual income, and a great one will approach 6 figures. Your ability to generate referrals and work our programs, unlike our top 20%, will bring in income exceeding \$120,000.”

Now here’s the conventional part that’s a little different. So it’s a description. “The Bath Fitter sales position is a 6-figure opportunity that’s not right for everyone. We work hard. We work late. We work often. You must be willing to conduct 5:00 and 7:00 evening appointments, 5 days a week, every week, Monday-Friday in the home. Additional appointments will be generated during the day if you’d like to maximize your earning opportunity.

Your primary responsibility is to acquire and delight our clients. A great candidate must be able to manage their time, maximize 10 corporate leads, and long-term you must generate 5 additionally self-generated leads through referrals and other devices we equip you with.

An ideal candidate for this job will love home improvement, have common sense, mechanical aptitude, and love to sell for a firm that’s best in its class.

This is a roll up your sleeves position. You must be responsible for creating and executing your sales plan. You will be a revenue generator for a high growth enterprise that doesn’t accept excuses and reasons, ever. We’re fast paced, have high expectations, and a tremendous share the rich pay for performance meritocracy.

Qualifications: A minimum of 5 years of award-winning sales experience. A passion for home improvement. A willingness to work evenings. Willingness to follow our lead generation program. Must work in high pressure, fast growth experience. Reputation and proof of the high integrity top performer.

Demonstrated W-2s for income at least at \$60,000. And 4 references that will verify that you’ve been an award-winning producer, are motivated, are a great leader, and work at least 50 hours a week.”

“Game Changing \$350 Million Home Improvement Retail Network Seeks Passionate Roll Up Your Sleeves Salesperson With Extraordinary Entrepreneurial Sales Drive.”

Now let's just time out for a second. How's that different than any ad you've ever seen, Yanik?

Yanik: (laughs) Well, it's incredibly different. (a) It's confrontational. You've built in obviously the benefits and rewards that are possible, but it's not sugar coating it. It's not saying that you're just going to push a button, sit back, and leads are fed to you, and you're going to make all this money. It really, really qualifies the person, and it's a much longer one, too, than the ones you see.

Tom: A lot of people, they have this classified ads like in the newspaper kind of mentality. And they say – hey, when we say 100 words, nobody reads these ads. All that kind of stuff. And they say long ads are a bad idea. Well, here's the thing. That ad is as much in your face as you get in ads and still be professional. It was actually longer than that. I just cut it out because you guys ...

Yanik: No, no, no, that's perfect. People will be getting a transcript too, so you'll be able to see a lot of that. That right there – just like you said, it's professional, but it's also in your face. That's really important, too. I've run ads where I thought I could just run it and make it totally kind of like the way we write copy, but that doesn't work. This is a great example. So give us the results.

Tom: Let's talk about the results. First of all, the first thing we look at is quality of employee and expectations. The right time to set the expectations is before someone is an employee, not after. So, this set up the expectations.

If you're going to work a lot, and it set up the game that we don't have interviews, we have auditions. Now you've been a stand up comic. You've done some improv. I was at Second City for 5 years, and I was an improv guy. I did stand up.

When you audition for a club, they don't say what's your theory? They don't do an interview. They say – ok there's a mic. Get up in front, and there's nobody in the room. It's a cold room, and they say make me laugh. And it is a bugger.

Anyone that does theater, the arts, that's auditioned cold, they don't try to make you feel good. In my place, it'd be like hey let's see what you've got. It's an audition. Bring your "A" game.

We're not going to talk about your theory. I want to see you sell. They're not prepared? They're out. It's like show me you have the heat. Why? We take this seriously.

You would think that the combination of this ad and the comment that we send back to them, "You have to do an audition." That this would make it so there are no candidates. So I'm looking online, and just on Career Builder last year, what would seem like a lot of applications to this ad?

Yanik: I don't know. 100 maybe?

Tom: 15,487 last year. It also ran on Craigslist. It also ran on Monster. It also ran in all kinds of different places. 15,000 people applied for that job. Now here's the question.

Yanik: Is that just on Career Builder or is that all of them?

Tom: That's just on Career Builder.

Yanik: Right.

Tom:

So here's my point. With 15,000 applicants that came for that, the first part we say is wow, that's a lot of applicants. Maybe somebody actually wants to work for a company that challenges you.

The second part we then say is how do you screen through 15,000 people just on Career Builder? And what we used, we sold them licensed tests. So now they use the tests for a fixed fee based on how many people they're going to hire.

They offer the test to all of them. The test we use 2 different testing codes. It takes them an hour. We say to them – hey listen, if this isn't the right job for you, when would you like to find out? They say, well as soon as possible.

Then say, we know what kind of people are going to be successful. If you're willing to spend an hour of your time at your home taking a test, we'll tell you if you can win.

If you can win at our place, we'll spend as much time to see if we're a good fit. If not, if you're not going to win, we'll save you the time coming all the way down here to the interview. Is that fair? Would you like to take them?

Well, on Career Builder, about 4,800 of these people took our assessments. Now what we were able to do is instead of interviewing 4,800 people, we went and brought the top 200 for the 50 people that we were hiring and we saved all the time. We gleaned the top.

I'll give you an example. If this was a typical company, the guy would hire his brother, Morty or his cousin or the neighbor, Pete. And they might say, well this is a good guy. He never let me down. Let's try to get the most of it.

I'd be like yeah, now here's the problem. When he doesn't work out, you've got to fire him. You now have an ex-best friend. If you hire someone that's close to you - a friend, a family member, a neighbor, they need to be twice as good as the guy off the street because there's a familiarity where you can't manage them the same.

And so I'm afraid of those close hires, but in my world when we've got that many candidates, we can still tell those guys – hey if you'd like to apply for the job, go after it. But now they're competing in a free market world, and now they're expectations have been raised.

So the process becomes very expedited. It becomes a lot more accurate, and we've framed expectations and all these help our ramp up times, Yanik, and they help the probability for success.

Yanik:

Yeah, that's great. That's really, really powerful. If I could even throw in one thing that people might get overwhelmed and think oh my god 15,000 applicants, but you want to be able to sift and sort through a lot if possible.

Then you can also automate some things whether it's maybe an email autoresponder or something that sends directions to your assessment test. Then you'll only be talking to the people that have passed through the assessment test.

“If you hire someone that's close to you - a friend, a family member, a neighbor, they need to be twice as good as the guy off the street ...”

Tom: Right, just to make sure we're on the same page on that. This was used to hire, actually we wanted to hire 70 sales reps for 40 stores.

My guess is that the number is actually 30,000 applications total, but divide that up by 40 cities for 70 positions. And then also realize, if we're not just trying to hire a salesperson, but you're looking for a future leader in this case.

I wanted the finest people that had the most ram and the strongest backgrounds because I wanted to take a company that's afraid of sales and I wanted to turn it into a sales engine. When I added on several hundred franchises, I wanted that to be something we didn't have to build into the culture. I wanted it to be who the person was.

So, the reason for the breadth and the rigor was the best way to make sure we don't have a problem with 200 future stores is to solve it that we hired every guy was a possible franchisee. Now not all of them will do it, but that's the strategic versus tactical.

Andy: And, Yanik, to give you a little perspective on it, the first three that they hired placed in the top ten salespeople within the whole company within a few months.

Yanik: Wow.

Andy: Just to give you perspective.

Yanik: Wow, and they've been around for quite a while. Alright, so that's great. So what about if we've got an existing sales team already.

Do you go out and assess each of our sales reps already and see where they fall and what would be an ideal candidate? Or would you start creating new measurements for them that would be slowly getting rid of the bottom 20%?

What are your thoughts on that?

Tom: Andy, you want to take that?

Andy: Yeah, I'll take that. So should you assess them? I'm going to say yes. I'm a strong believer in it.

The question becomes ... it's really going through the same exercise Tom just talked about. Who's your market? Who are you going after? What does the position require? What does that person need to look like?

I'll give you an example. We worked with Intuit. I mentioned them earlier with the makers of QuickBooks. They had a sales organization, and what they hired for years ago was really a customer service rep.

The guys were doing great, but they're going, you know what? We want to change our business. We're going in a slightly different direction. When we sat down and looked at what the position was, what the requirements were, we're going you know what? The kind of person you need for that new position is not something that you have already employed. You've got to go out and find brand new people.

So it's quite possible that the people you have today are not the ones necessarily who are going to be the ones for your tomorrow or the people that you hired 2 or 3 years ago are not the ones who are going to be performing at maximum performance today because guess what?

Your market has morphed. It's changed. It's evolved. Some of your people have changed with it. Some of your people have not.

So it really comes down to it's time to stop, reassess where are we at? Where do we want to be? What does that require? And here's what happens out of that. Some people can morph and evolve and go with that.

Some people probably are not in the right position, and they could be repositioned for something else within the company. And others probably aren't going to make it, but you know what? You probably already know who that is already. You just need an excuse to let them go.

"...the first three that they hired placed in the top ten salespeople within the whole company within a few months."

Yanik: That's awesome. That's good saying here's what you need to do if you're adjusting your sales. That's perfect.

I have a question, and then maybe we'll jump into a couple of other quick topics. We're running low on time. You guys have worked with thousands and thousands of salespeople, top performing ones. Is money the biggest motivator?

Tom: On salespeople or successful ones?

Yanik: Successful ones.

Tom: Andy, can I take that?

Andy: Go ahead and then I'll add my piece at the end.

Tom: In 17 years, I've interviewed 28,000 salespeople, so I've kind of seen some themes. If somebody doesn't have a drive to make money, you usually rarely see them make it.

Now it's not the only thing, and it depends on what you're selling. But there needs to be some of it. We actually broaden that out, Yanik, and we call it economic. It measures the desire to understand.

There are some people that say what needs to happen, and then what are my resources and then how can I get the most out of my resources? And then if I do that, it would only be fair to get paid. So there's some economic justice.

So I'll give you an example. The person that you're looking for says what's the game? And it's called selling somebody. And then they say well if I sell the wrong person, that's actually going to take a lot of time, so that's bad.

So they get a lot more ethical when they realize that selling things wrong, selling people that are dissatisfied are going to hurt us. So we have this kind of a ... let's take a look at their ethics, and let's take a look at their drive for results. And put them together, so you get a balance.

There are people that are sharks. There are people that are retrievers, and there are people that are lions. Retrievers want to make friends. They just don't want to ask you to buy. Sharks want to ask you to buy; they don't care about you. Lions are both. They like you, and they want you to buy. They spend their time with people that have the greatest propensity to serve.

We use the assessments to find those people. What we've found over the years is the greatest people have the balance of relationship and the desire for results or money.

People that only like the relationship, but they don't have the drive, they rarely make it. There are exceptions. They rarely make it.

Sharks, people that are only interested in the money and not relationship, they usually becomes reformed sharks when they see that it actually pays better.

So I would rather have a person that only is interested in money than somebody that isn't, but it's sub-optimal. We need to then show the value of morphing into the kind of person that's a Maverick person.

What I love about Mavericks is we're going to make an impact, we're going to make money. What I love about Mavericks is we're going to have a whole lot of fun on the way. Then what I love is we're going to give back and make a difference.

Well that's really the format for a sales guy too. They don't always have to start with all those pieces in place.

Andy:

Let me add two quick little pieces to that. You get a shark and they don't pay attention to what's going on, they will destroy your customer base. They will build a bad reputation for you.

I've seen different statistics, but the one that seems to be common is you do damage to one person and they will tell 7 people. Your bad reputation gets built, and it's awfully hard to undo a bad reputation. So that's one thing.

The second thing is money by itself...

Again, from my CEO club looking at people who are making money and selling well, I have one client who was a DuPont trust fund baby. Yep, made millions. Was also the top salesperson year after year after year.

And the reason was, he had money so money wasn't a motivator to him. What was the motivator was everybody said ever since you were born, you were handed everything on a silver platter, and it ticked him off. He was out to prove that he had a brain, that he had his own skills and capabilities, that he could make his own darn money.

So he was out to prove something, and year after year after year he was the #1 rep. Don't think that money is necessarily the thing. As Tom said, it is the balance.

But our job as business owners is to identify what those hot buttons are so we know how to motivate them and keep them motivated.

Tom:

So again, underneath that we have had people in the past where somebody that has money as their only drive and they have nothing next to it, they usually make some, but they usually switch jobs a lot because they're always looking for the better offer. They're mercenaries. So we have a caution just on that.

But when it's a high – we always look, in my world, if you don't have it, I'm not looking at it. And if you do have the presence for money, then I say in the service of what?

So if I get a person that has money and service, then they're usually like I want to make a lot of money so I can help a family member, so I can help my kids, so I can help them get through college. There's a lot more depth to that.

There's some people that say I want to make money because I'm really an artist, and I would like the freedom to be able to create and not worry about... I don't want to do art that sells. I want to make money so I can do things that give me joy. It's that secondary motivation that makes the money so much more compelling.

“...that's a mistake that I think a lot of sales organizations make is they'll sit down and say, 'let's do a little goal setting'.”

But if it's not there, man, you're trying to create something that isn't there.

Andy: It's how that makes your bucket list come true.

Yanik: Well I think that's a good segue. That's one thing that we always talk a lot about in the Maverick business stuff is the lifestyle, the have more fun, the experiential, and then of course impact.

So the bucket list thing, that's also interesting. Maybe we can turn it around a little bit. I normally ask our experts about their own lifestyle and bucket list and things that they're doing they enjoy and have fun, but what about for your sales team?

Does that make it more powerful for them if you are providing incentives where it goes beyond just the money and giving them experiences or giving them a better lifestyle that they can tap into?

Andy: Let me take this one, ok?

Tom: Yeah.

Andy: Ok. So, absolutely, that's a mistake that I think a lot of sales organizations make is they'll sit down and say “let's do a little goal setting”. Well the goal setting is usually here's your plan and here's the quota that you need to hit, not real inspiring.

Or if they take it to the next level, they go out and buy somebody's goal setting program. The goal setting says you need to have goals in these 9 areas, or 7 areas, or whatever. Again, not very inspiring.

It's the bucket list. It's when you take it to the next level beyond that, which is how do I make my dreams and fantasies become reality? Whatever that is – do I build a charity in Haiti? Do I send all my siblings to college? Do I or my kids or my nieces or whatever it is?

But there's thing that we've fantasized about since we were a little kid, dreams that we had. I was a Boy Scout leader years ago, and they had a phrase that said, “Will the boy of yesterday

be proud of the man you are tomorrow?" In other words, will you become your own hero?

Yanik: Yeah.

Andy: And when I look at a bucket list, to me a bucket list is here's my list of dreams and fantasies that I want to make them become true. Now, motivation is happening with your sales organizations.

You take them through that exercise, their motivation is coming from internally, not externally, and it will last a heck of a lot longer because it's theirs. People do things for their reasons, not for yours.

Yanik: So you could have a customized bucket list, kind of, make a wish dream list that each sales person has, and then they hit certain goals and you guys help them accomplish them.

Tom: That's exactly right. I'll give you an example of a guy that worked for me before I joined with Andy. His name was Rick Ferrell, and Rick was a great, great sales pro – really outstanding. Single guy, mid-40s, was making a lot of money.

Giving him a conventional incentive plan, it wasn't enough. What he loved to do was travel. So as part of my own boarding process, I'd say make a list of 100 dreams and by the way, at least 100. I noticed that Ted, as soon as he talked, I went onto his website Ted Talks or whatever it was.

Yanik: Yeah.

Tom: He had his 101 list, right? Which I laughed and said we share a lot. I added sports team after reading that, by the way.

Yanik: Yeah. (laughs) There you go.

Tom: So, I look at his list, and I have realized in the past that it has to be 100 because the first 38 that people put down statistically, the first 38, are things they're going to do anyhow.

From 38 to about 80 or so, there are things that would be nice to do but they're not necessarily compelling, that you're not driven to. They're just like, that'd be cool.

But there's this thing that happens around 80 where people break through, and they uncover the primitive things that they forgot were important to them because they took it away from reality. When they make those lists, they get excited.

That 80-100, those are those last 2 push-ups. Those last 2 push-ups, which are the switch onto hyperdrive.

So Rick Ferrell does this exercise, and he shows me the places that he wants to travel. The place he really wants to go is India. So I said this is your number one goal for the year? He said yep, I want to go to India. I said great.

So when you hit your number, if you hit this number, I'm going to give you \$5,000 for India, but you have to spend all the money. You spend \$2,000, that's what the prize is worth. I want you to do everything first rate.

Well, then I called the consulate. Then I called the travel agent, and I bombarded his house with everything I could find from India. He got on every India mailing list he could get. Long story short, he made his number.

I wrote him that check when he brought his expenses back, and then he said, “What am I going for next year?” See that’s the impact. That’s the magic of these... you couldn’t have this experience.

That’s, again, what I love about your Mavericks is you give guys experiences you can’t buy by yourself.

Yanik:

Yeah, that’s awesome. I love that fact that you put him on all these mailing lists and just kept that drip on him. It was in the footprint of his mind.

And you are absolutely right, Tom, about those first couple items that you write down. It really works with anything.

I teach that with copywriting. The first 15-25 headlines sort of suck, and they’re just sort of normal and pedestrian. You start getting to the good stuff when you push yourself beyond that.

Tom:

Well, here’s what the research says about the prizes, like the trips that you do with your Mavericks. I used to do commercials for McDonald’s for about four years. So I made the stuff you see on TV.

When we were doing games, we found that if you gave a million dollars people said whatever. But when it was play one on one with Larry Byrd and Michael Jordan, even if you have the money, you can’t buy that. That was more compelling.

It was giving someone an experience that they could not get access to on their own that was more compelling than the money when it came to prizes. So these life experiences...

You know next week I’m going out to Los Angeles, and I’m going to Keith Ferrazzi’s house for a party. Well, there’s a guy that’s been really meaningful to me, and Keith Ferrazzi is his hero.

So I said hey listen. I want to thank you for all the things you’ve done for me. Why don’t you join me for a party when I’m in LA? He said, really? Great, where are we going? I said, Keith Ferrazzi’s. He’s like you’re kidding me.

When we can take our relationships – and the people that are listening to this call, your network, they’re amazing people that lived huge lives – their access to capital, their access to experience, their access to people.

The ability to understand what’s on someone’s list and then make it happen for them - that’s the game changer that buys loyalty, that buys perseverance on the tough days, that buys forgiveness on the days where you push too hard. Those are the mighty things that make good hires work.

Yanik:

That’s awesome. That is very cool. Alright, we’re a little bit over on time. If you guys have 2 or 3 more minutes, maybe we could cover the impact side of things.

“It was giving someone an experience that they could not get access to on their own that was more compelling than the money when it came to prizes.”

You know, that's always a piece of what we try to provide here, either from your personal lives or what you guys are thinking about, your philosophy there, or maybe how you can incorporate it into your sales mission and with your people. I'll let you guys pick.

Andy: Be more specific, Yanik. Are you talking about more fun and giving back?

Yanik: Yeah, give back more or give more, give forward, whatever – any way that you want to classify it or having an impact, and how you want to bake that into the culture for the salespeople or what you guys personally think about it and what you do with it.

Tom: I'll take a stab at it. You know, my first business card in this business 17 years ago, I put on my title Decision Maker. Then people would say, "Decision Maker?" And then they'd chuckle.

You know, a sales guy who says he's the decision maker. I'd say, "My job is to be a decision maker that meets with decision makers for the purpose of making decisions."

As the years went by, I said that wasn't enough. So I changed it to Difference Maker, and I said my job is to be a difference maker that meets with difference makers.

And the purpose of every call I go is to make a difference. Like, if it's only going to be a transaction, I'm not going anymore. Like, if we're not going to make a difference, life is short.

Like, when you can sell anyone you want, you should only sell the people who it's going to help because you're building something that lasts. So that's kind of been my mantra.

What I've found as I've worked with salespeople over the last 14 years, that commitment to teaching a salesperson, hey let's make a difference.

As a company, not looking to say, "can we get a sale?" But what's a sale that will make an extraordinary difference that we want you to major in the Majors, that we don't want to sell everyone, that we're looking for strategic alliances that will be with us long term, that we always look for the long term relationship, that we're willing to overcome some adversity, willing to be patient, but slow down to go lots faster.

I found that to be a game changer that impact is there, and the joy that people have is there. People are willing to be a lot more engaged. So that would be mine. What do you have Andy?

Andy: Well, I kind of want to go with what the Chinese have the expression that the fish stinks from the head down, right? (laughs)

So I believe we live by example. I believe that what we do has an impact on the world, and the way you make an impact on the world is one person at a time.

Some people are out there in front of large audiences making an impact, but I had a good friend of mine. He goes, you know who my hero is? I go, no. He says the name of a guy I've never heard of before. And I said, ok why's he your hero?

He goes well here's a guy from Iowa, lived in a nice neighborhood, nobody knows who he is. He didn't have a fancy job, but you know what? He did the right thing everyday. He did the right things for his neighbors. He did the right things for his wife. He did the right things for his kids. He lived with the right values, and he had an impact, and that's my hero.

So what you realize is, you can have an impact on the world both in terms of having fun and giving back. There's lots of ways to give back. There's lots of ways to have fun.

But if we look at living an exceptional life, at whatever level you can live, and having an impact on people that leave them better off after you're done than before no matter how small or how large that is, that's where I think things really begin.

I've got a bucket list that's 18 pages long or something of that sort. My life has always been an adventure. One of mine was I lived in Guatemala and built houses for earthquake victims. That's one way to give back.

The last 2 years I've been dealing with other things. This year I made a promise that I want to give 10% of what we generate in new business to charity this year.

“So what you realize is, you can have an impact on the world both in terms of having fun and giving back.”

Tom: Corporately.

Andy: It's time to get corporately. We're going to give 10% back to charity this year. That's a way I can make a difference. So sometimes you do it with cash. Sometimes you do it with labor. Sometimes you can do it with products, services, whatever, but I believe – I really believe – that's something that we all should do. I'll stop at that.

Yanik: Perfect. Guys, I really appreciate the time, especially going over and going above and beyond.

I just can't imagine not listening to this and not getting new perspectives, new ideas, and some new strategies on what you can do to take your sales team or even creating a new team and making it perform for you so much better.

Obviously this is the tip of the iceberg of what you do. If people want to get in touch with you guys, where should they head?

Andy: Send them to our website, and our numbers and emails and everything is there. So if they go to www.ExpGrowth.com, they'll be able to reach us there.

Yanik: Ok. www.ExpGrowth.com And they can check out what you do. Your typical client is – what's a good sweet spot for you guys that you can really make a huge difference with?

I know we're coming out with some new products, and we're working together on a book and so forth so we'll be able to reach additional people. But right now, if they want that intense help, what's a client look like?

Andy: Our sweet spot is between \$25 million-\$300 million. There's kind of a second tier where it goes down to \$10 million. Once you get below that, it's hard to make the economics work out. They usually don't have the man power or the resources to pull it off.

However, as you know, we're all talking about how do we make what we do available to smaller business owners and entrepreneurs, partly because we have an affinity for that because we are one. We were one.

So we want to look at maybe we could offer some kind of a group coaching or something of the sort to help the smaller companies because that is our future. That is our passion.

Tom: Yeah, that's something we've thought out. 20 years ago or so I had a chance to spend 3 days with John Wooden. John was the greatest sports coach in American history.

I was just hanging out – me and him. I asked him for advice, and he said two things that I think are relevant to this conversation.

He said, "First, you can't win without the players." So this call was really about don't settle. If you got anything from this, whoever you're looking at isn't good enough. Look a second time. There's somebody better, and that extra looking will make a big, big difference.

Then what Coach Wooden said to me was, "Just because you have the players doesn't mean you'll win." And this really gets into that last part that Andy was talking about, and that is when you get the right people you can afford to spend time with them. You can spend time. You can spend resources to coach them.

So maybe there is an opportunity that if there's enough interest from this industry, the information marketers, and they come forward, maybe we can do some kind of grouping format – maybe even with you, Yanik, such that we take a whole new generation of salespeople and prepare them – give them a kind of sales gym to work out and that they're prepared to do these tasks that could be possible.

Yanik: Excellent. Yeah, so head over to the site and make sure that you stay connected to Andy and Tom there, see what's coming down the pike.

You'll certainly hear from me as new things develop also on this because I'm a huge, huge advocate of Andy's and Tom's, rightfully so. So check out the site, and I really appreciate it gentlemen. Thank you.

Tom: Ok, bye.

Yanik: Ok. Bye bye.