

The

WHY Avatars

Unleash YOUR Super Power!

By Ridgely Goldsborough, Esq.

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Preface

Dominate your marketplace.

Let's face it. The landscape of business is much like a battlefield. You either advance to gain market share that you must protect, or someone else claims that market share before you do—or in some cases, even takes it from you.

As a leader, you constantly search for new strategies, systems and tools to distinguish yourself from your competition and move ahead. When you find them, you must deploy them quickly or risk falling behind.

Sometimes we forget that the landscape changes constantly. It doesn't matter how well you wield a sword if your opponent suddenly holds a loaded gun. You lose every time.

Your success as a modern leader depends in large measure on the efforts you make to equip yourself and your team with the right weapons for battle and the training that you provide to ensure optimum use under varying circumstances.

Change offers enormous opportunities for those who prepare. Successful leaders embrace anything that gives them an edge.

Welcome to the WHY Advantage.

Note from the Author—

"A young child is indeed, a true scientist, just one big question mark. What? WHY? How?"

Victoria Wagner

I believe in children, their wide-open imaginations, their seeking spirits.

I believe that as adults, though our lights may dim, we can re-kindle them through understanding and clarity—when we discover something new about ourselves, who we are and what we stand for.

I believe in entrepreneurs and everything we represent—new jobs, new products, new technologies and new ideas. Relentlessly, we strive to change the world.

To that end, this work is designed with one purpose in mind—to open your mind and help you build your relationships and your business—to give you visibility and access to a set of highly efficient and effective tools—in a concise and user-friendly style.

First, we will explore the transformative power of your WHY Avatar. Then, we will focus on the advantage that WHY Avatars offer you with respect to leadership. We will conclude with how to use your WHY to drive sales and marketing.

In this complete work you will find:

- An introduction to your WHY Avatar, where does it come from, what does it mean and how understanding your Avatars can improve every aspect of your life, both personally and professionally.
- The complete Leadership section, highlighting current issues along with solutions and tools to help you overcome them.
- The Sales and Marketing section, including specific deliverables that will improve your prospecting and content marketing, and increase sales conversions and client retention.

Each of the sections following the introduction discusses a particular challenge and includes tools to support its solution along with a link to videos and other tools with further details and additional options.

Collective learning makes the business journey fascinating and exciting. I invite your thoughts, comments and suggestions.

May your world expand and the wheels of commerce spin wildly in your favor!

Cheers,

Ridgely

Section I – Your WHY Avatar

Chapter One –

Your WHY Avatar—it's all about YOU.

"WHY fit in when you were born to stand out?"

Dr. Seuss

Why do we suffer a mid-life crisis? Or an identity crisis? Or any personal crisis?

Why do people in seemingly stable circumstances melt down for no apparent reason?

Do adverse winds suddenly blow in with such force as to thrust your lifeboat into a perfect storm?

Of course not. It takes a gradual build up, a seedling of doubt that grows over time, tiny shoots of disappointment and regret that crack the surface while they simultaneously sink their roots.

When you don't know your WHY—your purpose and meaning—you become vulnerable, like a house built on sand or a shallow foundation.

Anything can sway you.

Since the beginning of man, the quest for understanding WHY we exist has led us into momentous directions—the drive for conquest and war, the establishment of philosophies and religion, the quest for moral mandates that shape our behavior.

No matter where you find yourself on the spectrum, one fundamental question will plague you until resolved: **WHY am I here? WHO am I?**

No one can answer it for you. Only you know.

Or at least, some part of you knows—AND THAT'S THE CHALLENGE.

The answer lies deep beneath the surface, not easily accessible, in the very fabric of your being, forged so early on that we don't even perceive it as it takes control of our future and becomes the programming that guides every action we take.

Webster's Dictionary defines "avatar" as follows:

- Embodiment.

- Bodily manifestation.
- Someone who represents a type of person, an idea or a quality.

Your personal WHY Avatar fits all of these descriptions.

It becomes the embodiment of your belief system.

It physically manifests continually through your thoughts, words and deeds.

It represents a type of person AND an idea AND a particular dominant quality that you possess.

It explains in full living color WHY you do everything that you do.

So where does it come from?

Your primary and most basic instinct as a human being is survival.

Your secondary driving desire is the need for love and companionship.

Your WHY Avatar stems from both, at the most primitive level.

When you crave milk as an infant, you scream. Someone brings you milk. It helps you survive. Therefore, screaming equals survival.

When you wake up in the middle of the night scared and alone, you scream. Someone comes and comforts you. Therefore, screaming equals love and companionship.

From that point forward, any time you have a need or a want, you scream. If it worked before, it will work again—until it doesn't.

At such time as your caretakers stop responding to your cries, your needs and wants nonetheless continue. If crying no longer gets a response, you try something different, a new behavior or course of action.

When you find one that works, you repeat it. And then you repeat again. Like pieces of code wired into your personal programming, each successful act leaves a mental imprint.

That worked—do it again. This didn't—go back to plan A.

Think of every successful act as a slim wire filament. One single filament has limited strength. As you bind it with a second one and then a third and a thousand more after that, suddenly you build a wire cable capable of holding a massive bridge—certainly strong enough to control your belief system.

In short order your coding sets. The proven pattern of behavior becomes your driver, how you survive and succeed in life.

It shapes, molds and forges your Avatar, WHY you think the way you think, WHY you speak the way you speak, WHY you do literally everything that you do.

Your Avatar quite literally takes over the governance of your existence. It is the engine that drives your decision-making based on early programming that met your most fundamental needs of survival and love.

Your Avatar will never change nor turn off. It is as much a part of you as your physical body.

Whether you know your Avatar or you don't, it still runs you. Like the law of gravity, it affects every choice you make—whether you understand it or not, agree with it or not, or have any knowledge of it at all.

When you embrace your Avatar, your existence makes more sense. Your motivations flow seamlessly and elegantly. You gain immense clarity about who you are and how you view and operate in the world.

It empowers and guides you.

When you live it, you acquire immense power—the power to be yourself in all of your glory, to find where you fit and share that with the world.

You answer the question: "WHO are YOU?"

When you discover your Avatar, you understand WHY.

Chapter Two

Who's in charge—YOU or Your Avatar?

*"Slow down and enjoy life. It's not only the scenery you miss by going too fast—
you also miss the sense of where you are going and WHY."*

Eddie Cantor

You are a Superhero.

Through your Avatar, you have unique super powers.

Each Avatar also has its own unrivaled kryptonite—a flaw or weakness to which that Avatar is susceptible.

In each case the kryptonite is directly related to the super power, like its inverse quality, the perfect antithesis to the super power's greatest strength.

When you fully understand both, you can maximize your power and neutralize the kryptonite—you can bring forth your potential, your talent, your gifts.

Although you will always have a primary Avatar, you can put on the superhero cape of any of the others whenever you need to and tap into their super powers as well.

A fully realized leader understands his or her own Avatar and how to use it, can both recognize and appreciate the Avatars of others and will temporarily discard their own superhero cape in favor of another to accomplish a goal—with the understanding that they will naturally default back into their own identity with ease.

Read through this brief description of the WHY Avatars. At first blush, which do you relate to the most?

Avatar #1—Giver.

Avatar #1—Giver

Suppose that as an only child, you receive praise when you help and support your parents. Or suppose that as the youngest sibling, you do favors for your brothers and sisters to gain favor or avoid getting beaten up.

Whatever your station, to survive you naturally repeat the behavior of giving until it becomes a pattern. When you help or support, you survive and thrive.

Naturally and without conscious thought, this becomes the way you live. It never changes.

When you share yourself with those around you and contribute, life shines on you. When you don't, you feel empty, uncertain, confused, without a rudder or compass to guide you.

With this Avatar as your driver, you live to give to others, to add value to their lives, to make a difference and have an impact with your actions and efforts. You enjoy being part of a greater cause, participating in it and offering your service.

Avatar #2—Connector

Imagine that early on, you endure a string of broken promises. A person in a position of authority fails to come through, tells you shady stories or lies to you.

Perhaps they violate your trust to even greater degrees.

You vow internally not to behave that way, never to treat others the way you have been treated. You tell yourself that you will act in the exact opposite fashion.

You WILL be counted on, reliable, dependable. Trust turns into your true North, the only way you can live. It guides every decision you make.

With this Avatar as your driver, you strive to create relationships based in trust. You believe that trust is paramount and will work hard to create it in all aspects of your life.

Avatar #3—Problem-Solver

As a child, you experience constant confusion—separated or single parents, step-parents that don't relate or pay attention, siblings that appear favored over you, a chaotic home life.

To survive, you must sort out the mess. Perhaps you become a quasi parent to younger brothers or sisters, protect them or serve as their custodian.

Maybe you have to take care of yourself because no one else does.

To stay alive and subsist, you have no choice but to take in your circumstances, figure them out and problem solve.

When you do, things work out. You carry on. You endure. And you become really good at it, better than those around you.

Confronting challenges and sorting them out grows into your modus operandi. Like it or not, you can't help yourself. It's what you do.

With this Avatar as your driver, you carefully observe all that is around you, take in elements of every situation and make sense out of them.

Avatar #4—Innovator

A disgruntled or unsatisfied father or other authority figure pushes you. You play sports and quickly determine that winning brings accolades.

For you, praise and reward come from successful competition, mostly over others, sometimes over yourself.

You learn that innovation and improvement surprise people much to your delight. You make it your driving force. Nothing is ever quite good enough.

You feel compelled to share your enhancements and advances with others who admire and compliment you for them.

You constantly seek better ways of doing virtually everything. Nothing else will ever satisfy you.

With this Avatar as your driver, you seek to improve most everything you touch. You want to tweak, make adjustments and innovate with a constant quest to find bigger, better or faster.

Avatar #5—Perfectionist

In a rigid or strict environment, you quickly adapt. Follow the rules, stay alive. Break the rules, watch out.

Perhaps a strict disciplinarian instills a sense of order. Play within the guidelines, receive approval and admiration. Step over the line and suffer the consequences.

You determine that systems and processes yield predictable results and that life works better when under control.

Mess occupies little space in your world. Disorder leads to problems. Stability comes from constancy and solidity.

Since there is a correct way to do things, why not do them that way?

With this Avatar as your driver, you believe there is a right way to do things and that things should be done right. You seek out effective systems, do not cut corners or skimp on the details.

Avatar #6—Rebel

You don't fit in. Conventional feels wrong. Conforming goes against your gut. You don't belong in the pack—never have, never will.

Despite opposition, you rebel. Forced to kowtow, you cringe. The four walls of the box suffocate you. You must get outside.

Different is your normal. While it may make you an outcast, you can't help it. When you challenge the status quo you feel most alive.

For you survival means pushing the envelope. Dare or despair.

With this Avatar as your driver, you live outside the box and rebel against the typical or classical way of doing things. Challenging the norm trumps conformity every time.

Avatar #7—Master

You grow up in an academic family. Your parents constantly study. Alternatively, perhaps they themselves lacked scholastic opportunities and push you relentlessly in their stead.

Knowledge equals power and rewards. Good grades reign supreme. Anything less equals failure.

Satisfaction comes from mastery, though true mastery eludes you—an unattainable goal though a perpetual quest.

Dive deep. Push all in. Prod, plunge, explore, seek the next level. Satisfaction lies in the infinite.

With this Avatar as your driver, you seek deep amounts of information over a broad variety of topics. You pick specific subjects and begin to learn about them, often for the sheer joy of curiosity and learning something new.

You may have resonated with several of the Avatars, seen elements of yourself in more than one, related strongly to a few—as you should have.

As complex human beings we take on tendencies of others for myriad reasons. We seek to belong, to find ourselves, to gain clarity. We put on the capes of other superheroes, sometimes out of desire, more often to survive.

And yet, at our core, in our essence, we find purity, a place from which we originate, a well that runs deep, a being-ness.

Did you recognize your Avatar?

Whether you did or did not, don't worry—we have several methods to help you and when you do, you'll find that discovering your WHY Avatar is like coming home. A light bulb goes off. You get YOU—like being reintroduced to yourself or gaining an insight into the way you view the world for the first time.

What a joy! Surprising, enlightening and mind altering! For perhaps the first time, you gain access to your mental programming—the code that has run you for your entire existence.

When you flick a switch and the light comes on, the room looks different in an instant. A cave dark for ten thousand years brightens with a single candle. Discovering your Avatar feels just like that—a burst of instant clarity.

We exist, decide, select, move, shift, interpret, enjoy and agonize based on our Avatar. It affects EVERYTHING.

Don't you want to know what it is???

Are you ready to figure out YOUR Avatar?

Chapter Three

Discover YOUR Avatar!

*"The two most important days in your life are the day you are born
and the day you find out WHY."*

Mark Twain

What a mess we endure as humans. Few of us truly have any clue what drives us, what guides us, what influences our decisions.

What if we could change all of that?

Future cast for a second. You fully get who you are. You understand yourself.

Your relationship craziness actually makes sense—because you perceive your part in it.

Your business and career foibles become more obvious and comprehensible because you understand what part you played in each challenge.

You know what to do next time, how to tap your Super Powers for maximum success.

Wow. You are YOU, and for the first time, YOU makes sense.

YOU has an Avatar.

So how do you get there? How do you figure out Your Avatar?

Actually, though your Avatar discovery takes some effort, there are several processes that will work and you can choose the one most suited to you.

You will quickly detect a common thread to all of the Avatar Discovery processes.

To discover your Avatar, you must identify your Super Power.

What is the dominant Super Power that you tap into again and again each time you have a victory or a success? Yes, it will be constant and yes, it will show up over and over in your actions—particularly those that lead to achievements and triumphs of any kind.

Do not worry about the kryptonite. You will learn how to work with that later.

In evaluating each of the processes, ask yourself which “feels” right to you—which do you “feel” will give you ready access to your source of power, your center, your essence?

That will likely be the best process for you.

AVATAR Discovery Process #1 – The Life Line Process

One of the most popular personal growth and development exercises among visionary leaders is called the “Life Line” or any variation on this name. The idea behind it is to trace the significant events in your history since your birth in specific time intervals.

For example, if you were 25 years old, you might break up your life into 5 year slots, from 0 to 5 years old, 5 to 10 years old and so on. You would then go back into your memory and jot down all of the major happenings in each time slot.

If you are 50, you might do your Life Line in 8 or 10-year intervals. You can determine the interval lengths based on a suitable number of time slots—though you certainly want at least 5.

The easiest way to do the exercise is on a piece of paper, where you graph out your life—hence the term “life line.” It might look like this:

_____5_____10_____15_____20_____25_____

In between the numerical spaces, you then write down bullet point reminders of the significant events.

Here’s an example: 0-5 years old. Born in New York City. Moved at age 2 to Miami. Twin sisters born at age 3. Picked up first musical instrument at age 4. Grandmother passed away at age 5. And so on.

You would then pick up the exercise in each allotted time slot. As you move from infancy to developmental years to young adulthood and beyond, you chart the events that most shaped you.

In the professional development space, this exercise is used to get a team to know each other better through the sharing of significant experiences (both good and bad.) It’s quite powerful and revealing.

Here’s where this becomes a valuable tool to discover your Avatar. While bad things happen to all of us—and those will show up on your Life Line whenever they happened—there will be a clear pattern among the good ones.

In your successes, your victories, your happy days, big hits and good times you will see the emergence of your Super Power (also known as “SP”.) It will always be there as a dominant force guiding you.

Givers find Causes (SP) to get behind—large and small—from helping a friend in need to building a team or a company to sharing a belief system that changes the world.

Connectors will bond with others in Trust (SP) and build things, from great relationships to work environments to families.

Problem Solvers will find Solutions (SP) under difficult and complex circumstances to all sorts of problems and challenges.

Innovators will make Improvements (SP) in virtually any area, from the mundane process of organizing a garage to inventing a better way to make a widget and everything in between.

Perfectionists will seek Systems (SP) and adopt proven methods that give them and those around them predictable results that can be relied on.

Rebels will Challenge (SP) the status quo or the established norm of anything, from food to music to communication methods to career tracks to relationships.

Masters will seek Depth (SP) and do research on a chosen topic, to take it to another level of understanding and share their knowledge.

In other words, if you carefully observe the significant events that made you feel great, that you consider victories in your life, that you label as your most meaningful achievements, you will discover that one of the Super Powers made its mark in almost every one of them (if not all of them.)

That dominant Super Power will lead you straight to your Avatar.

Life Line Process Strength—

You can do it yourself in the comfort of your home or office. You can also do research, check in with family, friends and colleagues to gain more data about significant events, ask them what they remember to trigger your own memories. The more you record about yourself, the more obvious your Super Power will become.

Life Line Process Challenge—

It takes a lot of time. To do this properly involves a significant commitment. Plan for several hours of writing down your history to ensure that your Super Power has the proper chance to shine and additional time to review your work to discover your Avatar.

AVATAR Discovery Process #2 – The Partnering Process

As detailed earlier, your Avatar does not change. Therefore, one way of compressing the process of discovering it, involves using a partner to look at more recent history for evidence of your Super Power as opposed to personally charting out an entire Life Line.

Rather than looking for patterns over a long period, you simply focus on specific positive instances or events in present day and share these with a partner.

Since we know that every time you “feel” great about an outcome your Super Power will be in play, while you simply tell the story, your partner will focus on listening to help you identify the commonalities that showcase a specific Super Power.

Similar to the Life Line exercise, the behavioral patterns will invariably repeat.

Givers will recall instances that involve a Cause (SP).

Connectors will select events that build Trust (SP).

Problem Solvers will find Solutions (SP) to a problem or issue.

Innovators will find instances that involve Improvements (SP).

Perfectionists will discuss events where Systems (SP) come into play.

Rebels will share stories where they Challenged (SP) something.

Masters will take you to new Depths (SP) in their experiences.

It happens every time. A second person who is not involved in the telling of the story can more readily identify the common threads—those that demonstrate a specific Super Power.

From the obvious predominance of the Super Power, you can deduce your Avatar.

To both make this effective and boost your own confidence in the result, you will want to share at least two if not three or more recent events. This will guarantee that you find the prevailing Super Power behind them—and it will always be the same one.

Choose a story from your professional world and another from your personal life. You’ll see that the stories are similar when it comes to your behavior. If you need a third one, focus on your family.

Your partner can listen for the commonalities and point them out to you. Together, you settle on the prevailing Super Power that leads you straight to your Avatar.

Partnering Process Strength—

This particular process is more efficient and takes much less time. A skilled facilitator can help you discover your Avatar in a matter of minutes. All you need is a space to sit down and go through your stories.

Partnering Process Challenge—

The challenge with this process, unfortunately, is significant. Only a truly gifted facilitator has the natural skill to accurately listen to you and identify the Super Power without specific training. Most facilitators, even those educated as coaches or advisors, will need to develop this skillset in a professional setting before they can master it—and you don't want to be the guinea pig in their training process.

AVATAR Discovery Process #3 – The Intuitive Process

The Intuitive Process is based on the principle that no one will ever know you quite as well as you do. You are uniquely qualified above all others to understand yourself and your behavior and with some thoughtful reflection and a few tools, can discover your Avatar better than anyone.

Because it takes less time than the Life Line Process and does not require a facilitator like the Partnering Process, the Intuitive Process is more efficient and completely self-diagnostic.

The Intuitive Process consists of three phases:

Intuition >>> Verification >>> Recognition

1. The Intuition Phase—First, you will tap into your intuition, your inner voice to determine which of the Avatar's "feels" the most like you—the one you resonate with the most.
2. The Verification Phase—Second, you will ask yourself a series of trigger questions that pertain to the Avatar you selected to verify that you are on the right track.
3. The Recognition Phase—Third, you will review the complete description of your selected Avatar. If that is yours, you will know right away. You will recognize yourself—like a big "Ah-Hah!" moment or like being reintroduced to YOU!

Take your time, trust yourself and enjoy the process. The payoff will be fantastic.

The three phases are set forth in a step-be-step breakdown below.

Intuitive Process Strength—

You are in charge and you know yourself better than anyone. Your intuition is strong and never lies. It is simply a matter of tapping into it.

Intuitive Process Challenge—

Occasionally, we have a tendency to want to be something or someone that we are not and can slant our answers to suit our desires as opposed to our reality. You will gain the most from this process by accepting who you are and learning about your magnificent Super Power, whatever that may be. Your Super Powers is unique in its own way and can guide you to an amazing, successful and happy existence once you learn how to work with it and maximize it.

1. The Intuition Phase—

To the extent that you can, release your preconceived notions about who you are. Open your mind. Tap into your intuition and the power of your feeling brain. Your innermost and pure self knows exactly who you are and what you believe. Take a deep breath and let go.

Read through the more complete descriptions of each Avatar and its corresponding Super Power.

Which one “feels” most like you? Which Super Power do you most resonate with? Which Avatar can you “see” yourself stepping into—because it’s familiar and you recognize it?

Don’t overthink the process. Just do it and move to Phase 2.

Here are the Avatars and their Super Powers:

<p>Avatar #1—Giver</p> <p>With this Avatar as your driver, you live to give to others, to contribute however you can to the greater good. Although you yourself don't need to be the cause nor share the spotlight, you relish being part of a cause, participating in it and offering your service.</p> <p>You love to support, and relish the success of the overall plan, the company, the team, the family reunion, or whatever the cause may be. Often you help behind the scenes, looking for ways to make the world a better place. Other times you may give in more of a public forum, trumpeting a movement or a message.</p> <p>You are a go-to person, the one people look for when they need help with just about anything.</p>	<p>Super Power—Cause(s)</p> <p>You become energized when you contribute to others, when you participate in a cause of any kind, large or small.</p> <p>From helping an elderly person across the street to making coffee for your colleagues at the office to founding a charity to support the homeless or igniting a nation to eliminate oppression, you never stop giving—and it makes you feel great about YOU—at home, at the office, among friends, at your church, everywhere. When you add value to others, your motor turns on and gets revved up. When you make a difference for others, your tank fills and you feel complete and empowered.</p> <p>When your actions have an impact, your personal power increases.</p> <p>When you Give to Causes, you become empowered.</p>
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Avatar #2—Connector

To build connections, you strive to create relationships based in trust.

You become educated as an expert in a particular subject and work hard to demonstrate your expertise as a way of establishing trust.

Your friendships run deep and people know you as someone who has their back.

You do things “right” in order to show that you are trustworthy and will go the extra mile to prove it with your actions, words and deeds.

Recognition matters and you work hard to instill pride, both for yourself and among those that surround you.

You have great value and want others to be aware of that.

You are reliable and can be counted on. If you say you are going to do something, you do it and those around you appreciate you.

Super Power—Trust

When you establish trust, everything is possible.

Deep bonds create a foundation and a platform from which you soar.

Connections with others come before anything and once established build the necessary bridge for progress.

In a space of safety, your talent shines forth.

Respect gives you strength.

With parameters that can be relied on, you open up your potential and play full out.

When trust is cherished and nurtured, your power increases exponentially.

When you Connect and build Trust you become empowered.

Avatar #3—Problem-Solver.

You have an uncanny ability to observe what surrounds you and take in data.

You process information, circumstances and data at warp speed—almost automatically, without conscious thought.

You take complicated, or what may appear to be complicated, factors, problems and concepts and organize them to create options that are sensible and easy to implement.

You are highly “solution” oriented and typically can be viewed as an expert because you find solutions quickly.

In a brain storming session, your colleagues know that they can count on you to provide multiple options.

You summarize complicated issues and break them down into easily digestible pieces to come up with answers.

You are the person people look for when they want to work through something because you can clarify and simplify just about anything.

Super Power—Solutions

Solving life’s puzzles energizes you.

Coming up with answers to problems and issues fills you with satisfaction.

Knowing that you can sort through things and offer solutions that work feeds your desire to help others.

Clarifying murky situations and shedding light on them brings you inner joy.

You relish the complex and thrive when you have to rack your brain for resolutions.

Simplifying processes and coming up with step-by-step procedures for success happens as a matter of course.

When you make sense of anything, especially if complicated, your energy meter goes up. It invigorates you.

When you Solve Problems and manifest Solutions you become empowered.

<p>Avatar #4—Innovator.</p> <p>Everything you touch, you want to improve.</p> <p>You flourish in making adjustments and tweaks to enhance whatever is in front of you.</p> <p>You question everything, wondering how it could be adjusted or altered.</p> <p>You can't stop yourself from looking at virtually anything to make it better and share your progress with the world.</p> <p>You invent things and often associate from other disciplines or industries and apply what you learn to what you are working on.</p> <p>Tinkering, physically or with ideas, comes naturally.</p> <p>You are a fountain of fresh ideas and innovative approaches.</p>	<p>Super Power—Improvements</p> <p>Innovation excites you and brings out your best.</p> <p>When you upgrade a process or a system it fuels you.</p> <p>You thrive when you bring an enhancement to the team.</p> <p>You look at things and see a possible enrichment or a tweak that could make a huge difference.</p> <p>You try things and keep only what complements and strengthens the process in front of you.</p> <p>You love new things, new ways, new approaches.</p> <p>When you Innovate and create Improvements you become empowered.</p>
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<p>Avatar #5—Perfectionist.</p> <p>You believe there is a correct way to do things and that things should be done right.</p> <p>You seek out effective systems, do not cut corners or skimp on the details.</p> <p>You follow procedures and are results driven.</p> <p>If the proper system is followed, you achieve accurate and predictable results, those desired by the company or enterprise.</p> <p>You create structures and processes for clarity and simplicity and the correct running of operations.</p> <p>You take notes and pay attention to successful processes.</p> <p>You are precise and deliberate and excellent at organizing.</p> <p>You create order and arrangements that work.</p>	<p>Super Power—Systems</p> <p>When order prevails, you shine.</p> <p>When you implement standard operating procedures, results flow.</p> <p>When you bring into play a proven system, you light up.</p> <p>Effectiveness and competence drive you.</p> <p>Correct measures lead to better results and you seek them out.</p> <p>When you find the right way to do anything, your batteries get an instant charge.</p> <p>When you Perfect anything and install Systems you become empowered.</p>
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Avatar #6—Rebel

You live outside the box and rebel against the typical or classical way of doing things.

You challenge the status quo and seek unique solutions that no one else has considered to existing problems and challenges.

Nothing great happens inside the square—no greatness, nor anything exciting.

If the average person goes right, you choose left or question whether you need to move at all.

You are often entrepreneurial and love disruption, particularly if it is a “game changer”.

You think differently than others and look to create a market versus to serve one.

You have a broad variety of diverse interests in food, music, art and friends and can be sometimes seen as different, exciting and unique.

Super Power—Challenge

You come alive outside the mold, away from the norm.

You pursue alternatives, those that others don’t focus on or even see.

You gravitate to the offbeat and appreciate divergence.

The outlandish or peculiar seems familiar.

You never conform to the traditional, finding no comfort there.

You separate from the middle of the road, the vanilla, the bland.

When you Rebel against the norm and Challenge the status quo you become empowered.

<p>Avatar #7—Master</p> <p>With this Avatar as your driver, you seek deep amounts of information over a broad variety of topics. You pick specific subjects to learn about, often for the sheer joy of curiosity and ingesting something new. You gather and retain substantial knowledge in different areas and can typically be viewed as an “expert” in numerous disciplines by many, though you may insist that you have yet to truly master any of them. You are fearless about new subjects or ideas and unafraid to delve into a topic. For you the very act of absorbing and exploring anything novel is in itself noble and worthy.</p>	<p>Super Power—Depth</p> <p>Deep thinking causes your creative juices to bubble forth. You relish intellectual stimulation and a healthy debate. The presence of high levels of intelligence vitalizes you. Profound study or analysis feed your genius and help it grow. Mastery of subjects gives you quiet confidence. Exploration and investigation excite you.</p> <p>When you Master things and seek out Depth you become empowered.</p>
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Did you recognize your Avatar? Move on to the next phase.

2. The Verification Phase—

In the discovery of each of the Avatars, we have a number of verification questions—questions that while not entirely determinative, most certainly will help you know that you are on track. Often, these questions stem from the kryptonite of each Avatar, the Achilles Heel or weak point.

If you have correctly selected your Avatar, the answers to the verification questions for that Avatar will likely be “yes” without much hesitation on your part.

Again, don’t overthink the process and trust your intuition.

Verification Questions—

Giver—

- Are you the type of person that who asked for a favor your natural tendency is to say “yes”?
- Even when you may have trained yourself to periodically say “no” would it feel better to you to say “yes”?
- Do you find that as a result of saying “yes” to many requests or projects that your plate has a tendency to fill up or even overflow?

Connector—

- When someone violates your trust, does that actually hurt or maybe feel like a punch in the stomach?
- Do you have the tendency to do the extra, extra, extra for others, always a little bit more for everyone else?
- In your youth, do you recall a person in a position of authority (parent, sibling, grandparent, caretaker) who in some way violated your trust?

Problem Solver—

- When someone shares a problem with you, does your mind automatically kick in to overdrive like a machine to try to solve that problem?
- By the time someone shares a challenge with you, do you often already have a solution worked out for them, sometimes even before they finish telling you the whole story?
- Do you feel that you could have a positive impact or offer a solution to most of the challenges that face you and others on a daily basis?

Innovator—

- Are you the type of person that is constantly asking one of these questions: “What if this? What about this or that? Suppose we try this?”

How about that?"

- When driving on a highway, do you generally want to get out of the slow lane and head for the fast one?
- Are you the type of person that is seldom satisfied with the current state because in your mind there's always a way to make it better?

Perfectionist—

- Is your closet at home organized and neat with most things put in their place?
- Are you the kind of person that believes there is a correct way to do things and that things should be done properly?
- Do you gravitate toward order over chaos and generally show up on time?

Rebel—

- In your early years, when you were with your pack and they chose to go left, did you turn to the right or opt out of going with them?
- Do you have diverse and even eclectic tastes in music, food, clothing and so on?
- If we were to ask your parents about you, would they say you were a rebel in your youth?

Master—

- Are you the type of person that enjoys study and learning for the sheer fact of increasing your knowledge?
- Do you thrive on going deep on various topics because you never know when you might need that information?
- Would you spend extra time, far more than an ordinary person, to pursue the mastery of a topic simply because you feel driven to do so?

3. The Recognition Phase—

In the Intuition Phase, you trusted your intuition and selected an Avatar.

In the Verification Phase, you checked through the verification questions to make sure that you were on the right track.

Now, in the Recognition Phase, you complete your Avatar discovery process. Again, trust yourself. You're looking for the one that feels most like you, that you resonate with that gives you strength. The Avatars are even more complete, including the basic description, the Super Power, the Kryptonite and Key Words that work for each of the Avatars.

Read through the Avatar you selected. If you recognize yourself, you are done. You have successfully discovered your Avatar. If not, circle back on the others that resonated with you until you feel comfortable that you have discovered yours.

Avatar #1—Giver

With this Avatar as your driver, you live to give to others, to contribute however you can to the greater good.

Although you yourself don't need to be the cause nor share the spotlight, you relish being part of a cause, participating in it and offering your service.

You love to support, and relish the success of the overall plan, the company, the team, the family reunion, or whatever the cause may be.

Often you help behind the scenes, looking for ways to make the world a better place. Other times you may give in more of a public forum, trumpeting a movement or a message.

You are a go-to person, the one people look for when they need help with just about anything.

Super Power—Cause(s)

You become energized when you contribute to others, when you participate in a cause of any kind, large or small.

From helping an elderly person across the street to making coffee for your colleagues at the office to founding a charity to support the homeless or igniting a nation to eliminate oppression, you never stop giving—and it makes you feel great about YOU—at home, at the office, among friends, at your church, everywhere.

When you add value to others, your motor turns on and gets revved up.

When you make a difference for others, your tank fills and you feel complete and empowered.

When your actions have an impact, your personal power increases.

Every time you give to a cause you gain even greater powers.

When you Give to Causes, you become empowered.

Kryptonite—Over-commitment

You are wired to say "yes" to most requests. For many Givers, saying no is actually painful and generally difficult. As a result, your plate fills up, sometimes to capacity and beyond. You become stretched too thin leading to stress or angst and occasionally mistakes happen as details fall through the cracks. You feel like your life belongs to others with so many requests flowing your way. You get bogged down in "little things" that take up time and energy. Over-commitment slows down your ability to contribute to other causes and can actually sabotage your desire to give to the greater good.

Key Words—

Give, support, visionary, help, contribute, involve, jump in, assist, behind the scenes, cause, greater cause, aid, be a factor, provide, devote, share, offer, agree.

Avatar #2—Connector

To build connections, you strive to create relationships based in trust.

You become educated as an expert in a particular subject and work hard to demonstrate your expertise as a way of establishing trust.

Your friendships run deep and people know you as someone who has their back.

You do things “right” in order to show that you are trustworthy and will go the extra mile to prove it with your actions, words and deeds.

Recognition matters and you work hard to instill pride, both for yourself and among those that surround you.

You have great value and want others to be aware of that.

You are reliable and can be counted on.

If you say you are going to do something, you do it and those around you appreciate you.

Super Power—Trust

When you establish trust, everything is possible.

Deep bonds create a foundation and a platform from which you soar.

Connections with others come before anything and once established build the necessary bridge for progress.

In a space of safety, your talent shines forth.

Respect gives you strength.

With parameters that can be relied on, you open up your potential and play full out.

When trust is cherished and nurtured, your power increases exponentially.

When you Connect and build Trust you become empowered.

Kryptonite—Waste

Connectors have such a strong drive to connect that they will go far and beyond the norm to demonstrate their Super Power of Trust to others. You go the extra mile and then another extra mile and then another one for someone else—in the hopes that you are demonstrating your trustworthiness. While your first extra mile makes you “extraordinary”, any effort beyond that just makes you nice.

Through the extra, extra, extra effort, you end up wasting a lot of time and energy without accomplishing your objective of proving your trustworthiness.

Key Words—

Count on, connect, relationship, reliable, bond, trust, trustworthy, in touch, safe, deliver, entrust, confidence, dependable, sincere, steady, responsible, reputable.

Avatar #3—Problem-Solver.

You have an uncanny ability to observe what surrounds you and take in data.

You process information, circumstances and data at warp speed—almost automatically, without conscious thought.

You take complicated, or what may appear to be complicated, factors, problems and concepts and organize them to create options that are sensible and easy to implement.

You are highly “solution” oriented and typically can be viewed as an expert because you find solutions quickly.

In a brain storming session, your colleagues know that they can count on you to provide multiple options.

You summarize complicated issues and break them down into easily digestible pieces to come up with answers.

You are the person people look for when they want to work through something because you can clarify and simplify just about anything.

Super Power—Solutions

Solving life’s puzzles energizes you.

Coming up with answers to problems and issues fills you with satisfaction.

Knowing that you can sort through things and offer solutions that work feeds your desire to help others.

Clarifying murky situations and shedding light on them brings you inner joy.

You relish the complex and thrive when you have to rack your brain for resolutions.

Simplifying processes and coming up with step-by-step procedures for success happens as a matter of course.

When you makes sense of anything, especially if complicated, your energy meter goes up. It invigorates you.

When you Solve Problems and manifest Solutions you become empowered.

Kryptonite—Paralysis

When you can’t see the solution or at least the path to the solution you get bogged down and grind to a halt. Paralysis grips you. You have a need for data, information, possibilities or perspectives and if you don’t have those, you cannot formulate the needed solution. Your Super Power ceases to function and turns into confusion. Only when you gain clarity can you move forward again.

Key Words—

Resolve, solve problems, figure out, take in, work out, break down, fix, unwind, complex, logic, solution, work out, realize, understand, communicate, simplify, in order, straight-forward, simplify, step-by-step.

Avatar #4—Innovator.

Everything you touch, you want to improve.

You flourish in making adjustments and tweaks to enhance whatever is in front of you.

You question everything, wondering how it could be adjusted or altered.

You can't stop yourself from looking at virtually anything to make it better and share your progress with the world.

You invent things and often associate from other disciplines or industries and apply what you learn to what you are working on.

Tinkering, physically or with ideas, comes naturally.

You are a fountain of fresh ideas and innovative approaches.

Super Power—Improvements

Innovation excites you and brings out your best.

When you upgrade a process or a system it fuels you.

You thrive when you bring an enhancement to the team.

You look at things and see a possible enrichment or a tweak that could make a huge difference.

You try things and keep only what complements and strengthens the process in front of you.

You love new things, new ways, new approaches.

When you Innovate and create Improvements you become empowered.

Kryptonite—Change

Your Super Power drives you to seek improvements with everything and that very act can become your Kryptonite. Once you figure out the best way to make a morning coffee, the desire to make it better can actually make it worse. Proven processes often need no betterment and are best left alone. The yearning for constant change can upset established procedures, cause negative disruption and lead to poor morale—or at best confusion or aggravation. Change for change's sake alone does not serve.

Key Words—

Innovate, improve, push forward, create, associate, tweak, question, drive the limits, advance, progress, expand, invent, pioneer, upgrade, increase, superior, exceptional.

Avatar #5—Perfectionist.

You believe there is a correct way to do things and that things should be done right.

You seek out effective systems, do not cut corners or skimp on the details.

You follow procedures and are results driven.

If the proper system is followed, you achieve accurate and predictable results, those desired by the company or enterprise.

You create structures and processes for clarity and simplicity and the correct running of operations.

You take notes and pay attention to successful processes.

You are precise and deliberate and excellent at organizing.

You create order and arrangements that work.

Super Power—Systems

When order prevails, you shine.

When you implement standard operating procedures, results flow.

When you bring into play a proven system, you light up.

Effectiveness and competence drive you.

Correct measures lead to better results and you seek them out.

When you find the right way to do anything, your batteries get an instant charge.

When you Perfect anything and install Systems you become empowered.

Kryptonite—Rigidity

At times, your drive to implement Systems stifles the creativity of others. In addition, rigid systems that create rules take away others' ability to think for themselves and you may find yourself with many monkeys on your back. Rigidity can cause colleagues to stagnate and not reach for alternatives or foster healthy conflict that leads to innovation. Systems have their place in successful organizations. Rigidity simply slows everything and everyone down.

Key Words—

Correct, on time, precise, on line, proven, backed up, written down, established, accurate, just, true, factual, spot-on, proper, strict, appropriate, honest, good.

Avatar #6—Rebel

You live outside the box and rebel against the typical or classical way of doing things.

You challenge the status quo and seek unique solutions that no one else has considered to existing problems and challenges.

Nothing great happens inside the square—no greatness, nor anything exciting. If the average person goes right, you choose left or question whether you need to move at all.

You are often entrepreneurial and love disruption, particularly if it is a “game changer”.

You think differently than others and look to create a market versus to serve one.

You have a broad variety of diverse interests in food, music, art and friends and can be sometimes seen as different, exciting and unique.

Super Power—Challenge

You come alive outside the mold, away from the norm.

You pursue alternatives, those that others don’t focus on or even see.

You gravitate to the offbeat and appreciate divergence.

The outlandish or peculiar seems familiar.

You never conform to the traditional, finding no comfort there.

You separate from the middle of the road, the vanilla, the bland.

When you Rebel against the norm and Challenge the status quo you become empowered.

Kryptonite—Isolation

Your need to challenge most everything can put you at odds with others. They may feel as if you constantly take issue with them or their work. When you think outside the box and proffer unusual approaches, others may shun them as non-traditional and risky. This causes isolation and the creation of silos. If not careful, you may find yourself on an island, alone with your unique and different ideas.

Key Words—

Different, diverse, outside the box, eclectic, unique, varied, outside the square, opposite, experiment, dare, offbeat, various, contrary, distinct, uncommon, rare, exclusive.

Avatar #7—Master

With this Avatar as your driver, you seek deep amounts of information over a broad variety of topics.

You pick specific subjects to learn about, often for the sheer joy of curiosity and ingesting something new.

You gather and retain substantial knowledge in different areas and can typically be viewed as an “expert” in numerous disciplines by many, though you may insist that you have yet to truly master any of them.

You are fearless about new subjects or ideas and unafraid to delve into a topic. For you the very act of absorbing and exploring anything novel is in itself noble and worthy.

Super Power—Depth

Deep thinking causes your creative juices to bubble forth.

You relish intellectual stimulation and a healthy debate.

The presence of high levels of intelligence vitalizes you.

Profound study or analysis feed your genius and help it grow.

Mastery of subjects gives you quiet confidence.

Exploration and investigation excite you.

When you Master things and seek out Depth you become empowered.

Kryptonite—Complexity

The drive for depth and an understanding of the innate intricacies in a project can often lead to unwanted complexity. Others may not care about the machinations of how a particular tool works—all they care about is the product or the result. When you add complexity, you isolate others who either don’t understand or don’t care about the inner workings. In addition, complexity often leads to increased cost, an unwanted by-product. Depth is noble and worthy. Complexity for its own sake is not.

Key Words—

Knowledge, mastery, sophisticated, evolved, multi-faceted, seeking, absorb, expert, major, grasp, proficiency, finesse, wisdom, recognition, philosophy, refined, worldly.

Prepare to live consciously from now on! You know who YOU ARE!

Focus on the benefits for a moment.

You understand and control your programming instead of your programming controlling you.

You see where you fit (and don't fit.)

You relate to others on a deeper level.

You become a greater influencer, especially if you learn to speak the language of other Avatars, such as your team members.

You lead in a more powerful way, tapping into people's emotions and decision-making systems based on your understanding of their Avatars.

Your Avatar gives you great clarity about yourself.

Your Avatar allows you to unleash your full power.

Your Avatar will drive you to ever greater success.

Discovering your Avatar can be likened to a hero's journey. To survive and thrive early on, without conscious realization you experimented with multiple behaviors. You failed many times—maybe even most of the time.

And then you found something that worked, something that resonated, that both "felt" right and yielded the desired result.

Like donning a super hero's cape, you exert your newfound "super power" through the same behavior. It sticks with you.

Much like a super hero finds other tools, you can consciously and powerfully don the cape of any other Avatar as you need to.

Much like powering up an electric plant, each time you use your super power it grows in strength because the results continue to flow your way.

After a while, other behaviors become secondary. You have found your source, your driver, your power plant.

You have discovered YOUR Avatar.

Taste the Magic!

"And above all, watch with glittering eyes the whole world around you because the greatest secrets are always hidden in the most unlikely places. Those who don't believe in magic will never find it."

Roald Dahl

You are Clark Kent. You step into the phone booth and come out as Superman.

Except that this time, you wear your cape all the time. The only need for a phone booth is to step in and change capes—don the powers of another Avatar while you need them.

When you honor yourself and other Avatars you gain immense power—the power that comes from respect and humility, understanding who you are and a desire to use your power for good.

While you will discover the magnitude of the magic on your own, let's take a look at some of the areas where you will likely find it most impactful.

YOU

As children, we come into this world full of possibilities. We see ourselves as astronauts exploring the universe or princesses bestowing goodness across a kingdom.

Opportunities abound, boundaries don't exist, rainbows naturally end in pots of gold.

Then, the real world sets in. Survival needs force you to take on a role with little regard for your desires, much less your Super Power.

You settle, allow mediocrity to creep in and sink its roots. You become a dormant Avatar whose Super Power dims a little more each day.

No surprise. Water does nothing for a fire-bender other than put out their flame.

If you spend your time in the wrong role, performing functions that don't align with your Avatar and your Super Power, your vitality simply fades away.

Imagine the Giver stuck in a cubicle with minimal outside contact and no opportunity to contribute to Causes (SP).

Contrast that with a Connector whose role is in human relations—could there be a better fit for someone whose Super Power is Trust?

What about an Innovator managing a monotonous assembly line? Is there any chance they could feel empowered?

Of course not. They would feel exactly the opposite—unable to make Improvements (SP), powerless to effectuate change, basically wasting away.

Contrast that with a Problem Solver in a project management role—finding Solutions (SP) all day long to the endless string of issues in that project. They can't wait to get up in the morning, put on their cape and turn up their Super Power.

When the role you perform does not enable you to live your Avatar, you feel undervalued, underappreciated and out of place.

On the other hand, when you wake up in the morning and fire up your Super Power, you feel invincible, indestructible and full of life.

Your Children

Little hinges swing big doors. Small mistakes early in life turn into grave consequences later.

Imagine that your children know and embrace their Avatar. Imagine that they recognize the value of their Super Power, how to use it for good and where they fit.

Imagine that faced with any situation, they know who to turn to, at least in your family, whose Super Power compliments their own and multiplies their force—for whatever might be needed—discernment, solidarity, mistake avoidance, better choices.

Superheroes belong to leagues or groups. It's not a solo act. They don't make the journey alone.

Imagine that you create family unity that brings together all of your Super Powers into a united front. Each person retains their individual Avatar and its corresponding strength while simultaneously relying on and tapping into the strength of the family dynamic.

How effective could each Avatar (family member) become with that level of support?

Your Partner

And what about your partner or spouse?

They say that opposites attract. Have you ever stopped to think about why?

It makes total sense. You have a Super Power and your own unique kryptonite. You meet someone with a completely different Super Power.

How alluring and intriguing. The attraction is obvious and immediate. This Avatar has a Super Power that is so different from yours. They have something that you don't.

You ask yourself: *"Could I get some of that? Could I learn from it? Could I increase my own power in some way?"*

Imagine a Connector who expends much energy to build a safe and trusting environment. She excels at creating a protected and sheltered space for those she cares about most.

She meets a Rebel who lives outside the box. How exciting! How can he do that? His Super Power is to Challenge everything? How mysterious and captivating!

Initially, the glamor and temptation of something so opposite carry the day and the Connector ventures into the Rebel's space. Though puzzling and perplexing, it's all so new and electric.

Then the Rebel's kryptonite kicks in. He begins to Isolate. He Challenges everything the Connector thinks, says and does.

Also imagine that neither of them know their own Avatar nor the Avatar of this new energy. How long will they last? How soon before an explosion drives them apart or worse, they conform and cancel out each other's Super Power?

She begins to take unnecessary risks against everything she believes in. He settles in ways that extinguish his flame, without even knowing that it's happening. The Super Powers fog up and become obscured, each overshadowed by the other with no guidance on how to bring out their light.

What if instead, the Connector and the Rebel understood each other completely? They knew of their own unique Super Powers and how those come to life.

The Connector appreciates that when the Rebel Challenges something and greater clarity emerges, it actually builds Trust.

The Rebel embraces that in a safe environment, he can allow his nature to run free on a greater metaphysical level—that a Trusting space takes his ability to Challenge to new heights.

Mutual respect develops. The Super Powers compliment rather than collide with each other. United, they cover both sides of most issues, the daring and risk taking aspect of the Rebel balanced by the refuge and conservative nature of the Connector.

An understanding of your Avatar and that of your partner can alter the course of a relationship—take it to both new depths based on understanding and new heights based on the compounding effect of diverse Super Powers.

Your Leadership

What's missing in the work environment is a healthy dose of fun. Get the Avatars aligned and unite your Super Powers behind the cause of your organization—like a giant laser beam focused on your goals.

Who would a CEO rather be—a “boss of a bunch of employees” OR a “leader of a league of superheroes”?

Who would a teammate rather be—an “employee with a boss” OR an “Avatar with Super Powers”?

To build an inspired, team members need to be engaged. The process of uniting with others must be uplifting, encouraging, heartening—otherwise, why bother?

A modern day leader must inject fun in the process and compel others to join in. First, what's in it for them as individuals? Second, what's in it for the team?

It is much like being a manager of the Avatars...how do you bring them together and multiply their strengths?

Imagine a Perfectionist sitting in the cafeteria at lunch pouring over a detailed System that he has spent the last month creating.

In walks an Innovator, grabs a sandwich, sits down at the table, looks at the plan and starts firing questions in classic Innovator fashion: *"What about this part? What if you changed it up? Have you thought about this alternative?"*

The Perfectionist feels disrespected and annoyed. Does he really need some maverick yahoo poking holes at the plan he painstakingly detailed out through 100 hours of design work?

Not one bit. He picks up his plan and heads back to his office where he shuts the door. The silos take shape. Keep that guy on his side of the building and I'll stay on mine.

Notice that the Innovator was simply exerting his Super Power and looking for Improvements. In the absence of understanding, to the Perfectionist it felt like interference and intrusion.

What if they played on the same team? What if the Perfectionist viewed the Innovator as a resource who could add his own Super Power to his System—check it out, vet it, make it better?

An effective leader will bring Avatars together and multiply their Super Powers. They will lean on each other, know who to go to, respect each others' strengths.

Your Team

Consider this. The company has gotten a bit stale. You need a new product, a fresh service, a breakthrough. Who do you pull into the project?

Make your choices based on your Avatars and their Super Powers.

Select a Rebel who will Challenge the status quo and help break the stagnation.

Call in an Innovator to offer a few bold ideas.

Get a Problem Solver to create Solutions from the novel concepts.

Add in a Perfectionist to install the System that builds this product.

Compliment the team with a Giver who will share a perspective on what Cause this serves.

Once in a prototype stage, ask a Master to provide another layer of Depth to it.

Layer in the advice of a Connector when looking to make the marketing appealing since Trust is the number one reason that a consumer buys anything.

Can you see what an enormous multiplying effect understanding your team's Avatars can have?

You assemble teams based on the Super Powers of each individual. You sort out conflicts before they happen. You amplify strengths and neutralize weaknesses before the project even begins.

Superheroes provide us with archetypes of possibilities.

By understanding your team's Avatars you bring them to life.

Your Legacy

Eventually, we all come up against the questions: Why am I here? What is this adventure about? What does it mean?

If unanswered this journey called life ends without fanfare, nor much of a mark.

The choice to leave a legacy is yours.

Do what you do best. Use your Super Power.

Empower yourself to follow your dream in a role that maximizes your talent and feeds your soul.

Bring your Super Power into your family and together with theirs, become a united front.

Bring your Super Power to work and form part of a league of superheroes that want to make a difference.

Be yourself in all of your fully expressed splendor.

I believe we can change the world one empowered Avatar at a time.

That includes YOU.

END (or maybe just the beginning...)

To find out more about how you can...

- **Confirm YOUR Avatar...**
- **Obtain Avatar Programs for your Family...**
- **Tap into Avatar Leadership**
- **Build Sales & Marketing programs based on your WHY...**

Visit:

www.WHYAvatars.com

Section II—Leadership

The Avatars of your team—it's all about them.

"Culture eats strategy for breakfast!"

Peter Drucker

Exceptional leaders crave one thing above all else: peace of mind. You want to know that you have done everything in your power for your team—to give them any and all tools necessary to create engagement, commitment, unity & teamwork that ultimately lead to an inspired culture.

And everyone recognizes it. Zappos, Nordstrom, Google, Southwest Airlines—all top performing leaders in their fields.

How do you get that? How do you create that elusive culture that leads to both market dominance and a happiness or value quotient that more and more team members now demand? Where do you even start?

Simple. You start with your vision, your cause, your beliefs—in other words, **WHY** you do what you do.

You start with your Avatar, the Avatars of your team members and the WHY of your enterprise.

Note that this is not by any means an easy proposition. It requires time, effort and consistency. And here's an additional challenge.

As with most super heroes, the very strength of each Avatar carries with it a corresponding weakness or Achilles heel.

The Giver gives—noble in and of itself—though often to the point of excess, of overstretching that leads to inefficiencies and dropped balls, as well as stress and disappointment.

The Connector creates relationships—necessary in any endeavor—though often at the expense of themselves when their efforts are simply viewed as kind or pleasant as opposed to specific trust-building initiatives.

The Problem-Solver offers solutions at warp speed most of the time—though becomes paralyzed and unable to move forward when a situation doesn't make sense.

The Innovator shares fresh ideas in relentless fashion—though has difficulty distinguishing when an efficient system requires no immediate improvement and any interference with it can actually be a negative.

The Perfectionist builds systems and processes that work—though gets mired in those very systems and less able to embrace change in a rapidly changing landscape.

The Rebel offers a boundless fountain of alternative approaches—though tends to isolate and remain distant, at both personal cost and to the detriment of the team.

The Master brings depth and penetrating insights to any subject—though has less tolerance and acceptance for solutions that may appear too simplistic or common.

You, as the leader, must manage, embrace and unite them all.

It takes more than work and dedication alone to build a winning culture. You need tools—effective tools that help you create the environment in which a cause reigns above a paycheck, a new language enables team members to communicate effectively and a purpose exists that everyone can get behind.

Inspiration breathes life into an organization. It is an elixir that keeps people engaged and committed, working longer and harder than anyone else, performing at higher and higher levels, determined to live up to the cause, the movement, the WHY of the enterprise. It is the Holy Grail of motivation, the ultimate uniting force, the blood that courses through a company's veins.

In the absence of inspiration, an organization drones along, maybe succeeds in small measure though never reaches its true potential. With inspiration there is no end to what you can accomplish, no height you cannot reach.

Inspiration comes from knowing WHY you do what you do and infusing your WHY into every level of your organization.

To do that, you need tools—the WHY Builders.

Chapter Four

Build Your Team

*"One reason a dog can be such a comfort when you feel blue is that
he doesn't try to find out WHY."*

Unknown

According to a recent Dale Carnegie Institute study, three quarters of all employees are NOT actively engaged. Per Gallup, 18% of employees are actively disengaged, meaning that they routinely disrupt productivity, damage efficiencies and otherwise hurt your business.

The United States Bureau of National Affairs estimates the cost of employee turnover at over \$11 Billion Dollars in the USA alone. Lost productivity goes far beyond that—estimated at over \$300 Billion.

ResearchGate calls employee disengagement "the leading disease of the 21st Century."

We call employees "worker bees", "cogs" or even "slaves." We term managers "zoo-keepers" and "slave-drivers". We designate our place of business a "grind".

What happens when you grind something down? It turns into dust and blows away.

And yet we wonder why team members move on to perceived greener pastures.

What do the studies note as the number one factor for this rampant and chronically problematic dynamic in the workplace? The relationship with the immediate supervisor.

That means YOU or someone on YOUR team.

Before we continue, let's debunk a prevalent myth. *"It's their fault."*

Let's debunk another one. *"It's your fault."*

Actually, the responsibility for creating a great work place lies with all parties.

If an employee fulfills a role for which you pay them, they hold a responsibility to remain engaged and accomplish the tasks required of them. That's the agreement.

However, as a leader, you have the responsibility of helping them see that their work makes a difference, that they impact others positively, that they support a team—in short, that they feel a sense of fulfillment for what they do every day.

Here's the conundrum:

If WHAT they do does not align with their Avatar and WHY they do what they do, they will have no passion.

If your team members' activities do not align with what they believe, it will be impossible for them to feel engaged, to care about the enterprise, to give their all—regardless of their daily functions.

It doesn't matter if they have the skill set, the resume, the references or the experience. If you do not ensure that their role and responsibilities fit their Avatar, you will end up in the same sinking "engagement ship" as the rest of the general world.

You must discover their Avatar, help them understand HOW they live their WHY and verify that WHAT they do aligns with their WHY.

The benefits to using the Avatar Team Builder extend beyond the individual. First each person gains increased self-awareness. Then that expands to a better understanding of the other members of the team—based on how they view the world—through their own Avatars.

The results manifest immediately. You will witness successive "ah-ha" moments as people "get" each other for the first time.

You will watch your team open up through newfound insights into each other. Respect will grow and naturally lead to collaboration in the work place.

You will likely determine that certain individuals will benefit from different roles—those that more closely fit their Avatar.

You will view each person with a new light. Rather than focusing on what they do, you will tune in to what they stand for, what matters most to them.

Your influence will grow exponentially as you gain a deeper understanding of each person's uniqueness and can speak to that directly.

You will gain access to a new, highly effective and common language that will act as a unifying force for everyone.

And as you will see as you read on, that language will translate into support for the WHY of your enterprise—your cause—thereby building a foundation for an inspired organization.

Tool: The WHY Team Builder

Imagine an organization where every team member knows their Avatar, HOW they live their WHY on a daily basis and WHAT they do—their role and function. Imagine an organization where everyone knows the Avatar, HOWs and WHATs of each other as well as their own. This forms the basis of an inspired team.

- Problem—The majority of employees are disengaged. They feel no loyalty to their own organization and change jobs frequently. Training new employees costs a fortune and turnover prevents the formation of sustainable culture.
- Solution—To discover and chart the Avatars, HOWs and WHATs of every team member in one place, for all to see in a completely transparent format and use to understand and support each other.
- Benefits—Better engagement and commitment. Efficiencies in teamwork. Increased communication skills. Alignment with other colleagues as well as the cause of the organization. Self-awareness and self-knowledge.



Your WHY Advantage for Business

The WHY Avatars



1. The Giver

2. The Connector

3. The Problem Solver

4. The Innovator

5. The Perfectionist

6. The Rebel

7. The Master



Your WHY Advantage for Business

The *WHY* Avatars explained...

1. *The Giver* – With this *Avatar* as your driver, you live to give to others, to add value to their lives, to make a difference and have an impact with your actions and efforts. You enjoy being part of a greater cause, participating in it and offering your contribution. You love to support, and relish the success of the greater good, the company, the team, or whatever the cause may be. Often you help behind the scenes, looking for ways to make the world a better place. Other times you may give in more of a public forum, trumpeting a movement or a message. You are a go-to person, the one people look for when they need help with just about anything.

2. *The Connector* – With this *Avatar* as your driver, you strive to create relationships based in trust. You believe that trust is paramount and will work hard to create it in all aspects of your life. You become educated as an expert in a particular subject and work hard to demonstrate your expertise as a way of establishing trust. You strive to do things “right” in order to show that you are trustworthy and will go the extra mile to prove it with your actions, words and deeds. You are reliable and can be counted on to do what you say you will do.

3. *The Problem Solver* – With this *Avatar* as your driver, you carefully observe all that is around you, take in elements of every situation and make sense out of them. You take complicated, or what may appear to be complicated, factors, problems and concepts and organize them to create options that are sensible and easy to implement. You are highly “solution” oriented and typically can be viewed as an expert because you find solutions quickly. You summarize complicated issues and break them down into easily digestible pieces to come up with answers. You are the person people look for when they want to work through something because you can clarify and simplify just about anything.

4. *The Innovator* – With this *Avatar* as your driver, you seek to improve most everything you touch. You want to tweak, make adjustments and innovate with a constant quest to find better ways to do things. You can’t stop yourself from looking at virtually anything and wanting to make it better and share your improvement with the world. You invent things and often associate from other disciplines or industries and apply what you learn to what you are working on. You are a fountain of fresh ideas and innovative approaches.



Your WHY Advantage for Business

5. *The Perfectionist* – With this *Avatar* as your driver, you believe there is a right way to do things and that things should be done right. You do not cut corners or skimp on the details. You follow procedures, are results driven and believe that if the proper system is followed correctly, you will achieve the “right” results, those desired by the company or enterprise. You create structures and processes for clarity and simplicity and the correct running of operations. You are precise and deliberate and excellent at organizing.

6. *The Rebel* – With this *Avatar* as your driver, you live outside the box and rebel against the typical or classical way of doing things. You challenge the status quo and seek unique solutions that no one else has considered to existing problems and challenges. You are often entrepreneurial and love innovation and disruption, particularly if it is a “game changer”. You think differently than others and look to create a market versus to serve one. You have a broad variety of diverse interests in food, music, art and friends and can be sometimes seen as different and unique.

7. *The Master* – With this *Avatar* as your driver, you seek deep amounts of information over a broad variety of topics. You may pick a specific subject and begin to learn about it, often for the sheer joy of curiosity and learning something new. You gather and retain substantial knowledge in different areas and can typically be viewed as an “expert” in numerous disciplines by many, though you may insist that you have yet to truly master any of them. You are fearless about new subjects or ideas and unafraid to delve into a topic. For you the very act of absorbing and exploring anything novel is in itself worthy.



Your WHY Advantage for Business

Your *WHY* Avatar Team Breakdown

WHO	<i>WHY</i> Avatar	Superpower	Strengths	Kryptonite



Your WHY Advantage for Business

WHY Avatar Superpowers and Kryptonites

Each *Avatar* comes with great strengths that help you maneuver through life using your special gift. We call them your Superpowers. Each *Avatar* also comes with specific challenges. We call those your Kryptonites. When you know both, you can use your *WHY Avatar* and understand others' Avatars to the best of your ability. Consider the following SuperPowers and Kryptonites for each *WHY Avatar*:

WHY Avatar	Superpower	Kryptonite	Solution
1. The Giver	Causes. You are a noble, worthy, genuine person who just wants to help and leave a mark. You love to support and relish the success of the greater good, the company, the team or whatever the cause may be and make a very reliable and committed teammate as well as a visionary leader.	Over-commitment. You have difficulty saying "no" regardless of how full your plate is, which can cause stress and bring down the quality of your work.	Discernment. You must grow the ability to say, "I'm not available right now, but I will circle back with you when I have the time."
2. The Connector	Trust. You are a loyal, solid, committed person who does what they say they will do. You will do things "right" in order to demonstrate that you are trustworthy and will go the extra mile to demonstrate your trustworthiness.	Waste. You do the extra, extra, EXTRA to demonstrate trust. This doesn't work and wastes a lot of energy because people with other Avatars don't understand or appreciate this extra effort. In other words, the purpose for which it is intended, to establish trustworthiness, is not served by the effort.	Full disclosure. You need to tell anyone you have a working or other relationship with, "Trust is really important to me and you can count on me. Can I count on you?"
3. The Problem-Solver	Solutions. You are a solution-oriented person who is an outstanding problem solver and good communicator. You take complicated or what may appear to be complicated factors, problems, and concepts and organize them to create solutions that are sensible and easy to implement.	Paralysis. You can come across as arrogant or "know-it-all," which can alienate others. You may not know or appreciate when your opinion is or isn't wanted. You get bogged down when you can't "see" a solution.	Listen and wait. Invite others to speak first and ask, "Are you looking for solutions or do you just want to be heard?"



Your WHY Advantage for Business

WHY Avatar	Superpower	Kryptonite	Solution
4. The Innovator	Improvements. You are an innovative, creative person who is always improving and sharing. You are also very good at associating – taking from one industry and applying to another.	Change. You can never leave anything alone. You meddle with what's already been proven to work and find things to never be 'good enough.' You can also be extremely competitive.	Space. When put in the right position, where innovation is welcome, you thrive and keep out of other people's work. It's best to keep Innovators out of established systems, operations and procedures unless you are looking to specifically improve those.
5. The Perfectionist	Systems. You are a systems driven person who works with proven processes and follows procedures that work and are tested. You believe in creating structures and processes for clarity and simplicity and the correct running of operations.	Rigidity. You can come across as rigid, not as flexible with other ideas and straight-laced. You can be stubborn about trying something new or different.	Acceptance. Understand that "your way" may not be the best way for others and allow others to come to you for solutions, which they typically do eventually.
6. The Rebel	Challenge. You think differently, offer fresh perspectives and can remove blocks and create new avenues for progress. You are extremely entrepreneurial and love innovation.	Isolation. You often feel isolated and misunderstood or seen as an outcast. You may come across as frustrated and feel that everyone else just doesn't get it.	Communication. Help express your Superpower as a gift and share it with others to enable them to embrace it as cool and novel. Embrace who you are and let others know so that they can appreciate you.
7. The Master	Depth. You are a brilliant thinker who has vast knowledge of several different non-corresponding topics. You are excited to learn for the sake of learning and aren't afraid to dive into anything to gain a greater understanding.	Complexity. Nothing is ever quite good enough. You are always looking for the Rolls Royce when a Volkswagen is enough. You also tend to come off as very long-winded when speaking in both formal and casual settings.	Clarity. Find the best place where your brain is fully engaged and mastery is called for. You work best outside of the mundane or routine.

Chapter Five

Build Better Communication

*"Of course there will always be those who look at technique, who ask 'how',
while others of a more curious nature will ask 'why'."*

Man Ray

According to BusinessPerform.com, bad communication leads to increased employee turnover, increased absenteeism, poor customer service, failed project delivery, greater incidence of injuries, higher litigation costs and lower shareholder return.

Some people speak too quickly, others too slowly. Some talk too loud, others too soft.

Some use complex words, others sound so juvenile they can't be taken seriously.

Even a shrill voice or a sing-songy tone can cause such distraction as to have the message dissipate into the ethers without ever reaching its target.

As the Chinese proverb states: ***"Trouble comes from the mouth."***

The challenge for business leaders is that poor communication impacts your bottom line—in a BIG way.

How many times have you dealt with an irate customer upset over communication or lack thereof?

How many meetings have you suffered through to discuss the exact same topic?

How often do you fix problems due to communication challenges—issues that rob you of the time to build your business?

What's the main problem? Lack of clarity.

If the message doesn't land, or comes across incomplete, or gets misinterpreted, or leaves space for varied constructs or otherwise lacks clarity, you can guarantee one result—***it costs YOU money.***

Would you speak French in China or German in Egypt? Not if you want to be understood.

Yet we do it at work all the time. We don't speak each others' language.

Givers like to support, lend a hand, help out, jump in.

Trust-Builders want to connect, relate, listen, create safety.

Problem-Solvers figure things out, assess information, take in data.

Innovators want to know "What if...?"

Perfectionists pause before answering, take a lot of notes, seek out systems.

Rebels are prone to challenge anything, including communication from others.

Masters may go into unwarranted depth on a given topic

In other words, ***how you communicate is based on your Avatar.***

Your Avatar affects how you listen and take in information.

What if you learned a new, far more effective language?

What if you could reach your team members at their core, at their essence, based on what they believe?

How much greater influence will you gain? How much will you increase the strength of your leadership?

As Teddy Roosevelt once stated: *"People don't care how much you know until they know how much you care."*

If you care enough to speak to someone in a way that fully lands, that tells them that you "get them", that shows them you take an interest in them, you will win them over.

People search for meaning every day. As a leader, you must help them find it through your enterprise.

In a largely dysfunctional communication world, your business can be the one safe haven where your team members feel understood, appreciated and valued.

How do you do that? ***Teach them the language of each of the Avatars.***

Think about it. If your enterprise become the transparent "breath of fresh air" that communicates in "their" words, that hears where they are "coming from", that knows how to respond in a way that honors their beliefs, they will cherish and revere you as a leader.

You will stand out from all others.

Talk to them in terms their heart fully understands.

Learn the language of each Avatar.

The Avatar Communication Builder—Imagine an organization where people take on roles based not on their skill set, but on their unique perspective of the world and the essence of who they are—their Avatar. Could passion become the norm—an excited team that can't wait to get to work in the morning to engage in the company's cause?

- Problem—Poor communication and lack of understanding leads to isolation and the creation of silos. People protect their turf at the expense of others and the company as a whole. Teamwork is thwarted in favor of individualism.
- Solution—To outline the mix of Avatars by category and clearly see the break down, as well as to provide the language to optimize communication with each Avatar.
- Benefits—Get the right people in the right seats. Build teams whose Avatars compliment each other and create healthy tension, a pre-requisite to striving for excellence. Learn the words that work to truly influence each Avatar.



Your WHY Advantage for Business

Your *WHY* Avatar Communication Builder Worksheet

WHY	TEAM
<i>1. The Giver</i>	
<i>2. The Connector</i>	
<i>3. The Problem Solver</i>	
<i>4. The Innovator</i>	
<i>5. The Perfectionist</i>	
<i>6. The Rebel</i>	
<i>7. The Master</i>	



Your WHY Advantage for Business

WHY Avatar Communication Key Words

WHY	KEY WORDS
1. The Giver	Give, cause, greater cause, visionary, help, contribute, add value, impact, make a difference, involve, jump in, assist, behind the scenes, support, aid, be a factor, provide, devote, share, offer, agree.
2. The Connector	Trust, trustworthy, connection, bond, count on, connect, relationship, reliable, in touch, safe, deliver, entrust, confidence, dependable, sincere, steady, responsible, reputable, integrity, accountable.
3. The Problem Solver	Make sense, resolve, solve problems, clarify, simplify, figure out, take in, work out, break down, fix, unwind, complex, logic, solution, realize, understand, communicate, in order, straight-forward, step-by-step.
4. The Innovator	Better, innovate, improve, invent, increase, push forward, create, associate, tweak, question, new, fresh, drive limits, advance, progress, expand, pioneer, upgrade, superior, exceptional.
5. The Perfectionist	Right, right way, correct, proper, on time, precise, in line, proven, backed up, written down, established, accurate, just, true, factual, spot-on, strict, appropriate, honest, good.
6. The Rebel	Challenge, rebel, different, diverse, outside the box, eclectic, unique, varied, outside the square, opposite, diverse, experiment, dare, offbeat, various, contrary, distinct, uncommon, rare, exclusive.
7. The Master	Knowledge, mastery, sophisticated, evolved, multi-faceted, seeking, absorb, expert, major, grasp, proficiency, finesse, wisdom, recognition, philosophy, refined, worldly, sovereign, elegant.



Your WHY Advantage for Business

Awesome *WHY* Avatar Greeting Cards



1. ***The Giver***

Dear (Giver),

The way you support others makes us all better--you jump in, help anywhere you can, participate in what others are doing and are always willing to assist behind the scenes and be a factor in all of our success. Your contributions are deeply appreciated and we truly cherish you.

Signed,



2. ***The Connector***

Dear (Connector),

Thank you for being so reliable and dependable. Everyone counts on you and you constantly connect us all. You stay in touch and make us feel safe--constantly building trust in our relationships. You help create a feeling of family which we so deeply appreciate.

Signed,



Your WHY Advantage for Business

3.

The Problem Solver

Dear (Problem Solver),

The way you take on problems and figure out solutions makes all of our lives better. You remove complexity, bring clarity and help any of us sort out a challenge and make sense of it. Your ability to break down an issue and fix it for the benefit of others is remarkable and we deeply appreciate you.

Signed,

4.

The Innovator

Dear (Innovator),

Your creativity and innovative spirit is unparalleled. The way you constantly push the envelope, tweak things and expand the limits make it possible for all of us to soar and drive forward. You act as our progressive spirit for which we are deeply grateful.

Signed,



Your WHY Advantage for Business



5. *The Perfectionist*

Dear (Perfectionist),

Thank you for keeping the rest of us in line. The way that you deliver results in a precise, accurate fashion, always on time and backed up with facts and data sets you apart from everyone and enables all of us to shine with confidence. Your clearly established contribution is invaluable.

Signed,



6. *The Rebel*

Dear (Rebel),

Your diverse and varied approach to everything acts as a breath of fresh air for the rest of us. The way you think differently and outside the box dares us all to challenge ourselves and move beyond the norm, to experiment and aspire for more. Thank you so much for your uniqueness.

Signed,



Your WHY Advantage for Business

7.

The Master

Dear (Master),

You never cease to amaze the rest of us with your knowledge and mastery over so many varied subjects. Your seeking spirit, always looking to absorb more and your willingness to share your expertise act as a tremendous resource for everyone for which we are truly grateful.

Signed,

Chapter Six

Build Your Essence

*"All human beings should try to learn before they die what they are running from,
and to, and WHY."*

James Thurber

Lack of purpose often goes unnoticed until things deteriorate in a big way. When they get really bad, you wrack your brain to figure out what happened, often to no avail.

Your systems or process begin to supersede your outcome. In other words, your focus turns to HOW you do things, at the expense of WHY you do them.

How does this happen?

Almost all organizations understand WHAT they do, what they make or what they sell.

Most have relative clarity around HOW they do what they do—and this ends up being the primary focus.

Very few understand WHY they do what they do much less where their WHY comes from—both at extraordinary expense.

In the absence of purpose or cause, your people become disconnected and psychologically disengaged from your enterprise.

What's worse, they disconnect from your client. In other words, they simply don't care.

Have you experienced these telltale signs:

Identical problems linger without resolution.

Team leaders run on the treadmill "doing" without much "leading."

Your meetings end up as share-fests where team members tell others what they did, largely in isolation from each other.

Personal egos supersede your team or company goals.

In the absence of a well-defined and shared cause, people show up, function and leave. They seldom do more.

To build a successful team, you need to know:

Where are we going?

How will we get there?

What is our vision?

Consider this—it is never money that creates an idea. It is always an idea that begins the flow of money.

Someone with a vision has an original idea—no matter how many people then participate in its crafting and development.

Inasmuch as your Avatar is the embodiment of how you view the world, then naturally, the WHY of anything you create, flows from your Avatar.

Many other individuals may help you mold, shape and give expression to the WHY of your enterprise (through their Avatars), though your Avatar will always provide the root source.

In any endeavor, the original visionary or current visionary leader will define the WHY of that enterprise through their Avatar.

The ramifications of this are massive. You can trace the source of any venture back to its roots. You can find its genesis.

Here's the kicker.

The genesis of anything created by man stems from the human condition—the way that each creative being sees the world—their Avatar.

This axiom applies at home, in business and even with our greater belief systems.

Christianity came about as a result of Jesus Christ and his vision.

Muhammad shared his light through the Quran that in turn became the foundation of Islam and the Islamic civilization.

The successful merchant from a humble background runs a thriving enterprise based on his or her own experience of the world and what they saw as possible.

Your Avatar will not change. Every endeavor you begin will originate from your Avatar.

This knowledge gives you great power.

Companies, organizations and enterprises stem from the Avatars of their creators.

The Giver looks to impact the world.

The Trust-Builder builds connections.

The Problem-Solver provides new solutions.

The Innovator offers fresh approaches.

The Perfectionist creates effective systems.

The Rebel brings alternate ideas to life.

The Master takes us deeper.

In each case, the entity they bring to life will be a reflection of their Avatar.

Each entity therefore, by definition has its own essence, its reason for existing—and when you determine what that is, you release its power.

When you have clarity around your essence, you unlock your team's imagination. You set them free to make decisions guided by WHAT you do best—that in turn gives life to the WHY of the enterprise.

It's like a flywheel that may take a while to spin, though when it does, becomes unstoppable. It converts menial tasks into the opportunity to live for something bigger.

We spend much of our life on "stuff"—the necessary motions for survival—at home, with our family, in society. If work mirrors the mundane, without any greater cause to get behind, we can never build an inspired culture.

People yearn to believe in something. With the right buy-in, a cause comes to life. You own it. The team owns it. It shifts the perception completely.

As Wayne Dyer commented: *"If you change the way you look at things, the things you look at change."*

The routine becomes exciting, the mundane meaningful, the workplace joyful. When that happens, everyone wins.

When everyone knows WHAT you do, HOW you make it happen and WHY you do it, you can identify the core—the foundation, the heart and soul of your business—which in turn rallies everyone behind it.

What is your Essence?

The WHY Essence Builder—Imagine that your team members come to work inspired every day. They do it for a cause—not a paycheck—united behind the WHY of the organization because they know how their Avatar supports that cause and fits perfectly within it.

- Problem—Most organizations lack clarity around what they stand for and fall into complacency, a daily grind that revolves around repeated tasks, therefore lacking excitement or passion—a guaranteed ticket to mediocrity.
- Solution—To determine the WHY, HOWs and WHATs of the organization as well as the Essence of WHAT you do—and to express that powerfully in a single sentence that creates a rallying cry for the team.
- Benefits—Form the foundation for a cause-based organization. Deepen team's understanding of the Essence of the enterprise—WHY it truly exists. Create excitement about the mission and contribution.



Your WHY Advantage for Business

Your Company WHY

WHY Avatar of the Company's Founder or Current Visionary Leader

WHY of the Company

Customized Versions of the Company WHY

Official Company WHY



Your WHY Advantage for Business

Your Company STRENGTHS -- HOW You Live Your WHY

List Your Company WHY

HOW do you live your WHY internally?

HOW do you express your WHY externally?

List Primary Company STRENGTHS



Your WHY Advantage for Business

Your Company TASKS -- WHAT You Do

Your TASKS comprise a list of your Company's primary functions, roles and tasks you perform on an ongoing basis. It will be helpful to list them by department or organizational structure--such as accounting, operations, marketing, administration, sales.

Administration

Operations

Accounting and Finance

Other (Define)



Your WHY Advantage for Business

Find Your Essence

Look at all of your TASKS. Underneath the roles, systems and processes, what's the true ESSENCE of what you do, the reason you exist, and the way that you impact the world?

For example, an investment bank has many daily chores. The ESSENCE of what they do is to "make money work for you."

A residential construction company has many daily TASKS. The ESSENCE of what they do is to "build the perfect home for you."

A computer software company functions with many systems and processes that they apply daily. The ESSENCE of what they do is to "make your online experience better."

What is the ESSENCE of WHAT you do? Write down your ideas, discuss and decide on a final ESSENCE.

Essence Ideas

Your Company Essence



Your WHY Advantage for Business

Your WHY Essence Builder Worksheet

Name of Your Company:

WHY of Your Company (personalize here:)

The STRENGTHS of Your Company:

The TASKS of Your Company:

The Essence of Your Company:

Chapter Seven

Build your Values

"Human behavior flows from three main sources, desire, emotion and knowledge."

Plato

"We must live our Core Values..." says the CEO.

We see this admonition often, as if team members understand it, get it and operate by its tenets. Sadly, that seldom happens.

All too often, we view core values displayed in conference rooms, hallways and senior offices though virtually no effort is made to imbue them into an organization. Generally, a consultant or facilitator takes top executives to a retreat and they emerge with a list.

And it stops there. Not only do companies make little effort to share and infuse these values into their culture, too few people participate in their creation. As a result, they get lost. Most team members ignore them.

If you visit www.WholeFoods.com, you find their core values prominently explained on their website. They state:

"The following list of core values reflects what is truly important to us as an organization. These are not values that change from time to time, situation to situation or person to person, but rather are the underpinning of our company culture."

NRG energy company states the following:

"At NRG, our core values provide a framework for all corporate strategy and decision making. They are the standards by which we STRIVE to conduct our daily business, work with one another and interact with our communities."

Notice the language in both cases. In essence they declare that core values drive behavior from person to person and decision making at every level.

In other words, a core value takes priority over profit—especially short-term profits. It declares to the world that you stand for something more than the sheer pursuit of money and that you intend to stick behind principles and beliefs that reflect that.

How does that become “real” for everyone on the team—because if it doesn’t, the progressive dilution at each team level makes it almost worthless?

Simple: ***Involve everyone in the process of core value creation.***

In the absence of an expensive and protracted onboarding program to support value indoctrination, the only way to generate buy-in with your team members is to include them in the process of defining your core values.

You have little risk. They have a sense of them already—from a distance. When they participate in the actual creation and stating of the core values, their personal investment in living them goes through the roof. It becomes real.

Even in a re-visitation of existing stated values, the very inclusion of team members in the discussion generates alignment, commitment and agreement to each one of them.

In either case, you win.

Think of the current shift in mind set among employees. People want meaning. Millennials demand it and care more about it than financial compensation.

If you don’t establish buy in and support for your core values, you risk greater turnover, poor work quality, absence of loyalty and a weak culture.

Invite your team members into the process. Let them “feel” how important their input is, how you collectively define what you stand for. Allow them to internalize the core values as their own, not just those of the company.

You will generate unprecedented loyalty, increased commitment, greater retention and a group of team members motivated by your cause and your culture instead of a paycheck.

That is worth a fortune.

The WHY Values Builder—Imagine knowing that each of your team members can engage in a discussion about your core values at any time—because they are clear, prominently displayed, form part of your culture and everyone knows them—and because they participate in their creation.

- Problem—Most companies don't have defined core values. When they do, these have most often been decided in isolation by a few people in senior management and as such lack buy-in by the rest of the team and exert little influence.
- Solution—To determine the company's core values in an interactive format that brings meaning to each of them through thorough dialogue and discussion in a fully interactive format.
- Benefits—Creates filters through which to run decisions. Establishes benchmarks for performance. Builds unity, trust and common ground among all team members, along with accountability to a higher standard.



Your WHY Advantage for Business

Your WHY Values Builder Worksheet

Using the Top Ten Core Values Sheet and the Additional Common Core Values Sheet, write down the core values that matter most to you, that you most identify with and believe are the most valuable and important for the success of Your Company. Although you ultimately may need to reduce the number, do not hold back initially and include all those that you deem necessary or crucial.

Following a thorough discussion with your team, determine what are the core values that both resonate and capture what you believe and stand for. Most companies find that 5 to 8 is an ideal number for total core values.

Final Core Values



Your WHY Advantage for Business

Top 10 Core Values

After reviewing the Core Values of many leading companies, these are 10 that continuously lead the list.



1. **Integrity**
2. **Accountability**
3. **Open and/or Honest Communication**
4. **Self-Discipline or Self-Motivation**
5. **Make a Difference**
6. **Learning**
7. **Trust**
8. **Passion**
9. **Appreciation**
10. **Results**



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Comprehensive List of Common Core Values

Here is a list of Common Core Values

- Accountability
- Achievement
- Adaptability
- Ambition
- Appreciation
- Balance
- Belief
- Boldness
- Brilliance
- Care
- Certainty
- Challenge
- Clarity
- Collaboration
- Commitment
- Community
- Compassion
- Competence
- Confidence
- Congruency
- Connection
- Consistency
- Curiosity
- Daring
- Dedicated
- Dependable
- Determination
- Directness
- Discipline
- Diversity
- Diversity
- Dreaming
- Efficiency
- Empowerment
- Energetic
- Enthusiastic
- Equality
- Ethical
- Excellence
- Faithful
- Fearless
- Forgiveness
- Friendship
- Fun
- Generous
- Genuine
- Good
- Happy
- Helpful
- Honest
- Honorable
- Hope
- Imagination
- Independence
- Innovation
- Integrity
- Intelligence
- Joyful
- Just
- Kindness
- Knowledge
- Lasting
- Leadership
- Learning
- Legacy
- Love
- Make a Difference
- Mastery
- Meaningful
- Noble
- Non-Conforming
- Nurturing
- Objective
- Open Communication
- Optimistic
- Organization
- Original
- Outstanding
- Ownership
- Passion
- Performance
- Perseverance
- Persistent
- Professionalism
- Purity
- Quality
- Resourceful
- Respect
- Risk Taking
- Safety
- Service Excellence
- Stability
- Strength
- Togetherness
- Tough
- Transparency
- Trust
- Unity
- Virtuous
- Wisdom
- Youthful



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Core Values Quotes

It is time to return to core values, time to get back to basics, to self-discipline and respect for the law, to consideration for the others, to accepting responsibility for yourself and your family - and not shuffling it off on other people and the state.

John Major

It's the job of any business owner to be clear about the company's non-negotiable core values. They're the riverbanks that help guide us as we refine and improve on performance and excellence. A lack of riverbanks creates estuaries and cloudy waters that are confusing to navigate. I want a crystal-clear, swiftly flowing stream.

Danny Meyer

If a brand genuinely wants to make a social contribution, it should start with who they are, not what they do. For only when a brand has defined itself and its core values can it identify causes or social responsibility initiatives that are in alignment with its authentic brand story.

Simon Mainwaring

When marketers influence habits, they influence peoples' self-identity. And so when a group or company does something that doesn't correspond to our core values, it feels like a betrayal.

Charles Duhigg

I try to find the core values that are so fundamental that they transcend ethnic identity. That doesn't mean I run from it. I embrace African-American culture and I love it and embrace it, but it is a part of a human identity. So I'm always trying to make a larger human statement.

Wynton Marsalis

Chapter Eight

Build Your Vision

"Success, like happiness, cannot be pursued; it must ensue...as the unintended side effect of one's personal dedication to a cause greater than oneself."

Viktor Frankl, Austrian psychiatrist.

Yaro Starak, in a piece from www.entrepreneurs-journey.com, wrote:

Vision is such an important part of goal attainment, yet most people have no strong sense of what they want to achieve.

Vision leads to congruency and a powerful motivation, which result in consistent and persistent action. You develop a single-minded sense of certainty—nothing will stop you—no money making opportunity will sway you from your current path and you won't return to your old routine due to fear of the unpredictable.

As a leader, few things matter more to you than “single-minded sense of certainty.” What if your team members felt that every day?

What if you could relax into your role, knowing that everyone on the team would relentlessly drive forward, with or without you, unstoppable in their own right?

Yaro further states:

Actions may be key, but without vision guiding action, you won't achieve your goals because you won't truly know what your goals are. What you are doing when creating a vision statement is articulating your dreams and hopes for your business.

In order to operate with that level of certainty, people need that guiding light to illuminate the path before them. Your vision must provide that beacon.

An article from www.1000ventures.com states:

For the vast majority of companies, having well-defined visions and mission statements changes nothing. The exercise of crafting them is a complete waste of time and talent if visions and mission statements are used for nothing but being published in the annual report and displayed in a reception area. To energize employees to work towards corporate objectives, visions and missions should be

more than a sign on the wall. Executives and managers should live them, be seen living them, and constantly communicate them to their employees.

We return to the same, recurring problem—how to get your vision off the plaque on the wall and into team members' hearts.

Robert H. Rosen, in his book, *Leading People*, shares:

Leaders need to develop the vision for the enterprise and articulate it to the entire organization. This creates a common purpose with everyone working toward a common goal. This communication needs to be face-to-face, not videos, publications or large meetings.

Much like your core values, if your team is not involved in the creation of your vision, or at least the discussion around its importance, the debate that verifies its truth, it will mean almost nothing.

People have to “feel” good about it. Feelings come from your limbic brain. You express them through your WHY and what you believe.

Wikipedia defines a vision statement as: *...a company's road map, indicating both what the company wants to become and guiding transformational initiatives by setting a defined direction for the company's growth.*

www.About.com declares: *A vision statement is sometimes called a picture of your company in the future but it's so much more than that. Your vision statement is your inspiration, the framework for all your strategic planning.*

For your vision to set your direction, the team must “live it” with you. You are the trumpeter, the leader shouting from the top of the mountain, urging others forward, providing that inspiration.

A great vision originates from your WHY and combines your message, your gift and your skills into a statement that supports your marketing and sales team to clearly and consistently articulate your company's value.

To have maximum impact, your WHY vision must be short, clear and paint a picture of a future state that your product or service creates.

How does what YOU do change the world?

The WHY Vision Builder—Imagine that you can share with the market place and all potential prospects exactly what your enterprise does to make the world a better place in twelve words or less—in a compelling, crystalized manner that tells everyone what you stand for and your reason for existing.

- Problem—Most vision statements are simply clever buzzwords written by marketing agencies. As such they lack soul and don't reflect the true purpose behind an organization's existence—their WHY.
- Solution—To distill your vision into one short sentence that allows anyone reading it to understand your cause—AND, how, based on that cause, you improve the world with your product or service.
- Benefits—Creates a rallying cry. Shares your purpose with the world. Provides insight into where you stand and where you are going. Builds empathy for your cause. Gives your people single-minded certainty.

Helen Keller was once asked what would be worse than being blind. She answered, "To have sight and no vision."

TESTIMONIALS

"People came out of their shell, they communicated with one and other, they got to appreciate one and other, and they assembled around a common goal. That was fantastic! Don't think twice—just do it—it's great!"

Todd Ruppert, Former President and CEO of T. Rowe Price

"We know how to apply our WHY's to work together more effectively. My team was impressed that we made an investment in helping them personally. One of them said they will "doubling down" on their commitment to the business. That's ROI!"

Robert Glazer, CEO of Acceleration Partners



Your WHY Advantage for Business

Your WHY Vision Builder Worksheet

Your vision expresses your contribution to the world. It lets everyone know how WHAT you do, your product or service makes a difference or has an impact. It is a powerful statement that brings clarity and purpose to everyone.

Enter how the Essence of your WHAT makes the world a better place...

Finish the following sentence: "We picture a world where..."

Enter your Final WHY Vision below:



Your WHY Advantage for Business

Top Vision/Mission Statements

COMPANY	MISSION
Life is Good	Spreading the power of optimism.
Patagonia	Build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis.
American Express	To be the world's most respected service brand.
Warby Parker	To offer designer eyewear at a revolutionary price while leading the way for socially conscious businesses.
Honest Tea	To create and promote great tasting, healthier, organic beverages.
IKEA	Affordable solutions for better living.
Nordstrom	To give customers the most compelling shopping experience possible.
jetBlue	To bring humanity back to the skies.
Habitat for Humanity	A world where everyone has a decent place to live.
Make-A-Wish	People everywhere share the power of a wish.
San Diego Zoo	To become a world leader at connecting people to wildlife and conservation.
The Nature Conservancy	To leave a sustainable world for future generations.
Smithsonian	Shaping the future by preserving our heritage, discovering new knowledge, and sharing our resources with the world.
Save the Children	A world in which every child attains the right to survival, protection, development and participation.
Kiva	A world where all people – even in the most remote areas of the globe – hold the power to create opportunity for themselves and others.
Special Olympics	To transform communities by inspiring people throughout the world to open their minds, accept and include people with intellectual disabilities and thereby anyone who is perceived as different.



Your WHY Advantage for Business

Worst Vision or Mission Statements

There are a lot of bad vision or mission statements out there. Here are a few that we feel are missing the boat, with our comments as to why we dislike them:

Albertsons

To create a shopping experience that pleases our customers; a workplace that creates opportunities and a great working environment for our associates; and a business that achieves financial success.

We have no idea what this business is about. In case you don't either, Albertsons is a chain of grocery stores.

Barnes & Noble

To operate the best omni-channel specialty retail business in America, helping both our customers and booksellers reach their aspirations, while being a credit to the communities we serve.

I need an interpreter to take this all in. It gives me a headache.

Springboard for the Arts

Springboard for the Arts is an economic and community development organization for artists and by artists. Our work is about building stronger communities, neighborhoods, and economies, and we believe that artists are an important leverage point in that work. Springboard for the Arts' mission is to cultivate vibrant communities by connecting artists with the skills, information, and services they need to make a living and a life.

This is simply WAY too long.

The Women's Center

The mission of The Women's Center is to improve significantly the psychological, career, financial and legal well being of women, men, couples and families, regardless of their ability to pay.

This is much too broad. Sounds like they do everything.

Section III—Sales & Marketing

Your clients—it's always about them.

"Lack of loyalty is one of the major causes of failure in every walk of life."

Napoleon Hill

Visionary customer service expert, Shep Hyken, once stated: "The customer is not always right. The customer however, is always the customer." I couldn't agree more. And in most cases, it doesn't matter who's right.

What matters is how you make the customer feel.

If the customer feels good about you, they will purchase. They will recommend you. They will advocate on your behalf and become an ambassador for your business. They will forgive mistakes, particularly if you communicate quickly and expedite a remedy.

In short, ***your customers become your allies.***

NOTE: The responsibility for generating a positive feeling about you for your customer falls entirely on your shoulders.

It's not about the product or service. Somebody else makes or provides the same thing.

It's not about generous return policies or smiling customer service agents. These make up the minimal standard for any level of excellence.

Your customer's feelings come from their limbic brain. Your ability to make them feel good stems from their connection to what you believe—your WHY—and to how you express it.

They want to belong, to form part of a tribe. They feel good about a cause—in this case, YOUR cause—if and only if, YOU trigger their feeling brain.

In this crazy, complex world, everyone makes choices all day long. When someone inwardly smiles about their choice to use you, you improve their

existence. You become a constant, a pillar, one less thing they need to worry about. **They appreciate you.**

THIS IS HUGE!

One strand at a time, one more decision in your favor adds another filament that in due course becomes the massive twisted cable impossible to sever. **You build loyalty.**

Harley Davidson riders don't buy gear at resale shops.

Apple users don't get out of bed on Black Friday.

Think carefully about this. If you earn loyalty, ***you create customers for life.*** You build an enduring business. Clients talk about you with reverence. They ignore your competition.

You sleep well at night.

Do you remember your last horrendous client? Of course you do—the disruption it caused at your office, the hours of cleaning up the mess, the aggravation suffered by your team members who still talk about it every chance they get—which points to one inviolable axiom.

Not all clients are created equal. In fact, while everyone wants more sales and more revenue, ***no one wants more bad clients.***

Your customer goes on a journey with you from the moment they find out about you until the moment that journey ends. Only you can make them feel connected at every step, that they are in the right place, made the right decision to choose you and don't want to be anywhere else.

When you do, you build loyal customers and create a legion of raving fans.

How can a company like Apple never have a sale or a promotion and yet build such loyalty that customers buy their products regardless of the price, over and over and debate their superiority with anyone willing to listen?

Simple. While other companies talk about what they make, what they have and what they sell, Apple tells us what they believe—in other words they lead with their WHY.

You can do exactly the same thing. In the next few pages you will find the tools you need to infuse your WHY into every touch point you have with a customer.

When you do, you will become a magnet that attracts ideal clients to your business, advocates who recommend you and your products to everyone they know.

Chapter Nine

Build your ideal Client

"Know thyself."

Plato

Not all clients are created equal and they never will be.

The angst, stress and aggravation caused by a bad client leads to hysterical stories during happy hour as team members recount their worse experiences. Not so funny however, is the loss of productivity and cost of clean up.

The bottom line is that bad clients are expensive--very expensive.

www.Lawyerist.com highlights a critical fact: *"Bad clients can make you question your skills, destroy your reputation, and result in the worst money you have ever made. Once you have a better understanding of how bad clients can wreck your practice, you will get better at spotting them and avoiding them. And it will be the best money you never made. Bad clients have an amazing way of sapping time and energy...you cannot bill for stress. You cannot bill for screaming when you get off the phone. You cannot bill for not sleeping well. You cannot bill for spending an hour talking about why you already wrote off a third of your time and why your bill is reasonable."*

The best thing you can do with a bad client is send them to your competition. Let competitors suffer a little. Poor clients drain your energy and drag the whole team down.

David Mark Shaw talks about the real cost of a bad client:

"The last thing that happens when you work with the wrong client is your energy levels get sapped. You don't want to get out of bed in the morning and you don't enjoy your work at all. This is a really bad place to get into and can really drag you down. When you don't enjoy your work, nobody wins, not you and certainly not the client."

Beckwithpartners.com explains how toxic bad clients become:

"Your first cost is psychic. Bad clients have toxic effects; they drain your group and send it into dysfunction. The employees involved with the client become distracted, less productive, and less satisfied. The next cost gets overlooked...the cost when the bad client gets passed on to another group of employees. This often is done under the pretext that "these folks are better at dealing with these challenges" Actual translation: These employees sit lower in the pecking order, and have just been reminded of it. They've been handed the peacetime equivalent of latrine duty."

Other than the janitor who signed up for the job, no one deserves to clean up your mess. They will resent you and they will leave—especially if they are good.

Kristin Morrison wrote an article "Bad Client, No Biscuit: Dealing with Difficult Clients" in which she reminds us about the hard costs: *"After having this phone interaction with this Bad Client, I realized that 5% of my energy was going to 95% of my 'well-behaved' clients and 95% of my energy was going to the 5% handful of really difficult, demanding, and nit-picky Bad Clients that I had. As I weeded out my Bad Clients an amazing thing happened: I began to make even more money than when I'd had the Bad Clients and with less stress."*

The very best way to avoid bad clients is to attract good ones in the first place. How do you do that?

First of all, you have to know who they are. What is their demographic? What is their psychographic? Where do they live? How do you find them? What do they need? What do they want? What are their problems? What keeps them up at night?

The better you know your ideal client, the more clearly you will communicate a message to attract them.

Great clients turn into raving fans who become ambassadors for your business. Talk to them, nourish them, cherish them.

You will find no better sales and marketing effort to grow your company than the referral of a satisfied, loyal client.

The WHY Client Builder—Imagine that your team can describe your ideal client in detail. They know what keeps them up at night, what their problems are and the solutions that you offer. They even know their name.

- Problem—Most organizations do not have a clearly defined ideal client. This prevents specificity in marketing and leads to confused and disjointed messaging.
- Solution—To describe in minute detail the perfect client—their demographic, their psychographic, their challenges and their desires.
- Benefits—Humanizes sales and marketing. Gives a face to the ideal customer. Helps define the target market. Distinguishes good and bad clients. Provides the basis for the creation of raving fans.



Your WHY Advantage for Business

Your WHY Client Builder Worksheet

Fill out the following information to create the profile of your ideal client.

Age:

Marital Status:

Income:

Education Level:

Describe all locations where you can prospect for new clients.

What are their problems? What worries and stresses them out the most?

What solutions are they looking for?

Describe the WANTS of your ideal client.

Does your ideal client have a name? What is it?



Your WHY Advantage for Business

Your Ideal Client Profile

If you want to take Client Profiling a step further,
you might ask the following questions:



1. What is their religion?
2. What attributes are important to them? (Loyalty, discipline, consistency, refer to the core values list.)
3. What do they listen to?
4. What do they watch?
5. How do they learn?
6. What are they passionate about?
7. Where do they live?
8. What types of people, places or things do they like?
9. What do they read?
10. Where do they shop?
11. What do they buy?
12. Do they buy online?
13. Where do they meet others?
14. What clients do you best work with?
15. Who are your favorite clients?
16. What do you like most about your favorite clients?
17. Who are your best clients?
18. What makes them the best clients?



Your WHY Advantage for Business

Most Common Business Challenges

While all businesses face many types of challenges, these are five that affect almost all companies at some point.

1. **Time.** No matter how hard you work or how many hours you put in, there never seems to be enough time. 50, 60 or even 70 hours is not enough to get everything done and without care and planning you become a slave to the business.
2. **Execution.** No amount of conceptual brilliance will guarantee your success. A mediocre idea well executed has a far better chance than a great idea with poor execution. The main reason so many businesses fail before succeeding is due to poor execution.
3. **A real market--availability of buyers.** It is imperative to remember that people buy what they want first, not what they need. Does the market sustain a need for the product? Is there market research that backs up the assumption? Do you know there are buyers?
4. **People.** In any business, every single person is critical to the overall operation. One poor performer can negatively impact the whole team. The loss of a key vendor can spell disaster to profit margins. Without great new talent, you can't grow. There are no end to the challenges that surface when you have poor or insufficient people.
5. **Finances and capital.** Guess what? If you don't have enough money, you are in trouble. You can't operate efficiently, find the right personnel, purchase needed inventory or take the necessary steps to produce and market your product or service.

Chapter Ten

Build your Story

"My goal is simple. It's a complete understanding of the universe,

WHY it is as it is and WHY it exists at all."

Steven Hawking

Here are four of the most important words ever spoken by your prospects: "What do you do?"

Do you know what to say? More importantly, does your team know what to say? Do you even know what they say?

Does your story help convert prospects into customers? Does it generate conversation? How many times does anyone from your organization fumble through the words to describe your company?

Do they share about your enterprise as you would want them to?

ITTECHEXEC.com states on their site:

I've met a lot of good braggers and none of them are good at sales/marketing. Why? Because they practice poor selling techniques, expecting to trick the other party into thinking they are better than they are, expecting to win bigger than the other party does. I've also met a lot of others who don't want to seem like their "selling" so they don't. They don't pitch any substance, and they don't make the sale. (They make the mistake of thinking the product will just sell itself.)

Imagine for a moment that everyone in your organization knew exactly what to say when asked "what do you do?" Not just a clear description--rather the words that cause a prospect to want to know more about you. What might that be worth?

Christopher Witt expresses -- Bad elevator pitches are:

- *Long and exhausting: Ten seconds is best. You can, if you must, take 15 to 20 seconds. But the longer your pitch goes on, the less likely anyone is to say, "Tell me more."*
- *Vague or confusing: Technical experts excel in this regard, although they're not alone. They might say something like, "I'm a UI designer, specializing in*

requirement gathering, design alternatives, prototyping, and user interfaces." As if that clarifies anything.

- *Airy fairy: Which I find particularly irritating. Something like, "I set free your inner child so you can dance with success." Gag me.*

Your story should compel someone to seek more about you and your products or services--particularly if they happen to fit your model of an ideal client.

On Ventureburn.com, Developer Advocate for Google, Don Dodge relates:

"You should explain the problem you're solving as clearly as possible. Think about how it relates to your audience or why it would be relevant to them. Remember balance — too much detail and being too vague are equally bad. Open with a catch phrase or an interesting stat. You should be able to answer who, what, why, where and how without your audience asking the questions."

The audience needs to identify with your problem — it establishes a sense of value. *"If they're not interested in the problem you're solving, they're not interested in your solution either."* By engaging with the audience through questions for example, you establish a relationship where they can relate to what you are saying, and get a sense of value out of your proposed solution.

Your story shares your value proposition in a few words. When everyone knows it and shares it, you multiply your chances of attracting ideal clients. When you add your WHY, you connect with people's hearts (their limbic brain) and make it easier for them to decide in your favor. To take a step in your direction, a prospect wants to know what you stand for. Get an edge. Lead with your WHY.

The WHY Story Builder—Imagine that every one of your team members says the same thing when asked the question: "What do you do?" Imagine that they use the exact words that you want them to use to attract ideal clients to your business, with a consistent, uniform and powerful message.

- **Problem**—Most team members don't know what to say and as such make up messages that reflect poorly on the company and certainly never act as a magnet for the right clients.
- **Solution**—To develop a message that sifts through prospects effectively and attracts interest from ideal clients while simultaneously rejecting the rest.

- Benefits—Convert all team members into ambassadors for your business.
Ensures that who you are is presented clearly and with great power.
Attracts and qualifies ideal clients.



Your WHY Advantage for Business

Your WHY Story Builder

A great Company Story will drive a prospect to ask you about your product or service. Use these three key pieces to craft your Story.

You know how... INSERT the strongest pain point that your ideal client faces on a daily basis

What we do is... INSERT the solution to the above pain point without any information on how to attain that solution

When asked "How do you do that?" INSERT Your WHY followed by more information on the benefits of your product or service.



Your WHY Advantage for Business

WHY Story Tips and Tricks

In creating your Company Story, here are a few tips and tricks that you can use to make it more effective.

1- Think provocative --Anything that can land a punch to your ideal client and remind them of their most common pain in a jarring way generally works and will get their attention in a hurry. Example for a call center: *"You know how most call centers employ people who barely speak your language?"*

2- Think images --Paint a picture with your words that reminds them of their problem or pain. Example for an interior decorator: *"You know how most retail shops look like gray cardboard boxes?"*

3- Think short --Whenever you use too many words, you cause your prospect to think instead of feel. You want to remind them of their pain and get them to experience it so that they need your solution. Example for auto mechanic: *"You know how most people can't stand their car mechanic?"*

4- Don't be redundant or circular --In other words, don't state your pain and then simply say, *"We take care of that pain"*. If you do, you will never generate further questions as you are not driving the conversation.

5- Lead with your WHY --then follow with *"The way we do that is..."* Once you state your WHY with a belief statement your prospect will likely nod their head. At that point, you can lead into a more detailed explanation of the benefits of your product or service.

Chapter Eleven

Build your Beliefs

"Belief creates the actual fact."

William James

1000ventures.com Vadim Kotelnikov—

Your products and services are commodities. Other companies produce them also. What distinguishes you far more effectively is what you stand for, what you believe. When you express that clearly to the world, you stand out.

The clearer you are about what you value and believe in, the happier and more effective you will be.

Beliefs are the assumptions we make about ourselves, about others in the world and about how we expect things to be.

Beliefs are about how we think things really are, what we think is really true and what therefore expect as likely consequences that will follow from our behavior.

Belief statements are expressions of why you do what you do—of your WHY.

On Tweakyourbiz.com, Gary Bembridge states:

"There is no point having a belief if you do not then embrace and live it every day in every way. A belief is more than just a statement it is how you should live and breath through your entire experience...Your teams need to be inspired and will respond more to something that excites them emotionally. They will innovate and create based on that belief, to ensure a more compelling, unique and differentiated total brand offer that has greater chance of creating an emotional reaction and connection with your consumers."

Think of every strong friendship that you have. In every instance, you care about what that other person stands for, what they believe. What they do becomes an afterthought.

When you express what you believe, you invite others to raise their hand in agreement--not because they have to think about it--rather, because it feels right. It resonates with them.

The website, Differencebetween.net, declares: Beliefs are basically assumptions that we make about the world and our values stem from those beliefs. Our values

are things that we deem important and can include concepts like equality, honesty, education, effort, perseverance, loyalty, faithfulness, conservation of the environment and many, many other concepts.

Our beliefs grow from what we see, hear, experience, read and think about. From these things we develop an opinion that we hold to be true and unmovable at that time. From our beliefs we derive our values, which can either be correct or incorrect when compared with evidence, but nonetheless hold true for us.

When you express what you believe, you let the world know what you stand for. You express your values in a friendly way that enables others to easily “join the bandwagon” and get behind you.

At a time when we are bombarded with marketing at every turn and social media that creates unique yet warped and exaggerated personalities online, the world cries out for authenticity and genuineness.

You will separate your enterprise from all others by being “real”. How do you do that?

Talk about WHY you exist first, then follow with WHAT you do.

The WHY Belief Builder—Imagine that visitors to your website find themselves internally nodding their head on every significant page because instead of talking about what you do, you express WHY you do what you do. How much more effectively will your marketing and messaging efforts convert into sales?

- Problem—Clever words do not trigger the decision-making part of the brain. Neither do pretty images. Only limbic messaging can positively affect a prospect and encourage them to find out more about you and your products or services.
- Solution—To extract from your team the reasons WHY they exist, what they stand for and what they believe and in turn express that to the world through a series of limbic statements.
- Benefits—Share your authentic and genuine self. Attract ideal clients who believe what you believe. Build loyal and raving fans who feel great about their relationship with you.



Your WHY Advantage for Business

Your WHY Belief Builder Worksheet

Write down a series of belief statements by leading with "We believe..."

Choose 6 or 7 from above and organize your belief statements into a sequence that flows...



Your WHY Advantage for Business

Belief Statement Tips and Tricks



1. **Use simple language.** Any word or phrase that makes you think about its meaning will trigger the neocortex and take you out of the limbic brain. Don't utilize *"utilize."* Instead, use *"use."*
2. **Think images as often as you can.** How can you paint a picture of what you are trying to convey? Can you see the image in your mind that goes with your statement? For example: *"We believe in family, breaking bread and summer barbeques in the back yard."*
3. **Mix it up.** Make some statements short and others long, so that it breaks up cadence for the reader. For example: *"We believe in teamwork. We believe in board meetings on ski lifts, Friday afternoon happy hour on Tuesdays and celebrating all of our successes."*
4. **Use the power of "don't."** State what you don't believe in as a counterpoint that serves to strengthen what you care about most. For example: *"We believe in live theatre, outdoor performances and we don't believe in sit-coms."*



Your WHY Advantage for Business

Great Belief Quotes

Don't underestimate the power of your vision to change the world. Whether that world is your office, your community, an industry or a global movement, you need to have a core belief that what you contribute can fundamentally change the paradigm or way of thinking about problems.

Leroy Hood

One life is all we have and we live it as we believe in living it. But to sacrifice what you are and to live without belief, that is a fate more terrible than dying.

Joan of Arc

One person with a belief is equal to ninety-nine who have only interests.

John Stuart Mill

If you were to destroy the belief in immortality in mankind, not only love but every living force on which the continuation of all life in the world depended, would dry up at once.

Fyodor Dostoevsky

Belief comes spontaneously as well as by effort. Belief is power. An insincere and uninspired seeker is aware of the truth that belief is power, but he cannot go beyond understanding or awareness; whereas a sincere, genuine, devoted and surrendered seeker knows that belief is dynamic power, and he has this power as his very own.

Sri Chinmoy

I think that our fundamental belief is that for us growth is a way of life and we have to grow at all times.

Mukesh Ambani

Chapter Twelve

Build your Tag Line

"Brevity is a great charm of eloquence."

Marcus Tullius Cicero

Of all marketing and messaging tasks, creating a great tag line ranks among the most challenging. How do you summarize the benefits of your product or service in just a few words?

Amanda Aitken made this powerful comment:

Too many slogans and tag lines today take what I call the "generic lifestyle" path. They're vague and kind of hollow-sounding (think KFC's "So Good" or The Source's "I Want That"). You can practically see the soulless marketing meeting that happened behind the scenes. Instead, slogans and taglines should speak directly to a benefit.

Even if you know the main benefits you offer, how do you express those in a simple slogan?

We've all heard the expression "less is more"--and yet when it comes to a tag line that works, concept to delivery proves more challenging than almost any other aspect of sharing your message.

Anum Hussain – Hubspot.com

You know what's really difficult? Being succinct. Seriously ... it's ridiculously hard. If you don't believe me, just grab your favorite copywriter and ask. It's especially difficult to express a complex emotional concept in just a couple of words -- which is exactly what a slogan does.

So what's the secret? Is there a "special sauce" we can sprinkle and make this happen?

Actually, there is. It's all in the sequence.

The challenge with most marketing efforts to create a tag line arises from isolation--to talk vaguely or conceptually about a product or service--all neo-

cortex functions--and then somehow expect that to translate into a few emotionally packed words that trigger the limbic brain. Not going to happen.

If, on the other hand, you follow a limbic-based sequence, you set yourself up for success.

First, define your client and their wants, needs and main pain points—a limbic exploration.

Then, develop your story, again targeting the ideal client's main angst and your solution to that, along with your WHY—a limbic journey. Then, express your beliefs—a limbic expression of WHY you do what you do.

You are primed and ready, with your entire team in a limbic space. Now, use the tool and tap that same energy to express the benefits that you provide in a few words.

You can do it.

According to the book "Creative Advertising" by Charles Whittier:

"A slogan should be a statement of such merit about a product or service that is worthy of continuous repetitive advertising; is worthwhile for the public to remember; and is phrased in such a way that the public is likely to remember it."

The better your tag line, the more people will repeat it.

The more they repeat, the more they will buy.

Got game?

The WHY Tag Line Builder—Imagine that just a few words could express the primary benefits that you deliver to the world—and that those words cause those who resonate with your beliefs to self-identify and declare themselves as fans of your organization—maybe even repeat your tag line to others.

- Problem—Creating effective tag lines represents an enormous challenge. Most organizations focus on what they think the market wants to hear as opposed to expressing their authentic self and in the absence of knowing their WHY, fall completely flat.

- Solution—To extract the core of who you are and what you believe and through a deliberate process done in a specific sequence express it in a few words or a short sentence.
- Benefits—Build loyalty. Hit specific trigger words in the minds of your prospects that attract them to you. Invite team members to “get behind” your cause.



Write down all of your Tagline ideas...

[illegible]

Write down Your Final Business Tagline



Your WHY Advantage for Business

Effective Tagline Formats

There are three main tagline formats that can work for almost any company.

1 - Consecutive words that form a short phrase or catchy slogan. Examples:

Nike -- *Just do it!*

American Express -- *Don't Leave Home Without it!*

Avis -- *We try harder.*

2 - Small groups of two or three words that come together expressing the benefits that the company offers.

Examples:

Walmart -- *Save money. Live better.*

Target -- *Expect more. Pay less.*

MacPro -- *Beauty outside. Beast Inside.*

3 - Single words that each express a point or a benefit.

Examples:

Kellogg's Rice Krispies -- *Snap! Crackle! Pop!*

Campbell's Soup -- *M'm! M'm! Good!*

Survivor -- *Outwit! Outplay! Outlast!*



Your WHY Advantage for Business

All Time Great Taglines



California Milk Processor Board

Got Milk?

Wendy's

Where's the beef?

Apple Computer

Think Different.

M&M Candies

Melts in your mouth, not in your hands.

Timex

Takes a licking and keeps on ticking.

AT&T

Reach out and touch someone.

DeBeers

A diamond is forever.

Kentucky Fried Chicken

Finger Lickin' Good.

7-Up

The Uncola.

Yellow Pages

Let your fingers do the walking.

BMW

The Ultimate Driving Machine.

Burger King

Have it your way!

Taco Bell

Think outside the bun!

Chapter Thirteen

Build your Message

"Communication—the human connection—is the key to personal and career success."

Paul J. Meyer

Ramble, ramble, ramble. Use big words. Talk technical. Make us yawn.

We've all experienced them--complicated, wordy, unclear company messages that cause us to check out halfway through reading them.

Sometimes it seems as if each department head contributed a small piece of the message and the company then tasked the public relations department with stringing the pieces together--after getting feedback from the sales team and the marketing group, with the blessing of senior management. This is a formula for a messaging disaster.

Company messages, often referred to as mission, vision or purpose statements, live mostly on conference room walls, largely forgotten because they don't evoke real feelings--not for the team, nor the public at large. What a waste.

On Nonprofithub.org, Marc Koenig asks a poignant question:

*Off the top of your head, **what's your mission statement?** Don't cheat. Don't look. ...that's what we thought. Most of us probably don't have any idea. Sadly, for 99% of us, no one...knows what our mission statement is either, because it just isn't that memorable.*

N. Nayab on www.Brighthub.com came up with these descriptors when referring to a poor message...they:

- use generic phrases instead of developing the organization's "winning idea" or something that makes the organization different from its competitors, or the key measures of success
- confuse the visions with goals and objectives, and describe the process or the method rather than the outcome, without providing a measure of success
- are written in the future tense, signifying that the present is entirely different
- do not have a powerful introduction that captures the memory
- do not evoke emotion or passion
- speculate rather than plan

We believe there is a much better way--and as always, it revolves around using the limbic brain. What if you:

- Lead with your WHY first, personalized to fit your enterprise.
- Follow with a series of belief statements, expressions of your WHY in a compelling format. This will tell the world what you stand for.
- Include your tag line, a succinct message of your main benefit to the world.
- Conclude with a call to action that tells the prospect what you want them to do.

Notice that from beginning to end, 90% of the WHY Message is completely limbic.

Then, once a prospect has had a chance to connect with what you believe, you state the action you would like them to take.

In other words, your WHY Message helps build your business. It unites your team because they helped create it and makes prospects feel great about their choice of doing business with you.

Touch their hearts, make them smile and reap the rewards on every level.

The WHY Message Builder—Imagine that you could combine your WHY, your belief statements and your tag line into a message that in less than one minute communicates precisely what you believe for everyone to view, digest and support—both personally and with their pocket books.

- **Problem**—Most organizations lack a clear expression of what they believe and force the market to guess, or worse, not care at all. This leads to commoditized pricing, bargain hunting and no loyalty.
- **Solution**—To organize and properly sequence your statements of belief so as to build on each other into a powerful message of exactly who you are.
- **Benefits**—Creates instant rapport for any ideal prospect. Lets current clients know where you stand so that they can endorse and share your message. Builds powerful unity within the organization, especially for those who participate in the message creation.



Your WHY Advantage for Business

Your WHY Message Builder Worksheet

Enter the WHY of Your Company

Personalize the WHY of Your Company

Enter your Final "We Believes..."

Enter your Company Tagline (add a Call To Action if appropriate)



Your WHY Advantage for Business

WHY Message Builder Tips and Tricks

If you follow the following tips and tricks, your WHY Message will tap the limbic brain of your prospects and drive the behavior you seek.

1.

Begin with “I believe” or “We believe” in your first sentence, along with your WHY.

Example: *“At Toni’s retail shop, we believe in building trust with all of our customers...”* By using “we believe” you set up no barrier to the message. You are not declaring a fact about yourself that could meet resistance (such as *“we always have the best...”*). You are simply stating a belief that poses no threat.

2.

Induce a “YES” state.

What this means is that if you get a prospect internally nodding their head in agreement with your belief statements, this will naturally lead to a greater conversion with your call to action. How do you do that? By using a string of “We Believe” statements. Each time your prospect resonates with any of the statements, they will “agree” with you—they will unconsciously nod their head “yes”. The more times they nod their head, the greater your conversions will be.

3.

Use the power of cadence.

In creating the sequence of your “We believes”, periodically stop and read them outloud to make sure that they “sound good” in that particular order. Follow a long statement with a short one. Add commas where needed. Think about the melodic nature of the whole piece and use your intuition. Make sure that you end with a punch just before your tagline. A rhythmic cadence will add extra power to your message.



Your WHY Advantage for Business

Best Calls To Action

There are a number of Calls To Action that can benefit you at the end of Your WHY Message. Remember, after you have induced a “Yes” state in your prospect, they will do what you tell them to do. If you don’t tell them to do anything, then that, too, is what they will do. Here are the most common calls to action.

- 1 - Drive to a Phone Contact.** Tell them to call you.
- 2 - Create Good Will.** A WHY Message is a powerful public relations piece. It can be used in your marketing and advertising, including your website, to create good will. In this case, it may be inappropriate to ask for a specific action since the WHY Message is used more to let the prospect get to know you better and understand what you believe.
- 3 - Capture Data.** A great place to ask for a prospect’s contact information is after you have made them “*feel good*” about you through your WHY Message. Particularly if they are viewing your WHY Message online, you can make it easy for them to give you their name, email and other data, especially if you provide an incentive, like a bonus, for doing so.
- 4 - Continue the conversation.** Another alternative in an online setting is to encourage the prospect to either keep reading to learn more about you or to click on a link to find out more about you.

KEY POINT - The key is to remember that prospects will take NO action unless you tell them what to do. Be sure to add Your Call To Action.

Chapter Fourteen

Build your Website

"He who has a WHY to live can bear almost any how."

Friedrich Nietzsche

Imagine for a moment that you make a new friend. In short order, you invite them for a visit to your house.

They arrive and knock on your door. You open the door and as you are about to usher them to the right into your living room, they instead take a hard left, march down your hallway straight into your bedroom and begin to rifle through your bed side table and chest of drawers.

How would you feel? Offended? Violated? Angry?

Online, *your website is your house*. If you allow visitors to wander all over the site without guidance or direction, it is no different than a guest searching through your bedroom. Is that what you want? Of course not.

Here's a second key point. Your website acts as a tool to build your business--not an online brochure that does nothing more than showcase a product or service.

It lives and breathes and interacts with visitors and must be designed to GUIDE THEM TO THE OUTCOME THAT YOU WANT--not a random outcome that they wander into by clicking anywhere they choose.

To build an effective website you need the proper elements combined with limbic messaging all properly located to achieve the desired result.

www.Boogersite.com lists the top website element offenders:

- Poor navigation.
- Lack of clear focus or message.
- Being egocentric instead of user-centric.
- Being dated.
- Stagnant or old content.
- Cool little icons "under construction".
- Needless flash animation.
- Lack of SEO.

Think about it. Virtually everyone you do business with will visit your site. It will often be their first contact with you--which means that if you want them to take another step, their initial interaction must be pleasant, effective and purposeful.

There is no room for including a picture of your favorite pet.

1stwebdesigner.com in an article titled : "20 Reasons Why Your Website Design Sucks" states:

Unfortunately, many people believe that web design is all about personal style and... let me tell you something – they are wrong. I love to play football, but that doesn't make me a professional player, and Dreamweaver does not make you a professional web developer.

You want every visitor to the site to inwardly smile once they arrive, as if you act as a breath of fresh air in a crowded, over stimulated space called the internet, a place where they relax, pause for a moment and take in who you are and what you represent--your WHY.

Justin Mifsud shares on biquitous.com:

All you have to do is put yourself in your customer's shoes. When you visit a website, immediate subconscious judgments are made as to the trustworthiness, authority and likelihood of doing business with the company that created it. A usable website will enable users to achieve their goals, which in turn allows you to achieve yours – and remember, your company's website is NOT about you, only about your customers and their needs!

There are two keys to ultimate success. Make it about them and tell them what to do.

Make them feel good first, then direct them to your desired outcome.

Make them smile and give them a clear call to action.

Joel Klettke, on positionly.com, reminds us:

The language of your call to action is absolutely critical. This may very well be the last text a lead reads before deciding whether or not to contact you, try that demo

or give you their hard-earned cash. The language of your call to action has a direct impact on someone's willingness to click and move forward. It's not enough to have a functional stand-in; you need unambiguous text that's tied back to a benefit the customer is hoping to receive.

Here's the good news...limbic messaging trumps all other flaws.

If you lead with your WHY and what you believe, you will immediately put yourself ahead of 99% of your competition, even if the other pieces are not quite perfect.

Biology always works.

Use it to your advantage.

You will dominate your marketplace.

The WHY Website Builder—Imagine having a website that, unlike an online brochure, adds prospects into your marketing database and actually converts those prospects into highly interested leads who in due course become ideal clients.

- Problem—Most websites are no more than online brochures that offer information about products or services yet do absolutely nothing to drive a buying decision.
- Solution—Lay out all of the necessary elements of a highly converting website, including the header copy, the limbic messaging, the call to action and the lead magnet.
- Benefits—Separate your site from all competition. Develop a database builder of interested prospects. Create a genuine, authentic experience for all visitors.



Your WHY Advantage for Business

Your WHY Website Builder Worksheet

List the contents of your Website Header

List your key Website Elements

Enter your Website Lead Magnet

Enter your Call To Action



Your WHY Advantage for Business

Your Website Self-Assessment Test

Key points to remember-- Your website is a tool to build your business. It is your online real estate and therefore, the user experience must be created by you. The user experience must lead to a clear call to action for your prospect.

Key questions to ask... fill in the blanks.

1. When I (as a prospect) land on this website, is it crystal clear what I should do? What is that?

2. How many different fonts do you use on your home page (should be six or less)?

3. Is there a clear call to action that tells the user exactly what their next step should be? What is it?

4. Is the website pleasing to the eye and simple (as in not crowded or full of multiple navigation systems)?

5. Have you removed all unnecessary items—anything that does not drive to your call to action?

Once you have filled in the blanks, here is the ultimate test. Invite three trusted friends to visit your site and ask them this precise question:

"Please tell me what you believe you should do when you land on my site." If they do not answer with YOUR specifically designed call to action, your work is not yet complete. **Make the user experience and Your Call To Action perfectly clear!**



Your WHY Advantage for Business

User Experience Tips and Tricks--Follow The Eyes

In the Western world, our eyes follow a natural trajectory across any website, according to the way we have been taught to read since a very young age. They begin on the left, travel from left to right until they reach the edge of the site and then begin to glance down. With this in mind, we can take advantage of this natural flow as we design the user experience. Here are a number of factors to consider and use in your favor.

1.

Grab the visitor immediately.

Since the initial glance will be in the left half, place your limbic message or image there. This will begin to induce a "Yes" state for the viewer.

2.

Avoid clutter.

If you have all kinds of treatments and any type of clutter, the eyes will short circuit and check out. You then lose control of the user experience and the user will go wherever they want NOT where you want them to go.

3.

Cut down on fonts.

Much like clutter, too many different fonts confuse a reader. It overloads the brain and causes the visitor to move from limbic brain to neocortex. Key to remember--if you confuse them, you lose them.

4.

KISS--Keep it simple sweetheart.

The way to keep control of any user's experience is to keep it simple. Do not give them many options. Guide them through a limbic experience to a call to action. In terms of maximizing your conversions, that is all you will ever need.

Go Out and Dominate

Once in a great while something comes along that is so powerful that it changes the way we view the world. Those of us who adopt and embrace this change find ourselves personally and professionally transformed.

We believe there is a better way--a better way of expressing who you are and what you stand for--and in so doing you attract better colleagues, better team members and of course better clients that in turn lead to a better business and a better life--all based on your WHY.

Here's what we know. Biology always works.

If you are hungry, you want to eat. If you feel cold, you want to get warm. If you tap the limbic brain, you get a decision. If you craft the message to resonate with your prospect, the decision will be made in your favor.

In other words, if you build a culture around your WHY and lead with it in your marketing, you enjoy a massive advantage over your competition.

Here are the two critical components to your success: completion and follow up.

- Completion--While the tools of *Your WHY Advantage* can be used individually, you will multiply your success by applying them in sequence. The application of the tools in the correct sequence will yield maximum results. It is therefore key that you complete both *Your WHY Advantage for Leadership* to cement your culture and *Your WHY Advantage for Sales & Marketing* to drive your prospect flow and subsequent sales.
- Follow up--Companies with great culture and clear messaging do not simply create them. They live them. The process of building a culture is ongoing. The crafting of congruent messaging to turbo charge sales never stops. We will continue to supply you with tools to do both.

Completion and follow up lead to peace of mind--the inner knowledge that you have done everything possible for you and your team to win.

Take the time to do the work in the short term to enjoy the fruits of your labor for many years to come.

And of course, we would be honored to help you however we can.

You now have the secret weapon...go out and dominate.