



## Jack Daly and Steve Sanduski On 7 No Nonsense Tips to Accelerate Your Business

- Steve Sanduski: We are back for another episode of On Your Mark, Get Set to Grow. This is the podcast of CEO Coaching International. I'm your host, Steve Sanduski. Today, we want to talk about some of the key insights from the CEO Coaching International Summit that was held recently in New Port Beach, California. We do this summit every year and what we do is, we bring together CEO Coaching's clients from all over the world. When I say all over the world, I really mean that because this truly is an international organization. We had clients coming in from, gosh, I think there's probably eight to 10 countries from around the world for two days of learning, sharing, and networking. Joining me today as we discuss some of the key takeaways and insights from the event is Jack Daily. Jack is one of the country's top sales trainers and he was also one of the speakers at the summit. I might add that he was one of the top rated speakers at the summit. Jack, it is great to have you back on the show.
- Jack Daly: Steve, always a pleasure.
- Steve Sanduski: One of the nice things about this event, is that it's just not people getting together in a hotel room and hearing some dry speakers talk about things. Mark Moses does a great job really mixing up the agenda, bringing in some interesting speakers. With the agenda, we do have the time. We have the speakers. We have lots of networking time. We have lots of social time so we get out. The fact the people who attend this are CEOs from all different studies from all over the world, really brings in an existing energy to the event where we're hearing lots of different things.
- Jack Daly: I couldn't more than agree. I call it "the caring challenge." Because the sidebar conversations even after I spoke where I've gotten push back from different people. It's delivered in such a caring way because I felt like there is a community of understanding amongst each of the clients with the coaches. It's a unique experience.

Steve Sanduski: It is. Yeah, it's a great camaraderie. All right. Jack, let's jump into some of the takeaways that we both heard here. One of the things that we did toward the end of the event was we said, "Okay ..." We went around the room and we ask folks to shout out some of their best takeaways from the event. I want to start here and pass it off to you and tell me what was ... Let's start with one of the takeaways that you have from the event.

Jack Daly: Yeah. I'm going to start with my number one thing when it comes to myself as well as for any entrepreneur that I work with. I work with a lot of entrepreneurs around the world and the biggest thing that I can convey to them is, that none of what we do in the business is worth anything unless we're taking care of ourselves from a physical and health standpoint. Because at the end of the day, your business will suffer if your health is suffering. Your family will suffer if your health is suffering. What's the purpose of it all if we don't strive for good health and longevity? I saw that almost as a team over the couple of days that we were together at the summit. That when you look at the overall group, the overall group for the most part look pretty darn healthy.

Steve Sanduski: Just a very good reminder that we really do need to focus on our health and not just and grow our business at the expense of our health.

I'm going to run through a few quick takeaways here Jack. The first is Mark Moses shared some of the insights from his recent book titled Make Big Happen. Mark asked what's the common thread among the top performing CEO'S. He discovered they follow the 4 make big happen questions  
What do I want.  
What do I have to do to get what I want.  
What could get in the way.  
How do you hold yourself accountable.

Rich Balot, a speaker and CEOCI had a 9 figure exit. He said you need new goals after the sale, share the wealth and prepare your family.

Cyrus Sigari, a client and co-founder of JetAviva, they've sold over \$2 billion worth of executive jets, gave his 7 rules of interestingness. Cyrus says he's in the business of making people's dreams come true, and his 7 rules of interestingness are one way that he does that. Rule #2 is to be curious and he said to turn being curious into a practice. He shared a quote from Albert Einstein who said, "I have no special talent. I am only passionately curious."

What's another takeaway you had Jack?

Jack Daly: One of the things that I observed amongst the group and I think it might be a reflection of being coached by the coaches within the CEO Coach International is this; that the people there really understood the power of a vision. Knowing they were trying to build and not just a mission statement and values of the company, but a clear ability to articulate what it was they're trying to build. Because as a guy

myself trying to help companies scale, hyper grow their sales, the question I want to know is, "Tell me what you want this business to be. What is the company look like way out in the future?" Because that will predetermine how I suggest you go about it from a selling standpoint. Whether you need a sales manager, whether you don't need a sales manager, how many sales managers do you need, what the span of control is, how many sales people.

None of those questions can be addressed until we first wrestled down this thing called "vision." What does the company look like? Could you paint it? Could you draw it? Could you articulate it? Once you can, then communicating it regularly and ongoing amongst everybody in the organization. What I would give the group as a group grade would be an A in terms of performance. Gosh, every sidebar conversation I had with people, it was as if that it'd been beaten into them about what their vision was. There was real clarity in the house. It was very refreshing for me.

Steve Sanduski: Along with that, obviously as you're talking about here how critical it is for the leaders of the organization to have this clarity, but you also made another important point there as you were talking. That is, "It's got to be communicated throughout the organization." As excited as the CEO is about the company's vision, we got to make sure that everyone else on the team from the very lowest person in the organization that they have that same clarity. They have that same excitement and enthusiasm for carrying out that vision. Because when you get the whole organization behind that vision, everyone moving in that same direction, you're going to build tremendous momentum which is going to help carry you across the finish line so to speak.

Jack Daly: Yeah. I'm going to throw a bonus in there too. If you regularly talk about the vision with everybody on the team, you're going to push back as the CEO on, "If that's the vision, why are we doing this and why are we doing that?" Because I've witnessed expense creep where things come into the organization at one time, but then, they don't make any sense any longer. All of a sudden, we have employees doing those tasks. We have expenses going on in the organization and they have no bearing or relationship with the vision. If we regularly talk about it, then that goes the opportunity for people to chime in and say, "Then explain why we're doing this." Yeah?

Steve Sanduski: Yeah. That would be a good case for having a zero-based budgeting philosophy. Each year, take a look every item in your budget whether you started zero and see if that makes sense and have to make the case each year for continuing with that item.

Jack Daly: Love that. Absolutely. When I look at my notes after leaving the summit, there were so many action items that I had and I rarely don't have a company. It's just me going out and speaking around the world. The action items that I had came about through what I would call "relationship trading." That is the importance of key relationships, that bringing all of those people in the summit together, the people

that know other people that could be helpful in the businesses was quite dramatic.

The importance of key relationships was profound at the summit and it was reflective in my action items and notes to say, "Hey, this guy knew this guy. This guy, I can introduce this guy." There was just a ... It almost was like, "Let's have a two hour session on who do we know and who can we introduce to one another so we all could benefit respectively.

Steve Sanduski: Right. That is one of the things I also love about this event, is exactly what you're saying there. Is that, you've heard the old idea that we're six degrees of separation away from just about anybody in the world. I think when we go to an event like the summit, we're probably one degree separation from above anybody in the world. Because of all the folks that are there ... Again, the fact that this is a worldwide group of CEOs, if there's somebody that you want to meet, chances are, there's someone in that group who either knows that person directly or know someone who knows that person. It's just a great way to make some connections that can help you both from a business standpoint and from a personal standpoint.

Let me share a couple more quick takeaways here. Brent Bushnell, who's the founder of 2 bit Circus, spoke about creativity and innovation. He said part of creativity is simply connecting the dots. And he said one way to have dots to connect is to go conference crashing. And what he meant was, go to conferences outside your business, and then adapt ideas you learn to your business.

Another takeaway came from Tim Kreytak, Tim is the founder of the Ironside Group. His talk was about how local law enforcement people are using big data to reduce crime. One key takeaway from his talk was "data is the new basis for competitive advantage. So ask yourself, how are you big data in your business. How about another one from you Jack, I know you gave an example using sports teams.

Jack Daly: Sports team are run better than most businesses. There isn't a coach in any sport at any level that would think about putting their players on the field without a playbook. Yet when I go into companies that hire and say, they want me to scale the company, they want me to help with their sales force. The first thing I ask them for is, "How do your people sell today? Send me your sales playbook." 98 out of a 100 companies don't have one which means that they're sending their sales people out without a plan to succeed. Let me put it in another way.

They're sending their sales people out with a plan for failure, for non-performance. We ought to figure what best practices are. My largest sales force at one time was 2,600 sales people. I was infamous for running around the county saying, "There aren't 2,600 best ways to sell their stuff. Let's figure out the best way and build a playbook and have everyone sell it in optimal level." That was the big, big message that I had to convey with the CEOs in attendance at this summit.

Steve Sanduski: Jack, I love the sports analogies. I know it's easy here in the business world to

overload people with sports analogies. Since you brought that one up, I actually want to share one of mine as well. That is that one of the takeaways from the event was, you've got to recruit the best people. Again, that's something it's obvious. We know that but in reality, how many people are actually recruiting the best people? Can you have some kind of framework to put that in perspective? I just want to give you an example here of that. It relates to sports.

Not long ago, I happen to go to an event and one of the keynote speakers was Urban Meyer. As you may know, Urban Meyer is the head football coach of Ohio State University. He gave a great talk on leadership. One of the things that he talked about as it relates to people and as he's coaching his football team, he says, "Look, when we look at our team, we've got ... 10% of our team is going to be what we call "the elite." These are incredible people. They have incredible self-discipline, self-respect, work ethic." He said, "They are "bizarre" human beings." He's talking about people like Tim Tebow. Then he said, "There's another 80% which is your solid group. These are people that are good. They often times form the nucleus of the team, but they're not elite yet." Then he said, "There's another 10% who are just disinterested and these are the people that are close to the cut line."

He gave the example and he said that his job as a leader, and this applies not just to football teams, but I'm talking business here. Your job as a leader is to take those 80 percenters and help turn them into those top 10% elites. He gave an example, he said, "Look, as much as I love to spend my time working with those elite performers ..." He said, "I got to spend my time with those 80% to try and get them up to the 10%. Also, those 10 percenters. Those elite performers, they have to spend their time with those 80 percenters and bring them up to the 10% group." He gave one example here. He said, "I had a guy, John Simon, one of my top players. He would beat into workout room every morning. He's there at 6:00 every morning working out. Finally, I said, look ... He was there by himself and I said, look, John, you cannot come back into this workout room unless you bring another guy with you." John says, "Okay. Fine, I get it."

The next day, he brings another guy with him. Who does he bring with him? He brings with him another 10 percenter. Meyer says, "No. You don't get it. I need you to go grab somebody's 80 percenters and help turn them into the 10 percenters." The next day, he's got three people with him and they're three 80 percenters. His point was, he said, "Look, as coach Meyer, if I tell the 80 percenter to go get your butt in there at 6:00 in the morning, they may or may not do it. If John Simon, all American says, hey, come work out with me tomorrow." These 80 percenters is like, "Oh, this awesome. All Americans is asking me to workout with them. This is cool."

He finished it up and he said, "Look, I've been the coach of three national championship football teams. Every single one of those three championship teams, by the end of the season, over 30% of our team were that elite group." He said, "That's one of the things that focus on, is taking those 80 percenters and moving them up to the top 10%. When you can start getting up to 20%-30%, you know

you've got a championship football team. Same thing with your organization. Think about how can you get people to continue to move up to that elite level and you as the leader help do that, but also some of your other elite performers, how can they help bring up the rest of the organization."

Jack Daly: Hey, Steve ... That story just resonated and reminded me of my favorite one-liner from the summit. It was t-shirtable. It goes like this, "Your ego is not your amigo."

Steve Sanduski: Yeah. That was a popular quote. You bet.

Jack Daly: It's true. Right? We had, at the summit, some CEOs that their company is performing at an exception growth rate on the revenue line and a mind-boggling return on the bottom line. There could have been every reason for those individuals that are leading those companies to say, "Hey, what do I need to do to go to the ... Why do I need to bother going to the summit? Look at the performance of my company." The egos got out of the way with those people and they said, "This is such a great group of people. If I walk out of there with one or two takeaways, it'll take my business up even further." That's that top 10 percenter that Urban Meyer is talking about.

What's in it for the person to bring that 80 percenter into wait room or out on to the field for additional look and practice and so forth? What's in it for you is those little edges that improve your game as well as sharing with the others in building a better team. Our ego is not our amigo and looking for what is it that I can learn from this experience. I love the t-shirt slogan, if you will.

Steve Sanduski: Let me share a few more takeaways Jack. This one comes from Silka Gonzalez, she's the president of Enterprise Risk Management. External hacking attacks are the biggest type of breach and it is increasing quickly.

The cost per breach is about \$206 per comprised record, so if you have 1 server and 10,000 stolen records at 206 each is \$2,060,000, it costs in legal fees, litigation, sanctions or fines, new regs in your industry, pay people to identify what happened, pay to fix the problem after the breach.

The biggest problem in having breaches is ignorance on the part of the company being breached. Employees need to be trained to spot fishy breaches.

Another speaker was Michael Maas, Michael was a very successful entrepreneur who is now a coach for CEO Coaching and he gave a fascinating talk about Extreme Ownership. He shared some principles from the Navy Seals and one of the great takeaways was, A team is only as good as it's leader, No bad teams, only bad leaders

David Stillman was another featured speaker and he's the author of the bestselling book When Generations Collide. He made the point that this is the first time in

history that we have 4 generations in the workplace and that's why things are colliding. He said you can't treat them all the same. One example he gave was with Gen X.

All right Jack, what's another one you'd like to share.

Jack Daly: I'm going to share with the audience the ultimate level of selling. That is, when you care more about the customer than you do about the sell, you will sell more than anyone else out there. I've been selling now since I was seven years old and I'm 67 years old. I can tell you that I think about my mom all the time when I'm in a sales relationship or a sales opportunity. I've got a prospect in front of me and they're looking at me and saying to themselves and me, "Hey, I'm ready to do this deal. Let's move forward." Right then, I have learned to gut check myself and say, "If this were my mom sitting across for me right now, would I sell her this deal?" If it doesn't meet the mom test, then I need to go deeper or move on and move this person in a direction that will be best for them.

I say it this way, "Help your customers with their needs, opportunities and problems in the best that you can ..." Watch this part, "Even if it means not you. Even if it means not me." 30% of the calls and leads that come in to my company today, I send somewhere else. Because they'll be better suited and probably get a better solution quicker, cheaper than with me. Why would I not do that with anyone that I come into contact with? When you operate in the best interest of the customer, you create a foundation of trust. At the end of the day, selling is the transfer of trust. That was one of my messages that I delivered at the summit.

Steve Sanduski: I Agree, Jack, You just do the right thing. If you do the right thing, good things usually come back to you.  
The closing speaker for the event was Heidi Hanna, she's the chief energy office for a company called Synergy. Her talk The Brain Recharge, participants will learn how to train the brain to manage energy more efficiently in order to help sustain optimal health and performance.

Over the next 30 days to to create a consistent 10-minute brain-training routine to help balance your brain for optimal brainpower, including creativity, focus, and resilience.

The Brain Recharge not only quiets your busy stressed-out mind, it also directly allows you to feel good in your physical body in the present moment, which in turn raises your overall mood, and boosts positive endorphins – so that when you return your focus to the work at hand your overall stress is down and your health profile is raisedup. She then led the group through thee levels of brain recharge which focused on breathing and quieting your mind. The takeaway I want the listeners to have from this is the importance of treating your brain like any other muscle, you need to train it for maximum performance.

Jack Daly: You've done a good many of these podcasts for CEO Coaching International. You've

talked with a number of the coaches and this was a great opportunity for you to once again meet them face-to-face. If I ask you of all the things that you came upon during the summit, what was the one or two big a-ha takeaways from your perspective?

Steve Sanduski: One of the things that I continued to get reminded of as I'm working with people with you Jack, and with Mark Moses, and the other coaches at CEO Coaching, and the clients of CEO Coaching is, when I look at the level of success that this people have, to me, so much of it is their mindset. What I mean by that is ... One of the takeaways from the event was, "Go big or go home." I think it's just a great reminded that if you want to build a large business, a successful business by however you define success, I'm not here to tell you what success means to you. If you've got that right mindset about thinking big and thinking about the possibilities and your ability to impact a large, large number of people ...

With today's technology, with exponential technology today, we have the ability to reach so many more people. I'm continually reminded of this and I would encourage all the listeners to think about this as well, is to think bigger. Take what you're thinking today and add another zero to it. If your revenue is a 100 million, think about revenue of a billion, and then how would you have to reorient your business in order to grow 10X? Because when you start thinking 10X, your level of thinking has to change pretty significantly and it opens up some new avenues for growth. I think that's one of the key takeaways for me, is this idea of thinking big, thinking exponentially and then figuring out, "Okay, What do I need to change in my business in order to make that really happen?"

Jack Daly: I have something that called "the law of expectations." The way I phrase it with people is this, "Our life is a direct result of our expectations for it. We are what we think we are." If you think of yourself and get up every morning with a 10X mentality, if you were "unsuccessful" and hit 5X, you just hit the grand slam."

Steve Sanduski: Jack, great one there. I think really kind of along with what you're talking about there. One other takeaway that I want to share that I heard from the summit as well as in many of my conversations with folks here on the podcast is that, "It's not what you preach. It's what you tolerate." As much as we may talk about raising standards, and we talk about vision, and we talk about culture, that's certainly a key part of it. On the other end of that equation, it says, "What do you actually tolerating?" We've got to make sure that we continue to raise the bar all of the time and that we don't tolerate those little things that can be agitators, that can stir up some negative things within the organization. It gets back to some things Urban Meyer talked about as well, he called it resistance. When you got some things that start slowing the momentum of the organization, you got to stop those things quickly before they can become a big issue and cause some real problems for the organization.

Jack Daly: Yeah. If you don't clean it up early, it gets dirty really, really deeply. Right?

Steve Sanduski: That's right. Yeah.

Jack Daly: Absolutely. I'm conscious of the time that we have together. I started with health and I just want to make sure that we get this one in on this podcast. That is this, that life is short. I had the opportunity to do what's called the "rim-to-rim," which is starting on one side of the Grand Canyon and then running down to the bottom, run across the bottom about 25 miles, and the run back up the other side of the rim. I share that experience with one of my great friends, a long, long friendship. One of the things that we experience though when we got down to the bottom of the Grand Canyon and looked up at the wall, we were looking at 500 million years. It just hit me, smack in the face along with 115 degree temperature. That, "Wow, my presence on this planet is really just a little bit of a grain of sand."

What am I doing with my life? Am I all-business or do I have a blend? Do I have a life by design? Have I packaged in and enabled my business to fuel everything else that I want to do in my life? Mark Moses at CEO Coaching International is incredibly focused and has a terrific bucket list. I like to think that I got a pretty ambitious bucket list as well. We love pushing one another on our respective bucket list and in fact, actually joined with each other in experiencing knocking them off together on some of the things that are compatible with each other. That doesn't take away from the fact that we're both assertive, aggressive, want-to-grow-our-business type guys. Making sure as a leader that we've got balance I think is really, really important there.

Steve Sanduski: Jack, I think you've given us some great perspective there to wrap up this episode. Thank you very much for sharing that. Very, very important for us to remember that. I also want to let the listeners know that the next CEO Coaching Summit will be back bigger than ever in 2017. It's going to take place on April 20th through the 22nd. If you'd like to learn more about that, please go to [ceocoachinginternational.com/contact](http://ceocoachinginternational.com/contact). Just send us a note and we can talk to you about how you could actually attend the summit next year. Jack, as always, it's awesome to talk to you. Appreciate the great insights and we'll look forward to the next conversation.

Jack Daly: Thanks so much, Steve. Have a great summer.

To inquire about our coaching services and programs, please call **1-866-622-9583**.

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