



Finance Entrepreneur Uses These 4 Insights To Supercharge Sales Teams

Steve Sanduski:

Hey, everybody. Welcome to another episode of On Your Mark, Get Set, Grow. This is the podcast of CEO Coaching International, where we talk to the world's leading entrepreneurs, CEOs, and coaches. I'm your host, Steve Sanduski, and our guest today is Bill Whitehead. Bill has been a successful entrepreneur for over 30 years.

In fact, at age 23, Bill founded an award-winning restaurant franchise, ran it as the operating partner, and had a successful exist eight years later. He then switched fields and became one of Canada's leading financial advisor entrepreneurs and grew his company to over \$2 billion in assets before he sold it in stages. Today, Bill is a coach at CEO Coaching International. Bill, welcome to the show.

Bill Whitehead:

Thank you very much, Steve.

Steve Sanduski:

Bill, we're going to be talking about sales today, but before we jump into that, I would like to hear a little bit about what got you interested in being an entrepreneur?

Bill Whitehead:

I think that may be a little bit in the blood. My father was entrepreneurial of course most of his life as well. I did go to school or university up here in Canada for business. It was interesting, but I did have my job offers with some of the big corporations coming out of school and then opportunities just came together with regards to the restaurant business you mentioned.

I thought, "I'm young. I have really nothing to lose at this point." I thought it was a great time to jump in. From there, that's where the bug bit me. I ended up working for someone else for about two years in my entire career and that was long enough for me to know that that wasn't for me.

Steve Sanduski: And then when you got into the restaurant business, was it just by happenstance or did you love cooking? What made you want to get into the restaurant business?

Bill Whitehead: It was really more, as you say, by happenstance in the sense that there was a group of individuals here looking to get going on this restaurant they were helping and wanting to develop. It was going to be in a different city location from where we lived. The people that were also interested in investing were looking for somebody that they knew that they could trust that would work it for them.

They did not want to be operating as partners, so they were looking for an operating partner. I was just coming out of college with my business degree and so the offer was made to me. I was allowed to buy in if I was willing to come on board and be the operating partner, so it was just one of those things and it was a great learning ground. I learned to work hard and learned how to deal with all different aspects, believe it or not, of business at one time.

Steve Sanduski: Yeah. I'm sure you learned a lot of people skills there too working in the restaurant business. So then you ultimately, you ended up exiting that business and then you completely switched fields and got into the financial advice business. How did that happen?

Bill Whitehead: Actually in between that, Steve, was the two-year blip that I had working for somebody else as a Director of Operations for an individual that had about six hotels and a nursing home. I worked for him for two years and that's when I realized, no, I wanted to be self-employed again. I was really on a quest to buy another business, relocate back up to where my hometown was and parents and family.

I couldn't really find a business at the time that I thought I would be interested in or wanting to run. I just started dabbling in the financial services business as something to do in the interim while I thought I would network and continue looking for a business. I enjoyed it, had fun, was successful at it, and the rest became history.

Steve Sanduski: I think one common thread throughout all of your entrepreneurial endeavors is that you've got to be able to sell. Nothing happens until something is sold. That's really where we're going to spend some time here now is just talking about sales. You spent a lot of time in that area, you've built these companies. Let's just start at the 30,000-foot level and maybe give us some thoughts on what does it take to be a successful salesperson?

Bill Whitehead: Steve, I think it takes three things to be successful in sales. The number one thing of course is product knowledge. You need to know your product and what you're selling and know it well. That can be trained, which is excellent. Number

two is really the right character. Having the enthusiasm, the confidence, the willingness to put yourself out there. Those types of things.

Unfortunately, that can't be trained, so that's really all about being the right person, hiring the right person, hiring the right personality. You're not going to change somebody's character once they've developed into an adult. That one you have to find the right people for. Thirdly, I think the third thing that's important is really having proper, I'll call them sales skills. You can call them communication skills. I believe they're completely interchangeable, but that's very important.

Study after study have shown that you need all three to be successful of course, but the 80/20 rule is alive and well. When 80% of your sales are being done by 20% of those salespeople, studies all across North America have shown that those 20% that are doing 80% of the sales, it can usually be attributed to their superior communication skills or sales skills. They can also be taught. Unfortunately, I just don't think we're investing as much as we need to in teaching them any longer.

Steve Sanduski: Let's go into some of those sales skills. Give me some examples of some sales skills that you think are critical for a person to have in order to be successful there.

Bill Whitehead: Before we even jump into that a little bit, Steve, I think part of the reason why the sales skills aren't being developed is that sales has evolved. There's no question. We know people don't want to be sold and there's all these new approaches to selling and those types of things. What's happened is people have forgotten that they still need to develop a skillset of some sort. They're not training, they're not learning, and it becomes a bit of an issue. Scripting is one of those things as well that's received a bad wrap. I'm not sure how you feel about scripting, Steve, or if you've ever used it?

Steve Sanduski: I have. Yeah. I think it's important that if you identify a way that works, then why not commit it to paper, study it, train other people on it? I don't think you want to use it in a rote fashion, but I do think that if you have a script that works, you can train people on it. They might be able to modify it a little bit so that it's in their voice and it sounds natural. Yeah, I think if you've got a formula that works, you need to keep using it.

Bill Whitehead: I think you're bang on. I think that unfortunately, people don't want to listen to read monotone words being spoken to them across the phone where there's no connection to the person speaking to you, those types of things. But definitely people want to speak with and engage with people that know what they're talking about.

They come across confident, they can answer all their questions without any kind of hesitation and those types of things. That's what people, I think, are

looking for when they're chatting with somebody who's perhaps trying to sell them something on the other end of the phone. Unfortunately, we've got away from that. What I try and do to get people to buy into scripting again is I ask a question.

Steve, I don't know if you've ever found yourself before you're about to have some conversation that you deem important, it might have to do with work, it may even be personal. It might be with a significant other, a child or whatever. Do you ever find yourself running through what you're going to say in your head before you actually have the conversation?

Steve Sanduski: All the time. Absolutely.

Bill Whitehead: Yes. What you're doing there is scripting. Let me ask you why you do that. Why are you running through that in your head before you actually have the conversation?

Steve Sanduski: I want to be as prepared as I can for any direction that the conversation might take. If we're talking about something and we know what the subject matter is or if I'm trying to respond to something or I'm trying to sell something, I want to know what the other person might ask or say. I can think about, "Okay, well if they say this, then this is probably what I would respond with."

I want to be as prepared as possible for the conversation, think about the directions it may go. Be prepared to go in that direction so that I don't have to really focus on, "Gosh, I got to be thinking on my feet so quickly here", so yes. Of course, there needs to be some balance between preparation and then also being in the moment, too. I think you do need to have a balance there.

As you were talking about these sales skills and these communication skills and you mentioned here just a minute ago when you ... There are a lot of times I'll be talking to someone from a customer service on the phone. You can tell that they've got a script that they're following. It just seems so rote. I think the key is that, yeah, if you do have a formula that works as I mentioned, you got to make sure that it's really in your voice. That you have incorporated it, it's become a part of who you are so that you can say it and it just sounds so natural.

Bill Whitehead: Absolutely that is the key. You do have to make it your own. That just comes through practice and practice and practice and listening to yourself practice and record yourself practicing. You spoke about balance as well and being able to come in and out of script. I think part of the problem with people that get stuck on a script and can't come out is because they haven't made it their own yet.

They're still really working and focusing on following that script completely. It's not their own, so when something does come up that they have to come out of script, they're not able to really do that properly. I think you hit it right on. If you

can internalize it and make it your own, get confident and comfortable with it, then you can strike that balance.

It's more just a conversation and it's just communication techniques that you've ingrained in yourself. Most times if you're doing it on a personal level as we just discussed, why would you not do it on a business level? In most times and in most industries when we start talking about how many objections you may actually get on a telephone call or in a meeting, it's usually quite limited.

I think the most I've ever seen is maybe 10. In those cases, we ask how often you get each one and usually it's three different objections you get on a regular basis. Does it not make sense to be prepared to answer those questions confidently, quickly, without hesitation and show that you're a true professional to the individuals you're speaking to?

Steve Sanduski: Yeah, I agree. I think you're exactly right. Now do you have an example of a script here or maybe a scenario that we could walk through just so that we can have a real practical example here of how to apply this idea?

Bill Whitehead: Absolutely. What I'll do is I'll share with you something actually, Steve. It's probably about 25 years ago now that I picked this script up or technique up. It still works well today, I think. Really the purpose of this technique, just to clarify before I jump into it, is really not to overcome an objection. It's to help find out whether that objection is going to be a deal breaker in what you're working on with that prospect or if it's even the real objection.

Sometimes the real objection doesn't come out, so you need to be able to get it down and find out whether it's a real objection or not. Once this technique smokes out the real objection so we know what it is and if you've got a deal breaking objection, then what it does is it reopens their mind again and allows you to continue your process so you have an opportunity to actually overcome that objection.

Steve Sanduski: Okay, so the focus isn't on, "Okay, these are the 10 objections that I typically get for what I'm selling and here are my 10 responses for those objectives." Is that what I hear you saying? That that's not really what we're trying to do here?

Bill Whitehead: No. We're not trying to do that here. What we're trying to do is set the table for that so that you know that you're actually dealing with the proper objection. Then you can actually open that prospect's mind so then you can go into your scripts that you may have in dealing with the specific objection that comes up.

Steve Sanduski: All right, so where do we start here then?

Bill Whitehead: Let's use the most difficult one that I find salespeople run into on a very regular basis. They go through their whole process and they think they've handled all the objections and they've covered everything off. Of course when they go

down to the final strokes and start maybe pulling out the paperwork or whatever, they get the dreaded, "I just want to think about it."

Steve Sanduski: Ooh, that's so annoying, isn't it?

Bill Whitehead: It's a tough one because it's really not a true objection, right? There's not like you can start throwing facts and figures out to deal with that. It's really not a true objection. What happens is most times what salespeople end up doing is they don't want to be pushy, they don't want to be aggressive because that's not the way we should be selling today and I agree with that.

What they do is they start to fold up tent and say, "Okay, I understand you want to think about it, so how much time do you need? When should I touch base with you?" They basically pack up and start leaving to go home. We know that anytime that happens, every second that passes after your salesperson has walked out that door, the odds of that deal closing start to diminish. If you've got what's right for your prospect of course, then you're really not doing them any favors by just packing up right away.

We have to have a way of not being pushy, not being aggressive, and trying to find out what's behind the issue. That sounds so simple, Steve, and it really is. The key is really just ask. At that point when I get a "I have to think about it", we pause. When you get any objection, you acknowledge it and you empathize with it and then you're supposed to restate your value proposition. It's a standard technique.

You just, in this case, pause and say, "You know what, Mr. Prospect? I understand this is a big decision for you." "As a matter of fact, many other people have had to make the same decision prior to you," you may say. You would also then at that point say, "We've walked through where this widget is going to help increase the production in your factory and solve this problem and solve that problem."

You basically restate your value proposition and then you say, "So at this point, you're saying you still need to think about it. You must have some reason for feeling that way. Do you mind if I ask what it is?" Just politely, right semantics, right tone, "You must have some reason for feeling that way. Do you mind if I ask what it is?" and then pause.

Steve Sanduski: When you ask that question, are there some typical responses that you'll hear regardless of what business you're in or what product or service you're trying to sell?

Bill Whitehead: First of all, you usually get a fairly long pause. When the person's telling you they want to think about it, oftentimes they've made up their mind they don't want to buy and they're just getting rid of you. Now you're asking them to explain why. There will be a long pause and you have to be comfortable with

that. You have to let them think. Once they think a little bit, then depending on what the issue is, but the standard ones, he may come out and say, "Well, the price is quite expensive" after pausing.

You listen and you hear him say, "The price is quite expensive." That's where I watch so many salespeople get themselves into trouble. Right away, they jump to the defense of price. They start talking and they start repeating themselves and sometimes louder, thinking that maybe the prospect didn't hear them the first time.

Worse yet, they start speaking much slower sometimes and drawing things out, but saying the same things and really almost becoming that high-pressure person that they were trying to avoid. I actually call it 'commission breath'. That's when you can really see somebody trying to put a push on and you can smell the commission breath off them. We know what happens, Steve, when prospects smell a commission breath, right?

Steve Sanduski: They don't like it.

Bill Whitehead: They don't like it for sure, and yet, price might even have not been the issue. Remember, sometimes these people are just stalling or looking for a way to get you out of there. Here's what you do instead of defending price and jumping all over it. You come back and you meet that objection head on, whatever it is.

In this case if it was price, you may say, "Just suppose for a moment, Mr. Prospect, you were okay with the price. Price was not an issue. Then tell me, in your opinion, do you feel that this product would solve your problems, meet your needs", and blah, blah, blah. Restate your value proposition and then be quiet again. That prospect is going to do one of three things.

One, firstly, they may solve their own issue. They may turn around and start talking to you and saying, "You know, yeah, I would use it. It does solve my problem. It does increase or remove the bottleneck in my production line. Certainly those profits will flow down and, yeah, that piece of equipment is fairly expensive, but it'll pay me back in a reasonable time frame and I'm happy with that. You know, you're right. We should just move forward with this."

You would be surprised how many times if you'll allow a prospect just to verbalize everything themselves and bring it out that they'll solve their own problems. That's one way of not making a mountain out of molehill and just have the prospect solve their own problem. The other thing that may happen, I said three things, so number two, they may turn around and say, "Well, yeah, price. If price was right, certainly I would like that and it would solve my problems, but I'm really concerned about cashflow."

The issue isn't so much price, it's now cashflow because "We've had to make some expenditures in the last month or two" and whatever. Now what you've

done is discovered price wasn't really the issue. You may have gone off trying to defend price and who knows, maybe discounting if you're allowed to and cutting into margins. Price wasn't an issue at all, it's actually cashflow being an issue.

Steve Sanduski: So it's really trying to clarify here by asking some questions and giving them an opportunity to respond so that you can really get to the core issue in that this, "Well, I just need to think about it" is more of a way of throwing you off the center a little bit.

Bill Whitehead: Exactly. You really need to get to that core issue. So many times, salespeople they've handled all the objections, walk out, and never close the deal and never know why. It's because they didn't get to that core issue. They're so anxious to jump that even sometimes the second time when he says cashflow, you go, "Okay." Then again, all of a sudden, "Well, what if we could extend terms" and what about this and what about that or "What if we could get financing?"

They charge full ahead into the cashflow objection. Again, we're not sure still if that's the final objection. Again, the same thing. It's just simply repositioning and asking the question again. "Okay, so suppose, Mr. Prospect, we were able to work something out on the cashflow side? If we can do that and cashflow wasn't an issue?" You keep hammering down. He may say, "Yep, for sure, but in the end, I still have to get this past the board."

Each step, you're learning more and more what the issues are and what you have to deal with with this purchasing agent or buyer or prospect in order to get things through. Now the third thing I said they might do, Steve, is if it is a true objection, let's say he doesn't like the price. The idea then is with price, he may stick to it and say, "Jeez, you know, the price is expensive."

If they stick to it, now you know you have a deal breaking objection. You know what the issue is and that was the purpose of the first part of this entire technique. The problem is that usually at this stage in the game, that prospect has often made up their mind. They decided it was too expensive, they've shut it down. They're not going there. They may have told you they want to think about it, but really they've decided that it's not happening any longer.

You have to have some way of trying to get this technique or get this process back on track and an opportunity to re-discuss your value proposition and show them the value that you're providing and the rate of return on their investment. What you need to do is turn that objection into a question. Quite simply all you do again, scripting, but make it your own.

"Mr. Prospect, I understand your concern about the price. We all want to ensure that we're getting value for our dollar. I guess that brings up the question. The question is, Steve, for the investment of X number of dollars to purchase this piece of equipment and what it's going to do for your production and your line

and what it's going to drive to your bottom line, will the rate of return on this investment provide you the value that you need going forward? Is that not the question?" Of course-

Steve Sanduski: Yep. They'll say that's the question.

Bill Whitehead: "Hmm. No, that's the question." What you've now done is the fact that we've turned a deal breaking objection into a question again. Now you have the opportunity to say, "Okay, well, let's take a minute then if that is the question and revisit these numbers or revisit these benefits." You get a chance to bring that sales process back on track without having commission breath and without yelling or raising your voice towards the prospect. Hopefully at that point, it's not a guarantee you're going to close the sale, but at least you have another chance to revisit the opportunity of overcoming that objection.

Steve Sanduski: Let's say that you go through this whole process and even after doing all of this, they still basically say, "Hey, I'm not making a decision today." I remember hearing Dr. Robert Cialdini speak one time. He said, "Each day of delay is a day of decay." You basically said the same thing here just a little bit earlier that if they leave your office or you leave their office without getting a deal done, then it's just so much harder to get them back to the table down the road to actually close something.

I've also heard people say that, "I'd rather have a no than a maybe." If it's a maybe, then they're basically stringing you along. You're going to be wasting a lot more time and chances of that ever closing if you've given them your best presentation might be small. What's your advice if you've gone through the process and they still aren't willing to make the deal that day? Do you just push them to say, "Hey, if you don't want to do this, just tell me no and that's fine. I understand. Let's move on. We'll part friends"? What do you do in that case?

Bill Whitehead: I would say first we see if there are some additional techniques, communication techniques, presentation skills, whatever you want to call them that would hopefully set the table properly so that you do not get the "I want to think about it" at the end of the presentation. Obviously we haven't delved into any of those at this point in time. There are things you can do to have that not occur at the end, although what we're talking about here when you're talking about communication skills or sales skills are really increasing your ratios.

There's no silver bullet that's going to work 100% of the time all the time for sure. If we can increase those ratios and closing percentages by one point, two point or whatever it may be, we know it's going to have a meaningful impact at the end of the day. There is a time where certainly when you talk about, you still get the "I want to think about it". If we've done our homework properly, there's another technique that I'll use with maybe for a later date and we try and bring that emotion into the sale a little bit at that point.

You're trying to overcome his emotion usually of fear of making a decision at that point versus not making a decision. The only way you're going to win that is emotion against emotion. That's another whole subject matter that you can bring some emotion in. At the end of the day, there does come a point where you have to give up at that moment in time and say, "Okay, I understand" and pack up and hopefully have an opportunity to come back and redo that sale. There is no silver bullet that works 100% of the time, that's for sure.

Steve Sanduski: That's too bad, isn't it?

Bill Whitehead: Would it be nice?

Steve Sanduski: It would. All right, I do want to ask you a few more questions here of some rapid-fire questions. Before we get into that, is there anything else that you want to talk about here either about the sales process or the scripting process that we've been going through?

Bill Whitehead: I think that just what's important is that people understand and remember it is a process. You've used that word a number of times. We've taken just a small, little segment or technique that can be utilized really at any stage in the process and you need to have a process. When you're taking your salespeople and you're bringing them on board, first of all, you have to find the right character, of course. We've talked about that and that can be a whole day of coaching on how to do that.

If you need five, hire ten because even with the right character, five aren't going to go. You need to teach them a process that works specifically with ties to your industry so they can make it their own. They can personalize it, they can learn it, but they need a track to follow and run on. That's important. I see so many people out there with really not a very good process. If I'm watching in sales training and I can't follow the process, then I wonder how the prospect has any clue of where this is going. That would be my final piece of advice to folks is make sure they have a good solid process that they're training regularly.

Steve Sanduski: Yeah. I would just add to that the process has to be written down. Our mutual friend Jack Daly talks about having a sales playbook. I loved it when he says, "There's not 250 different ways to sell. You just identify what are the best practices that work for your business and then train your people on that. Put it in the playbook, write it down, adjust it over time as things evolve, but at least you've got it down on paper" or maybe in this world, digital. That way, you know what works and you keep iterating on it as things evolve over time. I think that's good advice for all of us here. All right-

Bill Whitehead: You know what I, sorry, one last thing, Steve, what I did just as an aside of that because it's interesting. When I first started of course in the financial services business, I had my process. You're nervous, you're new, you're trying to get

going. I actually took my notepad and wrote down on the side column all the little triggers I needed to keep me on process.

I did that for all of my meetings. I was able to glance at them whenever I got nervous or whenever I felt I was falling off the process and get me back on track. In the end, I actually used to get pads printed with that on the side for me automatically. Only once in my entire history of meeting people did somebody say, "What are all those pre-notes on your notepad that are already printed on there?"

Of course, I just answered them honestly and said, "You know, they're cheat notes for myself. I always just want to make sure that I don't miss out on anything and that I follow my process completely so I do a thorough and proper job for you." They went, "Oh. Good idea." There's another little sidebar for those of you that are newer or even when you're experienced, you tend to wander off the process sometimes. This is a way to keep yourself on track. Write yourself cheat notes.

Steve Sanduski: Oh, I love that idea. Now can you tell us what some of those cheat notes were? Do you remember?

Bill Whitehead: Just some of them of course were drilled down in the blueprinting or in the prospecting spot. Making sure that I asked enough questions and didn't jump on the first buying signal and run after that. That I did a thorough job in finding out why and what the needs were of that prospect and drilling it right down to an emotional level. That would be one of my cheat notes on the top, that type of thing.

The process that I just shared with you. When I get an objection, ask the question why they feel that way and clarify the objection. Just those sort of stages in the process were what I had jotted down to make sure that when it happened if I was caught off-guard or was just learning that I could always, all it took was just a glance because of course I'd practiced all these things and committed them to memory. When you're under the gun, sometimes they escape your mind.

Steve Sanduski: That's right. Yep. Great. I love it. All right, Bill, let me just ask you a few rapid-fire questions here. You know as well as I do here at CEO Coaching International that we love to read books. Can you give me one of your favorite business books?

Bill Whitehead: I think over the years as you go through different times in your life, different books speak to you differently. There's been lots of them I think right back to a long time ago. 'The Seven Habits of Highly Effective People' of course by Stephen Covey at the time spoke to me. Just recently I think Mark gave me the book 'Getting Naked'. I really enjoyed that book because I think it really speaks

to what we do with our clients as well in coaching. I found that to be an excellent read of late.

Steve Sanduski: Yeah, and that book is by Patrick Lencioni, the book 'Getting Naked'. Definitely would recommend that one, for sure. Is there any other book that might be on your nightstand right now? Maybe a fiction book, perhaps?

Bill Whitehead: I try. I get to read so many few fiction books that when I get them, I have to read a high action, high moving, those types of books just to keep me engaged if it's a fiction. I read a couple of those a year usually when I'm on holiday, biographies all the time. The story I just found about Nike was very intriguing in reading his book.

Steve Sanduski: Was that 'Shoe Dog'?

Bill Whitehead: It was 'Shoe Dog', for sure. That was an interesting story, too.

Steve Sanduski: Yeah. Great. How about, what is one daily behavior that you think would help a salesperson grow?

Bill Whitehead: Routine. That may seem odd if anybody knew me because I'm, all my life, been more of the "fly by the seat of your pants" kind of guy and have trouble nailing down routine, but it's something I've worked on. All I mean by that is making sure you get up in the morning and that you have time scheduled for your calls, for your follow-ups. Schedule time to practice your scripting and all those things.

If you don't structure or set routine for yourself, then a lot of these other little things that are key to your success fall by the wayside. You try and make up with it from sheer volume sometime of calls and different things, but it's not really being as effective as you should be. I think it's important to schedule times to work on your business and on your skillsets as well.

Steve Sanduski: Another question here. We've been talking about the dreaded "Oh, I need to think about it." This question is inspired by that and that is, are you the kind of person who likes to make fast decisions or are you more measured in your decision making?

Bill Whitehead: I'm not more measured. I am the kind of guy that likes to make fast decisions. I've learned over time that there are times that I need to step back and be a little bit more measured. I'm not good at that, so what I've really done all my career is learned to surround myself with people that are good at that. I like to make fast decisions.

When sometimes I'm not quite sure, I want a second opinion, I'll go find somebody who's measured, sit them down, and ask them their thoughts and ask them to review it and then together, be able to hopefully come up with the

best decision. Certainly, I've made my share of mistakes, which goes along with making fast decisions. I think I've had more successes than failures and that's, I guess in the end, what counts.

Steve Sanduski: Yep. How about, do you feel like you have a high need for control or are you willing to collaborate with others?

Bill Whitehead: Interesting. What I might think versus other people, I'm used to being in control. I try to be collaborative, for sure. I have no problem delegating tasks, which I know is a different thing. I'm not controlling in the sense that I have to do everything myself. I'm happy to delegate, but in the end, I will listen. If you can convince me otherwise, I'll change my mind, but most times, I've been in control in my business life.

Steve Sanduski: Yep. Typical of an entrepreneur. Do you tend to view the glass as half-full or half-empty and then based on your response, how does that view affect and shape the way that you have gone about and been successful in the world?

Bill Whitehead: Definitely half-full. I think what it's done for me is allowed me to look for opportunity in many things. I've found opportunities in things where others haven't seen the opportunity because of maybe that optimistic viewpoint. It's definitely helped me out in moving forward and really being an entrepreneur.

Steve Sanduski: One final question here. Do you like to set moonshot, outrageous goals or do you prefer to set goals that might have, say, a 70% or 80% chance of you hitting it? Again, depending on how you respond to that, how has that affected your ability to hit these goals?

Bill Whitehead: I might sound like I'm hedging my bets here with you all the time, but I do both.

Steve Sanduski: These aren't easy distinctions.

Bill Whitehead: Yes. I always want to know what my minimum amount is if I'm in a business whether it's I'll know what my breakeven is all the time or if I'm making an investment, I know what my breakeven is. I'll have a realistic goal that I feel is the absolute minimum for me to be involved in this business or doing it moving forward. I also like to have the outrageous goals.

About 20 years ago, it took me a number of years to get my head around what Mark wrote in his book, which was 'Thinking Big'. I had realized I was placing some self-restricting thoughts or patterns in my mind, therefore controlling my behavior. It took me a few years of reading books and getting over the fact that, yes, I can be big or think big. Now I like to do that on a regular basis. I just find it opens up the room. It brings out creativity in me and others around me, so I like to do both.

Steve Sanduski:

Yeah. I think I like what you're saying there and I love this idea of thinking big. It's something that I work on as well. I just like the concept of as we're thinking big, making big happen. 'Make Big Happen' is the title of Mark's book. We're talking Mark Moses here, the founding partner of CEO Coaching International. What I like about thinking big is you have to completely change the way that you think about making that happen.

When you think incrementally, "Hey, I'm going to grow 10% or 15% or 20% or 30%", basically oftentimes you can do that by simply doing more of what you're currently doing or doing what you're currently doing better or hiring some better people. You can get incremental growth like that. If you're talking 10X, you've got to completely change the way that you do your business and just totally think differently. That, to me, is exciting and fun.

I do think that, as you're saying, you really need to have the ability to do both, to think big, to think 10X, but also have the ability to set more immediate goals, steps along the way, so that you can measure that progress and get some positive reinforcement along the way. Great conversation here today, Bill. Really appreciate you taking some time with us and look forward to having you work here with the clients at CEO Coaching International.

Bill Whitehead:

Thank you very much, Steve.

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

CEOCOACHINGInternational.com

