

Using Emotional Intelligence & Authentic Leadership to Create Followers & Leaders in Your Fire Department

Paul C. Darley
Fire Leadership Conference
Keystone, CO
October 23, 2025

WHO IS DARLEY



Financially Stable 117-Year-Old Privately Held Business

Owned 100% by Darley Family

\$1.3 billion in sales in 2025

Over 250,000 Sq. Ft. of manufacturing office, warehouse and R & D

Itasca, IL

Janesville, IA

Chippewa Falls, WI

Pump & Equipment Manufacturer

Manufacture ~ 5000 pumps/year

Longest Warranty in the industry

Warranty claim in 2024 – 26 Claims filed

Shop.darley.com

Defense Contractor



© W. S. D

Darley Sensitive and Proprietary Data



SOLD! KEY TAKE-AWAYS OVERVIEW

- Emotional Intelligence
- Authentic Leadership
- Relationships – Sales
- Management Tips

SOLD!

The Art of
RELATIONSHIP SALES

Using
EMOTIONAL INTELLIGENCE
and
AUTHENTIC LEADERSHIP

*to Sell More, Work Your Way up the Corporate Ladder
and What to Do Once You Get There.*

PAUL C. DARLEY



OVERARCHING THEME

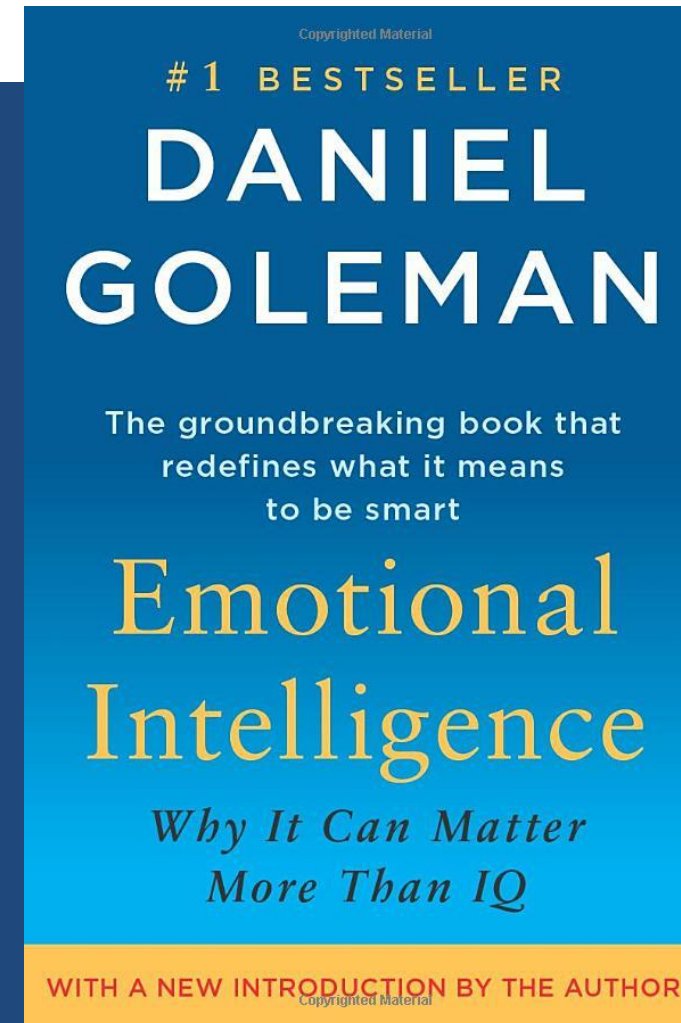
Sell me on that corner...

Take-Away #1 : It's not about you.



EMOTIONAL INTELLIGENCE DEFINED

- Emotional Intelligence (EI) is the ability to **manage both your own emotions and understand the emotions of people around you.**
- There are four key elements to EI: **self-awareness, self-regulation, empathy, social skills.**
- **These lead to motivation**



EMOTIONAL INTELLIGENCE (EQ/EI)

	Recognition	Regulation
Personal Competence	Self-Awareness <ul style="list-style-type: none"> ✓ Self-confidence ✓ Awareness of your emotional state ✓ Recognizing how your behavior impacts others ✓ Paying attention to how others influence your emotional state 	Self-Management <ul style="list-style-type: none"> ✓ Getting along well with others ✓ Handling conflict effectively ✓ Clearly expressing ideas and information ✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully
Social Competence	Social Awareness <ul style="list-style-type: none"> ✓ Picking up on the mood in the room ✓ Caring what others are going through ✓ Hearing what the other person is "really" saying 	Relationship Management <ul style="list-style-type: none"> ✓ Getting along well with others ✓ Handling conflict effectively ✓ Clearly expressing ideas/information ✓ Using sensitivity to another person's feelings (empathy) to manage interactions successfully

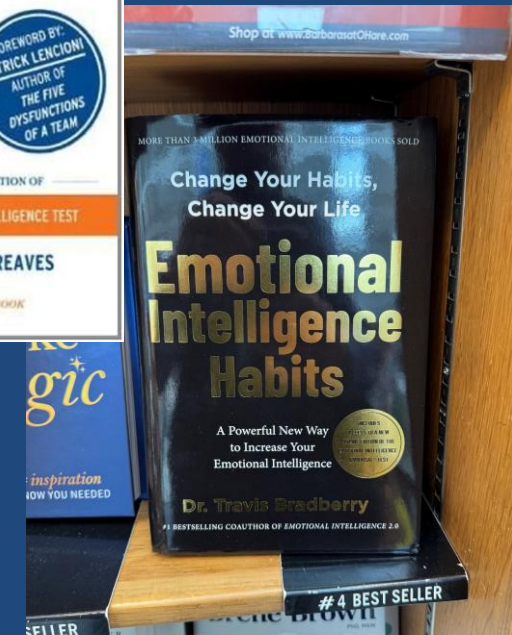
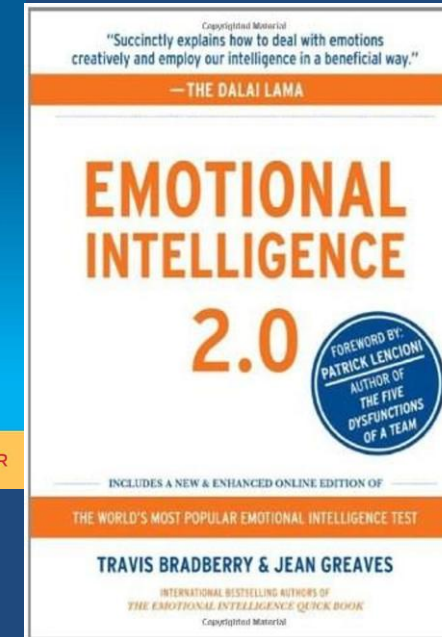
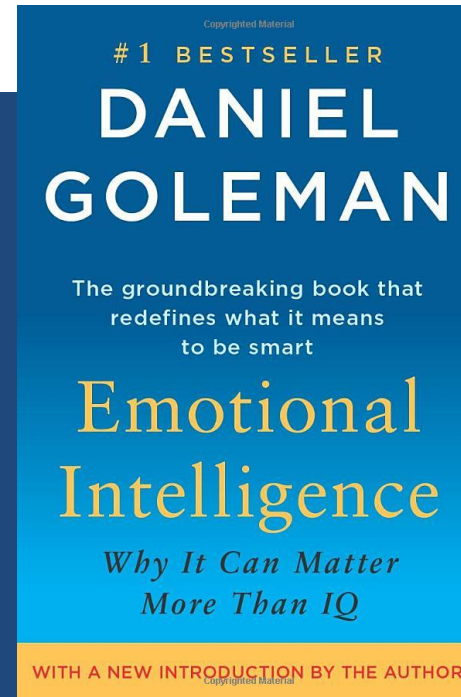
Emotional Intelligence has four key components:

- **Self Awareness** - Understanding who you are and working on your shortcomings
- **Self Management** - Being able to control your emotions and impulses
- **Social Awareness** - Being able to properly assess the needs of others...active listening. Social sensing.
- **Relationship Management** - Using your skills to motivate, **inspire** and get the desired results from others

Source: Daniel Goleman's – Components of Emotional Intelligence

EMOTIONAL INTELLIGENCE DEFINED

- Emotional Intelligence (EI) is the ability to **manage both your own emotions** and **understand the emotions of people around you**.
- There are four key elements
 - **Self-awareness**
 - **Self-management**
 - **Social awareness (empathy)**
 - **Relationship management (social skills)**
- High EQ salespeople know how to motivate others who execute on a plan.



EMOTIONAL INTELLIGENCE – IN PRACTICE

- Fortune 500 CEOs tested for EQ
 - Why – Because they create followers who believe in the mission and can execute
 - They understand the big picture and tell inspiring stories that motivates their teams to action, and inspires others to greatness
- Test yourself now and then later as you practice
 - Unlike IQ, you can improve your EQ
- COVID – Took a toll on a lot of people
 - Rebuild relationships
 - Adjust your leadership style for post-pandemic environment. Rules have changed
 - Keep an eye on your team for mental illness
- Need to Practice EI / EQ
 - Starts at home every day



SPECIAL REPORT SECTION INSIDE

WORLD'S BEST CEOs

With the worldwide economy turbulent, 10 CEOs exited our list this year, bumped off by trouble in Asia, plummeting energy prices, and weakness in the retail business. Why Apple's Tim Cook didn't make the grade. Meet our 30 winners.

10 NEW NAMES MAKE OUR LIST

DOW JONES

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Take-Away #1 : 90 Second Rule



WHAT IS LEADERSHIP? GOOGLE IT! 3.5 BILLION



McKinsey
& Company

McKinsey Explainers

What is leadership?

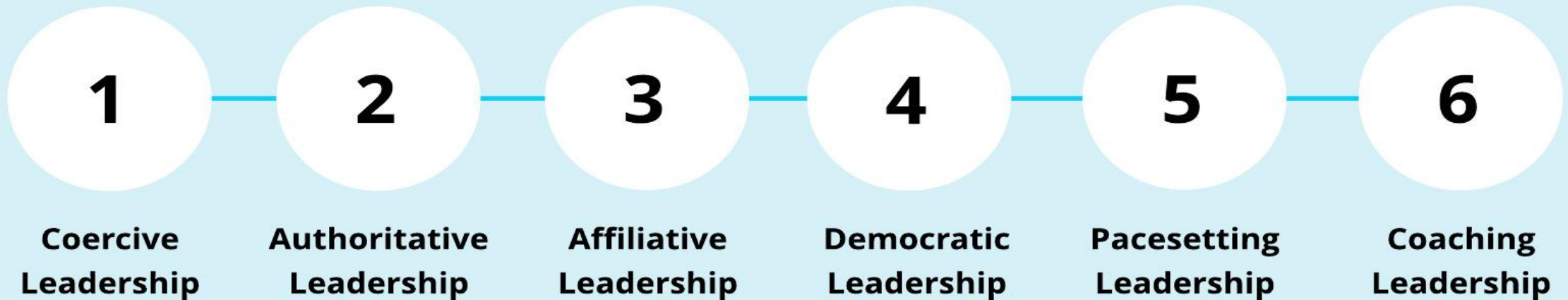
Leadership is a set of behaviors used to help people align their collective direction, to execute strategic plans, and to continually renew an organization.



LEADERSHIP STYLES - 2004

The 6 Goleman Leadership Styles

The six basic styles of leadership proposed by Daniel Goleman



AUTHENTIC LEADERSHIP DEFINED

5 Traits of Authentic Leaders

1. Sense of **Purpose**
2. Distinct **Values**
3. **Relationship** Building
4. Goal & **Self Discipline**
5. Genuine **Heart**

“Authentic leadership is a **style of leadership that focuses on transparent and ethical leader behavior and encourages open sharing of information needed to make decisions while accepting followers' inputs.**” The experts seem to agree that authentic leadership is about **being you and making room for others, too.**”

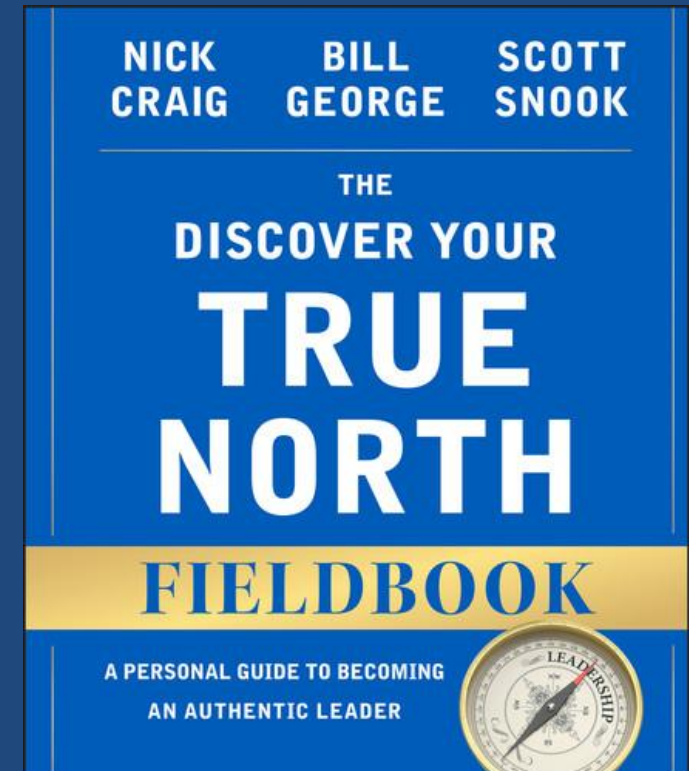
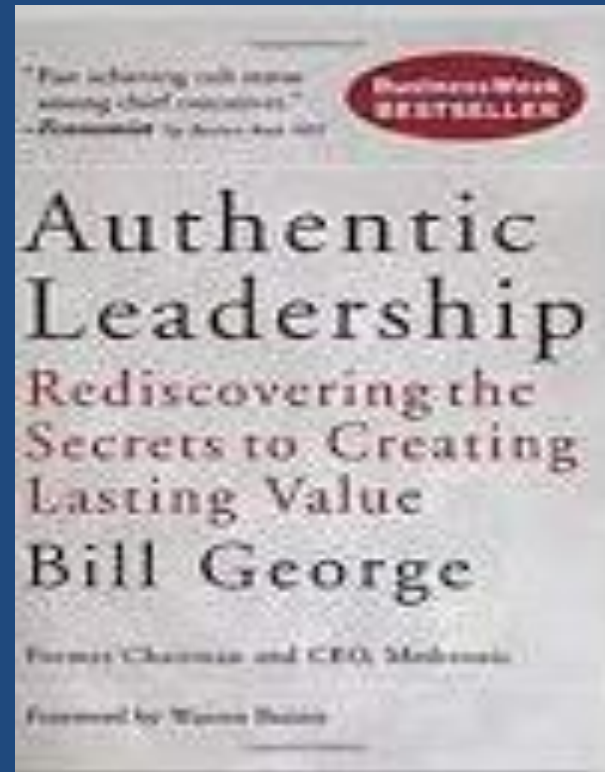


HOW DO YOU DEVELOP YOUR AUTHENTICITY

BILL GEORGE – 2003

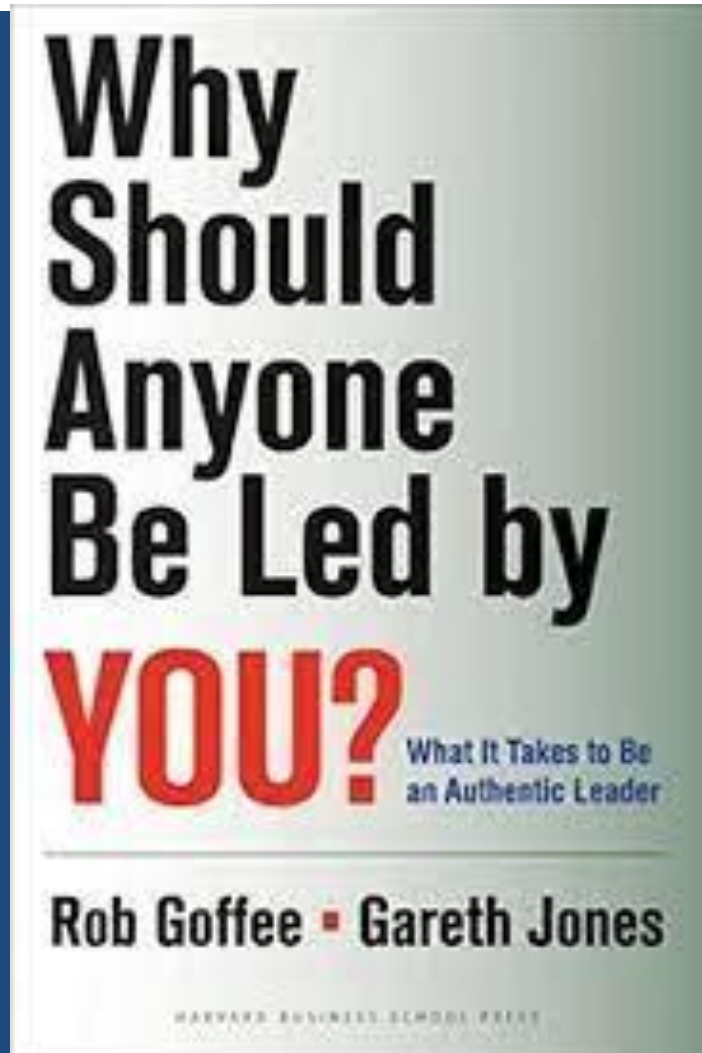


- Explore your life story
- Take Time to Reflect
- Seek Feedback
- Understand your own leadership style



WHY SHOULD ANYONE BE LED BY YOU?

2006



- HRB Article – Authentic leadership is:
- 1. **Situational** - No one right style
 - Adapting your style to the situation
 - Right Person – Right Style – Right Time - Winston Churchill
- 2. **Nonhierarchical**
 - -Leaders at every level of the organization
 - Military / Fire Service
 - -Not just officers – Push Decision Making Down
- 3. **Relational – Can't lead without followers**
 - Authentic – Build Trust
 - Doing with they say they are going to do
 - Consistent Messaging
 - Comfortable with themselves



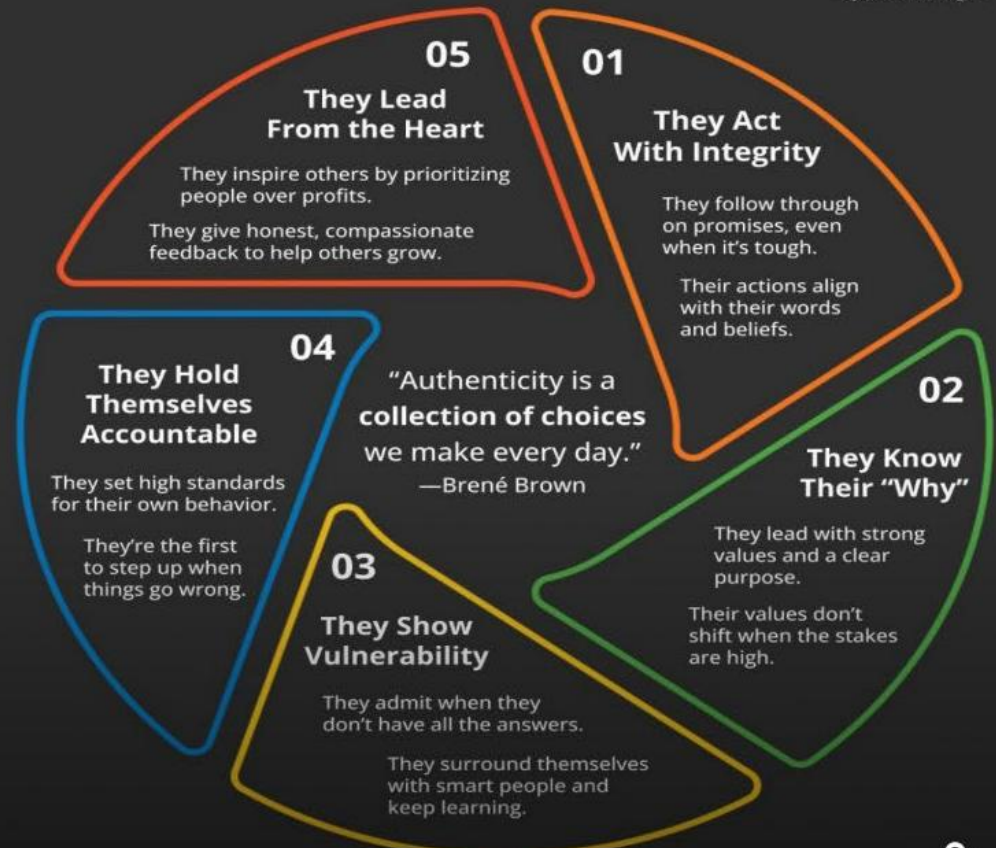
HBR 10 TRAITS OF AUTHENTIC LEADERS

1. Self Aware
2. Lead with the heart
3. Focus on Long-Term results
4. Integrity
5. Lead with vision
6. Listen skills
7. Transparency
8. Consistency
9. Share success with Team
10. Draw on experience



5 SIGNS OF A TRULY AUTHENTIC LEADER

By Justin Wright



THE AUTHENTICITY PARADOX – HBR JANUARY 2023

What Is Authenticity?

A too-rigid definition of authenticity can get in the way of effective leadership. Here are three examples and the problems they pose.

Being true to yourself.

Which self? We have many selves, depending on the different roles that we play in life. We evolve and even transform ourselves with experience in new roles. How can you be true to a future self that is still uncertain and unformed?

Maintaining strict coherence between what you feel and what you say or do.

You lose credibility and effectiveness as a leader if you disclose everything you think and feel, especially when you are unproven.

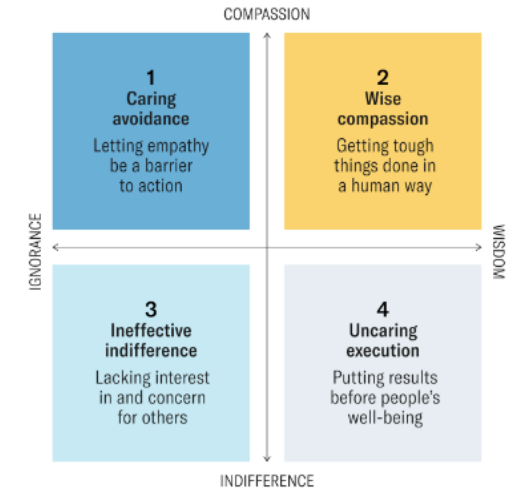
Making values-based choices.

When we move into bigger roles, values that were shaped by past experiences can lead us astray. For instance, “tight control over operating details” might produce authentic but wrong-headed behavior in the face of new challenges.

Compassionate Leadership

The Wise Compassion Leadership Matrix

Compare this leadership style to three other common ones.



Source: Rasmus Hougaard

© HBR

AUTHENTIC LEADERS BUILD RELATIONSHIPS & MOTIVATE OTHERS TO ACTION

THINK OF GREAT LEADERS WHO YOU KNOW...



- Very Self-aware /Self Improvement
- Ability to build relationships - trust
- THEY GET IT!
 - Size up situations
 - Listen
 - Put others first
- Able to motivate people to action.
 - Others naturally want to follow
 - You inspire them
- They earn respect by respecting others
- Give back – Mentor
- Know when it's time to step back
 - Michael Jordan – Top of his game – Age 55



WHAT WOULD YOUR LEADERSHIP BUMPER STICKER READ? WHAT'S YOUR MANTRA?



Be Nice



Take-Away #3 : What's your leadership bumper sticker read?

I remember how that hit me like a dagger. How had I been missing this last key part of my mantra? I was embarrassed and immediately reshaped my mantra. Now, the older I get, the more important giving back becomes. My mantra will probably change again in my 60s and 70s as my career begins to wind down and I look to leave my own legacy. I know that giving back will only grow in importance. Heidi's mantra has always been very simple: "Be kind," which is very descriptive of her.

CHIEF JOHN BUCKMAN III LEADERSHIP TIPS GOING BEYOND CHIEF BRUNACINI'S "BE NICE"

OCTOBER 12, 2022 – FIRERESCUE1.COM



- Don't talk smack.
- Look for the good. Show appreciation.
- Forgive those who have hurt you.
- Don't judge others by their past.
- Treat others with kindness.
- Offer support and love.
- Never look down on others.
- Be mindful of your influence.

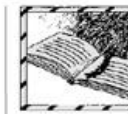
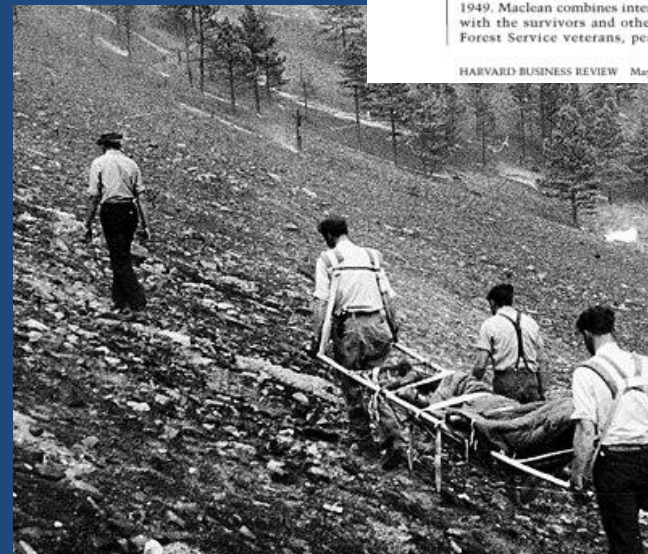
Being kind to others sets the positive example for successful leadership. **Treat others the way you want to be treated** and it will be returned many times.

Remember, you can't change others' behavior, but you can change yours and set a **positive example** for how others should act.



MANN GULCH FIRE - 1949

The Mann Gulch Fire, which occurred in 1949 in Montana, USA, provides valuable leadership lessons, especially in the context of crisis management and decision-making under pressure. The tragic event, where 13 firefighters lost their lives, has been extensively studied by researchers and has inspired various leadership theories. Here are some key lessons that can be drawn from the Mann Gulch Fire:



In 1949, a forest fire claimed the lives of 13 young men. Their tragedy holds lessons for today's organizations.

Prepare Your Organization to Fight Fires

by Karl Weick

Young Men and Fire
Norman Maclean
Chicago: University of Chicago Press, 1992

What should the structure of a small group be when its business is to meet sudden danger and prevent disaster? That question was not posed by an arbitrage unit leader, a turnaround artist, or an aircraft dispatcher coping with the blizzard of the century. Instead, it was asked by a former professor of English literature at the University of Chicago who studied a forest fire that killed 13 young men.

The professor, Norman Maclean [1902-1990], is best known for his novella *A River Runs Through It* [1976]. *Young Men and Fire*, which Maclean spent more than a decade researching and writing, was published posthumously in 1992. It chronicles the attempt to extinguish a deadly forest fire that raged in the mountains of Montana in August 1949. Maclean combines interviews with the survivors and other U.S. Forest Service veterans, personal

observations of the remote Mann Gulch site, documents from Forest Service archives, and mathematical models of the blaze to reconstruct the events of that tragic day nearly half a century ago.

On August 5, 1949, at about 4 P.M., 15 smoke jumpers – trained firefighters but new to one another as a group – parachuted into Mann Gulch. The crew's leaders originally believed that the blaze was a basic "ten o'clock fire," meaning that the crew would have it under control by 10 the next morning. Instead, the fire exploded and forced the men into a race for their lives.

The Mann Gulch fire may seem to be a distant tragedy, but Maclean's exploration of the event touches on many questions of deep significance for readers today. For those of us concerned about leadership in organizations, the episode illuminates problems facing corporate leaders. Increasingly, corporate work unfolds in small, temporary outfits where the stakes are high, turnover is chronic, foul-ups can spread, and the unexpected is common. As we will

see from what follows, minimal organizations, exemplified by the crew at Mann Gulch and found at a growing number of businesses, are susceptible to sudden and dangerous losses of meaning.

Fight Fire with Fire

The fire at Mann Gulch probably began on August 4 when lightning set a small fire in a dead tree. The temperature reached 97 degrees the next day and produced a fire danger rating of 74 out of a possible 100, indicating the potential for the fire to spread uncontrollably. When the fire was spotted by a lookout on a mountain 30 miles away, 16 smoke jumpers were sent at 2:30 from Missoula, Montana, in a C-47 transport plane. (One man became ill and didn't make the jump.) A forest ranger posted in the next canyon, Jim Harrison, was already on the scene trying to fight the fire on his own.

Wind conditions that day were turbulent, so the smoke jumpers and their cargo were dropped from 2,000 feet rather than the usual 1,200. The parachute connected to their radio failed to open, and the radio was pulverized as it hit the ground. But the remaining crew and supplies landed safely in Mann Gulch by 4:10. The smoke jumpers then collected their supplies, which had scattered widely, and grabbed a quick bite to eat.

While the crew ate, foreman Wagner Dodge met up with ranger Harrison. They scouted the fire and came back concerned that the thick forest near which they had landed could become a "death trap." Dodge told the second-in-command, William Hellman, to take the crew across to the north side of the gulch, away from the fire, and march along its flank toward the river at the bottom of the gulch. While Hellman did this, Dodge and Harrison ate a quick meal. Dodge rejoined the crew at

Karl Weick is the Rensis Likert Collegiate Professor of Organizational Behavior at the University of Michigan's School of Business in Ann Arbor. An earlier version of this work was published in *Administrative Science Quarterly* in December 1993.

HARVARD BUSINESS REVIEW May-June 1996

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STUDYING THE MANN GULCH FIRE PROVIDES VALUABLE LESSONS THAT CAN BE APPLIED NOT ONLY IN FIREFIGHTING AND EMERGENCY RESPONSE SCENARIOS BUT ALSO IN VARIOUS LEADERSHIP CONTEXTS WHERE QUICK THINKING, EFFECTIVE COMMUNICATION, AND TEAMWORK ARE ESSENTIAL.



1. **Situation Awareness:** Leaders must have a clear understanding of the situation at hand. In the case of Mann Gulch, a shift in wind direction turned a manageable fire into a deadly inferno. Leaders need to be aware of changing circumstances and adapt their strategies accordingly.
2. **Communication:** Clear and effective communication is vital during emergencies. Leaders need to convey information accurately and ensure that everyone understands their roles and the evolving situation. Miscommunication or lack of communication can lead to disastrous consequences.
3. **Decision-Making Under Pressure:** The Mann Gulch disaster highlights the importance of making tough decisions under extreme pressure. Leaders must be able to assess the situation quickly, analyze available options, and make decisions promptly, even in high-stress environments.
4. **Teamwork and Collaboration:** Effective teamwork is crucial during crises. Leaders should foster a culture of collaboration and mutual respect among team members. In Mann Gulch, some firefighters survived by working together and helping one another. Encouraging teamwork can enhance overall team performance.
5. **Training and Preparation:** Proper training and preparation can save lives. Firefighters and emergency responders need to undergo rigorous training that simulates real-life scenarios. Regular drills and exercises can help individuals and teams respond more effectively during actual emergencies.
6. **Leadership Styles:** The Mann Gulch incident showcased different leadership styles. Authoritarian leadership, where decisions are made solely by the leader, might not be suitable in all situations. Participative and adaptive leadership styles, where leaders involve team members in decision-making and adjust their approach based on the situation, can be more effective during crises.
7. **Learning from Mistakes:** It is essential for leaders to learn from past mistakes, both their own and others'. Studying past disasters, like Mann Gulch, can provide valuable insights into what went wrong and how similar situations can be handled better in the future.
8. **Ethical Decision-Making:** Leaders must make ethical decisions, even in high-pressure situations. Ethical leadership involves considering the well-being of individuals and the community at large. In Mann Gulch, some decisions made under pressure were ethically questionable, leading to tragic outcomes.
9. **Resilience and Adaptability:** Leaders and teams need to be resilient and adaptable in the face of challenges. Adapting strategies based on the changing environment and being resilient in the face of setbacks are key qualities of effective leaders during crises.



WHAT IS THOUGHT LEADERSHIP?



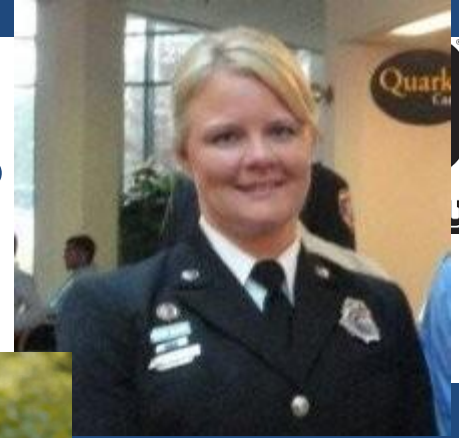
As a notable expert in a specific company, industry or society, a thought leader is **someone who offers guidance and insight to those around them**. In other words, a thought leader has a positive reputation of **helping others with their knowledge** and insight.



THOUGHT LEADERSHIP ESSAY – WHAT MAKES A GREAT COMPANY OFFICER?

Essay 21

Kerry Henderson & Kyle Matousak



Exceptional, Authentic Leadership

If you have been in the fire service any length of time you have taken some of the obligatory Officer and Leadership classes taught by Firefighters and Fire Officers of varied ability. Some of these classes may be required for promotion or may serve to check a box for a career ladder advancement. Believe me, there are some great fire service leadership classes out there and I encourage you to seek those out. My fear is that too many in the fire service take the required, check the box promotion classes and never look anywhere else for development. Today I want to encourage you to think outside of the traditional, fire service leadership concepts, and seek out what will personally improve your ability to influence and mentor others in a positive way, because that is what makes an exceptional company officer.

The single, most important thing a Company Officer can do to exhibit exceptional leadership, is to be authentic. Developing an authentic leadership style, and learning what it means to be truly

authentic, has to take place before taking that big promotion. This means taking time early in your career, well before a promotion process, to evaluate your own authenticity and then use that authenticity as an informal leader in the department. I have seen too many people and then try to emulate someone else's leadership style that doesn't quite figure out what they want their style to be. Your subordinates will see right through being your true self or if you suddenly try to change who they've always seen you as.

What does it mean to be authentic? Mike Robbins says "We live in a culture of authenticity. We want our leaders, our co-workers, our family members, we interact with to tell us the truth and to be themselves". Unfortunately, we have to act or be a certain way in order to be a part of whatever culture is the case in the firehouse.

*Be Yourself, Everyone Else is
Already Taken*
-Oscar Wilde



Authentic leadership comes from ancient Greek philosophy and is associated with virtues such as fortitude, temperance, justice and prudence. When I first thought about what it meant to be an authentic leader, a steady, speak your mind at all costs type of leader came to mind. But when I carefully looked at each of those virtues, I came to the realization that an authentic leader is also one that uses great restraint when needed. He/she uses judiciousness and is careful when choosing his/her words and most importantly uses compassion to get to know what each member of his/her team needs to succeed. Andreas Jones, from the Forbes Coaches Council says that the authentic leader has a flexible











THOUGHT LEADERSHIP - ESSAY CONTEST “HOW CAN A FIRE DEPT COMPANY OFFICER EXHIBIT EXCEPTIONAL LEADERSHIP”



- Good leadership requires **good communications**
- Although there are many ways to become a better leader, **writing** is an undeniable leadership requirement. Writing has the advantage of being deliberate
- I am always impressed and excited whenever I listen to fire fighters and company officers **talk about the future and the challenges we face together**
- While future and current leaders may have different perspectives than more senior members of the fire service, **their level of dedication and willingness to problem-solve** reflects the best the fire service has to offer
- **Informational influence** has become one of the most important leadership traits
- The only way to lead effectively when **you cannot force people to do something** is to be an example of how **leaders share information and lead from a place of caring**
- Today’s leaders display characteristics of **thought leadership** – which is changing people’s minds and inspiring at a distance
- Both active leadership and thought **leadership unite diverse people because the idea(s) inspires them**
- Good persuasion and good leadership depend on good communication.
- Think like a leader. Write like a leader
- They are **values driven**



THE DARLEY WAY

-  We follow our core values
-  We do what we say we are going to do. And more!
-  We are focused on delighting our customers.
-  We're honest, friendly, respectful, engaging & appreciative
-  Err on the side of the customer
-  We empower our employees
-  We are easy to deal with and quick to respond to our customers
-  Speed is a competitive advantage "It's not the big that eat the small, it the fast that eat the slow."
-  We under promise/over deliver
-  We enjoy what we're doing and have fun



CORE VALUES

INTEGRITY

We will act in an honest, ethical manner, and we will do what we say we are going to do.

PASSIONATE CUSTOMER FOCUS

Everything we do will be focused on taking care of our customers in a prompt and fair manner, while meeting or exceeding their quality expectations.

RELATIONSHIPS BASED ON RESPECT

We will strive for relationships built on trust and mutual respect - with our employees, customers and suppliers.

TEAMWORK • EMPOWERMENT • RECOGNITION

We will foster a culture of teamwork and encourage an environment that empowers our employees to make the right decisions for our customers. We will recognize the efforts of our employees on a job well done and encourage their input for continuous improvement while maintaining a family business environment.

INNOVATION

We will continue to develop innovative products and embrace technological advancements based on solid engineering and testing.

CELEBRATION

We will take time to have fun and celebrate our Team Darley victories and special efforts.

BUILDING RELATIONSHIPS

- When people meet: (Amy Cuddy)
 - Can I trust this Person?
 - Can I respect this person?
- Built on Trust – Doing what you say you are going to do. On time, every time.
- Relationships are built over time through a series of code-shifts
 - Firefighter & Warfighters - Brothers
- Mindfulness Presence
 - Be Present Put the cell phone away—
- The Power of Top 100 Relationships
 - Forbes Magazine, December 18, 2024



FOSTERING RELATIONSHIPS ARE BUILD ON TRUST

- 🔧 Trust, Commitment & Accountability
- 🔧 Look for leaders who want to be leaders
- 🔧 Be Respectful and professional
- 🔧 Ask high impact questions
 - What keeps you awake
 - Life on scale of 1 – 10
- 🔧 Be a problem solver
- 🔧 Put their interests' first
- 🔧 Likeability
- 🔧 Solve their pain
- 🔧 Get feedback

Trust – IABC

- Integrity
- Always
- Benevolent
- Consistence



Take-Away #5: Everyone wants someone who has their back!

DEVELOPING OTHER LEADERS

- Make deposits into the relationship
- Praise is your currency
 - Care and Compassion are currency too. Now more than ever
- Marcus Buckingham
 - Look first for those who want to be picked as leaders
 - Natural proclivity
 - -Mark Cuban , Dallas Mavericks
- Involve Employees.
 - People support what they help to create

BOARD OF PRAISE

July, August, September 2022

Special praise to the Team Darley employees for their efforts during the last few months:

ITASCA OPERATIONS/CORPORATE NEWS

Scott Menaker sent an email to Brett Frey at Air One Equipment, announcing his new position in the Purchasing Department as Purchasing and Inventory Manager and Martin Sandstrom taking over the account. Brett Frey replied, "Congratulations Scott. That is great news. Good things happen to good people. You have been the best these last few years and it is no shock you are moving on up! I really appreciate all the help you have given us. Martin, great to meet you and you have some big shoes to fill."

Kevin Sofen wrote, "I want to acknowledge two people that have done really good work recently. Kim Wojtko has made the tradeshow experience MUCH easier and more seamless. I've worked with her multiple times around NFPA and Interschutz; both were a lot smoother and less stress on me. In addition, she is doing a great job coordinating the upcoming FRI/ARFF shows. With these tradeshows, there are hundreds of little details and it's critical to have a full-time lead on this. I am excited to see how we will maximize tradeshow efforts going forward with her help. I'm especially keen to see how we can position Darley and our partners as thought leaders at these shows, meaning we need to submit more speaking and workshop opportunities before the show that position us as the Go-To Players. Kim is beyond helpful to ensure we maximize our tradeshow investments. The other person is Mumen Hussein. He is one year into his job and continues to be a sponge. He has a great attitude, is learning every day, and does a great job with customers. Just this morning he led a great demo experience with a potential FLAIM customer in Egypt. With the technology products, stuff is always bound to go wrong. Yet he does a great job maintaining his cool, working through challenges, and takes care of the customer. To say I am proud of him is an understatement."

Tom Miller from Savelives.com / Common Cents EMS Supply wrote to Tom Darley, "Years ago you turned me onto Mary Ann Paderski to help with loose fire equipment sales and I just want to let you know that she has been a huge help. Over the past twenty years, I have been doing marketing for Savelives.com, an EMS equipment distributor, and since Covid began, I turned JT Dunn, owner of Savelives.com onto Mary Ann/Darley to service any inquiries we may have for loose fire equipment. I just want to relay to you that Mary Ann has been amazing and does very well representing Darley. She always answers emails in a timely manner, and it seems like our orders get the highest priority. No matter what it is or how big it is. So, to conclude, thank you! Thank you to Darley, the support team and most of all to Mary Ann. Let me know if there is something special we can do to thank her for all her hard work. Also, let me know what we can do to grow our relationship. Thanks again!"



Take-Away #6: Look for leaders who want to lead and those have the ability to lead.

HELP THOSE AROUND YOU - SOLVE THEIR PAIN



🔧 Need to build a relationship in order to get to know their pain

🔧 What is truly important to them

🔧 Use of surveys are good, but may not reveal their true pain

🔧 Sell the problem, not the solution

🔧 What's your Why?

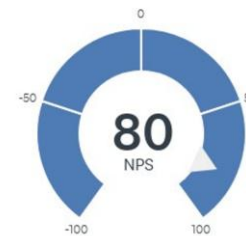
🔧 Cognitive Issues/Biases

- Anchoring Bias
- Recency Bias



Q23: How likely is it that you would recommend Darley Pumps to a friend or colleague?

Answered: 41 Skipped: 9



Powered by SurveyMonkey

Take-Away #7: People build relationships for emotional reasons. Find their pain.



PUT IN THE EFFORT - PERSEVERANCE/PATIENCE PASSION

HOW TO SET YOURSELF APART FROM THE PACK

- Put in the effort
- Passion – Trumps everything
 - Can't be faked
- People remember stories with lessons
 - Tell a Story – After you hear theirs
- Make yourself different
 - Power of handwritten notes

Take-Away #8: It doesn't take much to separate you from the pack



"I'm convinced that about half of what separates the successful entrepreneurs from the non-successful ones is pure perseverance."

Steve Jobs
1955-2011



WHAT NOT TO DO...

- Don'ts – All hurt your integrity/brand
- Don't Spread Rumors
- Don't talk ill of others...co-workers, boss, etc.
- Don't talk about your organization in the third person - it's always "we" never "they"
- Don't Overreact. Stay calm and take time on your response.
- Don't go outside the lines - If you don't want it on the front page of the newspaper, then don't do it
- Don't say, "To be honest with you"
- Don't put False Time Pressures on people
- Don't interrupt. Listen more than you talk. Really listen!
 - LISTEN = SILENT



FIND YOUR WHY – SIMON SINEK

The Golden Circle

WHAT

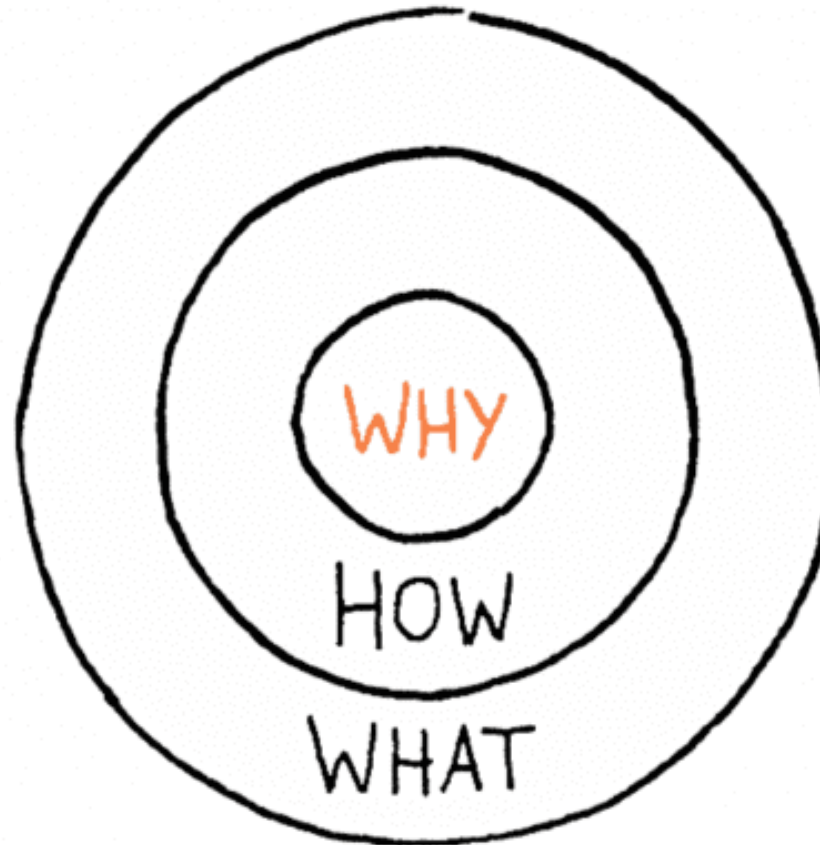
Every organization on the planet knows WHAT they do. These are products they sell or the services



HOW

Some organizations know HOW they do it. These are the things that make them special or set them apart from their competition.

WHY

Very few organizations know WHY they do what they do. WHY is not about making money. That's a result. WHY is a purpose, cause or belief. It's the very reason your organization exists.



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MANAGEMENT LEADERSHIP TIPS

- Push decision making down in the organization
 - HBR - Who's got the monkey?
- Smelly moose – don't let things fester
- Praise others – It's your currency
- Reinvent yourself, your organization, your department
 - Dow Jones Companies

Take-Away #9: Don't take the monkey



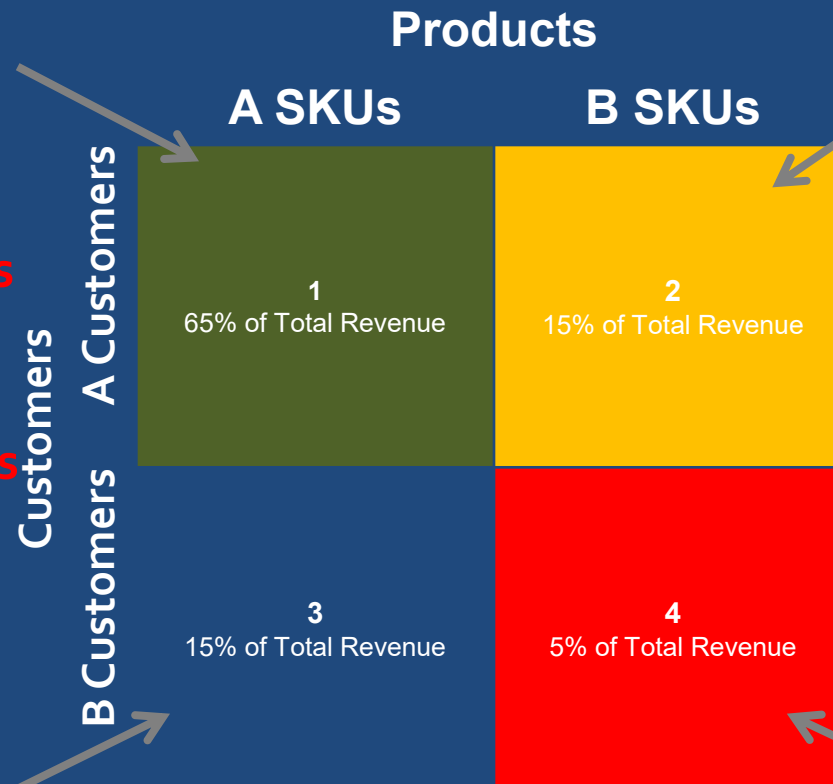
80 / 20 RULE PARETO PRINCIPAL

We maximize our profits when we focus on selling our best products to our best customers. We Need to Protect and Enhance This Business

Take-Away #10 - Focus on things that matter - produces results.

Take-Away #11: Treat customers fairly, not equally.

- We Have a Broad Base of Customers Buying our Best Products. We Probably Break Even at Best, Could Be Very Profitable With the Correct Channel



- We're Selling our "B" Products to our Best Customers. We Probably are Losing Money On Quad 2 Business,. Can We Offer Similar "A" Products? Pricing and Products in This Quad Need to be Evaluated



- We Are Losing a Lot of Money In Quad 4. Non-Strategic, as it is our "B" Products Going to "B" Customers

FINAL THOUGHTS KEYS TO SUCCESS

- Questions?
- You have your own brand – Guard and manage it!
- Bumper Sticker – Be authentic, follow our values and lead by Example.
- Passion Trumps Everything
 - Enjoy what you are doing
- Create a Legacy –
 - How do you want to be remembered?
- Find your followers pain points and inspire them by believing in your Why!
 - Serving others



THANK YOU FOR LISTENING AND FOR THE OPPORTUNITY TO SERVE YOU!!



Thank you for all you do to help society.

You Serve Others...
We Serve you!

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HE NEVER TURNS OFF THE RINGER

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