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Dear Leaders Edge Colleague,

A quick idea that I have personally done for years.

In my first management job—a very long time ago—my boss and I spent the last 2-3 business days prior to Christmas visiting our largest clients just to say thank you. The first year it was so well-received that we vowed to do it every year. (In a side note, he and I have called each other on Christmas Eve for over 40 years.) Throughout my station career, I continued doing it, sometimes alone and sometimes with another key manager.

When I started JDA, obviously it was impossible to visit clients in person. So today, and for the last 28 years, I make phone calls. As you'd expect, I frequently get voice mail and can only leave a message. That alone is good, but often, I do get the opportunity for a real conversation. When I do, it can be wonderful. I'm not selling anything. They're not buying anything. So, the discussions are often way more relaxed than a normal business conversation. I remember that one of the longest and most honest conversations I ever had with a group CEO occurred on Christmas Eve.

I'm a huge believer in expressing gratitude and am incredibly grateful for the company leaders who trust us with helping their people and their revenue. I'm sure you feel the same way about your clients.

How about taking a few minutes and telling your clients (and their agencies) how much you appreciate their trust and their business.

And, while I'm on the subject... thanks to all of you for allowing us to be part of your life. We appreciate you being a The Leaders Edge member and are grateful for your feedback.

Happy Holidays all!

In This Week's Edition:

1. ***Seeking Success: Are You Being A Mentor?***
2. Senior Marketing Consultant, John Hillary, helps us navigate the room in ***The Art Of Presentation***
3. ***Own The Room With Help From On Demand.*** From VP of Client Success, Elaine Lunkes
4. ***Another Time-Sensitive Street Beat.*** By Executive Vice President, Tom Ray

5. *Thoughts For Your Week*

1. *Seeking Success: Are You Being A Mentor*

My thoughts in providing these articles on success you've been reading each week is that they'll eventually lead to a new book. In preparing for today's issue, I re-read some of what I've recently written and realized that many of the lessons came from the critical teachers in my life. I've had powerful teachers.

I spent a couple of days last week brainstorming with our new CEO, Angela Betasso. At some point during our conversation, she started sharing lessons from her most important mentors. She's very clear about who the 4-5 biggest teachers have been for her and can articulate many of the lessons they taught her.

Who are your teachers? Do they know how much they meant to you?

One of my concerns about business today is that finding time to be a mentor is getting harder and harder. I have a sense of your schedules. I see what time of the night (even weekends) you're sending emails. The term "crazy busy" seems to have been invented to describe the lives of TV sales managers.

So, I absolutely don't want to add anything to your already full to-do list and schedule.

But being a mentor could be one of the most important things you do. And it does take time.

Early in my career, I had two powerful teachers. My first GSM, Bruce McGorrill, loved to talk. And I was a sponge. I spent hours, usually after everyone else had left for the day, listening to him as he taught me the business. My boss when I was first a manager was equally generous. Both shared a desire to teach.

It's hard to imagine that there are many of us who have the time to invest that much every day. So, maybe we have to be more strategic about how we do it. What does being strategic mean? It means being careful on whom you invest your time. You want to help people who have a strong desire to win and an even stronger desire to learn. Being a mentor requires you to make a time commitment. In a crazy, overscheduled day, making ANY commitment means you have to be discriminating and not make a time commitment to someone who isn't equally committed.

I just took a quick A.D.D. pause writing this to ask Google about being a mentor. There's lots of interesting content, but this stood out to me.

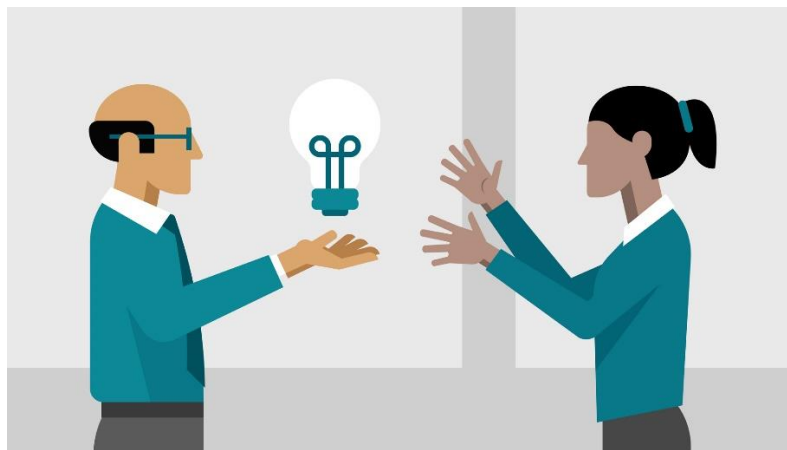
What does it mean to be a good mentor?

*A **good mentor** possesses the following qualities: Willingness to share skills, knowledge, and expertise. A **good mentor** is willing to teach what he/she knows and accepts the mentee where they currently are in their professional development. **Good mentors** can remember what it was like just starting out in the field.*

What's in it for you?

- You will help someone become more successful. That's an incredible blessing
- They'll make money for you while they work for you.
- You'll pay back the teachers who invested in you by paying it forward.
- And as you get older (trust me on this), you'll find great joy in watching people you served do amazing things in their lives and careers.

As you make your list of 2020 goals, can I ask you to serve our business by finding some time to mentor someone who has promise?



2. The Art Of Presentation



By Senior Marketing Consultant, John Hillary

Presenting to a room with multiple decision makers is an art form. These days, more and more decisions are being made by committee, as opposed to sole owner/operators. Even when you think you have the decision maker in front of you, there's usually one more level of approval (typically a spouse) to maneuver through. So, here are a few things for your team to keep in mind when navigating a room with multiple decision makers.

Establish roles in the room – There's no shame in directly asking the team how it will function in its decision making. In fact, the more direct you are upfront, the more direct they'll be in return.

Confirm all attendees can stay for the meeting's entirety – Obviously, if the main decision maker has to cut out early, you should engage and get a response from them early in the meeting. Once he or she leaves, you can pivot to the others involved.

Engage EVERYONE in the room – It sounds obvious, however, it's easy to glance over someone

who doesn't say much during these meetings. But remember, they took the time to meet with you. Even if you get the sense that the decision maker told them to remain quiet. The cordial thing to do is at least get their feedback once. We want buy-in from EVERYONE.

Listen and watch closely to verbal and non-verbal cues – Observing nuances in how a team reacts toward one another can tip their hand on whose opinion truly matters the most. Watch the team closely.

Remain impartial – It's tempting to take sides, but it's always best to avoid this. Remember, we're the independent party. Disagreement on creative, spend, advertising effectiveness, etc., is OK and it happens. The more you can facilitate conversation and get issues on the table, the better. Remaining independent will make it easier for you to bring the group to a consensus.

Lastly, just because someone tells you on the front end, "I make all the decisions myself," doesn't mean it's true. Most of the time, there's one more layer to go through. So, make sure your team is prepared to navigate a room with multiple decision makers. It's an art form, but the closer they get to perfecting it, the higher their closing ratios will be.

NERVOUS ABOUT 2020? If so, **don't miss the opportunity** to start the year prepared to overcome your biggest challenges! Boot Camp is almost **SOLD OUT**, so if you're thinking of attending, don't delay. You'll get actionable ideas on how to find, recruit, and hire quality people in your market. And, once you have them, what you need to do to connect, motivate, and engage them to execute on strategy, vision, and values. But that's just the beginning... [Learn more](#)



We're so sure that after our 3 days together you'll walk away with the knowledge to help you better lead your team, that if you don't, a 100% tuition refund is yours...

We look forward to seeing you in Tampa—January 26-28! [Learn more](#).

3. Own The Room With Help From On Demand



From VP of Client Success, Elaine Lunkes

I was talking to a GM and LSM the other day. On their wish list for this holiday season was a way to help their AE's present and close on their own – "They always need one of us to close the business. It's so frustrating!" If this gets on your nerves, too, the new On Demand course, **Presentation Must Do's**, is your salvation.

Get your AE's in this course and they'll learn from Pat Norris...

- How to OWN the room
- The easy steps to controlling the environment
- The art of the set-up
- Why musical chairs is not just for children
- The Pause Effect
- How to “tie the bow”

And lots more.

Find It: Login to On Demand *first*, then [click this link](#). Or, go into The Training Center > Experienced Sellers > Presentation Must Do's

MEETING IDEA OF THE WEEK: Concrete Ideas That Increase Closing Percentages – “*What Is The Next Sale?*”

This 14-minute course is the perfect complement to Presentation Must Do's. In it, Jim Doyle shares the critical question your AE's must ask as they move from diagnosis call to presentation AND the secret weapon that should be in every presentation.

Find It: Login to On Demand *first*, then [click this link](#). Or, go into The Training Center > Experienced Sellers Training > What's The Next Sale.

On Demand. It's fast, it's easy it makes you money!

You can reach Elaine Lunkes at Elaine@jimdoyle.com

4. Street Beat



By Executive Vice President, Tom Ray

Simmons Relaunch

Serta Simmons Bedding is relaunching its legacy Simmons brand of mattress as a playful, value-priced “first mattress” line aimed at Gen Z and Millennials. The move is part of an overall brand refresh.



Two beds in the new Simmons line—a memory foam mattress retailing for \$299 and a hybrid queen priced at \$349—launched in early December at key retailers and will debut at Costco in January.

The collection will expand to additional models that will be sold both online and in key brick-and-mortar dealers in 2020.

Simmons officials said the new line represents a “radical relaunch” of the 150-year-old Simmons brand, which has been “*reimagined for a world where beds come in boxes, quick-ship is*

demanded, and life stages rule consumer mattress purchasing decisions.”

The new brand will be accompanied by a new marketing campaign, which will present the mattress purchase experience as an engaging life event for today’s younger consumers that’s driven with ease, powered by value, and infused with fun.

Get in front of your mattress dealers that carry the Simmons brand and help them with the new relaunch locally. And, get in front of your local discount mattress retailers to help protect their position from this new, major competitive shift.



5. Thoughts For Your Week

Spectacular achievements come from unspectacular preparation. -Roger Staubach

We don’t react about what happens to us, we react about what we tell ourselves happened to us. -Tim Daniel

Highly developed spirits often encounter resistance from mediocre minds. -Albert Einstein

Perseverance is a great element of success. If you only knock long enough and loud enough at the gate, you are sure to wake up somebody. -Henry Wadsworth Longfellow

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