



Born to Win - Moving from Survival to Significance

Ellen Rohr and Tom Ziglar

Ellen: Hey, it's Ellen Rohr, the plumber's wife turned business makeover expert and welcome to Business Makeover 2014.

Here is your opportunity to stop and think about what you really, want and springboard into aligned action. We're going to have 21 experts in 21 days and some surprises, so stay tuned. We'll be keeping you posted as to all sorts of new and exciting things that are coming through the course of Business Makeover 2014. I love spending time with you and our experts, and I invite you to be present in this hour. Allow yourself to dream big, to release that which isn't working and embrace new, more productive thoughts and actions.

This is our breakthrough quantum leap year – Business Makeover 2014.

Today I'm so excited to be visiting with Tom Ziglar, who is uniquely qualified to bring the Zig Ziglar philosophy and wisdom to your business. For nearly 50 years, Tom has been steeped in the techniques of living a successful life. He's the CEO of Ziglar, Inc. and the proud son of Zig Ziglar. Hi, Tom.

Tom: Ellen, how are you today?

Ellen: I'm so happy to be with you. You are one of my favorite people on the planet, and you have so much joy and love and compassion and wisdom. It's going to be a rocking hour and I'm just so excited that we're on the interview together today.

Tom: I'll tell you what. The pleasure is mine. We've been together on several different events and you just light up the room no matter where you go. It's like the energy goes from a 9 to an 11 when you just walk in and smile.

Ellen: You are so sweet. It's a love fest.

You wrote the book with your dad, *Born to Win*. it's just an amazing book. I loved it and you know who else loved it is Shauna, who works with me. I saw her copy of this book and she had little Post-Its, dog ears and highlight marks all over this book. I've never seen a book quite so marked up. She absolutely loved it and it was fun to share that with her.

When you talk about born to win, what is winning and what does born to win mean?

Tom: Our culture and the TV and the schools all have this definition of winning and, unfortunately, what everybody thinks is winning really isn't winning. I ask people, do you think Charlie Sheen is winning? So, we know it's a lot more than just a lot of money or fame or five minutes in the spotlight.

Dad met his ultimate goal to be over the top. He's now graduated to Heaven. He lived to be 86 but he spent probably 70 years trying to figure out what winning was. In the last 50 years of his life, he traveled all over the world and talked to people of all different educational levels, income levels, different colored skin, worshipping different gods or maybe no god at all.

What he discovered and learned is that no matter where you are in the world, no matter what your background is, there are eight things in life that you want and unless you have all of eight of these things, you're not really winning. Those eight things are everybody wants to be:

1. Happy
2. Healthy
3. Prosperous
4. Secure
5. Friends
6. Peace of mind
7. Family
8. Hope in the future

It's funny how we think we want stuff and then we neglect the eight things.

Ellen: I'm sure everybody tells you their favorite Zig Ziglar story as you travel around, but I want to tell you a really cool and neat thing that Zig did for me. This makes me cry. He always called your mom the redhead, and he told the story about how the redhead would be money in his wallet. When his wallet was sitting on the dresser, she would open it up and put money in it.

I started doing that for my husband. I just think it's really nice to keep some cash in his wallet, and I learned that from your dad. It's a really loving gesture and it speaks to this idea that winning is not one thing. It's a multitude of things. It's working on your relationships, your health, your inner joy, your spirituality, your success at work and your success as a parent. What are those eight things again?

Tom: Everybody wants to be happy, healthy, prosperous, secure, have friends, peace of mind, good family relationships and hope in the future. Here's how you can know those are the eight things that everybody wants. Just take that list of eight and then leave one of them off. Would you really be winning if you had all of them but hope, or all of them but peace of mind, or all of them but friends or family?

Ellen: One of the ways that you teach these eight things is to have people put together the wheel, and you've expanded this beyond this. You're a bicyclist, aren't you?

Tom: I'm a pseudo bicyclist. On my business card it says, "Bicycle Mechanic."

Ellen: A bicycle mechanic. Okay, I thought that was perhaps because you also liked to work on physical bicycles as well. I know that you use the bicycle as a metaphor or as a way to teach the lessons of a fully developed life.

Tom: That's right. It's more of a metaphor. When I was growing up, I was a big biker but that was years ago. The bike means so much. We talk about the wheel of life. In order to have those eight things in life, the wheel of life has to be balanced. That personal wheel is made up of seven spokes:

1. The physical
2. The mental
3. The spiritual

4. The family
5. The financial
6. The career
7. The personal

If you're writing that down and you look at those spokes, all of those spokes need to be developed. Just imagine that you have six spokes that are well developed and one of them is broken. You can't really pedal the bike. You've got a flat side to your tire, and that's what happens in life. People get really focused on their career and then all of the sudden they weigh 300 pounds or they've lost their marriage. That's not balance. That's not success. That's not winning.

Ellen: One of the things we can ask our dear listeners to do today is to consider those different areas of your life and to rank where you are on a scale. What was the scale that you used? Was it a scale from 1 to 10?

Tom: A scale of 1 to 10, so you look at the physical spoke and you rate yourself from one to 10 – 10 being outstanding physical condition:

- Do you eat right?
- Do you exercise?
- Do you get enough sleep?
- Do you manage your stress
- Are you on any medications?
- Do you weight about the right amount of weight?

You can just start to answer those questions and that will tell you whether you're a two, a five or a ten. You can go around each one of them. You can go to the family spoke and ask questions like do you spend time with your family? If you're married, do you still go on dates? Do you do little sweet nothings for those that you love?

Ellen: Put some money in his wallet.

Tom: Yes.

Ellen: It was interesting because in anticipation for this call, I was reflecting on these different areas of life and kind of ranking. One of the areas I think that I could use some improvement is being a good friend. I've got lots of friends but I don't know that I do a good job of reaching out often enough, especially with friends who have been my friends for a long, long time. You start to consider would I be okay if today were the last day of my life? If this was the moment where I had to say okay game's up, would I be okay with my performance in that area of my life?

Without beating yourself up too much, without wearing the hair shirt, an awareness of where we stand on these different areas of our life or where the spokes in the wheel are to make for a more thoughtful, provocative and success life – how does this connect with your business? This is Business Makeover 2014 and yet as a business expert, Tom, you're always talking about things like character, family and relationships.

Tom: Here's the thing. We work with owners and entrepreneurs and executives all the time, and we've never found somebody who had long-term success whose personal life was cratering, and we've never found someone whose personal life was doing outstanding but whose business life was cratering who had long-term success either because you've got to have both, right?

We've got to be able to support and feed our family and do the things that we need to do in order to survive. Being a successful business owner, an entrepreneur, an executive or whatever you're called to do in life, you've got to be successful in both areas. I've noticed this too. Dad said this. Dad said his number one key to success was his character. So, you've got to have uncompromising character in both your personal life and in your business life.

Ellen: And that's not so much a decision that character is going to be important to me, but character is built and strengthened like a muscle. It's not something where okay I'm just going to be a person with character one day. You make these decisions moment by moment in the different areas of your life and that's how we build character.

Tom: That's right. There are only two fears that we're born with – the fear of loud noises and the fear of falling.

Ellen: Right. You hear a big startling noise and you'll feel little babies have that response. So, fear of loud noises. I get that. And then fear of falling. Yes if you drop a baby, which I don't suggest you do, but that baby will have a fight or flight response.

Tom: Exactly.

Ellen: But where does the rest of it come from? Isn't fear what keeps us from doing everything that we really, really want to do?

Tom: The point is that every other fear that we have, we learned. We are actually born with all the qualities of success within us – character, integrity, attitude, hard work, loyalty and all these qualities that are so important. We're born with the potential to have them but they're all undeveloped. They're all muscles. They're all things that we have to learn. Because we can learn them and because you can learn how to respect people, it means they can be taught.

Ellen: Some things we've unlearned or people have layered nonsense over it. I remember watching my 18- or maybe 20-month old niece with an iPad. She tried that thing. She tried to swipe it and she's got these hands that are not quite really under her control yet and yet without frustration and without anything but joy she just kept at it.

Then I watched a person who was in her 80's with the iPad. We were at a family reunion and I watched a person who was in her 80's try to open that iPad and after one try she set it aside. I thought that is something that got unlearned. I mean you're born with this willingness to fail a few times or a lot of times before you actually get what you need, but somehow we lose the abilities that we have when we're born and then learn things that we become fearful of.

Tom: Yes, one of the qualities that my dad claimed is that of being a constant student. He woke up every day eager to learn something new because he was a constant student. It didn't matter what it was. If he'd been around when iPads had been really popular – I guess the last few years he was here with the iPad – but he would have embraced it. It wouldn't have been the most natural thing for him, but if he thought that that iPad could make him a more productive and better person, he would have been all about it.

It's because he developed the attitude that if I'm a constant learner, then I'm better and everybody around me is better because of it. Some people unfortunately when they retire from their job, they retire from life.

Ellen: I have seen that, in fact even with my dad. As soon as my dad wrapped up his business career he got really old. He lost his purpose, lost what he needed to do. I've kind of sworn that I'm never going to retire because I saw that it didn't really have a great effect on my dad.

Tom: In the book *Born to Win*, we teach a philosophy called the Be, Do and Have philosophy, which means you've got to be before you do and you've got to do before you can have. Our culture is the reverse. Our culture is entitlement, its instantaneous gratification, it's all about the have and then about the do.

So many people build their value in what they do, and what we teach is it's who you are that matters. We work with wounded warriors, and imagine these young men and women. They go off to serve our country and they put their lives on the line, and then they get blown up. Immediately what they do and have gets taken away. The only thing that somebody can't take from you is who you are, so that's what we teach.

We spend our time working on who we are so that no matter what life throws at us, we're able to deal with it, to conquer it, to overcome it. When you think of the most inspirational and courageous people, it's the ones who've overcome the greatest obstacles and it's because their value isn't what they do or what they have; it's who they are. It's being the right kind of person.

Ellen: And that is so critical for success at every level of your life. In the creative process we think and then act. So, what is happening inside our heads and our thoughts is then manifesting as we take action. Ergo the results or what you're ultimately going to have. To spend time aligning what you do with who you are or who you want to be is where that work to build your character comes from.

As you decide who you want to be and you think those thoughts, then you make decisions – am I the kind of friend who will stay in touch, am I the kind of friend who will make the phone call if we've gone too many months without talking to each other? Then that behavior will then result in the kind of relationship that we're looking for, as opposed to why don't more people like me?

Tom: I was presenting and I have a quote. The quote is, "what you feed your mind determines your appetite."

Ellen: I love that.

Tom: What you put in and what you ingest determines what you have a taste for, so if you want to be a successful business person, the way you become that is you constantly read and become a student of the most successful businesspeople out there in sales and marketing and operations and leadership and administration – all the key areas – because what you feed your mind will determine your appetite. You'll want more and more and more of that.

So, I'm teaching this program and this lady in the back of the room in a deep Southern accent said that's just like NASCAR. I said what do you mean that's like NASCAR? She said oh it's just like NASCAR. You know you're driving around the track at 185 miles an hour. You're going so fast that your eyes have to look where you want the car to go. If you look at the wall, you hit the wall. I thought wow that's it. It is like NASCAR. It's like people spend all their time trying not to sin, so they end up sinning. You can spend all your time focused on different sins, right?

Ellen: That's right, and they see trouble instead of the freedom that might come if you just look where you want to go. I think that's one of the reasons why sports are so popular is that it's such a blatant metaphor for how many things work in the universe, about how the universe really works, and it really puts the challenge in full display.

It's very attractive to watch the warriors on a football field or the NASCAR drivers succeed at what is actually humanly possible by what they're willing to do, and most of every sport and business

and life is going to start between the ears as opposed to the actual physical experience. It starts with the thoughts and the approach to the sport and the business and then you can take aligned action. You spent a lot of time with your dad, I mean, that's one of the things that makes your relationship really unique. You're the youngest of his kids?

Tom: I'm the baby.

Ellen: You're the baby.

Did you spend a lot of time with him? If he spoke on the road all the time, did you guys go with him?

Tom: I went to quite a few and people have asked if you could change anything what would it be? Just waving the magic wand, it would have been to have gone to every event that he went to. The reason is because so many lives were changed at those events and the connections that he made with people.

The greatest blessing that I have is when I travel everybody comes and tells me their Zig Ziglar story – I saw your dad in 1984 in Charleston, South Carolina – and I never get tired of it. The only thing I wish is that I'd been there because then we would have a deeper connection. I did get to travel a lot and see him and talk to people that he impacted and that's a huge blessing.

I don't really have regrets but if I could change anything it would be to have gone to more of those because that's the essence. Techniques and tactics and how-to's are all real important. The skill side of being professional is critical but the integrity, the desire, the heart, the attitude, the passion, the purpose and the why behind it all – that's what differentiates the world-changing difference-makers from other people who are just merely competent.

That's what drove him. Every day he got up thinking oh man there's somebody else who I can inspire to change something in their life that's going to change everything. He never took credit for changing somebody's life, but he got so much joy out of maybe being the spark that led that person to take action.

Ellen: That's so cool.

Tom: Action is what changes lives. You can think about it all day long. The first action I say is to determine who you want to be. What qualities do you want to be known for? If you looked at your tombstone and you said what five qualities do you want everybody to vote on to put on your tombstone, what would they be? And then build your life so that you represent that. Once you determine who you want to be and then you start building that, that's the most important action that you'll ever take.

Ellen: I'm getting inspired. This is so much fun. One of the things I want to ask you – I'm going to ask you what you think your dad would say and then I want you to answer the question for yourself.

**What did Zig say was his number one reason for success?
Why did he consider himself successful or what led to his success?
If we were to ask Zig, what do you think he would say?**

Tom: He said hundreds of times – character and integrity.

Ellen: Would you answer it the same way?

Tom: Yes.

Ellen: What about number two? If that's the start, what would be the second commitment?

Tom: I actually asked him that question, and he came back and said PC. I said PC? I knew it wasn't political correctness. I said dad, what's PC? He said persistent consistency. Consistency means that if there's a worthy goal or objective, you work on it every day or as often as necessary until you achieve it.

Look at working out. If you want to get in shape, you might have a goal to work out five times a week. Working out five times a week is consistency. Persistence is when you work out, every time you work out you take it up a notch. You're persistently improving it, so maybe you do a few extra minutes or a few extra reps or you try a new exercise.

If you're a sales professional, consistency might be making 30 calls a day because we've got to fill the funnel, and that's what you've got to do to get your quota. Persistence means that every day you add in a new question, a new idea, a new line, a new procedure so that when you're talking to people, you're always learning and gaining new information.

Here's a simple business plan. What if you lived your life with complete character and integrity and then every prospect, every customer, every employee, every team member that you ever talk to, you always approach it with persistent consistency? How can I consistently serve or help you and how can I raise the bar just a little bit every time I meet with you?

Ellen: That is so beautiful. What that pulled up for me is I remember someone telling me that you could make 30 calls a day but before you call, what is your intention in the call? Is your intention to make a friend? Is your intention to close the deal? Is your intention to discover what that person wants? To elevate that call by determining what your intention is; is an example of that. I mean you're going to make the 30 calls and it could be a complete waste of your time and you could hash-mark that you did it – which is consistent – but to elevate that moment into something more is really where mastery comes from, isn't it?

Tom: Yes. We talk about the journey from survival to significance. Here's where we kind of show that. You're in survival mode in your life when you allow other people to tell you who you are and what you should do. You move from survival to stability when you determine who you want to become. So, you do decide who you want to be. It's those qualities. You move from stability to success when you start to develop those qualities in who you are. Then you move from success to significance when you start to help other people become who they want to become.

Ellen: I want to underline this. You go from survival to stability, from stability to success, and from success to significance. If there were a mantra or drum that we could beat about the Business Makeover 2014, that is it. It's about moving from doing it, doing it, doing it on that hamster wheel. You're getting the bills paid. Maybe debt is quite collapsing you. There's still some good production out of what you're doing but it gets exhausting to just be in survival mode. To move to stability and to success and to significance, talk to me a little more about that.

Tom: I'm talking first world here. I'm not talking survival from a third world where I need food, clothing and shelter.

Ellen: Before you go any further, let's underline that. If you're listening to this program, there is a lot you have to be grateful for that we aren't talking about how we're going to get shelter over our family today and how we're going to get fresh water and how we're going to get enough food to

eat and some heat to survive the night. It is with gratitude that we want to acknowledge that even survival at the level we're talking about is pretty darned good, right?

Tom: Right.

Ellen: That's a little attitude moment, a little adjustment of our perception here. Given that, the survival of a business that's stale is still quite a luxury compared to where we could be, granted. Now we want to move beyond that because if we've been so blessed, and you've been moved to be here to take your business to the next level, to take your life to a more meaningful place, let's move from survival to stability. I'm going to let you talk again. I just got inspired there and I had to share.

Tom: When you look at the vast majority of people – and the reason I say that is because less than 5% of the population actually has a written goals plan. They don't take the time to write down what their life goals are, what they want to accomplish.

So, the vast majority of people are doing something not because they wrote a goal or created a plan to do it but because they happened into it, or it seemed like a good idea, or their parents said they'd be good at it, or they went to work in a business out of school and they had a knack for it and they just kept doing it.

The way to move from survival to stability is to take a step back and say what was that built for? Who am I supposed to be? What do I love doing? Then once you determine that, that means that you have chosen your own future for yourself rather than somebody else. Until you do that, you're going to be in survival mode because you're always walking unsure. Is this the right thing? Is that the right thing?

I want you to determine who you want to be, who you want to become, and that moves you to stability. Then you move from stability to success by putting in the specific plans of action that are going to help you become that person. Whatever those qualities are that you want to own, start working on those. If it's dependable and loyal and all those things, you start working on those things and that will move you to success.

When I think of success, I'm talking about those eight things in life – happy, healthy, prosperous, secure, friends, peace of mind, good family relationships and hope. Success is an awesome thing, and the definition of winning is a lot different than the world's definition of winning. Here's the kicker. I have another quote. I say this and this is what I believe. I say, "God doesn't call us to success. He calls us to significance." When we focus on significance, success is usually part of the package.

Ellen: What's the difference between success and significance? Define significance for me.

Tom: Success by the world's definition is when you've got it all, not only those eight things that we talk about, but money and fame and whatever it is that you can put a yardstick on. Our definition of success is you know who you are, you've determined who you want to become and you've done that. Significance is when you go that one step further and you get focused on helping your friends, your family, your coworkers and even your customers become who they want to become.

Ellen: Now that's sweet and that is the paradox. In fact, that's nicely encapsulated in the famous Zig Ziglar quote, "*You can have whatever you want as long as you help enough other people get what they want.*" That's how he was keying into that.

Tom: Right and Simon Sinek, I think we talked about him a little while ago.

Ellen: I love him.

Tom: He's got a great perspective on this. I love his work and what he's done. As a business owner, you can ask your customer what they want and you may even give them what they want, but it doesn't mean you're going to be an outstanding company. When you ask them and understand who they want to become, that's a why. For significant people, whatever relationship they have, the motivator is who do you want to become and how can I help you become that.

A lot of our products and services help people become who they want to become but we don't tie them together. We don't connect the dots and when we connect the dots, we connect at a much higher level in the relationship area and loyalty and all the other things get built in because if I know who you want to become, I'm going to be a lot different in how I serve and support you. I have a much higher level of responsibility.

Ellen: It makes it easier too because then our wires aren't crossed. We're not doing and doing and doing and getting nowhere. There's an alignment between the parties. The relationship deepens. I love this conversation. You know Simon is going to be one of our experts too. I'm super excited about that, Tom, so we get to continue this conversation.

For me, the discussion about significance is the makeover. That's breaking out, the quantum leap. This year the year that we want to break away from what we were previously tolerant of and go for what we really want.

I'm going to shift gears on you a little bit because we've been talking about you and your relationship with your dad, and I know that you work with your sister Julie and there are family members in the business. It can be challenging and extremely rewarding to work with family. You have the quintessential family business.

Talk about that with us a little bit because one of the things that came up for me when you were talking about survival or doing things that other people want you to do, the danger is that in a family business you may be playing out your dad's dreams – not you particularly but any family business owner. This is a common challenge, or your brother may have a role and you've been relegated to a role and you may not like the role that you've got.

Let's talk a little bit about making family businesses work or some of the special challenges that may be involved when you're part of a family business.

Tom: We all know the challenges and the positives and they happen back-to-back-to-back-to-back. I mean you go home and you spend Christmas and Thanksgiving and Easter and birthdays with your family, so you either get to talk about business or you have to talk about business. It just depends on how well the relationships are, so it becomes a 24/7, 365-day deal because you can't leave the work at work because it just automatically comes home with you.

What we found is that in your business you've got to understand the roles that each person plays with clear cut responsibilities, not because you're expected to do this or you have to do it but because that person really, really wants to do it and they're gifted in that area. Just because one person does it one way doesn't mean that every person has to do it the same way.

Fundamentally one of the bigger challenges in family businesses is that the founder is very creative in certain areas and they've always done it a certain way and they do it that way in their

head and in their sleep, and the kids come in and they're expected to follow in those same footprints but they're not wired that way.

It takes a long time and a lot of times blood, sweat and tears to figure out that yes the founder had a gift to do it in a certain way, but it's not the only way and it might not even be the best way. It was the best way for them. So, how do you get everybody focused on what's best for the business and the family even when opinions don't always come down on the same areas.

Ellen: When I work with clients – and I wonder if you have the same situation – sometimes the actual tactics of what they need to do to be successful in business, to move from survival to stability to success, putting a plan in place, a budget, a financial plan, a marketing plan – sometimes those relationships cloud the issue and get in the way of enacting the plan.

When you work with clients who have family businesses, what are some of the challenges that you've come up against, and maybe some of the ways you've helped them resolve it?

Tom: That's why we have our illustration in the book *Born to Win* of the bike with the back wheel being the personal side and the front wheel being the business. You can't ride a bike unless both wheels are balanced and inflated. A one-wheel bike isn't going anywhere.

In a family business, it's the personal side that really has to be focused on, the relationship side, the communication side and those different areas. That has to be in harmony or else the business will always struggle. That's probably the toughest thing.

I'll just give you a big company story. This is a great story. We worked for a company in the oil boom a few years ago. I won't mention their name but let's just say they're one of the top four largest companies in the world. They had hired CDL's – commercial drivers. These guys would come in right out of high school, usually 19, 20 or 21 years old. They'd go through six months of training, and then they would go on the job and three months later they'd quit. Every time they quit, it cost this company \$600,000 or \$700,000.

Ellen: That was their commitment to the training and the recruiting and the loss of productivity.

Tom: The reason it cost them that much is that in addition to that is they couldn't get the product to market fast enough, so there were opportunity costs. They called us in to do corporate training and they thought the problem was that these 50-year-old supervisors weren't communicating with these 20-year-old kids who needed to know why, and you couldn't just tell them directly to go do this or go do that.

When we uncovered it, what happened was you had a 20-year-old kid who was now working three weeks at a time away from his brand new wife. They had not relationship skills. The car would break down at home and she would call him crying and making him quit. When we went in to do the training, the training was around relationship skills, personality profile and how people could get along and communicate better.

That simple thing increased the communication ability. It resolved these conflicts and people started staying onboard. The reality is that you had a multinational, multibillion dollar company – one of the largest in the world – and this whole business unit was cratering because mama wasn't happy.

Ellen: I think that's so interesting because I'm super sensitive to family businesses. I'm the plumber's wife. A lot of my clients are in plumbing, heating, cooling and electrical, traditionally

cleaning companies, traditionally mom and pop shops, so I'm really aware of those family dynamics among the owners.

What this story is illustrating is it's still the family dynamic that makes all the difference in a company's success, even if it isn't the family kookiness that happens between the owners. Everyone has to deal with these personal issues and are getting their personal wheels strong so that they can have a successful business life as well.

Tom: Just to wrap that up, it doesn't matter whether it's a large multinational company or a mom and pop business. If the relationships are having stress, everything else suffers. In selling we teach a sales process and what we say is when you learn the process, it takes pressure off the person. In business we teach – and I know you teach – business systems.

When you learn the system and implement the system, it takes pressure off the people because now we're not arguing about who's right or wrong or whose feelings got hurt. What we're talking about is a system and we all get input into the system to change things and make it better. That just frees people up to have good relationships because it's not opinion anymore. You don't care about me or it's nothing personal that happened when we were kids in the house 20 years ago.

Ellen: I'm going off page here a little bit but you're inspiring me. What about this situation? An employee has a lot of problems at home and comes to work and says I'm sorry I'm late again, I've had all this stuff going on with my ex-wife or wife or kids. You can fill in the blank but there's stuff that happens personally that people bring with them to work. One of the things I've maintained is while you're at work, the success and the accomplishments that happen here are going to have a positive resonating effect on you at home.

Without discounting the challenges that someone has had personally, how do you deal with an employee who comes to you with that kind of a challenge?

Tom: Here's the way that we look at it. We take the positive approach and the positive side. The first thing we've got to do is get them engaged in the business. Engaged means they bring solutions to the table, not problems. They stay extra time if they need to. They're excited about serving a customer. If a team member needs help, they readily pitch in. They want the company to win. How do you get an engaged employee? You build a relationship first and foremost. Seventy-nine percent of the people who quit that you wanted to stay quit because of lack of appreciation. That's the number one reason.

Ellen: I so believe that.

Tom: Good people quit because they're not appreciated. So, the first thing we've got to learn as owners and managers is that we've got to appreciate our good people and tell them how much we love them. The second thing – and this is the key. This is what I think really allows us to not only build lifelong friendships, but really coach people through tough times.

We ask them what their dreams are. What's your dream? Where do you want to be a year from now, five years from now or 10 years from now? A kid out of college might want to get out of debt. Somebody who's married might want to move into a house. Somebody who's got kids might want a college fund. There are all these things.

Here's the trick. What if you can align their dream with doing excellent in their job role? In other words, the better you do at whatever job you have the closer you get to your dream. If you want to get out of debt, clean that floor because if you do it well I'll give you more responsibility, which means a raise, which means you get closer to getting out of debt.

Ellen: Just to recap, what I'm hearing loud and clear is that you've got to start before that knock on the door where the guy's life is falling apart. At that point, you're really behind the eight ball. I mean you can develop a relationship from that moment; however, if we were to start prior to that so when someone first comes onboard, we ride along with them. We spend time with them. We get to know what their hobbies are, who their families, what their goals and dreams are.

Now that relationship is solid enough that if someone runs into a hiccup, they know that you're going to be there for them, that there's some foundation on which we can get through this particular challenge.

Tom: Let me just tie those two together real quick. You've got a 20-year-old and they want to get out of debt. So, you show them that you care. You show them how the better they do on their job the more money in commission or promotions they can get, and then you introduce them to Dave Ramsey. You give them a Dave Ramsey book.

Ellen: I love Dave Ramsey.

Tom: ...Which shows you personally how to get out of debt. Now they know you're on their team. They know that you want to help them achieve their dream. Now they come in and they say I'm just not getting along well at home, this is going on. That gives you permission to say have you been to counseling, or let me share with you this book on marriage that really helped me, or whatever the situation is.

However, it's never an excuse not to do the job because the job and excellence on the job is getting them closer to their dream. There are always circumstances where somebody gets abused or infidelity happens and you know that you're going to have a challenge there or they might be dragging for a while, and that's why the relationship that you already have in place is so important because you can support them. You know them well enough to hang in there with them for a little while.

The point is that achieving their dream is what you're helping them do. When they're working for a dream instead of a paycheck, it means they're self-motivated and that makes it so much easier. The best team members to have are the ones that are self-motivated. Imagine if you had 10 people on your team and nine of them were all helping you to help you get your dream. What could be cooler than that?

Ellen: That is so cool. I am really fired up today. I am enjoying this conversation so much. Tell me a little bit about what you have going on. It must have been probably a joyous day as well as a really sad time when your dad died and you and your family have made a decision to move forward with the legacy that the family business has created. I think this is one of the exciting things about a family business is that it moves to significance and into the realm of legacy.

What is it that you see in your future now, Tom? What are the goals that you and your family have set for the next step through the Ziglar Corporation?

Tom: There are a couple of things. First off when dad did pass away last year, I asked my sister Julie how she was doing and she said so sad for me, so happy for dad. That's the way we all felt because we know exactly where he is. He lived an awesome life. I think if any of us wrote down our goals when we were two months old, we'd all want to be Zig Ziglar. How cool is that, right?

He left us with so much. His wisdom and the materials are timeless. They change lives. The two things that we're probably most excited about right now is we get to work with business owners in

our coaching program but we also have a new thing that's called Ziglar Legacy Certification. This is where we're certifying speakers, trainers, consultants and coaches to teach and train our core programs on goal-setting, personal development and relationship building. The three things that really get engagement in your company are:

1. Having a personal relationship
2. Being the right kind of person
3. Goals

When you have those three things, you get engaged people because if I know your goals and I start helping you get them, what are you going to do for me? It's a win-win. We're always trying to help each other out.

We are now certifying Legacy trainers to go through and teach this. We just had our first class. We had 26 people come through and they are just amazing. People came from as far as Hong Kong to go through this. We know dad's smiling down from Heaven right now because his mission was worldwide. He wanted to change the world. As good as we are there's no way we can do it without help. Getting other people out there to help spread the message is really making a difference, so we're very excited about that.

Ellen: I just love the energy with which you shared that. That's so contagious and so exciting. Howard Partridge, our mutual friend, was one of your first graduates, I believe. I saw his picture on Facebook.

Tom: I know.

Ellen: That was really neat. The energy came shooting across in those pictures. It was really fun to see the event. Before we run out of time, I've asked all of our speakers to share a product with folks if they want to go a little further with the information that you're sharing. I took a ton of notes. It was fun to visit with you and I put stars and smiley faces next to everything. You might want to get a little more information from Tom, so we asked him to put together a package that includes that awesome book, *Born to Win*.

Do you want to share a little bit about what you're putting together for our package?

Tom: Yes. We've got the book *Born to Win*. This is dad's last book. It's based entirely on his philosophy. We took his entire cornerstone, keystone philosophies and put them in one place in the book *Born to Win*. Plan to win, prepare to win and then and only then can you expect to win.

I wrote the last chapter and that's connecting the business life to the personal life. This book is \$25, but we also did something pretty cool. Howard Partridge who you just mentioned talked to me last year and he said Tom we need to do a series on this book. The book has 12 chapters in it and we spent nearly an hour on each one of the chapters digging deep into each chapter and what it meant.

The recording that we have was actually a webinar series that we sold. I think we offered it for \$197. We're packaging that with the book, so not only do you get the book, but you get an hour of in-depth behind-the-scenes explanation on each chapter of how we came up with that. For example, Chapter 5 says you can do more than you think. You can read that chapter in the book in maybe 20 or 30 minutes, but we spent an hour going into the principles and the philosophies and the underpinnings of what that really means. It's not just reading the book. It's the in-depth foundation of what makes the book what it is.

We've package those two together – the book which is \$25, and that webinar series which is \$197. We've got both of them for \$97, so that's a great offer. If you're like me, I love reading and underlining but also I'm working out and listening to things while I'm going, so you can plug these into your iPhone or your iPod and just take it with you.

Ellen: I'm so happy about that and of course it's \$97. All of our speaker packages are going to be \$97 because it's easy for me to remember, Tom. What's cool about it is that I suggested that price and we ended up coming up with a really great and really generous package on your end because you discounted it to fit my price point. I so appreciate that.

Don't tell anybody but I think I know what I'm getting Shawna for her Christmas present because she loves this. It's going to be awesome. The link is right there. It's BusinessMakeover2014.com/Ziglar. That will be the link to that and if you're listening on your computer, you can click right there.

As we wrap up today, Tom, I could talk to you forever and I'm so excited that we're going to continue to see each other because of our mutual friend, Howard Partridge, and just because you've become one of my all-time favorite people. I am going to insinuate myself into your life and I appreciate so much that we had a chance to spend this hour together.

Before we get off the phone today, do you have any parting words for our listeners?

Tom: Yes. Let me just share one thing. I call it the Just Start Principle. Dad's mentor was a gentleman named Fred Smith, and Fred was the wisest man that I ever met. I mean he was just one of these guys that just oozed wisdom. Fred passed away maybe five years ago in his 90's.

In the last four of five years of his life, his health wasn't very good. He was on dialysis and he was in a lot of pain. For the last year of his life he was bedridden. He actually had to be turned over. He was so weak that he couldn't even raise his head. We went to his memorial service and he filmed a video of himself passing on this wisdom in his memorial service. That will get your attention when you attend a memorial service and the guy you're honoring is talking to you.

Ellen: So, he put together this video knowing that it would be played at his funeral?

Tom: Yes.

Ellen: Wow.

Tom: So, he's like the wisest man you've ever met and he's done this video. There are about 700 people there and we're all just glued. He said many people have asked me what's the number one lesson I've learned in life and I want to share that with you now.

As we're listening, he tells a story about being bedridden and he said here's the lesson. He said I'd wake up in the morning too tired to even open my eyelids. That's how sick he was. He was totally dependent on his daughter. He said I would lie there in bed and I would negotiate with God, and God would tell me to do something. At that time what God was telling him to do was to write because he was a writer and author, so that meant that he would have to dictate to his daughter what it was that he was supposed to write.

He said I would just sit there and tell God I'm too weak, I can't do it. Then finally he said I would give in, I would call my daughter over and I would tell her what was on my heart and she would write it down. He said this is when I learned the biggest principle, the biggest lesson of my life, and here it is. If God lays something on your heart, just remember this. He doesn't give you the

strength to overcome; He gives you the strength while you're overcoming. There's a big difference there.

Ellen: So, it's just a matter of just starting.

Tom: Exactly. Your only responsibility to God is to just start.

Ellen: That was so beautiful. That is a great message. You don't have to have every last bit figured out. You don't have to have all the energy you're going to need for the whole journey. Just get going.

Tom: That's right.

Ellen: I know what you mean about being called. If you're being prompted, if that is inside you, then to honor it and just do that first piece that's right in front of you, just in that case I guess opened his eyes.

Tom: Yes and his negotiations were at the end of his life when he knew that any second he was going home.

Ellen: It's like could I just mail it in? When do I get to mail it in?

Tom: And his only responsibility to God was to just start. God knew all that. God knew the situation. Here's another thing about it. If we have everything that we need to make it happen, we take credit for it. When you think about it, the things that are life-changing and difference making – we had to get help from everywhere.

Ellen: That's interesting because I think there's this paradox. Like you said, you're born to win, you're born capable and fully loaded and with everything you need to be successful and significant, and yet at the same time we also need that community of mankind, that opportunity to be of service and that magic that happens when you reach out and grab someone's hand or lend yours to someone else. That's all part of it.

While you could make it through life all on your own, you have everything that you need. It really only becomes significant when we reach out and do so together. You are wonderful. I am so inspired today. I love, love, love you Tom Ziglar. Thank you for playing with me.

Tom: Anytime. Too much fun.

Ellen: You're so sweet. I hope I did all this right. Wouldn't it be something if we had to re-record it? Selfishly, if I got to spend another with you, that would be okay with me. I think the recording is great and I'm super excited to share this with our community. Thanks again. I'm going to wrap this up by playing that sexy music. So, get ready for that.