Dear Leaders Edge Colleague,

Do New Year’s Resolutions Work?

I was in the gym at our Sarasota condo on January 2nd. There were more people there than I’ve ever seen in the past 15 months since we move in.

Why is that? Well, aren’t all of us focused on getting more exercise and losing weight early in January after the holiday season?

For many years, I made New Year’s resolutions. But, like most of us, I found that they never really worked. By mid-February, if not earlier, all of the health clubs are back to their normal attendance.

What does work to help you achieve more?

After I read Jack Canfield’s book, *The Success Principles* (my absolute favorite self-help book of all time), I started to realize that everything I accomplish is based on what I do today.

So, today I make no resolutions. However, I do have goals. I usually have anywhere between 8-14 goals. I learned from Canfield and other teachers that I state these goals as if they have already happened. In other words, I never write down a goal that says, “I want to lose weight.” Rather I say, “It’s May 1st and I weigh ____ pounds.” Having goals wasn’t new for me, but the single biggest change I have ever made is when I started putting each of those goals on a 3 x 5 card, one goal per card. I then try to discipline myself to look at those cards at least 1x each day.

I confess I am horribly inconsistent at doing this. I’m frequently the most inconsistent right after I’ve had a time where I have achieved a lot of the goals but haven’t updated my list. And, I’ve had other times where I just seem to drift away for awhile. But this process of reviewing my goals daily has had more impact on my success than anything I have ever done! So resolutions—no! But goal setting—yes. And then reviewing my goals daily, which is really the key to action this day.

I am so excited. Please mark your calendars for January 21st; 12 noon Eastern, 11 central and 9 AM Pacific. You won’t want to miss our next Leaders Edge event. We have booked the legendary Jason Jennings to do our next tele-seminar, and it’s going to be incredible.

Twenty years ago Jason was, by far, the leading sales trainer in the broadcasting business. Many of us were trained using his VHS programs. But Jason went off in a different direction.

In the last 10 years, he has written four New York Times bestselling books about leadership. He has interviewed the CEO’s of thousands of the most successful companies in the country and is now considered one of the outstanding thought leaders in America. He commands thousands for his keynote speeches.

What has Jason learned from the most successful companies in the world? And what lessons does he think leaders in broadcasting need to understand to prosper in rapidly changing times?

A conversation with Jason Jennings: Reinventing Our Business. I guarantee it will be thought-provoking.

In This Week’s Edition:

1. President John Hannon rekindles a beginning of the year reminder with An Annual Reminder To Focus
2. Senior Marketing Consultant Jarrett McConnico looks back at the year that was in 2015 Is Over And Hasn’t It Been A Year?
3. Street Beat from Senior Vice President Pat Norris
4. Some Thoughts On Today’s Sales Staff
5. Thoughts to end your week

1. An Annual Reminder To Focus

From President John Hannon

Annually, about this time, our organization hears from star sales managers seeking training “juice” to jump-start team performance in the new year.

Generally, before this request the numbers (budget, local direct, new business, share, etc.) expectations have already been discussed with sellers. The best managers have laid out a vision and steps to ensure new revenue highs.

Certainly, there is renewed excitement in purging the past to make room for new goals. But at some point, the excitement will level off and some AEs will let off the “sales gas.” That’s why, when I was in your chair, I liked to host a beginning of the year “focus-themed” sales meeting.

What is Focus? It’s a pinpoint vision of the major priorities that have to be accomplished in order to fulfill the goals at hand. It’s a constant awareness of where one is and the definitive next steps one must take in order to achieve what was once previously thought to be
impossible. Focus is about not getting comfortable, holding the person in the mirror accountable, and making a comeback from the inevitable low points that will surface in the upcoming year.

Below are some of the dusted off talking points, in case you’d like to host your own Focus-themed sales meeting.

**FOCUS**
An ability to set goals and to use them every day to guide your actions. Hold yourself accountable!

**E**
Face calls – Strive for five face presentations daily.
Fear of failure – It’s okay to fail if we learn from the experience and correct our actions for future improvement. However, failure as a result of lack of preparation is unacceptable. A minimal amount of “fear of failure” will keep you motivated for extra effort and will keep preparation in check.
Fire accounts – Get proactive with your book of business. Who are the prospects that are burning your daylight, and the chances are minimal at best that you will be doing business? Drop them. Consider trading with your sales peers small billing accounts or clients where your personalities may not sync. Going through this exercise will free your time for bigger money opportunities.

**O**
Organized – Maximize your selling time by working the money clock. Ask yourself, “Is my effort at this very second making money?”
Optimistic – There is no room for pessimism on this team. If you think you’re not getting the sale, guess what, you’re not! To quote Thomas Jefferson, “I am a great believer in luck, the harder I work the more I have of it.”
Opportunity – Always be on the lookout for opportunity. Instead of pointing fingers, create your own opportunity. Are you monitoring the competition? Are you dedicated to self-improvement education? Do you ask for referrals?

**C**
Competence – Know your programming, specials, ratings, the competition, etc. Business owners want to deal with professionals and winners.
Commitment – You get out what you put in. Blame the person in the mirror for your failure or success. Are you committed to your goals?
Closing – ABC: Always Be Closing. If you don’t ask, you don’t get.

**U**
Unforgettable – Customers appreciate premium treatment and tell their business associates, who then become referrals! Build a reputation as the best media sales professional in the city.
Unrelenting – Do not diminish in intensity, speed or effort. Do you have what it takes to be number one?
Upset – Get mad when another station, outlet or media takes your money. Beat them to the next client. What is on your competitor’s list that you will soon control?

S
Service – Building customers for long-term relationships is the only way to achieve your financial goals.
System – Not everyone is alike. Utilize available tools and experiences to create your own. Your system builds the framework for maximizing goal achievement.
Success – Always maintain hard work and an eye on the goal. This is not easily achieved. If it were painless everyone could do it!

You can reach John Hannon at john@jimdoyle.com

2. 2015 Is Over And Hasn’t It Been A Year?

From Senior Marketing Consultant Jarrett McConnico

Just for fun, here are a few toasts to the year that was…

The World view: The conflict in the Middle East (ISIS) and Africa (Boko Haram) will keep international leaders busy with no end in sight. The refugee crisis in Syria, Europe, and the USA has become a huge political factor in the upcoming 2016 election. China ended its one-child policy—too many boys and not enough girls. The Paris terror attacks still have everybody shaking their heads, including mine when I learned my daughter touring in Paris was eating in a nearby restaurant and then ran into the streets to escape the attacks. Cuba and the USA renewed diplomatic relations. Iran agreed to a nuclear deal restricting it from developing weapons fuel—for real.

The Business bag. The FCC declared that the Internet falls under telecommunications regulations, which means we can likely anticipate fees and taxes ahead. There were changing trends in parental leave practices with unlimited parent time off. Pressure increased to raise the US minimum wage to $15 per hour. The Trans-Pacific Partnership trade agreement is awaiting Congressional sign-off… what is this? Uber and the contractor business model are under challenge over avoiding tax and employee benefits. Volkswagen set a new standard for corporate cheating. Fantasy betting sights like Draft Kings and Fan Duel came and went—aw shucks.

The Science was spooky: The Ebola epidemic made all of us JDA road warriors freak out on planes. Antivaxxers helped revive measles and whooping cough. Oil trains became the new fracking, even as oil prices dropped from $115 a barrel to under $40 a barrel in 1 year. Oil prices could reach $20 a barrel in 2016. We experienced record-breaking heat across the US during the holidays. Arctic and Antarctic ice is melting faster than predicted. The ozone hole is larger than ever. 2015 was officially declared the hottest year on record. 196 nations signed a historic UN Climate Pact to dramatically reduce greenhouse gas emissions.
Advances in gene editing techniques is becoming fashionable. Genetically modified foods (GMOs) gave birth to a new word: “Franken-fish”—sounds tasty.

**The USA:** Flat wages, rising Obamacare costs, and Consumer Price Index made workers count their paychecks carefully. More mass shootings & terror. The racism-fueled church shooting in Charleston eliminated the Confederate Stars & Bars flag. The #BlackLivesMatter movement was sadly fueled by multiple new police shootings. Planned Parenthood was again a political football. The rage about immigration and illegal migrants provided campaign fodder for Trump’s poll numbers. Hillary’s emails are still missing and Bill has been found defending women. The Supreme Court affirmed same-sex marriage. Speaker of the House John Boehner resigned, and the new Speaker, Paul Ryan, was accused of giving away the farm in the first 30 days. The Pope and President Obama bonded during the USA tour—Peace or Politics?

**The Culture:** The New England Patriots’ Super Bowl victory included Deflate-Gate. Adele’s 25 shattered album sales records, and vinyl is back. Serena Williams came within one match of a tennis Grand Slam. The U.S. women won the Soccer World Cup and the Kansas City Royals won the World Series. American Pharaoh won the first Triple Crown in 37 years. Letterman retired and Colbert has yet to be able to fill Dave’s shoes. Bruce turned into Caitlyn. *Star Wars* crushed it with a Billion in sales—that’s all?

That’s it in a nutshell. Hope you have an incredible 2016. Cheers!

You can reach Jarrett McConnico at jmac@teamdoyleconsultants.com

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[http://www.jimdoylebootcamp.com](http://www.jimdoylebootcamp.com)
3. Street Beat

From Senior Vice President Pat Norris

Fighting For Auto 3rd Party Lead Provider Dollars

You may recall our 2014 FIGHT BACK, Domination Combination auto dealer digitally focused satellite conference. In it, Tom Ray and I talked about the best way to speak with your auto dealer about what their 3rd party lead providers are doing for them and what questions to discuss during the diagnosis call.

However, as I travel to different markets and talk about auto dealer marketing strategy, the question consistently comes up, “How do I get a shot at the dollars my dealer is spending on cars.com, autotrader.com, cargurus.com” (and a host of others 3rd party lead provider sites).

There are a few questions your AEs need to get out in the open.

1) First, what 3rd party lead providers are they using and what’s the monthly spend for each? The answer will likely average $2000 to $15,000 depending on market size and dealer volume. Keep in mind that in 99% of the cases the dealer is obligated, at least politically, to buy leads from their manufacturer, so those are off the table.

2) Next ask, “So of your lead sources, which give you the best quality and conversion?” A conversion is when the prospect calls, emails or visits the dealership.

3) The most important question is this, “Do you feel leads that come to your site are a better lead since they ‘picked you’ specifically to check out?” The majority of dealers will relate that the leads that come directly to their sites are far better. Those that go directly to the dealer’s site convert to a sale at a higher level and often for more gross profit.

What you’re trying to uncover is whether there’s a sense of hesitation about the results of their 3rd party lead providers. Auto dealers in general possess a feeling that they’re not getting the ROI for their digital lead spend. This is where you can offer to share with them your powerful digital platforms that can target specific prospects in specific areas through behavioral and contextual targeting, and your SEM products that, more importantly, drive potential car buyers directly to the dealer’s site!

Face this reality—if the dealer says she does well and is happy with sites like autotrader.com and cars.com, then you’re fighting an uphill battle and you may want to focus on other lead sources that are not producing. Or, save your ammo for another day! The words I use in a diagnosis call are, “We’d love to share with you the powerful digital platforms we have that augment what you’re currently doing. Couple those with the power of your TV schedule and you have the perfect Domination Combination.”

You can reach Pat Norris at pat@jimdoyle.com
4. Some Thoughts On Today’s Sales Staff

My teacher Dan Kennedy wrote, “Action creates results. Massive action creates massive results.” We need MASSIVE results right now.

Yeah, I think there are strategic ways we need to change, and I think there are selling skills that AEs MUST learn. But before any of that, we need to pick up the pace.

I especially think this is true among our veterans. I’m afraid that so many of them give only lip service for the need to change, but fail to really change much of anything. That worked for many of these veterans for many years. However, it will not be successful over the next decade. So if they want to continue to work for us, they need to re-invent themselves.

Frankly, so do you and I. Our old tricks aren’t enough, and our old work ethic won’t produce massive results.

So what does a high energy sales staff look like?

✓ People are in the office earlier and out on calls by 8:30 AM.
✓ Managers trust their people enough to encourage them to schedule 8 AM calls outside the office. These are the highest productive selling hours and too much AE time is lost because of a “come into the office first” mentality.
✓ By mid AM the AE cubicles are pretty much empty. The exception? One of your transactional AEs is working on a big formal presentation. But even most of that work is done late in the afternoon. The managers are out as well. And top management has eliminated any reports that are not being read. General managers no longer expect every sales manager to attend the same department head meeting.
✓ People start arriving back in the office around 3 PM and use the balance of the day to handle paperwork, prospecting, and work on presentations. Presentations are rarely done in the morning because that’s selling time.
✓ There are two one-hour sales meetings weekly. The one on Monday at 8 AM sets the tone for the week. Thursday afternoon there’s a one-hour mandatory training meeting.
✓ You have created a sales force… not just a sales staff.
✓ The atmosphere is one of fun and applause. Below average sellers don’t last long. High achievers are honored and celebrated.

Okay, now here’s the question. Does your sales staff look like what I just described? Probably not. Not too many do today. But I think that’s where we need to be headed.

It will take extraordinary leadership to create this kind of team. You have to be really, really clear to all that new times demand new tactics.
5. Thoughts to end your week

Leadership is the key to 99 percent of all successful efforts. -Erskine Bowles

Leadership is unlocking people’s potential to become better. -Bill Bradley

Management is about arranging and telling. Leadership is about nurturing and enhancing. -Tom Peters

Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall. -Stephen Covey

Have a great weekend!

Sincerely,

Jim Doyle

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