

Module 4 Lesson 4 TRANSCRIPT

Here we are at Module 4, Lesson 4. This lesson is focusing on the last stage of the Branding Compass called "Now What's Next?"

I've shown you the Branding Compass earlier. Remember we've gone all the way around the compass, so when we are ready for that next position, that's when we are entering the "Now What's Next?" phase. The tips that we talk about in this lesson will help you with that.

Here's the theme of the Now What's Next phase -- new roles often require new thinking. That's what we are focusing on here, at day 18 of your Breakthru Branding journey.

In this lesson, I'm going to introduce you to some interview strategies that will help you to be in alignment with your core brand. I'll show you how to avoid some common mistakes that people make as they are advancing in their careers. And then of course, you should remember that this is a cycle, where you take your brand to the next level by following the same steps every time you advance.

At this point you are in the driver's seat of your personal brand, and doesn't it feel good? Maybe you're a little bit nervous, but that's OK, I think that's probably a good place to be.

What you are experiencing at this point is Brand Power in Action, remember. Remember when we talked about in the brand map, with Credibility on the bottom axis, and Influence on the left axis? Well right now you are moving toward that top right corner of the quadrant -- Brand Power in Action.

So let's talk about interview strategies, because that's an important skill for us all to have as we advance.

I want you to write down the number 11. We like to call it "11 is the magic number."

So take a look at the numbers -- 3, 2, 1; 1, 2, 3. That's an easy formula to help remind you of what you need to pull together.

So what does it stand for?

When you are preparing for an interview, you need to have these things ready. Be

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ready to talk about -- three reasons why you are the right person to select for the role. You need to have two success stories -- some details around those success stories. Then you need to have one failure story -- where in your career have you had a failure, and more importantly, what did you learn from that failure that you now use in your career?

You need to have two impact numbers. Remember we talked about that for in your introduction earlier? Two impact numbers. Add up some of the deals that you've done, the customers you've touched, the employees you've invested your time in, the number of projects, how many millions of dollars you might have saved -- whatever it is in your industry, find yourself two impact numbers and walk in to that interview ready to talk about those.

Then this is probably one of the most important things -- it's to walk in with three ideas or actions that you want to do in the new role.

So here it is -- 11 is the magic number.

Because, for that role that you're trying to achieve, you want to take this job interview and focus on the future.

Interviews are not simply a litany of all the things that we've done in the past. That is where I see people get stuck when they are preparing for interviews; they come and they're ready to prove all these wonderful things that they've done in the past.

To be honest with you, for many of you, especially as you seek to grow and climb the corporate ladder, there comes a point in your career where that assumption is already there. You would not even be in the interview if people did not think you had that credibility.

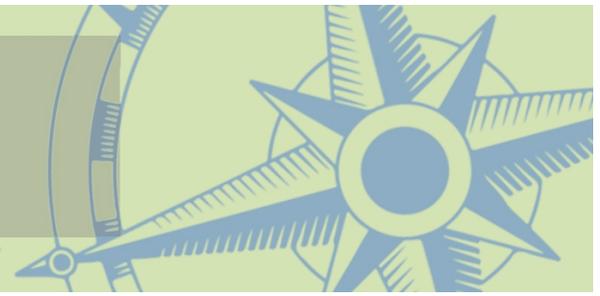
Remember that number I talked about a long time ago -- 3 vs. 7? There was a day when there would only be 3 people qualified out of ten for a job, and today it's easily 7. Part of this differentiating factor for you is to turn the interview toward a focus on the future.

Now a couple of other steps -- you want to go in with a game plan.

So to have those 11 things ready, be sure you are prepared with an opening statement utilizing your core brand. Because at this point you've already given thought to it. What do I stand for? What is the value I bring to the table?

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Sometimes you have an opportunity for an opening statement; sometimes you don't and that's OK; I'll talk about that in a minute.

But if they say, "so tell us a little bit about yourself?" be sure that you are prepared to make an impact right there, right out of the gate, so that you don't find yourself already stuck in the dreaded neutral zone.

Then you're ready for your 11 items, your "11 is the magic number" -- those formulas that I just shared with you.

Be sure to be ready for those closing comments. Because as you close the interview, they will often ask -- is there anything else you would like to share?

You've already walked in with a game plan; you wanted to make sure certain messages came out during the interview. The closing comments give you your chance to bring them up if they haven't already happened. Don't miss that opportunity to move your personal brand forward.

Please check out the bonus section of the course; I've got additional interview tips there that tell you more about this "Magic 11," and again how to prepare yourself, if that should be the phase that you're in.

I want to talk about something that I'm actually very passionate about -- mental models. Mental models are the lens through which we see the world. They're not necessarily good or bad; they just are. They're what we believe about things.

We have mental models about parenting, about aging, about the way the country should be run. We have mental models about the way organizations should run and about leadership. So mental models are pretty strong.

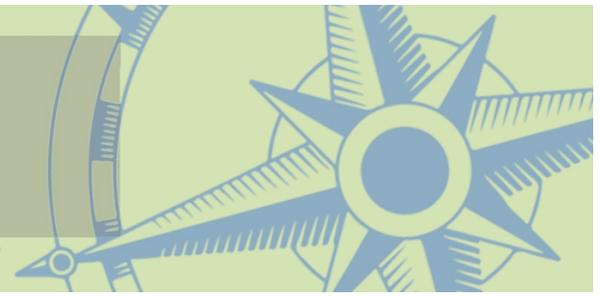
Where they're dangerous is when we are operating from mental models without being aware of it, not being conscious that we see the world through our own mental model.

So stay with me here; I want to show how this affects you.

There was a time many centuries ago when people perceived the world to be flat. What happened to the mental model? Did the world change shape? No. What changed? It was our belief about the shape of the world -- that's what changed.

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Take a look at this photo. Do you recognize this gentleman? This is Roger Bannister. In the early 1950s he was the first human being to break the four minute mile. Did you know that within a few months after that other people also broke the four minute mile? So it makes you wonder doesn't it -- did everyone all of a sudden get faster in the world? No. What changed? Their belief that they could run that fast -- their mental model shifted in what they could believe about their ability.

Let's talk about how this affects industries. Because what I want you to know is that entire industries can be stuck in mental models.

Let's talk about photography. It's probably been a long time since you've seen these Polaroid pictures. But I want to talk about photography, because I used to work with Kodak many, many years ago. I would go up to their corporate headquarters, and they would send people to our training that I was participating in teaching, and everyone who worked there had a fundamental mental model that photography was always going to be about film. Pictures are forever, right?

At one time, I actually lived in the town in the Southeast, in North America, where Fuji Photofilm from Japan was manufacturing, and they also believed that pictures, that film, would be forever. I watched as they built miles and miles of manufacturing space. Yet what happened to the photography industry? Well we all know what happened -- it went digital.

Do you know who invented digital photography? It was Kodak.

I had a gentleman and friend from Kodak stand up in one of my trainings after I shared this story, and he said --

-- I want you to know that we were so busy focusing on building one-time-use camera facilities around the world that we did not even see digital coming, and I watched as my beloved company went from 65,000 employees down to 2,500.

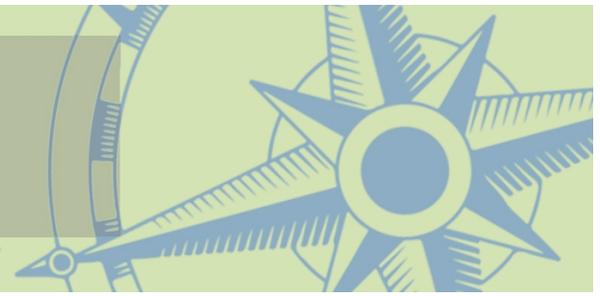
That's how strong mental models can be.

It's not just photography; take a look at music.

Think back to the 1980s for any of you who were around then. I want you to remember how we were jamming, going down the street with our Walkman, and Sony's mental model was all about the fact that music was hardware.

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Fast forward -- what happened? Apple comes into the market and what was their mental model about music? It was software, and we all know what happened to the industry.

When you think back to who were the big players then, Sony should have been the one to invent the iPod. But again they were too busy, focused on what they were doing right then, and they couldn't see the nature of things changing right around them.

Same thing happened with the movie industry. Blockbuster versus Netflix. They call it one of the biggest misses in the corporate boardroom. The Blockbuster CEO had a chance to buy Netflix in the early days and refused the deal and we all know how that story ended.

I share these corporate stories because mental models are so strong that they can blind entire corporations.

So for you to think about mental models -- I want you to think about them like blinders on a horse. Why is this important to you? Because, much like what Marshall Goldsmith talks about in his book, "What Got You Here Won't Get You There," is that we tend to make an assumption that what made us successful to a certain point in life, to a certain point in our career, will also make us successful in the future. That's where the shift needs to happen. Different roles may require a shift in perspective.

Here are three areas that I see -- please know that there are a lot of them -- but these are the three most common ones that I see.

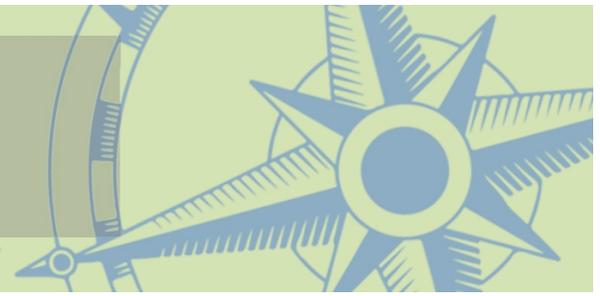
There is a shift needed when you go from an individual contributor role to a team lead role. Then once you've been a leader for a while and you're at the entry level, and you're ready to move on to middle management, there is another shift needed there. And then when you're in middle management there is a fundamental shift needed to move to the senior executive level.

Out of all of the work that I do, the shift in mental models is probably the one that I spend the most time on. Because what I learned early on is I could help people do all of the polishing of these skills that we've been talking about in Breakthru Branding, but if I didn't work on the core of the inside, the rest of the change would be short-lived.

Let's talk about the Sandra story. She's an example of someone who was

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promoted from an individual contributor to a team lead. We had to work on a lot of other issues; she had a lot of changes in her life; she didn't have as much time to get herself ready because she had a growing family, a lot happening with her husband; they had moved across the country. So there really were a lot of changes.

She needed some time to invest in herself, and so we did. We polished the appearance; we fixed up all of the things that we needed to work on for her, including her presentation skills.

But do you know what the biggest shift for her was? We realized that she was still thinking like an individual contributor. It took her a while to say -- you know, I really am the team lead now; I need to think like a team leader and not just like the individual contributor.

I want you to know that it was like a light switch went on in her head and she completely shifted her perspective and it made a huge difference in the way she led her team. That led her to be promoted to the next level in her career. It is really very exciting to watch.

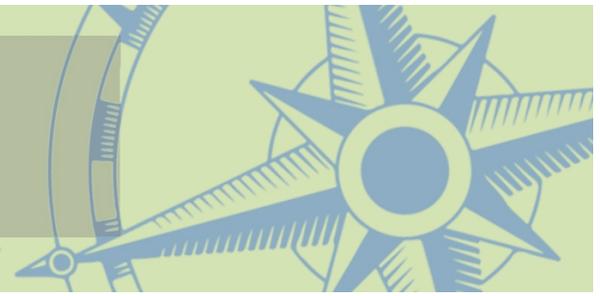
Same thing happens with our guys. I was coaching a gentleman named Jamie and he was dealing with a different level.

He had been in middle management for quite some time. Extremely knowledgeable, had a lot going on in his life, but he had been in that particular career location for a while, and he was frustrated because for three or four years he had not been able to move up.

Do you remember that "brand map gap" that we talked about? Well, that's where he was. Again, we had to work through the polishing of all the other skills, because to be perfectly honest with you, we all need a tune-up every once in a while. We need to freshen up our approaches, try something different. It's just like tuning up our cars -- we ourselves need to be tuned up.

For him it was again something at a deeper level. He was intimidated by trying to interact with senior leaders; he did not see himself as one of them.

That was the biggest thing that I had to work with him on the entire time that I was coaching him. It was to change that perspective so deeply ingrained, so that he realized that he was in fact one of them. He deserved to be up there at the executive level and it was time. But the biggest thing standing in his way was



himself. I'm glad to announce that I just received news recently that he in fact made it to the executive level.

So I see these success stories, and when I ask them what were the most important things that we worked on, all of the other skills were important, they say, but I'm repeatedly told that it is the shift in mental model that is so critical.

People ask me all the time -- OK, Kim, what can I do if I have a mental model? How do I shift it?

Well I believe there are three steps.

First you have to give yourself time to reflect. That's not a gift we give ourselves often, but we must sit down and ask ourselves -- why do I believe this? What are some of the mindsets that are holding me back?

Usually I can tell from a 20- to 30-minute conversation with someone I'm coaching -- I can already hear what it is that they're not saying, and I often can often hear the mental models that are in their way.

Once you have time to reflect, you have to ask yourself "why" -- and I suggest you do this seven times -- why do I believe this about leadership? Why do I do things that way? Why do I do this? -- and they usually say that by the seventh "why" you finally discover what happened.

It's really a lot like one of my favorite stories about a newlywed couple, where the husband was watching his new bride make a pot-roast. She cut off both ends of the pot-roast and cooked it, and he asked her, "why do you cut off the ends of the pot-roast?" She said, "well my mom always did," and he was baffled because it looked like good meat to him.

So he went to her mother and he asked her the same question -- why do you cut off the ends of the pot-roast? It looks like good meat to me -- and she said, "I don't know; my mother always cut them off."

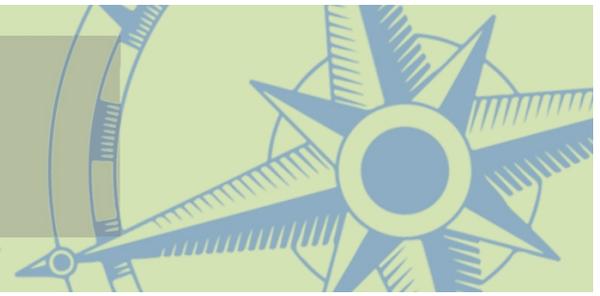
So sure enough, he tracked it to the grandmother and said -- why did you cut off the ends of the pot-roast? It looked like good meat to me.

She looked at him and said, "my pan was too small."

I know that's a simple little story. But how many times do we find ourselves

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somewhere just like that? So this journey of discovery of asking yourself "why" seven times -- well that's pretty powerful.

Then third step -- and the most important step of all -- is you can actually choose. You can choose what to believe.

I hear people around me that are all concerned about aging and they're already acting old and worried about being old. I've dealt with that a long time ago. I made a choice then that I was going to approach aging like fine wine -- I would simply get better with age.

So any mental model that we have -- we can choose to have a different mental model. And what I often suggest to people is to actually write down on the left side of a page, some of the beliefs that they have grasped onto that are like blinders to them. Then I help them re-write it on the right side of the page. I have a worksheet for you that can help with that.

See, deeply held beliefs will bubble up; they will bubble up when we are not looking. We can't fool our subconscious. So no matter how good of a job we think we're doing, trying to hide some of these feelings, we can't fool our subconscious. And sometimes the biggest breakthrough for our brand comes through a new way of thinking.

So I want you to see yourself in that next position, already in your head. See yourself there; think about how it feels, how it looks, and you will be surprised at what a difference it begins to make. What you believe deep down will actually shine through. That kind of confidence is unmistakable.

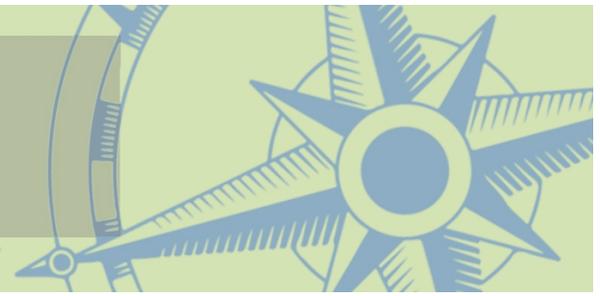
I want you to breathe a sigh of relief at this point, because you made it through the entire Module 4. All the way from the Establish phase, to Shape & Build, Work to Expand and Now What's Next?

For your action step -- if there is a new opportunity around the corner, go ahead and plan for your "magic number of 11." Download the information in the bonus section about job interviews, and then go ahead and prepare your game plan. Make a commitment to stay on the offensive. It's a very different shift when you think like that, when you're walking in there.

And as I said -- at the end of every single stage on the Branding Compass, once you reach that "Now What's Next?" -- let's assume you get the job that you wanted -- you will start that process all over again.

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Each time you do, it's like a fresh opportunity, a clean slate, almost like the beginning of a new year. You have a chance to adjust your introduction, making sure it's as strong as you want.

Polish up those profiles -- are they focused on the future?

And then re-visit the core brand words that you selected for yourself, and ask yourself -- is that still who I am? -- or perhaps -- have I grown into something even larger?

You did it.

Let's continue with the last step of our journey together -- I will see you in Module 5.