

## Module 5, Lesson 1 TRANSCRIPT

I am so glad to have you here with me at Module 5. Module 5 is all about driving your brand. Lesson 1 is about keeping yourself accountable, and focus.

What I want you to take away from this course is knowing how to keep the momentum going after you leave this course.

In this lesson, I'll show you that there are three different levels of thinking available to us; I'll show you how to keep yourself accountable by putting some structures in place, and I will help you to understand why choosing where to focus is the key.

Here's the thing. What I know for sure is that if we don't choose where to focus, life will happen to us, that is a guarantee. I've seen this again and again when I'm coaching people. They are stuck in their careers. Remember the brand gap? Well, that's what happens. They got so stuck in their daily activities that they had not taken a higher level look at their career. Life was happening "to" them instead of "from" them.

So what I want to explain to you is that we have three different levels of thinking available to us at any given time.

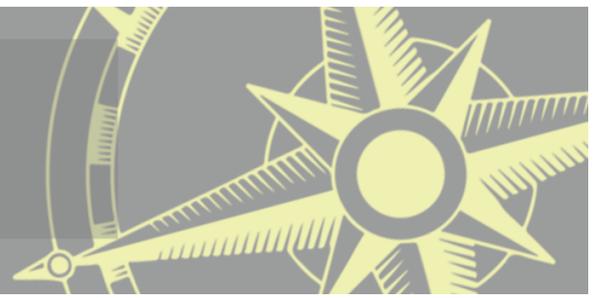
The first is the Events level of thinking. This is like scattered dots on a graph; it seems random; they're not connected. It feels a lot like fire-fighting.

Have you ever had a to-do list where you go into the office with great intentions to accomplish it, and then something happens and your day is obliterated? And the next thing you know, you haven't been able to do anything on your list, and it feels a little bit like this. It's frustrating; it feels like you can never get ahead. You ask yourself questions like -- why does this always seem to happen to me?

People can get stuck in this victim mentality when they live their life at the Events level of thinking.

The next level of thinking that we have available to us is the Patterns level of thinking. This is where we connect the dots on a graph; we understand that; we know how to connect dots and we're actually pretty good at it.

We don't overreact to things because it's a predictable cycle of behavior. So for



example, we invest our money in the stock markets and supposedly over time we get a bigger return -- we know to be patient.

I have a lot of business people tell me -- well I can't do it right here at the end of the quarter because everyone's crazy, but we can get back together at the first of the next quarter.

Well that is a predictable pattern, and we understand patterns and we actually find some comfort in patterns because we know that it's short term.

The third level of thinking that we have available to us is the Structures level of thinking. Structures -- or design perhaps might be another way to say it, that you can think about it -- structures are anything tangible or intangible that can influence behavior.

Tangible, meaning that we can touch, see or hear it. Intangible, meaning that we cannot touch, see or hear it, but it is still at play. And when I talk about influencing behavior, that could be group behavior or individual behavior.

Intuitively you already know some of this, so I'm going to show you a couple of examples and you're going to go -- oh OK, I understand that.

But the real problem is that we don't then figure out how to replicate this in a way that moves our life forward. I want to inspire you about this issue.

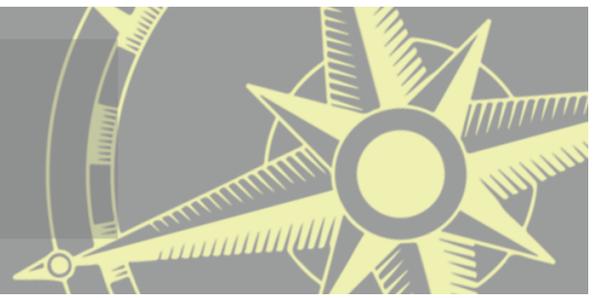
So structures can be physical, just like where the door is placed in a room.

I can guess where my students are going to enter the room based on where the door is located. That's predictable. I have some who might try to go through the wall -- but for the most part they will go through the door.

That is a physical structure that is influencing behavior. I look at the way rooms are set up, the way offices are set up -- all kinds of structures that can drive a behavior.

Have you ever attended a wedding where the reception is done poorly and there's a big backlog of a line trying to get to the food? Well you can probably take a look and figure out that the structure was set up poorly in that case.

If you work at a plant, and you're going through the manufacturing space, you're



probably walking along the yellow safety lines for the safety guidelines. That is a structure that is driving your behavior.

And if you're fortunate enough to live somewhere that has a Chick-fil-A drive through, then all you have to do is take a look to see that they have mastered the understanding of how to put structures in place to make the drive through be very efficient during lunchtime; they are able to have more people go through their restaurant at lunch than any restaurant I know.

Structures drive behavior, and really, human behavior is predictable. We know that if we put certain structures in place that we will acquiesce and follow along.

Structures can be knowledge. It can be knowledge that we read from a book. It can be knowledge from training that we take. It can be skills that we acquire or additional experience.

Structures can be power. It can have to do with a hierarchy of the organization, how the leader acts; it can be the group norms, the policies, procedures, and rules.

Structures can also be intrinsic. Now, think about this -- this is definitely intangible. Intrinsic means it has to do with our belief system, our expectations, our passions, perhaps our values, even the fears that we have at play. It can be a number of intangible things that are influencing our behavior.

And then structures can sometimes be rewards. Think about whether it's an actual system or not. It can be something as simple as rewarding our children or how we discipline them. Or something as complex as what's happened recently at Wells Fargo bank, where employees created fake accounts to reach sales goals. That was a rewards system that was driving a certain kind of behavior. These are all structures that drive behavior.

If I was sitting with you right now, I would pull out my slinky; I travel with it all the time to show people this particular example. I want you to take a look at how I'm holding the slinky. I have my hand at the top and a hand at the bottom. If I removed my hand at the bottom, the bottom of the slinky would begin to drop and then it would bounce back up again. And I would ask you right now -- what caused that? -- Well, you might say I moved my hand, or you might say it's because of gravity, and I would say that you are correct on both accounts.

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But here's the difference. If you say I moved my hand you're correct, but that's the Events level of thinking. You saw something happen, and you expected it to react a certain way. If you said it was because of gravity, again you're correct, but that's the patterns level of thinking -- what goes up must go down.

The slinky behaved the way it did because it was built to do that. The structure of the slinky was such that it was built so it would bounce down and it would bounce back up.

Because think about it. I could be standing beside you right now and pick up a rock, have my hand at the top, have my other hand at the bottom, and then I could remove my hand at the bottom -- and what caused that?

Well, my hand still moved; there was still gravity. But the slinky behaved differently than the rock because it was built differently -- the structure was built differently.

So here's what I want you to do. I want you to go find a peacock feather and put it somewhere at home or in your office to remind you of this lesson.

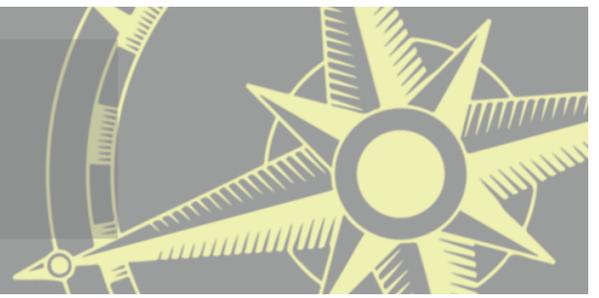
This is what I ask my audiences to do -- I ask them to go through two exercises. First I ask them to balance the peacock feather for the first time only looking at the tip of their finger and only looking at the bottom tip of the peacock, well as you can imagine, it's quite humorous, because when you see all of them trying to struggle to balance the peacock feather, it's not built to be balanced that way.

Then the second step. That's when I ask them to lift their eyes and look at the eye of the peacock and then try to balance it, and you will find, every single time you can balance it at a much greater rate at that point. Why? It's because of where our focus is.

If you're interested in this and want to see this in action you're welcome to go to my YouTube channel KimberlyFaithInspires, and pull up video 2, specifically, and you will see me doing this peacock feather example.

Now why is this important? Well life wants to keep us at the Events level of thinking; I want you to understand that.

It's what happens to us in our careers and that's why I think the systemic approach of looking at our careers through Breakthru Branding is so important to



us.

Because when something happens, what you need to do is to Analyze Up -- what are the events that I'm being sucked into? -- because this is what it sounds like -- whoosh -- I can promise you, events will suck you in and you could spend a lot of time and energy right there.

But you analyze this; you ask yourself about the events. Ask yourself -- what are the patterns that I keep see playing out? -- and then -- what are some of the structures? -- because that is where the power lies. Because then you can Make Change Down by putting structures in place to drive your behavior.

Before, I talked to you about the domino effect. It takes a little while from the time we push the first domino for them to come all the way around. Remember, that's cause and effect; it is far removed in space and time.

Well let me show you how this plays out in a personal branding situation.

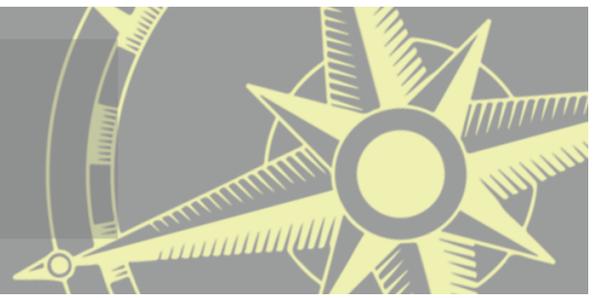
I received a call from Jennifer on a Friday afternoon. I had worked with her for ten years, where she brought me in to do a lot of training and coaching for people in her organization.

This time, though, she was frustrated and wanted me to coach her. She said she had not received a pay grade increase. That was the issue. She was quite frustrated because this had been happening over and over again, and she could not figure out what was going on. So we sat down and we worked through this. I explained this whole model to her, showing her what had happened.

Her issue was that she didn't receive a pay grade increase, and she believed the problem was caused by "boss turnover." That's was what was happening -- she would receive a new boss. In fact she had gone through three different bosses in a matter of four or five years. So time would pass; she would hold out hope that she would receive a pay grade increase. Then she would find out that she had not received it yet again. This happened three years in a row.

So then we backed up, and I asked her -- well, every time you had a boss turnover, what was your solution to that?

Here's what she told me. She would work harder, try to achieve more and she would try to impress the new boss.



Just think about the stress that that was taking on her. This was a cycle that she had been stuck in now for at least three years.

Here's a very important question. I had us think through what the unintended consequences were for the solution she came up with.

You see we like to think that the world is very linear -- we have a problem; we solve it -- end of story, right? Well, it's not quite that way. For every problem that we solve there's always an unintended consequence, but most of the time we don't pause long enough to ask ourselves the question.

Take a look at the screen.

You see all of this empty space there at the bottom? That's because there is a long time between the moment we make a decision and implement it, to the time we actually have a result.

So I talked her through the unintended consequences, and interestingly, look at the three I saw.

One, she was becoming more exhausted and her frustration level was increasing each year. And it was taking more and more of a toll, and diminishing her effectiveness. Now, nobody else could see this, but I could certainly see it.

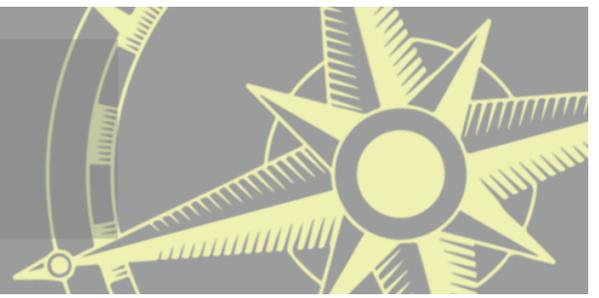
Take a look at the third bullet.

-- Her work was critical to the department's success, which was leading to recognition for the boss, which led to -- boom -- you guessed it -- her boss getting promoted.

She was, in fact, part of the reason why the bosses kept advancing.

Alright. So once I understood that, I used this Events, Patterns and Structures and said -- what we need to do, Jennifer, is put structures in place to drive your behavior.

Well, she did that very first step all on her own -- she hired an executive coach. That was due to her level of frustration.



But then I had to coach her through investing time and energy in her personal brand. You see, this was not something that she liked to do. So, much like some of the cards that were played that I showed you earlier, she didn't like to articulate her value; she always was focused on the team, and in fact, she did so much, that it was really hard for her to articulate her value to anyone -- much less to each new boss that came in.

And then she had to find some opportunities to create some visibility.

Again, that was a hard step for her because she was so focused on doing her job, which is -- what? -- the Events level of thinking.

We will always stay there, right there at the Events level of thinking if we don't lift our eyes up to focus on the "eye of the peacock" to figure out that there's a different way.

What we figured out is that the leverage for her was to educate her new boss to be able to understand what the process was. Because the way this company worked -- all the bosses would come into the room with information about the people they wanted to suggest for a pay grade increase, and then they literally had to fight for that person to get the pay grade increase.

What happened is she had not been spending enough time arming her boss with the information that they needed about what she did well. She was not articulating her value. And if we can't articulate our own value, how can we expect someone else to do that for us?

What happened a year later? I'm very proud to say that she called me to say that she did receive the pay grade increase -- finally.

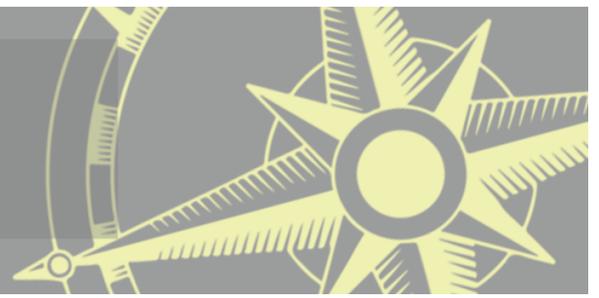
So that's how the cycle works. That is part of why I am so passionate about having people lift their eyes from the Events level of thinking, up to the eye of the peacock, and realize that where you focus makes all the difference.

Life is predictable my friend.

The events of your office, the events of our life will always suck us in, but now that you've had this course, you can begin to say -- OK, what structures can I put in place to drive my behavior?

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So that's what I want to talk about. Now that you've gone through the material in this course, once you leave here you have some decisions to make.

Here are some structures that I've seen that work very well for people.

Schedule a calendar notice on the first day of each month, asking yourself -- what did I do to build my brand last month? -- It's a way to remind you that this needs to be an ongoing journey.

Post your core -- your core words, your core phrases -- where you can see them on a routine basis so it serves as a reminder. This will come through in your communications; it will come through in your presentations and it can even come through in your interview skills.

Download some of the quotes. You have seen throughout this course some quotes pop up. I've added them there for you because of this whole issue of Structure. I wanted you to have the quotes for yourself, so feel free to download them as a screensaver, as a lock screen on your phone, or print them out -- and have them there to inspire you. I have a lot of different quotes because you're all on a different phase of your journey. Each time you see one of these quotes, it becomes a structure to drive your behavior.

Maybe commit to read one new book a quarter to help keep you relevant. Download one of the new apps that we talked about in a previous module, to help with your journey on a specific stage. Maybe take a second look at your office and say -- how do I need to rework my office so that its structure enables me to have the brand that I want showing through?

Lots and lots of ideas.

You've gained a lot of knowledge that you need to be able to shift your thinking for the changes you want. The sheer fact you are going through this Breakthru Branding course -- the course itself is a structure.

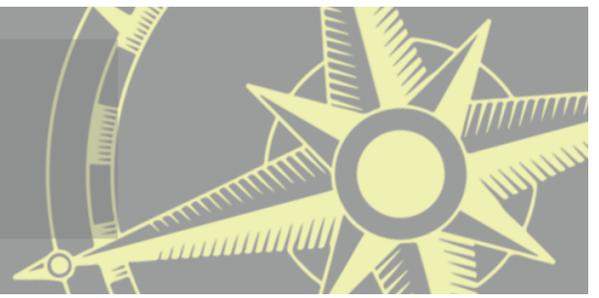
You want to remember why you're here -- Structures drive behavior.

Leaders are the architects of structure and when people grasp that -- oh my goodness -- it's like unleashing a huge amount of power.

You mean we're the architects of structure? -- they ask me.

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Yes, you are.

This is what I want you to remember -- you are the leader of your life, and of your personal brand. You can put structures in place to lead your life and brand in the direction you want to go.

You see, the Events of life will always suck you in; it is predictable. Good intentions are not enough to pull us out of that cycle. It is very possible to spend your entire career and even your entire life at the Events level of thinking.

There was a time that I had been there myself, and I discovered that there was a different way. Ever since, I have been compelled to share that message.

There is more to you. I want you to prove it to yourself. I want you to detach from the drama that is unavoidable when people are living at that Events level of thinking.

I want you to choose where to focus your energy. Lift your eyes and remember, small actions have big impact; you don't have to do them all at once. Pick a few that work for you at this point in your career, and then later you will pick a few more, and each step that we move in that direction will propel us forward.

Structures can absolutely help drive your success and that's what I want you to remember.

For the action for today, download the checklist with ideas for structures which can help drive your brand forward, and then make a commitment to yourself once you've selected the ones that resonate with you.

And then go ahead and download the brand strategy worksheet. This is the one that pulls it all together here, to prepare you for the final lesson, Lesson 2 of Module 5.

You are almost to the finish line; hang in there.

I will see you in Lesson 2.