



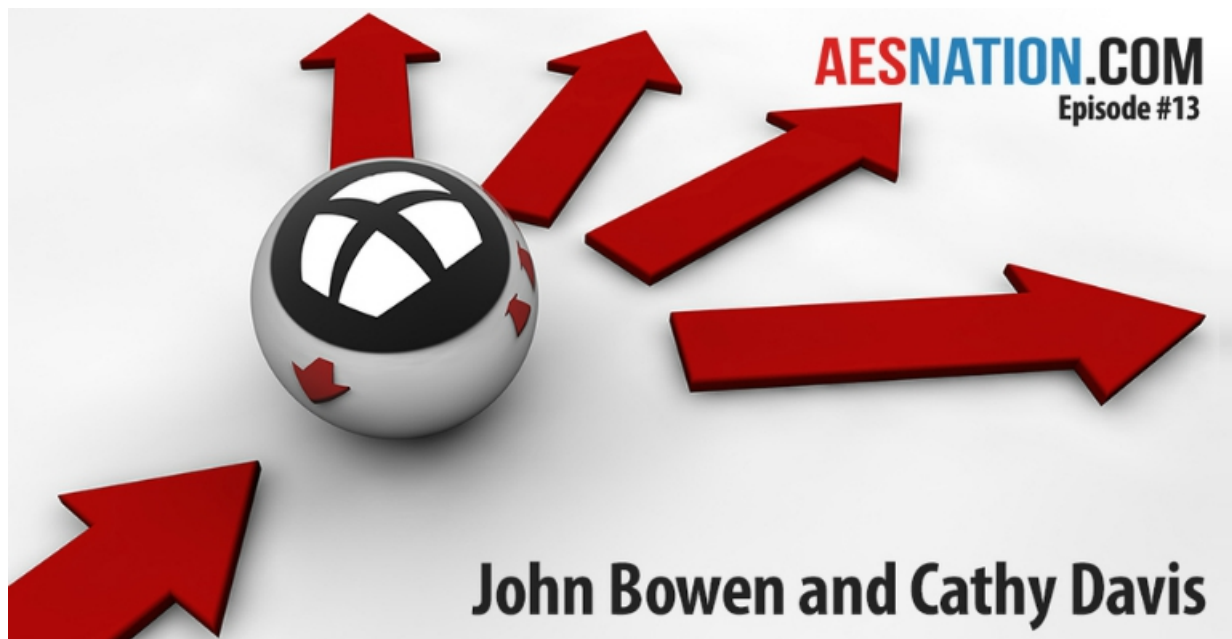
# AESNATION.COM

ACCELERATING ENTREPRENEURIAL SUCCESS PODCAST

EPIISODE  
**13**

**Cathy Davis**

Show Notes at: <http://www.aesnation.com/13>



Dear Fellow Entrepreneur,

We are thrilled that you have joined us here at AES Nation, where we're dedicated to accelerating entrepreneurial success—your success.

We hope you find this transcript to be a valuable supplement to the podcast and encourage you to share it with like-minded entrepreneurs in your network.

In addition to our five-times-a-week interviews with leading entrepreneurs, keep in mind that we have plenty of other resources to help put your success on the fast track:

- Our **monthly live, interactive webinars** co-hosted with Dan Sullivan of Strategic Coach feature today's top entrepreneurs. These are world-changing entrepreneurs who have the insight to help transform your business.
- Our **virtual conferences** showcase business leaders and experts in elevating your success and your life. These one-day online events give you access to the in-depth presentations and interaction that you'd get at a live conference from the comfort of your office or home.
- The **AESNation.com weekly newsletter** will always keep you on top of the latest interviews and events. [Sign up here.](#)

Thanks for being part of the AES Nation community. We'll see you online.

Best of success,



John Bowen  
Co-founder, AES Nation

**John Bowen:** Have you ever wondered why your great vision wasn't realized? Successful entrepreneurs, what we all want to do is create a vision, take off from where we are now to where we want to go and to realize that vision, we've got to get focused. Many of us are focused, we're like lasers, we want it to happen. But there's a missing element. And in today's podcast, we're going to talk about how do you take that idea, that focus, that energy and harness it so you realize your vision each and every time. Not only yourself but your whole team to enroll them to really make a difference. We've got an unbelievable special guest that's going to share with you exactly how to do that. Stay tuned.

Cathy, I am so excited to have you. Cathy Davis from Strategic Coach. She is one of the top project managers in the world. Not only is she a project manager for Strategic Coach, but she is one that's helping all kinds of entrepreneurs who are involved in Strategic Coach and had the privilege of spending some quality time with Cathy. After meeting her and the seeing the energy and what she's able to accomplish, I wanted to have her by the magic of Skype. I'm in Silicon Valley, Cathy is in a place where I sold a firm so I'd know it really well, Winnipeg, Canada. Cathy, thanks for joining us today.

**Cathy Davis:** Thank you so much for having me John. I'm excited to be here.

**John:** We want to dive right in to it. You didn't wake up and say, "I'm going to be at five years, I'm going to be a project manager." Tell me some of the evolution because you are one of the tops in the world and so many of us as entrepreneurs, what we want is... It's not that we really want project managers, we just want the projects complete. You're one that, just take that ownership part and work with a team and make it happen and I've seen it over and over again. How did you get to there?

**Cathy:** Yeah, I absolutely did not even know that project management was a thing that I could do when I went to school, high school and university. It wasn't something I actually studied. Fast forward a little bit to Strategic Coach, I've been with Strategic Coach for thirteen years now. There's such a wonderful example of a unique ability organization. They really look at their team's strengths and try to organize them into those strengths. When I started at Coach, I was actually in a really administrative role and you know what, I was successful. I did what I needed to do but what they noticed was, the things I really excelled at, the things I really did well, were actually organizing projects, getting things done and doing new and different things.

Over the years, I moved into more and more positions where I was able to do that on a daily basis. I'd say probably about seven years ago, I started working specifically with Dan Sullivan on the creation of the strategic code program and project managing all of his projects. But it really was because they recognized that that was something that I had, a natural ability in doing my strengths, my Kolbe profile, a profile we use at Strategic Coach is really geared

around organizing projects. I'm very responsive and I think that's something that's really important in an organization especially with entrepreneurs. And entrepreneurs like you said, lots of ideas, lots of things on the go and having someone that can jump in and take action on the things that are most important to you, I think is a really important component.

**John:** What we all want to do is we want the results. It's a real challenge to decide who should be on the bus with us. Who are the right teammates? First of all, let's talk about what is a project manager? What does a project manager do?

**Cathy:** I think that the simple definition in the definition Dan uses is, are people that make things real. So as the entrepreneur, as the visionary, as the leader of the organization, Dan's role is to make it up. He's really creating that big vision, and he needs someone in place to make it real and then other team members that are going to actually make that project, or that thing, recur in the organization. So that would be the simple definition of it. I think that entrepreneurial project managers are a different breed and I don't think there's a specific mold that fits that project manager. I think it's really specific to the entrepreneur, what you do, what your role is, and the type of person that you want to have working with you. I know that with me and Dan, it really developed over time. I wasn't specifically working with him but then he just recognized some qualities in me that he finds really important in the people that he works with. So, I think you're a little bit right when you said it's a position that's really groomed that you come to know and understand.

**John:** My job is to really point the organization in the direction whether we're manufacturing widgets or we're doing multimillion dollar engagement intellectual property, whatever it is. They are usually broken into projects and focuses; we have to prioritize them. And as we do that, we can advance and I can kind of paint a picture, but then I need some help making it real. Why don't we talk about the 80/20 Process and how you guys use Impact Filters too, Cathy? I've been in Strategic Coach for four years and some of this stuff I did before, the 80/20 I did, but not the Impact Filter. The idea of getting the ideas down and then handing them off, how does that work? Not only for Dan, but I want to give it to our whole audience. How do they make this happen because so many times they push it off to someone else and nothing happens or frustration happens?

**Cathy:** Definitely. I think that's a big distinction between, what Dan calls, a project manager and a process manager. A project manager is someone who likes new things, who's excited by your ideas, engaged and really wants to help move them forward. A process manager, equally as important in an organization, is someone who really develops structures and systems around things that already exist.

**John:** Cathy, I'm going to stop you just for a second, okay? The reason why, I think this is a really important distinction because as entrepreneurs, we make the mistake of hiring this

same person for both roles. So as entrepreneurs, there's so much opportunity out there... the 10x, the ability to multiply ourselves, technology like we're doing today, whatever you're doing. As we take advantage of these new opportunities, that's where a project manager comes in because they're not real yet. We are people like you Cathy that like new projects and can help make them real. Then once real and they're proven out, so they can be scalable, then they go to a process manager who creates the systems, puts the technology into place to scale it up and multiply and they get excited not about a new project, but they get excited about efficiencies along the way.

**Cathy:** Definitely. That's the right order. It's the idea, it's someone to make it real, and then it's someone to make it recur and who just exactly hit the nail in the head. It's all about multiplying it at that point. But it needs to be put in a place and a lot of entrepreneurs experience the resistance when they hand their projects or their new ideas off to someone who's more of a process manager because like you said, systems, structures, all about building that consistency. And when you come in with a new idea, essentially that's going to go to the bottom of their list because they already have the list of things that they know need to happen to make things recur.

So it's all about knowing who the right person is and they are different people. Everyone can play either role for a certain amount of time but as a team member, you will naturally fall into that. I started as a process manager at Strategic Coach and I would intentionally break things or change things because I needed that sense of new. That was definitely recognized at Coach which is why they started putting me in more and more project manager type roles. So definitely, you want to make sure that you're handing that idea off to a project manager. Like you said, the 80% and we use that a lot at Strategic Coach, it's all about momentum. It's all about getting that first spin off and passing it to the next unique ability, the next person who's going to take it that next stage so that things move quickly rather than just trying to do the whole 100% yourself.

**John:** It's so tempting to want to do everything. One of the traps we fall into is we think we're the best at doing everything. Nothing great happens by yourself and so project manager, if we could advance that, the vision, the big picture, that 80% but not get caught up in the details. Bring it to someone like yourself or to some of my teammates that are fantastic at this. Hopefully you, our fellow entrepreneurs, have it. You want to transfer it pretty quickly to make it real. How do you guys do that Cathy?

**Cathy:** Well, I think the first 80%, so from the entrepreneur in that initial hand-off. What it should be, is it should be the "why." It's "Why is this project important?" You've got this great idea, you really sold yourself on it, you know the importance, the purpose, the ideal outcome, you've got a real sense of what that is and you've sold yourself. You need to package that "why" so that you can best communicate it to your project managers. That's where you're

really going to sell someone like me, on the vision and the importance of it, and then you're going to engage me and enroll me in the project.

**John:** I'm going to stop here. I get too excited I interrupt you here but the reality, what Cathy is saying, and this is a mistake that we make and I've made personally is, we forget to sell to our project manager and we want to give them the opportunity to do a push back as well. Is this the right priority at this time? Because oftentimes, they've got a better vision of what's going on in the real world and our organizations than we do. But it's to sell, it's enrolling them in, giving them enough information so that they can use their own intellectual, their unique abilities as well as their teammates' to come back with something that becomes real.

**Cathy:** Right. So you're supplying the "why" and your project manager should really be the one who's supplying the how it's going to get done, what's going to happen to get it done, who is going to be on the team in order to get it done. They're filling in those blanks and it is a sell. You're entrepreneurs. You're natural-born sellers. That's what you excel at. Really using those skills on the backstage with your team, the same way you do with your clients, is really how you're going to get the most from your team because they're going to be excited and engaged in your ideas. I think what's so important that you said, the push back, I think that's one of the things that are best with Dan and I is, he trusts me to push back. He says his natural inclination is to push, push, push. And if you don't push back, you're going to get in the weeds really quickly. So you need to have someone in your project manager role who's going to feel comfortable enough to say, "Okay, there's a lot of cars on the road. We put one more car on, everything's going to grind to a halt. Let's look at priorities, let's look at what's most important to the business right now in terms of how we're going to grow and figure out what that looks like." Because you know, project managers, we want to get stuff done; we want to move on to the next project as well. So it's all about efficiency and how we can get that big picture into reality for you.

**John:** We have a segment. We'll call it, Life Intrudes, Cathy. The reality is, nobody gets out of life unscarred and usually it's those scars that actually help us be even more successful. Tell me about your journey on the project management. What was that tough moment that really made it even clearer and stronger?

**Cathy:** It was in the push back. Early on, I was working with Dan, owner of the company, visionary, really excited to be in that role. So being responsive...and I'm very responsive, I would just respond absolutely everything. You can get yourself into trouble that way because you can't do everything. Like you said, you can't be everywhere all the time. I got to the point where projects were falling through the cracks, things weren't happening the way they were supposed to. I wasn't happy with the way they were happening and that is when Dan said to me, "Okay, if this is going to work between us, then you need to tell me when it's too much, you need to push back and I need to let you do that. I need to give you permission." I think

that's the big thing for the entrepreneurs, is you really do need to communicate that...that that's okay for them to push back. That's not our natural ability, we want to do great things for you, we want to show up, we want to be heroes.

So you actually have to be explicit about the push back that you're willing to let your team give you. The other thing I think that's really important are deadlines and being explicit right out of the gate about what kind of delegation it is and what your deadlines are. For Dan, he's an entrepreneur, lots of ideas, lots on the go, and I was involving him in every step of the way in the project and sometimes he just doesn't want to do that.

So we learned early on as well that, right at the beginning of the project, we would discuss the deadline and we would also discuss how much he wanted to be involved in the project. Is it something where you want constant involvement or is it something that you know, all the way together at the end of the spectrum where you just want me to make it disappear and make the decisions that need to happen. So once we put that in place right out of the gate, it made communication and it made involvement so much easier between the two of us and more and more stuff can get done that way.

**John:** This is critical in the relationship. You've got to have somebody strong enough that they feel comfortable doing that. Let's go to the next segment. What are you so passionate about now that you're working on?

**Cathy:** I think for me, the thing I'm most passionate about right now, is I'm really working not only with Dan but all of our associate coaches on the development of content for the Strategic Coach program. So actually figuring out what is going to be shown in the workshops. I think for someone like me, this is really exciting because I'm a bit of a puzzler. I like to put things together, I like to make connections, I'd like to see the whole big picture. So this is an opportunity for me to respond to what's happening in workshops, to respond to what Dan is learning and what the associate coaches are learning, which is what I do as a project manager. And then kind of make things up myself.

So as much as I'm a project manager and I like to make things real, the project I'm working on right now gives me a lot of freedom and a lot of opportunity to play on the other side of the line and do a little bit of making things up. I just love it and I encourage you to do that with some of your team because that's really how you develop a self-managing company. It's creating more leadership within the organization and I think all organizations should be leader-filled.

**John:** What would you recommend an app that you use on a regular basis that would really help our fellow entrepreneurs?

**Cathy:** An app that I use religiously, everyday, is an app called Trello. It's a really flexible, project management software type of app. I use it as a dashboard. You can create little boards within this app and you can see things at a glance. I can organize all my projects like a dashboard so I can see things really quickly, I can move things around, I can change priority. It's just a great at a glance. It just keeps me on top of things; I can add things in easily so if a new idea comes in on the fly, I can shuffle things around. Like I said, too many cars on the road. It's just an easy, quick, visual way to organize what's most important

**John:** Ari Meisel wrote a book, I think it's called *The Art of Doing Less*. Be more efficient as an entrepreneur. He's really done some great work in this area. What he taught me to do is to try to move away from "to do list" and actually, you can set up email systems. I use [www.sanebox.com](http://www.sanebox.com) to send myself. There's a project I need to talk to you Cathy about, at such and such a time. I can just put in the time, send it to SaneBox and it will email me so it shows up in my inbox at that time. I found that the combination of the two to be extremely powerful.

**Cathy:** Absolutely. I spend all my time taking action so I don't want to spend a whole lot of time doing "to do lists" but for me, it's really just the visual dashboard type of thing so I can keep an eye on things that are most important.

**John:** Let's go to The Book of the Day. What is The Book of the Day? What would you recommend?

**Cathy:** I just recently finished a book called, *Contagious*. The author's last name is Berger. It's *Why Things Catch On*. I think it's important because, I think he calls it the psychology of talk and social transmission. It's the whole idea of how ideas catch on and it's important to me in my role at Coach because we're always developing new content. So kind of understanding the psychology of how things catch on is important for me because I can use that in how I'm helping Dan in Strategic Coach create their workshops. It's a world of social: social media, socialness, happening out there right now. Getting clear on this stage, I think is just a good thing for anybody.

**John:** Yeah, it's a great book. It's one plane ride across the country.

**Cathy:** Absolutely. Great stories and I think it's important because we all have ideas that we want to catch on. We all want people to talk about our ideas, or us, or something, so understanding how to present that I think is just universally important.

**John:** Well let's go to the next segment, which is The One Entrepreneur Insight of the Day. Cathy, what I'm looking for here, what would be the one insight over your career that you want to share that's going to help them accelerate their success?



**Cathy:** I think the biggest insight that I could share would be to, what we call at Coach, stay on your side of the line. When you are making things up, when you're in that visionary role, stay in that role. Like you had mentioned earlier, it's really easy. You started your businesses, you can do everything, you have those capabilities of course, but to get to that next level of capability and growth in your organization, you need to focus in on the things that are going to have that big multiplier effect. And you can't do that when you're doing everything. Figure out what's most important and stay on that side and for your team members as well. Have them figure out and organize themselves, process managers, project managers, wherever they fall within that and stay in that role because that's where you're going to have the most passion. That's where you're going to see the greatest results and that's where the biggest teamwork happens because you know who the people are you can pass things off to. So definitely, stay on your side of the line.

**John:** I can relate to that. Let's go ahead and we're going to do The Key Takeaways. Cathy, these are the key takeaways that I'm taking away that I want to share with my entrepreneurial peers and that they should be thinking both internally as well as taking with their senior team.

First thing that jumped out at me is the 80/20. That 80%, we're not responsible as entrepreneurs of doing the full 100%. We have to create the vision, get clarity enough that we can hand it off to a project manager. We do 80%, they're going to do the next 20%. Then on that little square that they have, they're going to do the 80% there, gain the clarity, all that we talked about. I think that's just so important because it's tempting as entrepreneurs that we have to do so much and if we just take, using a Strategic Coach term, unique ability, our skills, what we're really good at and advance at that 80%, it's amazing. You can surround yourself with a great team that can take it. So that was number one.

Number two was the difference was the difference of project management versus process. I have both in my organization as you do as well in yours and they are very different people. It's not that they couldn't do both, but they enjoy different parts. Project managers are fine with the new shiny thing, the fuzzy, it's not quite put together. Process managers don't like that. They're looking at efficiency, systems. Understand the difference. For any of the organizations that have scale, have both. Have multiple, depending on the scale that you have. And then I'm going to go with your insight of the day. If my team was behind me, and they would say, "John, it's good advice." You're not always following it, but stay on your side of the line. I've gotten a lot better over the years. Stay on your side of the line. This is why we surround ourselves with so many talented people that they can actually go and do it, not only as well as we can but in many cases, much better than we can. But we've got to give them the opportunity. Cathy, how did I do on that?

**Cathy:** Those were absolutely wonderful. I think you nailed them. I think in terms of the 80%, the reason that's so important is, you're not literally 80% of the work. It's a mindset, it's the

whole idea of just taking that first step you can take and passing it off to the next ability you know is going to be able to take it to that next step. I think it gets your team tremendous amount of permission, to step away from the perfection because in perfection, 100% comes procrastination and feeling as though you're not doing what you need to get done and just that whole sensation of being in the gap and concerned with perfection rather than just progress. So I think just having that mindset and communicating that mindset to your team, you'll see a jump in results.

**John:** Cathy, we're going to talk about resources. For Strategic Coach, it's pretty easy. You can go to [www.strategiccoach.com](http://www.strategiccoach.com). One of the things that you mentioned is the blog. Tell our listeners and viewers what's there and how they get there too.

**Cathy:** Absolutely. So it's our blog, it's called Multiplier Mindset. So you can either just google "multiplier mindset" or [www.blog.strategiccoach.com](http://www.blog.strategiccoach.com) and this is an amazing resource that we've pulled together and there's lots of contributors from Strategic Coach that add to this blog. So Dan is always on there, sharing his insights. Shannon, our team experts...always on there. I have a little re-occurring blog called, Confessions of a 10x Team Member where I just muse about my insights and things that I've learned as an entrepreneurial team member. Our coaches...lots of people contributing to this site. There's always lots of little bits of wisdom, and ideas, and things for you to think about. So I really encourage everyone to pop on and take a little look around.

**John:** We are all on this journey together, the motivation to put together, accelerating entrepreneurial success, the podcasts, the webinars, the conferences came from hanging out at Strategic Coach with the whole team. It's great to be together again Cathy, even if it's only virtually. I really want to thank you for sharing your insights and your wisdom. I want to encourage everyone to go out there and make a huge difference by having the right people working with you so that you can realize a vision and change the world. All the best!

**Cathy:** Thank you!

## A Second Opinion on Your Finances

*A Complimentary Service from Financial Advisor Select for the Members of AES Nation*

Dear Fellow Entrepreneur,

Like many members of AESNation, I'm a serial entrepreneur. In addition to co-founding AESNation, I'm the founder and CEO of Financial Advisor Select, a firm dedicated to helping successful people make informed financial decisions by introducing them to top financial advisors.

If you're like many successful entrepreneurs, you and your family already have a relationship with a financial advisor. You may even work with several financial advisors. If you are completely satisfied with these relationships and confident that your finances are on track toward helping you achieve all that is most important to you, we congratulate you.

However, you may not be entirely satisfied. You may be wondering if there's a financial advisor who is better-suited to address your family's very specific financial challenges. If so, you are not alone. In today's uncertain economic climate, many successful entrepreneurs are wondering if they have the right financial advisor.

To help you find out if you are currently being served well, Financial Advisor Select is offering a complimentary second-opinion service to all qualified members of AES Nation. Simply [contact us](#) to schedule an exploratory call with one of our personal financial concierges. We will introduce you to a financial advisor who we believe has the ability to address your particular needs. The financial advisor will then meet with you and provide you with a second opinion on your finances. There is absolutely no cost or obligation to you.

[Find out more about how Financial Advisor Select can help you and your family.](#)

Why do we offer this service? Because at Financial Advisor Select, we have just one purpose: to help successful individuals and families achieve financial peace of mind by connecting them to top financial advisors in their communities. We look forward to assisting you.

Best of success,



John Bowen  
Founder and CEO  
Financial Advisor Select