



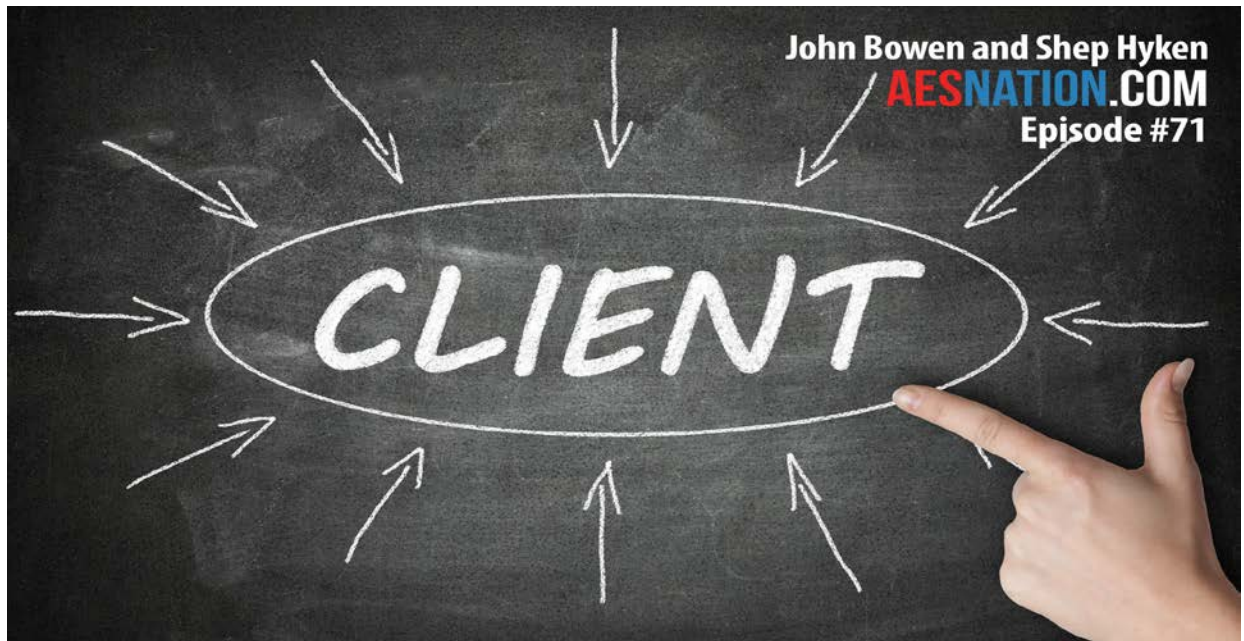
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ACCELERATING ENTREPRENEURIAL SUCCESS PODCAST

EPISODE
71

Shep Hyken

Show Notes at: <http://www.aesnation.com/71>



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Best of success,



John Bowen
Co-founder, AES Nation

John Bowen: As entrepreneurs, we only have to do two things really well. Number one, we've got to deliver a world class client experience. We've got to differentiate ourselves from everybody who's competing with us. Number two, we have to go ahead and have more people raise their hand to explore working with us. Well, that doesn't happen unless we've got the first one really going well and I have an unbelievable expert, he's a remarkable entrepreneur. He's the chief amazement officer of his own company, he's a fellow entrepreneur like ourselves, but he's worked with some of the most successful firms. It's funny, looking at his list: American Airlines, AAA, Anheuser-Busch, AT&T, Abbott Lab, American Express, and that's just starting with a few of the As.

I'm not going to read the whole client list, but not only has he specialized in delivering world class client experiences, but he's a hall of fame speaker and he's a bestselling New York Times and Wall Street Journal author. He's going to come and share with us some amazing insights that's going to help you accelerate your success. I'm John Bowen, we're at AESnation.com, stay tuned.

John: Shep Hyken thank you very much for taking time out of your busy day to join us.

Shep Hyken: John it is great to be here, thanks for having me.

John: I am really excited, we got introduced by a mutual friend, a really good friend Bill Bachrach and Bill said, "You gotta meet Shep." After watching some videos and your book, I had already sent out the invitation, because I know Bill would only recommend the top in the world and you are. I want to dive in right away to this client experience, but I want to get a little background here for all our fellow entrepreneurs, how you got to where you are doing what you're doing and making such a difference not only with your own clients, but with so many firms, so many fellow entrepreneurs.

Shep: Well, my first entrepreneurial experience came when I was 12 years old believe it or not. I started my own business, I was a birthday party magician. That doesn't seem like it'd be much of a business, but the reality of it is it was quite a business. I came home from my first engagement, I was like I said, 12 years old. There were 15, 20 kids in the audience, all six year olds. I actually made \$16 that day. A few bucks went to the candy to giveaway to the kids, and when I came home I said this is really cool, I want to do more of this. I'd been doing magic, playing around with it since I was about 10. Within a matter of about two years, I was doing anywhere from eight to 10 magic shows each week, charging, back then, probably I would sit at \$50, \$60. I know that by the time I was 15, 16 years old, I was making \$75 to \$100 a magic show.

Think about that, I'm a teenager in the 1970s, I'm earning more than my teachers are that are teaching at school each week, each month. My parents are actually teaching me the skills

necessary to be good at what I do and to get repeat business. That's where it all started for me, and of course it grew from there.

John: You had that early magic to build on this world class client experience. That's great, so much of client experience is a little bit like show business. As fellow entrepreneurs, one of the biggest challenges people have is there's so much noise in the marketplace. Let's start in, one of the messages we hear over and over again as entrepreneurs is we need to differentiate ourselves. How do you do that?

Shep: Let's go back to when I'm 12 years old again. I just did a meeting, I presented a speech at a meeting. It was an audience where professional speakers, consultants, there were some lawyers, accountants, people that really are more in the service type industry. I had never done this before, but I had started to tell this story in front of this audience and I said, "You know, this is what my parents made me do. I came home that night from that first magic show, I wrote a thank you note. Mom said, 'Go upstairs and write a thank you note.' My dad said, 'Follow up in a week, and make sure they were happy. You told me that little Johnny,' who's birthday party it was, 'had a little sister. Ask when the sister's birthday party is.'"

Is that brilliant. A couple other things are going on here. You ask about differentiation, the thank you note is a differentiator. Today we can thank people a hundred different ways, we can send a handwritten note which is pretty impressive sometimes. Even an email, a text, pick up the phone and call someone, so many different ways to say thanks. I was combining both the handwritten note, picking up the phone, thanking them again, asking them for more business. My dad said also, "You always need to show up early." Part of, and he didn't call it this, but I call it this, part of what makes people successful in any business is when they can create customer confidence. In other words, that customer is completely confident with what you provide.

My dad would say call a week before the event, let them know that you know what time it is. That's just kind of like a check in. Then, never show up on time, always show up early. How early? We figured at about 15, 20 minutes before that magic show started, the parent was going to be going, "Where is that magician?" looking down at their watch. I would show up 20, 25 minutes early, right about the time they were maybe going to start thinking about it. I always stayed a little bit late, so all of these were about creating confidence.

I asked this audience of entrepreneurs, "How many of you do basically what I just described as my 12 year old business model?" Not that it's 12 years old, but from a 12 year old kid's business model. All of them raised their hand and I said exactly. Those are the basic tenants in business, we want to create confidence. That's how you stand out, that's how you differentiate yourself.

John: It's funny, we didn't talk about this, but I did the magic shows at 12 too. I charged, I'm trying to remember what it was, \$25 to \$50. I think we did a split test here, you and I, because I didn't write the thank you notes, nor did I call and make sure. I did everything else, I arrived on time and so on, I did about one to two a month. I didn't get the publicity, got the front page of the local paper and all that, it was a great experience and so on, but I think one of the mistakes too that we as entrepreneurs, we think we're delivering a great experience. We're leaving out just these little nuances that you just shared with me, that I'm going jeeze, of course I should have done that. I'm going, why didn't mom tell me? Don't you find that to be the case?

A lot of times as we're all, whether you're selling widgets or whether you're doing professional services, more and more it's getting hard to tell us apart. Those little nuances can be just hood differentiators.

Shep: Yep, and my dad was a salesperson, so he knew how to do that. He sold insurance and eventually got into the food service business and he was good at that. The differentiators are really common sense. Unfortunately, they're not always so common. If you think about what makes great companies so great and you really take a look at it, they're doing the basics. I'll give you an example, Lexus, who's recognized as one of the top, top automobile brands in the world, JD Power did a study about what makes great brands in the automotive industry great. They said Lexus had it down.

Basically, when you call and make your appointment, it's easy to make the appointment. When you come in for the appointment, the rep who's working at the dealership is expecting you. They tell you what time your car's going to be finished, tell you how much it's going to cost, and guess what, they call you to tell you it's finished, usually ahead of time. When you pick up the car, it's not only serviced, but they clean it as well, they've given you back a nice, clean car. According to JD Power, and I would agree, that's pretty much common sense, but why is it with just the very basics, so few of those automotive dealerships are actually dealing on those basics. Again, to me it's common sense that's not always so common.

John: It is. One of the things that I think we see over and over again as we think through the client experience is we're so good when they're a prospective client. Maybe not all, but most are pretty good there, and then as they become a client, that experience changes because it's so, I talked about as we did the introduction, that delivering the client experience is number one, and the second is getting more people to raise their hand to explore working with you. Word of mouth marketing, referrals, references, those are so critical to the client experience, but we're off to the next game as entrepreneurs so often rather than staying focused on the client experience and recognizing a lifetime value of clients.

Shep: Right, and what you're saying is a big mistake for others to make, because somebody once told me, I believe it was a friend of mine, Doctor Larry Baker who lived in Atlanta, said the most abused customer is the sold customer. Once you've got them, what are you going to do? You've got to nurture that relationship. You can't expect that people are going to stick around if you don't pay attention to them. Today, there's a lot of noise out there, there's a lot of distractions, there's a lot of competition, and if you don't do what's necessary to maintain that relationship, somebody's just going to come by and take that customer or client from you that fast.

I was going to tell you a story, it's an old joke actually, but I think I'll leave it for another time, but it is basically this: once you have that customer, you want to keep that customer. Statistics show it costs, depending on which statistics you look at, anywhere from five to 12 times more expense to get a new customer than to keep the existing one that you have, and existing customers do what you talk about: create word of mouth marketing for you, they end up buying, again, repeat, but more importantly, they don't really repeat, they also tend to buy more than the typical customer who's just doing business with you for the first time or two that they're working.

John: Shep, help me out and help out our fellow entrepreneurs. As I'm listening to you, I'm going, okay, I got it, I totally agree. This is stuff that I know I need to do, I've got a few businesses and I'm going okay, am I writing my thank you note? You're going through the whole part, and I'm going how do I get started? Obviously if you've got a successful business now, most of the entrepreneurs listening or watching us today have successful businesses, some very successful, and they're going okay, I know I need to raise the bar and do all this, but how do I get started with my whole team and everything to make sure this is happening.

Shep: Several things come to mind. The first is regardless of how big or small your company is, the vision for, and since we're talking about customer service, it starts with the leadership. It may start, if it's a small company, it may start at the very, very top, but leadership defines it, they must then communicate it, and then they must train their employees to it. By the way, it's not training people once, training isn't something you did, it's something you do ongoing and you have to maintain that. At the same time, once it's being trained, the leadership has to demonstrate it.

My favorite example of this is Walt Disney, who used to walk through the theme park. If he'd see a piece of paper on the ground, he'd stoop down, pick it up and throw it away, because he knew that every other employee, or cast members they call them, at Disney was watching him walk through the park. If he didn't model the behavior, no one else was going to follow along. He called it stooping to excellence, stoop down, pick up the paper, pick up the trash off the ground and throw it away. He would demonstrate it. The leadership needs to defend it

if they see it going off course, if they see somebody not doing what the expectation is or what the culture's all about or what the service vision is about.

They need to correct it. That doesn't mean they need to berate somebody or, no, make it a teaching opportunity. You'll find out soon enough if that person's the right person to stay in the job, but give them an opportunity to learn. Finally, if it's all working, you need to celebrate it, you need to delight in it. You need to let people know that you appreciate the good work that they're doing, because it's paying off.

John: I was looking at your book, we're going to go over your book's resources later, but looking at the first two endorsements, and one was from the CEO of Zappos and the second was from the Ritz-Carlton. When I think of almost every presentation I've heard on client experience, those are two of the leaders. I want to go through maybe the process where you started with vision. How do leaders get vision on this Shep? How do they make that happen, because I mean I've sat and been on boards, I've had multiple companies, we'll sit down to go over client experience and it's pretty easy to drift off that. How do they create that vision of excellences as Tony and Herst have done?

Shep: The problem is it's not difficult to create the vision, it's difficult to get everybody aligned with the vision, and there's a big difference. Let's talk about the vision, and by the way, there are plenty of companies out there that don't have a good customer service vision, and we know who they are. I don't...

John: I called one today, the amazing thing was, I'm not going to say their name, I'm tempted to, but they said that their lines are just too busy today, so they're not accepting any more calls, and as we're recording this, this is in the morning. You've got to be kidding me, I've never heard that message. There are opportunities, hopefully, if you're one of the leaders, you're listening to that, you should be ashamed of yourself.

Shep: The recording is, "Thank you for calling. Your call is no longer important to us."

John: Yeah, and the thing is they said it was important, but we apologize, we've got too many calls so we're not going to be able to call you today here.

Shep: Isn't that ridiculous? "Your call's important to us, please hold for the next available agent. Your current hold time is 94 minutes." Obviously my call's not that important at that point. That's a real problem. That's, by the way, and I know we're going to get off tangent here, but that's by the way why great companies are setting up different channels for customers to engage customer support. In that recording, hey, it's busy right now, can't we make a suggestion that you go on our website and look for the answer to your question there, because so many good companies are setting up great self-service support issues.

Back to your original question, how do these leaders get the vision, and I think I'll go back to, and we'll mention another great name who's a customer service legend in business, and that's Nordstrom. Somebody once asked one of the Nordstrom family members how is it that their people, the employees, are trained so well? What do they do to train them to get them to do what they do? The response was perfect. It was we don't train them, their parents trained them. We just take what they already know and make it work for our system.

First and foremost I'll say that the vision that a leader has may come from prior experience, it may even come from the way they were brought up, but that vision if it's a good vision, it's brought to the front somehow. Once it's there, and I mention the word communication, it needs to be communicated. I just had lunch with a guy today, great company, his company's called Dialect. His name is, well, it doesn't matter, but Dialect is the name of the company and what they do is they walk into a board room and they can prove to the CEO that guess what, none of your board members, none of your executives are in align with what your vision is. They can't recite it, they can't tell you exactly what it is, I mean some might be able to, but overall they find that there's a lot of gaps and people just aren't executing on it.

The goal is to get everybody into alignment, they've got to believe it. The simplest way in my mind is to create a mantra, or a vision statement. One sentence long, I know a company that did it in one word. You mentioned the Ritz-Carlton, my favorite mantra, "We're ladies and gentlemen serving ladies and gentlemen." That's what they call their motto or their credo, but it's just one sentence long. Ace Hardware, who is the focus of my recent book simply because not so much that they're a rock star, but they are solid as a rock, winning all kinds of awards and overall delivering an amazing customer service experience. One word defines them, and it's helpful. If you want to get wordy, they're the helpful hardware place. Four words. The whole idea is make it so simplistic and so easy that it's easy to execute on.

John: Yeah and as you're saying that, what we're seeing over and over again, Shep, is that they're, I think when you say Ritz-Carlton, my wife and I, that's probably our favorite hotel. The Four Season, they're very similar, but ladies and gentlemen, I knew that line instantly, everyone knows it and they live it. There's not this 500 page handbook. Ace I'm less familiar with, my wife is actually more familiar with that. The guys who get it, they get that vision, but then the next step is entrepreneurs, okay, we've got to communicate it we talked about. Do we bring it down with a stone tablet to the teammates?

Shep: Almost. How do you do it? Well, I think you have to have a meeting to or some type of an announcement, but if it's just an announcement, all it is is like the theme of the day or the theme of the month. You have to actually say this is what we're going to do over a period of time. Tony Hsieh, and you mentioned Zappos, Tony Hsieh is an amazing guy because he not only understood the concept of great customer service, but he understands how to create the culture. He actually has these non-negotiables, that's what he calls him, that if you're hired to

work at Zappos, you have to be willing to fit within this framework of a personality or a characteristic. They're non-negotiable, because we'll hire you for all 10, and we'll fire you if you're missing one of them.

He goes a step further and says hey, I want you to come in, if you think this is a great fit, come in after a couple weeks of training, they offer the people an incentive to leave if they don't think it's going to work, because they don't want to spend any more time training and getting the wrong person there. Then, as you may or may not know, at the end of each year, do you know what they have at the end of each year? They have a culture book.

John: I have a few of them as a matter of fact, because they make it available to everybody.

Shep: Yeah, and it's really cool. We do a version of that for our clients and we focus on the customer service side of it, but Tony says hey, what do you like working here at Zappos, what's your thing, why is this important to you, to be working here? Every employee's required to share their story, and it gets published into a book that every employee has and is available to the public. What we do on the customer service side is we say every week, and we believe it should be every week, everybody turns in a card. I wish I had a card in front of me to show you, it's basically an index card, a large index card, and it says moments of magic across the top. We want everybody in our organization, and this is what we teach our clients as well, to write down an example of when they've created a moment of magic, a positive customer service experience for one of their customers. Be it even an internal customer, if that's who they're primarily working with, or the outside customer client or guest, whatever you want to call them.

Every week, we start off our little group meeting here with that positive focus, where, hey, let's hear what your moment of magic is. It's cool that we can actually create best practice manuals based on the best stories that our people here are sharing in our meetings that are happening. Pretty cool.

John: I love that. I hadn't heard that before Shep, and the whole concept, positive focus, is critical but you've really gone down to that magic moment. We all have these moments of truth as entrepreneurs and we can make them less than magic pretty easily, and what an opportunity. Why don't we go a little further in training? You're one of the experts in the world on training this. We've got our vision, we've worked through that, we've communicated now, it's not the idea du jour, it's going to be we're in this for the long haul. So often I see firms that say all that, they get to that point and then they stop and they expect the world to change. They haven't really empowered the group, they don't really know what it is or how to do it. How do you help organizations like that?

Shep: First and foremost, as I mentioned, training isn't something that you did, it's something that you do. It doesn't always have to be customer service training, but many companies have small departmental meetings or, depending on the size of the company, it may be a whole company meeting on an ongoing basis. Regular, small meetings; it may only be 15 minutes long. I always suggest that you take three minutes, four minutes, and just share something related to customer service, but let's go back to the very beginning. When somebody's hired and they're onboard and they have to be brought into the culture. If it's a culture of service, I don't care how much experience they've had in the past, you need to train them to your particular culture. What your favorite training program is or what your favorite customer service program is, get them into it, and then there should be little chunks of it that are given to them over an extended period of time.

That card that I talked about, that moment of magic card, that keeps customer service front of mind. We actually, and you and I talked about this prior to us starting the interview, we talked about online learning. What a great way to take small chunks of content, and it could be customer service, it could be related to anything that you want to stream ongoing to your people, but the key is that they're seeing it, it's over and over again, it's repetitive, you're living it. When you do the right thing, your manager, your supervisor, the leader of the company is saying hey you did it, great job, and as I mentioned before you're celebrating that positive action.

John: What I love is it's there, it's there when you need it, so when somebody's ready to be a student, to look at an area or you can have scheduled obviously when it's going to be done, but it's there. Shep, let's go, I want to just hit the last two before we go into the segment. We talked about demonstrate and defend it. This is a big part of leadership, but also the whole team's got responsibilities here.

Shep: Yeah, so the demonstrator, I already mentioned the Walt Disney example, but the defending, is if you see somebody not doing what they're supposed to be doing, you've got to step in. By the way, I don't think that's just leadership's responsibility. The actual example that I use in the book came from a hotel, I think if I didn't use it from the book, I've written about it before in an article. Most of the examples I used in the book were focused on that role model, but here's what happened. There was a hotel that was down in Austin, Texas, and they had a policy that only, because they were quite a way from the airport, and people would drive to the hotel and jump on the shuttle to go to the airport, because the hotel provided shuttle service.

The policy was, and it's a reasonable policy, that you have to be a guest of the hotel to use the shuttle, because it's a free shuttle. I had checked out of the hotel and I was dealing with a new employee, and I went to the front desk and said, "Hey, I need a shuttle." She said, "What's your name?" I gave her the name, she looked, she said, "I'm sorry, you're not a guest

at the hotel." I said, "Well, I checked out earlier today." She said, "You know, I'm really sorry, if you're not a guest of the hotel, you can't use the shuttle." I'm going wait a minute, there's a major disconnect right here between what's reality and what the intention is. Within a moment's notice, there was a gentlemen that was standing right next to her and explained to her exactly what was going on, that this is what the intent, and she felt bad, but at the same time, she was praised and say, "Look, we know what you were trying to do, you're doing it, you just need to understand the system."

We laughed about it when it was over, but there was an opportunity of a fellow employee, a peer, not a supervisor, jumping in to help somebody to defend their culture.

John: No, that's great, and that's a super story. I could see somebody really going overboard and make sure you do not get on that shuttle. We've got to be careful, the leadership may have been very clear and articulate but we don't get every opportunity there. I want to go to the next segment, which is the, one of my most popular is the book of the day. I don't want to let you off easy, we already mentioned the book. Tell me about your most recent book here, and I'm going to put it up on screen.

Shep: Sure. The most recent book is Amaze Every Customer Every Time. It's 52 tools to create the most amazing customer service on the planet, and all it is, it starts out with some background on some of the books that I've written in the past and my basic concepts that go from book to book to book and speech to speech if you hire me to speak to your group. What I did is I said what if I could come up with a bunch of new concepts and a few older ones but redone to keep them up to date, and find one company that represented all of this? I wanted to find a company that wasn't the obvious Zappos.com. They're amazing, Ritz-Carlton, amazing, Four Seasons you mentioned. You can talk about Amazon and you can talk about Apple and you can talk about these great companies. How about another company, Ace Hardware, and what intrigued me about Ace is that they're a big company, multibillion dollar corporate enterprise, and then they have all these individually owned stores.

There's about 4,600 stores in 70 countries, over 3,000 owners. Many of those owners own just one store, some own two or three, a few own a few more, but generally they're very entrepreneurial in nature. Yet the ratings, overall, not all stores, but as you look at most of them, the ratings are off the chart. In their industry, they're number one according to JD Power eight years in a row for customer satisfaction. That's amazing. Profitability and growth and everything, they compete against big competition like Lowe's and Home Depot and they do well. I looked to them to help me create examples that any entrepreneur in any type of business, or any major business in any type of industry could use these ideas and these examples and strategies and tactics to enhance their customer service.

John: What I like so much about the book, and I just had a chance to look through it, because I did buy it today as we were talking earlier, and the amazing part is how tactical you are versus so many books are big concept. There's 52 ways of implementing, versus just thinking about this stuff. For fellow entrepreneurs, that's going to be greatly appreciated, because you can go out, you don't have to execute all 52, but find those that are applicable for you and run with it. Let's go to the next segment ... of the day.

Shep: We talk about don't just read the book, we want you to use the book. We suggest just open up and you'll hit one. I love the way you said it, strategy is theory, concept, you're looking at it from way up above, but tactical are the how-to's. Whenever I do a speech, if I don't give people how-to's, no matter how funny I am or engaging I am, if it's just concept and strategy, people are let down. They agree with it and then they say, "Well, tell me how, how do I do this, how do I make that happen?" Anyway, go ahead.

John: No, I see that all the time. It is just so powerful having that, but let's go to the next segment which is the application of the day. You travel, I travel, every one of our entrepreneurs travel a bit, they use smartphones. What's something that you like, Shep that you'd recommend to your fellow entrepreneurs?

Shep: Sure. I think probably one of the best travel apps is Triplt Pro. Triplt is a great, you can get the regular Triplt at no charge, and I also like Flight Update Pro, some of them do the same thing, but Triplt Pro, whenever I get a reservation, I just simply send it to plans@tripit.com and because it knows it's coming from my email address, it then somehow magically, if you will, puts in my flight arraignments and everything and it just brings it all together. It's really nice because I can track if my flight's on time, it saved me when it shows me alternative flights to my destination when flights are running late, I think that's a great app.

Another app that I like, it's tied to my phone system, I use something called 8x8, I think it's 8x8.com, but I can...

John: I'm going to pull it up as well so it's on screen now too. Tell me about how you're using it.

Shep: Well what's cool about it is that no matter where I am in the world, if I open up my 8x8 app, it actually ties into my phone system at my office, so I know my phone rings or buzzes when a phone call comes in, and if I want to call somebody back, I just call them back from anywhere in the world with my mobile phone, yet it looks like it's coming from my office phone. It's an extension, it literally is an extension, just like you have phone extensions. "Let me connect you to 101 or 102," it's an extension of my regular phone. It's very cool, and it's really inexpensive from the standpoint of making these international, long distance calls.

John: It is amazing what you can do with technology, and that's one of the reason why we ask that and those are two great ideas. Let's go to the next segment, and this is all about resources. I know you are a guy who's big on execution, so tell me about some of the resources at your websites.

Shep: The resources on my websites?

John: Yes.

Shep: What we make available? Well I mean...

John: Why don't I pull up first, Shep, why don't I go to the customer focus one?

Shep: Okay, so the customer focus is a great resource if you're interested in customer service training for your organization, again, large or small. We have trainers that will go on-site and facilitate my content and share that and teach that, but we also have the online version, which is also a fantastic way to reinforce a message, because then you have access to this material 24 hours a day, seven days a week for an extended period of time. If you need a refresher three months later, you just pull it up, go through the course again. It's fantastic.

John: The other thing I really liked, you showed me your virtual training site too, and that's very...

Shep: The online training, yes. If you can actually get to it through the customerfocus.com, but that actual site is Shepard, that's S-H-E-P-A-R-D, that's my full name, by the way, my parents actually named me Shepard. Can you imagine growing up with that, but Shepard...

John: Hey, they took good care of you during the magic show, you've got to give them a break here now.

Shep: It rode me everywhere, but shepardvirtualtraining.com will take you directly to the virtual training site where you'll learn about our online programs. Again, it's a great way to reinforce how important customer service is. It's a great onboarding strategy, as soon as somebody comes on to work with you, it's like you want to put them through some customer service training, you know what, put them through this training. We suggest, and you can do it in a short period of time, but we think you should take it in little chunks over eight to 10 weeks, so it becomes a process, not just an event. It's just very, very powerful, great retention. We've had phenomenal results. I haven't even read it yet, but my assistant came in, she says, "You've got to read this page." A client just sent me a full page of comments from all of their employees that have taken the course and are just loving it and reaping the benefit from it.

John: That's super, let's go one more. I'm going to go to your website that if somebody's interested in your speaking at hyken.com. I'm assuming you do a huge amount of keynotes, you're out there it looks like.

Shep: Well, huge is a relative term. You got to Hyken, H-Y-K-E-N.com, and you'll find more about what I speak on, which is customer service, but you'll also see on that site there's over 350 articles that I've written. I also include my favorite articles of the week. I read 10 articles a day and I take my favorite five articles and I consolidate them and say here are my five favorites from last week. There are hundreds of articles and resources on there, even if you aren't interested in hiring me as a speaker, it's a great place to go to get information. Just click on the blog link at the top and you can type in a search term that you're looking for and who knows what you'll find.

Yeah, if you're interested in having me come out and do a presentation, I would love to talk to you about it, and there's all kinds of information. The video that everybody loves to watch is a story of a cab driver. We know that clients or actually, I wouldn't call them clients, people that would like to be clients, are just taking the video and showing it to their people. That's totally cool, I want people to use the site.

John: It's a tremendous resource, and let me play back the next segment, the key takeaways that I'm walking away with Shep. I'm going to go back to your whole model of putting together, making sure your firm as an entrepreneur, fellow entrepreneur, how you're doing it, what we each have to do, and this is all about action. Both Shep and I are big believers, we can talk about these things, but as a member of AES Nation, it's about execution. First thing is vision, you've got to get clarity of what you want to accomplish and then you've got to create that communication so everybody's aligned. A mantra, it doesn't have to be, I don't know if we can all get it down to one word, but certainly one sentence, then train.

I think the training part, so many people want to excel at work, they want to help their entrepreneurs be really successful and make it that den in the university job, but they're not sure how to do it. You've got to give them that opportunity, and then you've got to provide the leadership and inspire the rest of the team to both demonstrate it and defend it. Shep, this has been great. I really appreciate your time today in helping our fellow members, we're going to have all the transcripts at AESnation.com, show links, don't hesitate to go there. There are some other great resources so that you can make a difference not only for your current clients, but all those future clients: they're counting on you. Wish you the best of success.

Shep: Thanks so much for having me.

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.

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John Bowen
Founder and CEO
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