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EPIISODE
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Jeff Goldberg

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Episode #98



John Bowen and Jeff Goldberg
AESNATION.COM

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Best of success,



John Bowen
Co-founder, AES Nation

John Bowen: As entrepreneurs, we want to really get out there and make a difference. The only way we make a difference is a sale. Nothing is created without a sale. As we scale up our businesses, not only do we have to know how to sell, but we have to have our team know how to sell. I've got an unbelievably talented individual who has been doing this for a long time. He's great. He's internationally renowned sales expert. He works with both individuals as well as teams. He's a trainer, speaker, coach, and author. He's done it all and this, but the main thing I invited him for is we're all about getting results. He is about helping sales teams get measurable and sustainable sales growth year after year.

I'm John Bowen. You're at AESNation.com. We're all about accelerating your success. Stay tuned. You're going to be glad you did.

Jeff Goldberg, I am so excited to have you joining us today. Thank you.

Jeff Goldberg: John, I'm thrilled to be here with you from Long Island, New York.

John: I'm from, originally, up state in New York but I'm on Silicon Valley, so you're a little ahead of me; at least three hours ahead of me on everything here. I want to dive in. This is one of my favorite subjects, the sales. I can't imagine any entrepreneur who doesn't love sales, having the right sales. You've got some great framing on helping not only the entrepreneur but his team or her team really accelerate their success, and I want to dive into that. Before we do, I want to get a little bit of the back story, Jeff. Did you wake up at five, at age of five and say, "I am going to dominate sales. I'm going to help people really make a difference"?

Jeff: Yeah. Doesn't everybody do that who goes into sales? No. Like almost everybody, I fell into sales by accident. Both my grandfathers, my father and my stepfather were career sales people, and I swore I would never ever go into sales. Fast forward several years and I'm in college and I'm kind of eking my way through not really knowing what I wanted to do. I took a part-time job at a local furniture store in customer service. One day, the owner said, "One of the sales people didn't show up, Jeff, go sell those people." I of course said, "I don't know how to sell. What are you talking about?" He said, "Here's what you do, follow them around with a pad and pen, smile a lot, be friendly. Write down what they want, come back, I'll give you a price. That's selling." 40 years later, I'm still a sales person.

John: It is so amazing that for some reason, so many of us have in our initial framing it's a negative perception of sales. I said in the introduction that to me, nothing happens without sales. This is the only thing if we're to have somebody improve their life, to improve their business, there has to be a sales made. With all the noise in the marketplace having an effective marketing and a sales group is just so critical not only for your business, but also for

you to get the information and insights that you need. I really appreciate you're leading this charge.

How does an entrepreneur ... We've got successful entrepreneurs, many of the entrepreneurs that are here they're really already established. They've got five million of revenue or more. They're charging ahead. They're having some success, but they're not having the sales that they want. How do they go about getting that measurable and sustainable and building that team that really comes together?

Jeff: Sure. I find there are two sides. There's the mind-set side and then the strategies and tactics side. When I work with whether it's a small company or a large, and I worked with some very major organizations that everybody would recognize like Aramark or Siemens or Citibank or Cisco; and small companies no one's ever heard of, it's almost always the same situation. The first thing is they don't have the right mind-set. The mind-set starts with establishing goals. There's been about a zillion books written about how to set goals but very few about how to achieve them. When I first work with a team, what I like to do is I like to teach them how do you set goals and then how do you go about achieving them. As I think I've written a book about doing that. There are certain steps. It's not rocket science, but there is an art in a science to goal setting, to selling, to sales management, all of that.

I like to start with the goal setting side first because without a goal it's like I live in New York, I could drive to California. I know that I have to get on Route 80 and I'm going to go west. Eventually, I'm going to hit the other ocean. If I use my GPS or I have a map, I'm going to get there much quicker, and your goals are a map to get you where you want to go. In the famous book, "Psycho-Cybernetics", Dr. Maxwell Maltz talks about we all have a success mechanism built into our brain. When you set a goal, it gives you a success mechanism that you already have built into you, it gives something to focus on, so I like to start there. Most people don't have clearly defined written down goals.

John: If you don't have that, one of the things ... if you don't know where you're going, I'll take your analogy of getting out here to the California driving west, young man, well, if you don't know where you're going, you get in the car, you can drive for the same length of time, you have no idea where you're going to end up. Once you get clarity it's so powerful. I've seen that with so many organizations that I've been a part of or my own organization, the clarity of goals; particularly as you grow larger because you need a filter. It's easy to work on all kinds of things, but if you're not clear at what you're working on, boy, you can waste so much time and energy.

Jeff: Yeah. Goal setting, it's fundamental. Almost everybody in sales has heard of this a zillion times, you've got to have a clearly defined written down goal. In my experience, people just

don't do it. It's like the analogy we just used to driving to California. You could start driving and end up in Dallas. It's a nice place to go but not if you're trying to get to San Francisco.

John: I have the privilege of coaching some of the top financial advisers in the world and working also in another business with successful entrepreneurs. I got to tell you, this to me is really job one if you will. We got to have the car ready and we can talk vision, purpose, mission and so on, but you got to quantify to what it is and then what it does. It's pretty easy to enroll the rest of the organization around it and then they get in their own enlightened self-interest helping you figure out how to make it happen. Let's say we've got our goal, Jeff. What would be the next step?

Jeff: The next step and this is probably the number two challenge I find in any sales organization and with sales people, it's that they just don't prospect enough. I do this all over the world. My clients typically have the title CEO, president or the global god or goddess of sales in a large organization, and as an outside consultant, I get asked lots and lots of questions about what to do about sales, what to do about sales management. While I often exaggerate a story or a point to make an effect, there's no exaggeration here. From CEOs and presidents and global gods and goddesses of sales, 50% of the time, no kidding, half the time, the questions they ask me, the answer is "tell your sales people to get more appointments." They've got to do whatever they need to do. There's lots of different ways to prospect these days, but they've got to go see a lot of people. In fact, it solves at least 50% of sales problems.

Not closing enough business? You're probably not seeing enough people, because you could literally, and this is a technical sales training term I like to use, you could literally suck at selling. By seeing enough people, occasionally, you're going to be in the right place at the right time if somebody's going to buy. Now, that's not a great recipe for a huge success, but it's a start. You've got to have a system and a methodology for prospecting effectively and consistently.

John: I think this is so important. This is really where marketing and the sales have to get together ideally, because in today's world, I think of it as marketing automation, the technology that's available to really go out. While we're talking, we're actually running ... I'm delivering a webinar and it's all pre-recorded. We'll have about 500 people on it. They'll be engaged. The average duration is about 54 minutes, and of those, about 4% will raise their hand to explore working with us. I'll tell you, my sales people love when these marketing ... and we do those every week, and that works. Then what I find too, Jeff, is we get all the marketing systems in place, and every sales person I've ever worked with want one thing. One thing more than else is leads. They forget that combination of yeah, marketing should generate some leads, but boy, nothing happens without conversations, and you've got to have conversations with the leads, as well as your past leads. You can do outreach campaigns, the whole thing.

Jeff: Here's my advice to any organization and any sales person, in particular, if your company does effective marketing, which by the way, most companies don't; but let's say you're working in an effective company that has a good marketing campaign, and they do bring you in some leads, I would consider those leads gravy. They're the icing on the cake. Me, personally, I've got three young children. I got married late, late in life so I've got three young kids, and I need to take care of them no matter whether marketing bring some leads or not. I've got to go out and see enough people. You better learn how to prospect.

It doesn't just mean cold calling, which is dreaded by most people. That's one highly effective way to prospect, but there's lots of ways. In fact, my mentor who is speaking in training business knows that ... he often tells me, "Jeff, you're one of the top five people in the country, maybe the world, to teach people how to cold call on the phone," but I hate doing it myself, so a) I pay somebody else to do it for me, but b) I found other things that I enjoy doing that bring me leads. For example, you like doing webinars, I love speaking. There's nothing I like better than speaking in front of a bunch of people who are going to listen to me. The National Speakers Association says out of every audience you speak in front of, one out of ten people sitting there should be interested in what you've got; that's my experience.

John: It's all about relationships. I used to do an awful lot of public speaking for the various businesses I had, because what I really like, Jeff, is getting paid to speak and then you're really prospecting all at the same time. That was phenomenal. It was because that one in ten or whatever number it was for the niche that you have, what happens is people raise their hand, they want to explore working with you. To be successful in business today, every one of us is an entrepreneur who has to deliver a great client experience. You're selling something of value here.

Secondly, you can get more people to raise your hand. One of the most effective is public speaking, but I got to tell you, webinar is effective as well. They're going to be less effective as a percentage, but you're going to get more people. The nice thing I like is you don't have to hop on planes. Where can you put yourself to start that conversation and having that systematically, Jeff, is just so powerful. I love ... We want to serve the right people. We want to deliver a great experience for the right people. Sometimes in sales, jeez, you got one person coming in, whether they're quite qualified or not, you're going to work with. If you have a steady stream, for all fellow entrepreneurs, you got a steady stream coming in, you're going to have to build a great client-based of the right people.

Jeff: Just magic words, what you're looking for is the "ideal" client, not just any client. I find too many organizations, "We'll take anybody's business." Not me. I'm looking for the client where I believe I can add value and they see the value. I'm looking for people that are going to be fun to work with. Maybe it's a function of my age and my level of success at this point, but if you're not going to be enjoyable to work with, I'm not working with you. Here's another

one, if you want to pay me a penny less than what my fee is, I'm not for you. I'll refer to you to somebody else. You want to create campaigns. I really believe in a blended approach of prospect. You should be doing lots of different things, not just one, that are going to get exactly what you said, people that raised their hand and say, "Hey, John, I want to find out about working with you."

John: It's such a powerful process. We've got clarity around our goals. All our fellow entrepreneurs, they know what our goals are for the year. I like to break it out quarter or even month. Some might break it out differently. Then we've got clear on our prospect. Who is the ideal perspective client for us? Who can we serve? We're going to have methodology so that we're going to bring them through consistently. Now, where do we go from here?

Jeff: As an entrepreneur, with an organization of people, the next thing you have to be able to do is lead, teach and inspire. When I say lead, almost everybody other than the entrepreneurs, themselves, they want to be led. We want somebody who's going to say, "Here's where we're going. Here's how I think we can get there," and they lay out this vision. Here's an example. I don't want to get political, but I think when our President was first elected, most of the country was very excited because he seemed like he had a vision, and he seemed like a real leader. Now whether you think he turned out to be that or not is beside the point, but I think we're all at this point hoping that the next president, whoever she may be, is going to be a real leader. Thank you for getting up. We all want a leader. If you're going to be an entrepreneur running an organization, somebody's got to be at the helm. There's got to be a captain and you've got to be able to lead.

When I say you've got to be able to teach, you've got to be able to teach your people how to sell or find somebody who can do it, because you said it before, nothing happens until something gets sold. I grew up learning the phrase "build a better mousetrap and the world will be the path to your door". It sounds great, but that's not my experience. Build a better mousetrap, market it effectively and learn how to sell it, and that's how you're going to make a bunch of money.

Of course the last one is you've got to inspire people. Most people, in my experience, are not inspired. If you can get up them, show them how to make a bunch of money, show them the methodology, and it's all about the fundamentals, and then inspire them on a daily basis, that's how you create a high functioning organization that's going to follow you wherever you go, take whatever mission you've got, and follow your lead.

John: I think that's so powerful, Jeff. I take it very much to heart. I've had that experience in all my businesses that so many of us as entrepreneurs really didn't sign up to lead the organizations. We're good technicians in whatever business, whether it's professional services, whether it's building widgets, whatever you're doing. As you became more

successful, you needed more people to help, and all of sudden, you find yourself with a large organization. It's really easy to not accept that leadership role. If you don't want to, that's OK, but you got to have somebody that's going to lead the group.

I'm going to change the order just a little bit because I think it's to lead and inspire is the responsibility of the senior entrepreneurs in the business, and inspire people to take action and it's really as you were saying, Jeff, that whatever the service you're delivering, whatever the product you're delivering, you've got to get your whole company, not just the sales team, excited about the value you're bringing to the marketplace, because capitalism works. You get to do well by doing well by others, and that's where the sustainability comes in. I'm looking for you ... We've got to inspire. We've got to be excited. We've got to be user for our product or solution. We've got to have built a business around that.

Then here's where the real challenge comes in is we have to get everyone involved, and you call it teach. I got to tell you, most of us, and for most of my career, I was not a good teacher. This is where I think, Jeff, you and others like you, were ... really this is great to outsource, because there's always going to be people in the team that have some doubts. When the CEO is leading the charge, it's not always expressed. I mean, depending on the size of the organization, the dynamic, the culture, the whole thing. Also, this is a one off. Often times, this is something you could outsource. It's just much more cost effective. Not that it's low cost, but it's high value. That cost value benefit ... this is what you do. How are you seeing that play out?

Jeff: That's a perfect point. It happened just this morning. I was on the phone with a prospect for the very first time. It turned out the guy was in the world of advertising where I just happen to have done a lot of training. We're talking, and the guy's smart. He gets it. He knows his stuff. He's been leading his team well. He's gotten them to a certain point. He's having some issues which I've seen more than once.

In speaking with him, and sharing with him what I do, and what I bring to the table, what my philosophies are, we were pretty much on the same page. I didn't even have to say it. He said, "You know, Jeff, the value in working with somebody like you is that my people listen to me every single day, month after month, year after year, and after a while, it goes in one ear and out the other. I see value in bringing in somebody like you from the outside who, a) is going to reinforce what I'm already teaching them; but b) the people look at me differently than they look at the owner or the boss, the entrepreneur who's running the company."

I'm the outside expert. Do I know anything more than him? Maybe, maybe not, but it's going to be delivered in a different way, and I find that it's very effective. Something you said before rang true for me, and thank goodness, most sales people don't know how to sell, and most sales managers don't know how to manage; which is why either you as the entrepreneur, the

leader of the organization, you either have to do it yourself, hire somebody internally who's going to do it on a regular basis, or bring in somebody like me from the outside. Again, if you can't sell, you're doomed.

John: What a missed opportunity? You have so many businesses reach that ceiling of complexity, kind of the inflection point, usually around five million. The entrepreneur can really charge like crazy. Let's say you're good at sales. You've got a great solution. You can work really hard, and you can build the business up to that point with our having a great internal sales team. If you're going to scale up, and that's what we're here about is accelerating an entrepreneurial success, is what we're looking is how can we scale that up. One of the best ways is not to have you do everything. One of the best leverage point is your sales people. Having rainmakers who are creating business, who are out there singing your song to the right people is extremely powerful. You want to have them well-trained, and this is an ongoing process, over and over again.

We've got this now, Jeff. We've gone ahead; we've got the goal setting. We're getting really clear on this. We've got the clarity on our ideal client. We've got now a consistent prospecting going on. We now know once they raise their hand, how we're going to have that conversation, and really move them through, qualifying them. If we can add value, boy, we can get them excited about starting with. We've got all that. What else do we need? That sounds pretty good to me.

Jeff: It sounds like we're almost there. We are almost there, but now it becomes a matter of now we've done all that stuff, now we've got to deliver service. We've got the service ... the product or service that we're selling to our client, our customer. I find it quite often this is where people fall down. They've got all the other stuff going on, whether it's by accident or on purpose, but now it comes time where they've signed the contract, they've paid you, or they're about to pay you; and now, often in entrepreneurs' minds and certainly in sales people's mind, it's like "Ugh! Now I actually have to deliver something. That's a drag!" Except that's where the real opportunity lies.

One of the things that I always say is I'm not looking for happy customers. I always like to pause when I say that because I want that to sink in. It's not like I'm looking for unhappy customers. What I'm looking for is ecstatic customers, and there are several reasons. The most important one is ecstatic customers become customers for life. I'm not looking to work with somebody one day or one week. I'm looking for a customer that I'm going to work with month after month, quarter after quarter, year after year. It makes my life easier because I have to do less prospecting, and I'm able to get them a much better result. I want you thrilled so that we work together long term.

The other reason I want you thrilled is because it makes my prospecting life easier. Ecstatic clients become raving lunatic fans, and they become evangelist for you. Instead of you having to pick up the phone and dial all the time, we'll be tweeting all day long or on LinkedIn searching for new people to connect with, your customers will actually send new business your way. Whether you have to ask for it or not is another story. When you deliver outstanding service, an outstanding product, and I don't mean just OK, I'm talking about under promising and over delivering, that's when your life is really good. You've done all that other stuff, and how you've really given people more than they expect-

John: I love this, Jeff. I look at it ... I'm a financial guy, so I always look at the lifetime value of a client. I have been in the room where sales people are getting high-five, it's done; and "Oh! It's done because we've closed the deal." If we were looking at lifetime value as you said, this is just so valuable making sure the experience is right. There's a good hand off between however you deliver the experience. The other part and you're talking about it as a marketing apostle or a raving fan, I want to remind my entrepreneurs or coaching clients the referability that really many ... It's different for every business. Our goal is at least half our business comes through referrals. You got to be referable. You got to have the great script to ask for referrals, to offer, we call it second opinions in the financial advisory side. If you haven't delivered a great experience that they're ecstatic, they're wowed, that's distinctive from whatever your competitors are, they're not going to do it.

Jeff: Yeah. First, you're absolutely right. You've got to deliver the great experience whether it's a product or service. You also want to make it easy for people to refer you. You said it, the first thing is you've got to be referable, which means you do what you say you're going to do, you deliver more, you're on time, all those things. You also want to make sure that you're easy-refer, and a) that means you have to ask. Sometimes, you can create a relationship where people just come and say, "Hey, Jeff, I'd like you to call John. He's waiting for your call," but most of the time, just like in closing a deal, you have to ask for the business, well you have you to ask for the referral.

The other thing I like to do because I'm a big networker, is I like to make it easy for people to refer me. What that means is if you say to me, "Hey, Jeff, I'd like you to talk to Joe Schmo." I'm going to say, "Hey, John, could I make your life easy? How about if I write an email for you to Joe, I'll send it to you? You can change it in any way you like, and then you can just cut and paste it into a new email, you send it on. That way you don't have to do the work." I've don't two things here. One is I've taken the work away from you, but in my opinion, more importantly, your referral is going to see the words that I want him or her to hear, not what you're going to say. I can give you example after example of people who wanted to refer me well, but just aren't good at doing it. You want to make it easy for people to refer you.

John: Yeah. I see a combination. I see that is really one of the biggest. Earlier, I see so many people who take the attitude at least in the industries I've been involved in that I'm doing such good work that my clients are going to recognize how great at work I am, and they're going to want to provide me with referrals. Because I'm getting paid well and all that, I'm not going to ask.

It's so funny because we do research on this in the financial servicing side, when we survey individuals, 74% of them would be more than happy to refer their friends and business associates to their primary financial advisor, but they don't. Why? I mean, you hint on it, Jeff, they don't get asked.

Jeff: Because they weren't asked.

John: Yeah.

Jeff: Nobody said, "Who do you know that I should be speaking with? Who do you know that might find some value in meeting with me?" My biggest client for eight years in a row was a company called Optimum Lightpath, they're a division of Cablevision, the major cable company out here. After three months of working with them, I'm sitting in the senior vice-president of sales office and I said, "Hey, Phil, as you know, I build my business through direct referrals to people just like you. Who do you know that I should be speaking with?" Phil looked at me, he goes, "I've heard you trained my people to do it. I've been waiting for you to ask." On the spot, he gave me two phenomenal referrals, but he was waiting for me to ask. Help people to help you.

John: Make it easy. Make it easy. OK. Let's go to ... I want to do a different segment here. I'm not going to let you off easy, Jeff. You've written a couple of books, but I want to go to your most recent one, I'm putting it up on the screen for those of you who are watching the video you see it, "Leverage Your Laziness: How to do what you love, ALL THE TIME!" For those of you who are listening to this, just go to AESNation.com and you get all the show links, the transcription, everything you need to follow up. Jeff, tell us a little bit about this book.

Jeff: Yeah, great. The subtitle, "How to do what you love, ALL THE TIME!", was actually in the first printing. We've been speaking to the publisher, and it's going to be changed for the second printing. It's the "Entrepreneur's Guide to Doing What You Love to Do All the Time", because we really wrote this for entrepreneurs.

Here's the essence of the book. The essence of the book is you're going to be far more successful and far happier if you focus your time, attention and effort on doing the things that you enjoy doing and that you're good at, and finding somebody else to do the things that you hate doing or stink at. As entrepreneurs, especially in small businesses, we tend to do

everything. Now me, I don't like to do bookkeeping. For a long, long time I was doing the bookkeeping because ahh, why do I want to pay somebody else to do it; except by making that small investment, I free up my time and my head, which hates to do it, and at what I charge per hour, I was actually losing money by doing bookkeeping. We don't take into account the cost of doing all the little things we do.

We also want to find somebody that compliments us. We break it into either 16 or 18 different little snippets of chapters with 16 or 18 little rules. I always forget which one it is. One of my favorites is you have to find Ginger. For those of us who are old enough, you remember Fred Astaire and Ginger Rogers. On his own, Fred Astaire was this phenomenal dancer, and Ginger Rogers was, too. When they got together, they made magic. The standing joke is Ginger Rogers was actually the better dancer because she did everything that Fred did backwards wearing a girdle and in high heels.

It's the same thing with my favorite band of all time, The Beatles. Paul McCartney on his own, terrific. John Lennon on his own, great. Together as song writers and partners, they made magic. You have to find somebody who compliments you, who doesn't do the things that you like to do, who does the things that you're not so good at, and work with them.

John: Yeah. There's so much opportunity there. In today's world, particularly, we've got I think it's 7.2 billion people in the world; there are few Gingers out there. No matter what your strengths are, you don't want to go through your whole career working on your weaknesses and end with strong weaknesses. What we want is whatever your... Dan Sullivan, one of good friends, strategic coach, Dan talks about unique ability. We all have some unique ability. You wouldn't be where you are without that. There's a \$10 an hour job. There's \$100 an hour job. There's \$1,000 an hour. There's \$100,000 an hour, and for some reason, they might even be \$1 million an hour. What you want to do is free yourself up from that lower tier.

We'll use the term, you used the term in the book "laziness". It's not really laziness, it's being extremely effective. It's not even efficiency, it's effective. Getting very clear on what you're good at, and delegating those things that are important to other people who are better, whether they're inside your company or in today's world, with the Internet, the ability to outsource things is just amazing.

Jeff: Yeah. Obviously, we don't really mean you should be lazy if you want to be successful, but as a couple of lazy guys, my co-author Steve Bookbinder and I, we are lazy guys. We're always looking for the easiest way to accomplish what we're going to do. We realized that by working together, it wasn't just we double our productivity, we quadruple it because Steve was good at certain things, and I'm good at other things, and together, we're far more effective.

John: Really it's that simple and elegant. Working together in the dance routine or in the book or any business, and that's what we want to accomplish. Let's do another segment, and this is the Application of the Day. I'd love to hear ... let's have a little fun, Jeff. On your smartphone, something you would want to share with entrepreneurs.

Jeff: I wish I had something that would make them more productive or more useful. I got to tell you, there's an app that I happened to love. It's called Shazam. I don't know if that's going to make you any more productive, but it's miraculous. If you're listening to a song on the radio or anywhere, on the TV, you press this app, it listens for like 10 seconds and it tells you exactly what song is playing, who the artist is, and it usually has a link where you can buy it on iTunes. Personally, I think it's magic. I don't know what genius came up with it or what algorithm is in there doing it, but I find it phenomenal. It's just the coolest thing.

John: I have heard of it but I never download, so we'll be downloading it today because I think that's one of the fun things. We got to have some ... we're in business not for more business. We're in business to build a great quality of life, to support the quality of life that we want, first for ourselves in light of self-interest, but for all stakeholders - our clients, our teammates, our partners. Music is an important part, so we'll do that.

Let me go to the next segment which is Resources. I'm pulling up your website here, The Entrepreneur Center. Why don't you tell us what you're doing there, Jeff.

Jeff: Yeah. The Entrepreneur Center was built in Melville. It's an actual training facility right in Melville, New York, which is the center of Long Island. We have two divisions. There's what we call Business Owner Training, which my partner Dano handles. He's a business genius. The guy's half my age but he has this phenomenal background of amazing experience. He worked with very small businesses, typically, 10 employees or less, to help them become more successful. As you know, people or entrepreneurs go into business typically because they're either good at something or they love something. That doesn't mean they know how to run a business doing that. For example, you may be a great coach, but it doesn't mean you know how to run a coaching business. You might be a great sales trainer, it doesn't mean you know how to run a sales training business. That's what Dano does.

On my side, which is called the Corporate Division, we work with individuals and organizations of all sizes to do exactly what we said before, I walk in and I help them get measurable and sustainable sales improvement. There's a lot of ways we do that. Sometimes I'm going to outsource a sales manager. Sometimes I'm just brought in as a trainer. Sometimes as a consultant to do things like help them with hiring, compensation packages. Sometimes it's simply as a speaker to come in for a quarterly or an annual meeting to give them some information that's valuable to pump them up. I have a background in theater and stand-up

comedy, so I'm particularly good at engaging an audience, grabbing them by the throat and keeping them engaged for whether it's an hour, a half day or a whole day.

John: Let me bring up your other website and this Jeff Goldberg and Associates. Tell us what's there as well.

Jeff: That's the thing with my personal company. That's jgsalespro.com. It list all the different types of training I do. It's got a resource page where you can go from my old newsletters, some books that I recommend. Actually all my business these days goes through the Entrepreneur Center, but everything that you find on Jeff Goldberg and Associates is available through the Entrepreneur Center.

John: Let me go to the last segment here, and that's Key Takeaways. I've taken one of ... I started this in saying this is something I am passionate about. As entrepreneurs, we've got to have a good growing top line. To me, I believe we got to have businesses growing at least 20% a year. I don't want to grow over 40% because the things break when you grow over 40% consistently, but below 20, it's hard to attract the right talent. It's hard to get people excited about what you're doing, including the perspective clients and clients. As you're growing like that, we've got to have sales. The whole mindset that we need and the step-by-step on the strategies that you walk us through, I'm going to just repeat. Our goal is to achieve that growth, make sure it's measurable and sustainable. I want year after year building upon this. I'm pretty sure every entrepreneur wants.

Number one, we have to take the time to do goal setting. To get really clear whatever our KPIs are, the key performance indicators, we need to know exactly what they are in sales. Second, define the idea of perspective client. Who do you want to work with? Jeff said somebody enjoyable. To me, that's so important. To me, you can really serve, that you enjoy working with, you want to be a hero to. Then develop it so that that prospecting is consistent throughout your team. Having an embarrassment of riches of perspective clients is something that all of us want. Then, not only for yourself, but for your team, learn how to sell. Lead, teach and inspire. So critical to provide that leadership, so they know where they're going.

Jim Collins talks about getting the right people in the bus. We got to point the bus in the right direction. That's your job. You have to inspire them. Then if you're not the right one to train them, to teach them, make sure you get the right one, either inside the company or outside the company. Then never, never forget that it's not done when the sale is closed. You've got to deliver. You've got to over deliver the client experience that you promised so that you can maintain that person. Retain them not only as a client but as a raving fan, a marketing apostle. Remember the lifetime and calculate this. This is something so important for all of us to know what is a lifetime client value of each of those relationships.

The main thing I always think of is that referability. Are you delivering the experience that they're going to want to share with their best friends, their business associates, because it is such a great experience. Don't forget to ask.

Jeff, you know what, I really appreciate it. This is so valuable for our fellow entrepreneurs. Thank you for joining us.

For all of you, take these insights. Go out and execute. Your current clients, your future clients, they're counting on you. Don't let them down. We wish you the best and success.

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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