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8 PARADIGM-SHIFTING INTERVIEWS FROM **BUSINESS MATTERS**



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Transformational Leadership (Book Excerpt)

8 Paradigm-Shifting Interviews from Business Matters

Thomas White
Host and Executive Producer



**ACTIONABLE
JOURNAL**

E-mail: info@businessmatters.net
P.O. Box 426
Viroqua, WI 54665

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From 2008 through 2013, we produced *Business Matters*. Over that time, a number of very talented producers and contributors helped create the show. Each of these people made *Business Matters* better than I could have done alone.

The contributors to *Business Matters* were: Danielle Gunn, Andrew Scott Duncan, Alex Smith, Sherry White, Jonah Meadows, Christine Black, Raj'r Taim, Charlie Knowler, Bill Motlong, Prudence Tippins, Kelly Mandarano, David Banner, and Robert Galinsky.

I'm grateful to our many guests. Your commitment to creating a public dialogue for positive change moves me. I continue to learn from your example of mastery and service. Being willing to stand up in public and speak is courageous. This courage is an example we can all learn from.

Thank you to Jim Halberg and WDRT in Viroqua, Wisconsin, who provided support for our recording and production. We are also grateful to Ursula Ruedenberg of Pacifica Network and the stations that broadcast *Business Matters*.

I have been blessed with teachers, men, and women who helped me see the world differently, challenged me to act with greater integrity, and supported me when I stumbled. These include Dr. Donovan Browne, Mary McDougall, Fernando Flores, Russell Redenbaugh, Will Schutz, Steve St. Clair, and Richard Strozi Heckler.

As I begin the journey of *Business Matters* again, I am enriched by the writings and programs of Harry Palmer. His example of holding a vision for an enlightened planetary civilization with impeccable integrity and passionate commitment inspires and challenges me to reach deep and give all I have to serving a purpose far greater than myself.

Finally, I express my deepest gratitude to my beloved partner, Elizabeth. Each day, your actions of selfless service warm my heart and show me a way that I wouldn't see otherwise. Your care and unconditional love are beyond anything I have ever experienced and we have only just begun.

Dedication

This book is dedicated to the courageous business leaders who show us the way to a world of mutuality, compassion, and integrity.

How to Read This Book

This book is contextual in nature. Although the actual words won't change, their meaning will every time you read them, as your context will change. Be ready to experience your own AHA moments as you read the insights in this book. They are designed to be standalone actionable messages that will help you think about a challenge you face, a question you are considering, or an opportunity you are exploring differently. As you read this book, please think about the following:

1. When you're reading, write in the underlined area one to three action items that resonate with you.
2. If this content is interesting to you, you can click the link at the beginning of the chapter and listen to the complete interview.
3. Repeat step #1 as often as you are facing challenges or questions about your business or organization, and mark one or more messages that resonate. They will most likely be different than the first time. By the way, this is also a great time to reflect on the messages that resonated with you during your last reading.

Thomas White
Host and Executive Producer



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Introduction

One of my favorite questions that I ask when I'm working with organizations is, "What are the qualities of a great leader?" The answers are surprisingly similar no matter the industry, size, or geography of the company. The top qualities are integrity, reliability, openness, courage, great communication, and having an aspirational vision for the organization's future.

We'll use these qualities to frame the lessons from the eight leaders we feature in this book. These men and women are (or were) masters of their world. They exemplify these qualities and do it in their own unique way. Each of them generously offers their wisdom that, when applied, can be transformational for an organization that adopts it and prepares the members of the organization for change.

In the end, change is the absolute of our world, and it is what we are the least prepared for. Our formal educational world is backward looking. For the most part, we are taught theories and principles that come from the past. We make an assumption that the future will be like the past.

We know little about change and its unpredictable nature. What can we do, then, to prepare for change? The only true preparation is continuous learning. Great leaders have a perpetual state of curiosity—and not the idle curiosity of a dilettante. Great leaders are curious about how things work. They poke and ask questions until they understand the essential nature of an issue.

Now, they may not be experts in the areas of their inquiry. They know enough, though, that when their understanding is mixed with intuition, they can tell when something seems right or not. You see, intuition is the other quality that great leaders cultivate. They know that the best decisions and actions aren't guided only by history. They know there is so much that we don't know and that we have to "trust our gut" to thrive.

The purpose of this book is to stimulate and inspire. If you think things are going pretty well and there isn't much left to learn, please put this book down, as it will be of little use to you. If, on the other hand, you have the curiosity of great leaders and want to explore areas that will give you a deeper awareness of the world, join me for the next eight chapters.

This book doesn't contain the answers to your questions. It contains insights and ideas that are there to fuel your quests. If you find that in one or more of the chapters, you're intrigued, then click on the link and listen to our in-depth interview. You will have a first-person experience with that leader and it will leave your life enriched.

This book opens with a conversation with Lance Secretan. Lance is one of the most inspirational men I know. With a background as the head of one of the largest temporary workforce companies, Lance embraced his passion to teach leadership and be a mentor to the top business leaders in the world. He has written over twenty books that disclose new areas of learning and exploration.

Lance isn't your typical leadership teacher. He invites those working with him to the ski slopes of Colorado or the woods of Canada. In these remote locations, Lance, who is over seventy and has the vitality of men half that age, challenges leaders to face their fears and perceived limitations. He encourages them to dig deep into themselves, find their purpose, and ignite a passion to inspire their organizations.

In our interview, Lance simplifies the key elements of inspirational leadership. They are: 1) spark, 2) flame, and 3) torch. Spark is how you inspire yourself. Flame is how you inspire others. Torch is how you inspire the world. What are you doing today to inspire the world?

Being concerned about the qualities of purposeful leadership requires looking beyond the boundaries of the organization and its market. Businesses are not isolated. One of the big changes we are in the midst of is a reformation of our traditional view of capitalism.

Professor Raj Sisodia of Babson College had a vision that the world is different today and that a singular focus on maximizing shareholder value is no longer the most important goal of a company. He put his vision into action and was a founding leader of the conscious capital movement. In our conversation, Raj said, "Businesses operating with conscious capitalism outperform other companies, even financially. When the purpose of the business is for all stakeholders, it's a win-win-win!"

I feel most leaders want to do the right thing. They want to create and grow a working environment that is meaningful. The key to making this a reality starts with the leader becoming clear about their own purpose (which is rarely, “I want to make a lot of money”) and then bringing this purpose to the center of the business they lead.

When we talk about courage, we are not limiting it to heroic acts in the face of imminent danger. Courage is called for when we are faced with uncomfortable situations that challenge us to speak up for what we know is right.

Margaret Heffernan, a truly remarkable person, shines a light on one of our least attractive human habits: willful blindness. Willful blindness, in short, is when we know something isn't right and we either do it anyway or ignore it. Often, willful blindness leads to great harm, possibly to a large number of people.

Margaret is an accomplished business leader, author, and BBC producer. She has a voice with clarity about right action. Her three Ted talks have been viewed by over eight-and-a-half million people. Margaret's talks are always uncomfortable because she is willing to challenge our status quo, and she speaks to the values we say we have but sometimes don't live by.

Margaret's book, *Willful Blindness*, was published eight years ago and had such a profound impact that it has just been updated. Our world continues to suffer from the effects of our tendency to bury our heads in the sand. In our interview, Margaret said, “The certainty of our beliefs may hinder our ability to see things more clearly, so we succumb to willful blindness. Would you rather be 'blanket-safe' with your beliefs rather than challenging the norm?” The cost of holding onto the status quo is a world we don't like, and we forget that we are contributing to its creation.

Much of the focus about great leadership is on what we think or feel. What about how we respond due to historic reactions in our body? These reactions influence their effectiveness. This is particularly acute when the leader is unaware of how they react to different situations and how these reactions impact others.

We live in times of increasing stress. This stress is aggravated by the pace of business and the demands for response in a world of instant connectivity. Attending to the automatic nature of a leader's reactivity and how to change it is an area of mastery of Richard Strozzi-Heckler.

Over twenty years ago, Richard was an early pioneer in the evolution of the discipline of Somatics (how we live through our bodies). He has impacted leaders across the spectrum of organizations, from the US Marines to the largest corporations and NGOs. Recently, he has been involved in applying Somatics to the challenges of bringing about clearer understanding and trust in the volatile climate of the politics of the Middle East.

In our conversation with Richard, we explore the impact of change on our bodies and life. Richard says, "Real success happens when leaders are prepared to embrace change in personal practices of clarity and self-awareness. Knowing your center means moving with grace, dignity, and power in times of rapid change and crisis."

Sometimes, I speak with a guest who absolutely surprises me. In the case of Paul Lawrence, I arrived at the interview with some preconceived notions about his views and who he was. I was wrong on almost all counts. Paul Lawrence, at the time of our interview, was a professor emeritus of the Harvard Business School.

Paul was one of the most respected guides of top business leaders from his podium at Harvard, with his many deeply insightful books and his personal advice. Yet, as he reflected on the business climate, he realized that some of the conventional wisdom was just plain wrong.

Starting in the late 1970s, a shift in corporate focus washed over most businesses. The Agency Theory, which says that the primary measurement of success of a CEO and their leadership team is the maximization of shareholder value, radically changed business relationships with customers, suppliers, and employees. Companies, such as IBM, that placed support of the communities where they operated at the top of their corporate values moved to dead last.

Dr. Lawrence said during our discussion that this was plain wrong. He had been studying the writings of Charles Darwin and found this near-sighted approach

created a corporate rigidity that would spell disaster if not abated. He also observed, “Business schools taught students to maximize profits and to take advantage of others to be on top and have high salaries. Good leaders, however, are born with a conscience and are not driven only by money.” Dr. Lawrence passed away a year after our interview, yet the clarity and vibrancy of his observations are as needed today as they were ten years ago.

One of the simplest truths about business is that the more trust we develop, the greater our true success. A recent study of businesses showed that a decline in trust has a direct connection to a decline in revenues and profits. Yet, businesses continue to fumble in everyday actions to stop a rapid decline. A decline in trust is aggravated by massive breaches in confidence, from data security to fraudulent business practices.

In the past, the types of unscrupulous or negligent business practices that foster broad public distrust were ameliorated by government action. When Enron and MCI were discovered to have committed large-scale deception, the response was broad and swift. Since the Enron convictions, no leader of a major corporation has been prosecuted, even though fraud of massive proportions has been uncovered.

Since legal consequence is no longer a deterrent, corporate governance is. To understand what creates and breaks down trust, David Horsager wrote *The Trust Edge*. From extensive research and study, David offers business leaders a guide on how to assess the level of trust their organizations enjoy and if it’s not up to par, what they can do to turn it around

In our conversation with David, he pointed out, “There are eight pillars of trust: 1) clarity, 2) compassion, 3) character, 4) competency, 5) commitment, 6) connection, 7) contribution, and 8) consistency.” As our conversation unfolded, we explored each of these qualities and looked at how to weave them into a business culture where trust matters.

In a time of increased innovation from expanding our use of technology, it’s good to be reminded that humans are not the only force of innovation in the world. We have created breakthroughs in science and technology. These innovations have forever altered our lives, yet significant challenges persist that impact the safety and security of our existence.

Janine Benyus is the founder of the Biomimicry Institute. The Institute fosters the belief that “innovation that seeks sustainable solutions to human challenges can be found by emulating nature’s time-tested patterns and strategies.” In our conversation, Janine offers new ways to tackle problems, from the simple to the complex, with examples that arise from the observation of nature.

During our interview, Janine said, “The best ideas come from nature—shells, brainpower, and photosynthesis—which we can adapt for human use. They will revolutionize how we invent, heal, and feed the world. Some of our technologies have put us in a cul-de-sac. We’re starting to live with the unintended consequences. That’s when humility sets in. We ask, “Where else can I get inspiration?””

This book ends with a very personal conversation about the art of living well. We spend much of our time working. The average work week in countries such as the US is growing, and in some industries, such as computer technology, working fifty or more hours a week is the norm. At what consequence is a question our guest, Leo Babauta, asked himself.

Caught up in the swirl of financial responsibilities, having less and less time for what was most important and finding himself in a physical condition he found untenable, Leo decided it was time for a change. He radically altered his life to focus on what really mattered. He said as we talked, “We want space to breath and connect to the people who are most important to us. Complexity and hard work are not equivalent to success. Evaluate your commitments and rethink your priorities to reallocate your valuable time to what’s most important to you.”

His focus is now on simplicity. “Simplicity is an integrated activity. You can’t just simplify your work life and forget about your personal life or vice versa. Your journey to simplicity brings all things together for your good.” The end result for Leo has been a life where he no longer has debt, travels extensively with his family, and has work that he loves. Everyone can learn from Leo about how to bring harmony into our lives and “have it all.”

As we end this journey of discovery, there are simple principles that are revealed. These principles can help us find greater success, not only in terms of financial rewards, although that is possible. The principles offered extend an invitation to

live in a way so that all aspects of our lives are rewarding. If our work is purposeful and has meaning, this becomes part of our whole life experience.

One of the unspoken and persistent qualities of those included in this book is that they have different beliefs. They don't accept what others have offered as the only way. They are explorers of the world and their own consciousness. They all are committed to awakening anyone who listens to a world beyond the limitations of our existing thinking. From this expanded view, we can create together a world that is compassionate and that honors the diversity and gifts of those who are part of this shared human experience.

One final note: this book is an appetizer. My intention is to give you a variety of perspectives in the hope that you will find some that not only interest you but inspire you to expand your world. The key points outlined in each chapter give you a view into the conversation I have with each person. For those that you find of interest, I encourage you to click on the interview link and see what you can learn.

Section I

Inspirational Leadership

How we make work meaningful and create true success is through inspiration. Using this inspiration, you can radically alter the success of your organization and build a legacy that is truly valuable to all who are affected by your leadership. Find out the secrets to inspiring yourself, your teams, and the world around you in this section.

To listen to this complete interview, click here:
<http://bit.ly/2ZKmrwb>





<https://www.linkedin.com/in/secretan/>

Lance Secretan

Dr. Lance Secretan is the world's top authority on inspirational leadership, a trailblazing teacher, advisor, and expert on corporate culture, whose bestselling books, inspirational talks, and life-changing retreats have touched the hearts and minds of hundreds of thousands of people worldwide. He is the former CEO of a Fortune 100 company, university professor, award-winning columnist, poet, author, and outdoor athlete.

He wrote twenty-one books about leadership, inspiration, corporate culture, and entrepreneurship, as well as an award-winning memoir, *A Love Story*. He is ranked among both "The Top 30 Most Influential Executive Coaches" and "The Top 30 Most Influential Leadership Experts" globally and guides leadership teams to transform their culture into the most inspirational in their industries.

Individuals, entire organizations, cities, and states have experienced remarkable transformations through his unique mentoring, wisdom, and approach.

He has helped six companies to be named to *Fortune's* "Best Companies to Work for in America" list, and eight others are also his clients, and thirty Secretan Center clients are on *Fortune's* "Most Admired Companies" list. *Speakers in America* ranks him among the Top Five Leadership speakers, and his firm, The Secretan Center, Inc., is ranked number one in the world as an international leadership consulting firm by *Leadership Excellence*.

1

Inspiring business leaders do not just increase market shares, meet metrics, and produce profits. They inspire employees to be more successful and customers to do more business with them! #InspirationalLeadership

2

When leaders inspire their subordinates, they unlock potentials that they may not be developing now. #InspirationalLeadership can make a difference.



3

Leadership not only manages but also transforms employees and the workplace to rethink their methods and make them more effective in achieving increased results. #TransformationalLeader

4

Human needs that are essential in #Leadership: 1) love and 2) inspiration. We crave to love and be loved, to inspire and be inspired. #InspirationalLeadership

5

Inspiring leaders have 1) mastery, 2) chemistry, and 3) delivery. Mastery is doing what they do to the highest standards, chemistry is how they relate with others, and delivery is how they meet others' needs.
#InspirationalLeadership

6

For every message, voicemail, meeting, conversation, action, and decision you make, ask yourself if it's inspiring. If it isn't, it's not effective. Make it inspiring!
#EffectiveLeadership

7

Regenerating your personal level of inspiration is the key to raising your performance and building meaningful relationships with others. Start attaining your corporate dreams by working on yourself. #InspirationalLeadership

8

Three elements of #InspirationalLeadership:
1) spark, 2) flame, and 3) torch. Spark is how you inspire yourself, flame is how you inspire others, and torch is how you inspire the world.
<http://www.secretan.com/speaking/spark-flame-torch/>

9

If you have a deep awareness of who you are and what it takes to inspire yourself, you're already inspiring.
#InspirationalLeadership is knowing yourself, how you want to be, and how you want to relate to others.
#SelfAwareness

10

When you know who you are and what you want, your
influence as a leader emanates, radiates, and inspires!
#InspirationalLeadership

11

Great leaders stand out and make a difference because they know the concept of: 1) destiny, 2) character, and 3) calling. They can answer why they are here, who they are, and what they will stand for.
#GreatLeaders

12

You can't get to the dream of your org with a mere mission statement. A dream is only inspiring once passion connects to a purpose that inspires someone to change the world. #InspirationalLeadership

13

Go beyond your mission and vision statement. Dreams make history and great achievements possible. Are you creating a dream for your org? #MakeHistory

14

The ultimate goal of #InspirationalLeadership is to realize breakthroughs and accomplishments that the rest of the world can only hope for.

15

Despite all the investments made to change businesses, many leaderships fail because they focus on approaches that don't have a purpose.

It's time to reset! #Focus

16

To be a great leader, you must be equipped with internal resources to inspire other people. Identify:

1) why you are here, 2) how you are going to be; and
3) what you are going to do. #InspirationalLeadership

17

Your legacy is like a torch. It is a beacon of hope and aspirations that you pass from one generation to another.

What's your legacy? #Legacy

18

The world is inspired when people are helped to grow.

Coach, train, and lead, and you'll share small imprints that will make the future better. What legacy are you

leaving behind? #InspirationalLeadership

Epilogue

One of the most surprising aspects of this book was the answer to one question I posed to most of our broadcast guests. I asked, “When you look out ten years from now, what do you see that is different?” While the answers were diverse, there was a common thread. They were hopeful that human behavior would become kinder and that leaders would see the folly of the status quo and would make substantial changes in how they did business.

Ten years have passed since some of the interviews, and I realize how little is different. In fact, from most perspectives, things have gotten more extreme. Polarization of the political discourse has intensified. The gap between the compensation of the top leadership of organizations and the average worker wage has increased. Trust of public and private institutions is at an all-time low.

Particularly in the United States, business practices haven’t shown a substantial change, with one exception. That is the increasing number of small and medium-sized businesses that are operating with a different set of beliefs. Rather than maximizing shareholder value above all else, they know it’s vital to act with integrity, serve the good of all constituencies, act with respect for the environment, and support their local communities.

There is other good news as well. In a small number of large organizations, workers are changing their perspective about what they can demand of the companies they work for. They feel that the actions of the organizations to whom they devote their most productive resources, their time, and their talent must more closely reflect what matters to them.

In the 2019 Edelman Trust Barometer (an annual global study of the trust of institutions and the media), a surge in employee expectations was noted. Both current and prospective employees expected their employer to share their concern for societal issues. That included strong support of broad corporate initiatives such as The Unilever Sustainable Living Plan.

Last year, over twenty thousand Google employees from fifty offices protested the company’s handling of high-level executives accused of sexual harassment. Microsoft employees presented a petition protesting their company’s involvement

Epilogue

in facilitating immigrant detention. Employee activism is not widespread, and there has been strong resistance from company leaders.

We are at a tipping point. If we put our attention on these changes and through our collective efforts, give them the support required to take deeper root, the pendulum will swing swiftly toward greater care for all. If, on the other hand, we are spectators who talk about what needs changing and don't engage in change with our committed action, the pendulum can easily swing back to greater isolation of ourselves from the consequences of our actions. Making these types of changes has four elements: inspiration, clarity, commitment, and deliberate action.

With the relaunch of *Business Matters*, we focus on conversations that inspire. Inspiration that arises from the stories of companies and their leaders and teams who are "on the front lines" of creating a new norm. We also will bring stories of what I call "workplace activists." These are people who have the courage to take a stand for what matters to them, even at the risk of the disfavor of the company that employs them.

Sometimes, we feel like we are playing a game of "whack-a-mole" in fostering change. Every time we make a shift to do something that we feel is better, something we didn't anticipate or thought was handled is in our face. Why do so many of us experience this? It is because we are focusing our attention on the symptoms of our challenges rather than the cause.

What we are trying to do is change our experiences. We don't want to experience low sales or customer problems or deliver our newest products late. You know the litany of things that show up as challenges. Now, the key is to understand what is causing these experiences. It might surprise you to know that these challenges all come from our beliefs.

We are a maze of beliefs about everything, from what we like and don't like to what we believe is possible or not. We are unaware of most of these beliefs, and we are adding to our library of beliefs every day. We even have beliefs that are conflicting—beliefs like, "I know we can do it," and, "I'm not sure we can do it this time." In fact, things that we believed in the past that supported success may no longer be viable.

As we expand our support of a different way of doing business, we will explore this phenomenon. We will help our listener identify beliefs that are helping businesses experience success and beliefs that are getting in the way of what businesses envision.

It's easy to say that you are for something that you feel is noble. The challenge is to live in the commitment of doing what's required to experience what you espouse. Sometimes, it requires uncomfortable or courageous actions. Other times, it's a matter of being deliberate in your choices to make sure your decision supports what matters to you. We will offer conversations with people who share their experiences of their personal journey of doing what they feel is right, so our listeners find support and a feeling of not being alone.

Choosing what's in integrity must be coupled by deliberate actions that meet the expectations of everyone involved. This is hard work. The world is always changing, so it's vital to have a simple, consistent process that assures you do what you say. The payoff is trust. It's time we reverse the trend of distrust to encourage all we come into contact with that they, too, can act in this way.

To help stir the pot, so to speak, each quarter, we will publish a new book similar to this one. It will be available at no cost and will include our most recent interviews. If the change of the status quo in business is important to you, consider right now what you can do. How can you be an agent of change in your workplace and community?

Postscript

When you listen to a radio program or a podcast, you may think the program is easy to produce. After all, in the case of interview-oriented programs, how much work can there be? Two or three people sit down and talk, and that's that.

When I first started *Business Matters* ten years ago, I pretty much thought that too. But when I started the program, the work really began. It involved finding the best people to provide our audience with insights and inspiration, getting them interested in taking time out to talk with us, and then coming up with a schedule that worked for everyone. After that, there was the preparation for the interview. Many great interviewers put in many days of preparation for a single interview. That's how you ask perfect questions that bring out the best during an interview.

After the interview, there is the production part. Everyone doesn't speak in perfect sentences. They sometimes meander when they talk. While that may be how they speak, it won't engage an audience. That is where the editing of the interview begins. One must listen to each interview over and over, smooth out the rough edges, and nip and tuck where needed. The editor will also listen for the best short segment, and that often becomes part of the program lead-in.

Then comes the process of putting everything together. More needs to be recorded in order to tell the story of the episode, introduce the guest, add commentary, and take the program in and out of breaks. *Business Matters* wasn't a podcast. It was a broadcast program that we produced in a fifty-nine-minute format each week. We had to make sure that we hit the mark perfectly for the time format—and our editors did it!

Even after all of that, the work isn't done. There are conversations with radio stations, talking to program directors and general managers, encouraging them to place a program on their regular schedule that is already full. Their concerns must be listened to, and one must do what one can to meet any special needs they have.

All of this takes a team. A team that loves what they do? Each week, the team makes the program sound different, and over time, they make it sound better. We were blessed to have a great team from the beginning to the end of our first run.

Postscript

Below, you can see some pictures of “how the sausage was made.” I have also included, along with my picture and information, the same for the co-hosts of *Business Matters*. Through their engagement, they brought the best out of me and our guests and gave our listeners a great experience every time.

What makes *Business Matters* work so well is that we have two hosts for each program. Each person brings a unique point of view and that broadens the scope of the questions we ask and the exploration we undertake. My only regret is not taking full advantage of all that they offered. That is part of my own learning process and is part of the mix in the future.



Prudence Tippins

Prudence Tippins is a couples and family therapist living in the Pacific Northwest. She is experienced as a teacher, a teacher trainer, a retreat center owner/facilitator, an intergroup dialogue facilitator, and a writer. She has always been interested in what can make life better for humans and their terrestrial companions. *Business Matters* was a notable part of that quest.



Kelly Helmuth

Kelly is the cofounder of Bestest, a new mobile app that lets you poll the public and vote right from your phone. Since it launched in September 2018, the app has logged four million votes and has amassed 43,000 users. Before Bestest, Kelly spent five years in business innovation, facilitating the cross-pollination of ideas between startups and multinational corporations. She is the ghostwriter of *Unlock Your Inner Entrepreneur* (The Editing Company, 2012) and a graduate of Georgetown University. She started her first company at age twenty-one and grew it to seven figures in sales.

Business Matters had amazing editors and producers. They smoothed out the “ahhs” and “umms” and made sure that the essence of the program was there and that everything else was cut away. That team came from a broad variety of backgrounds, including professional producers, volunteers in community radio, and musicians. Each person brought a commitment to having the program be at its best each week.

Postscript

Here is a photo of a typical session in our studios with producers Bill Motlong and Charlie Knower and co-hosts Prudence Tippins and Thomas White.



Contributors

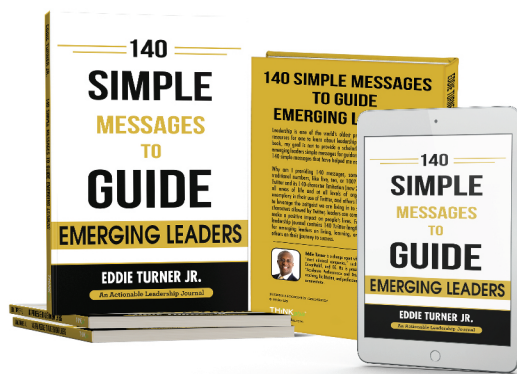
Name of Contributor	
Lance Secretan https://www.linkedin.com/in/secretan/	Section I
Raj Sisodia https://www.linkedin.com/in/rajendrasisodia	Section II
Margaret Heffernan https://www.linkedin.com/in/margaret-heffernan-ab5205	Section III
Richard Heckler https://www.linkedin.com/in/richard-strozi-heckler-1402962	Section IV
Paul R. Lawrence Deceased	Section V
David Horsager https://www.linkedin.com/in/dhorsager	Section VI
Janine Benyus https://www.linkedin.com/in/janine-benyus-a5626	Section VII
Leo Babauta https://www.linkedin.com/in/leo-babauta-4248477b	Section VIII

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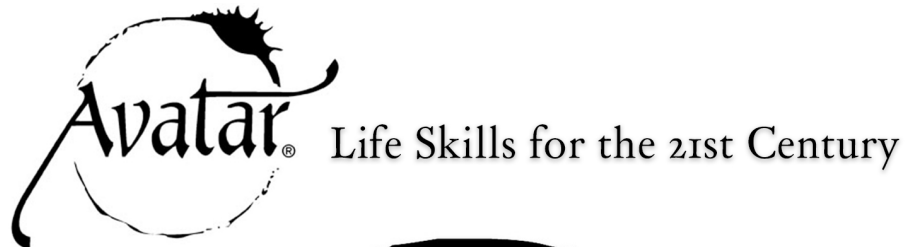


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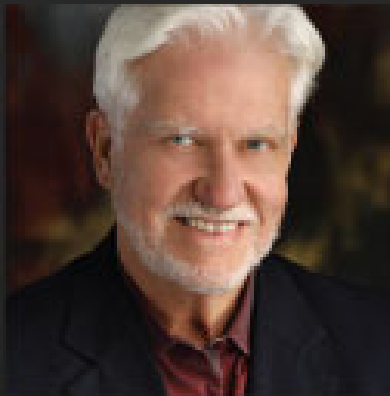
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