

SELL FROM LOVE PODCAST – Transcript



Episode 16: Stay True to Your Values and Create a Healthy Team Culture with Doug Palmer

Finka: Well welcome Doug Palmer to the Sell From Love podcast. I am so excited that you are here with us today.

Doug: Thank you. Thank you Finka, I'm thrilled to be here and looking forward to reconnecting, and our conversation.

Finka: Yes, absolutely. You and I go back, we have a history, we worked sometime together. For all of you listening in, I supported Doug as an HR business partner in our banking days. We might touch on that through our conversation, but where I really wanted to start with, with you today Doug was, one of the things that I admire about you and your leadership style is you have this innate ability to help people feel safe and grounded, and especially when we think of the last 12 months, and the pandemic and the crisis's that we've been experiencing you have this innate ability to pull people back to earth and help them feel more comfortable and safe. Where I would love to start with you first is, when you look back over the last 12 months and you think about leading through crisis, what have been some of the key learnings for you as it comes to that topic?

Doug: Yeah. Okay. Crisis is interesting because you come across some people who lead by crisis, which is everything is a crisis and where you're focusing attention which really destroys trust in your team. Right? If everything becomes a crisis, then nothing is aligned.

I think the first thing is recognizing what is a crisis and what isn't. You can't be pulling the fire alarm every week with a new crisis. It's about building a healthy culture of trust among your employees before there ever is a crisis, and then you've kind of got money in the trust bank before things get started.

I guess the biggest crisis I've ever managed through in my career was probably the start of the pandemic. You know, a crisis to me is something that you totally could not have anticipated, that you weren't prepared for and just changes all of your priorities all at once. In some ways it's easy because there's complete alignment and everybody on the team understands that this is our single focus. We went from within weeks from someone kind of reading about someone being sick in China to our economy shutting down here, and so it was totally unanticipated.

The first step was really getting alignment on the team and acknowledging that we are in a state of crisis. Your hard work is done for you there because everybody understands that the next step is really getting your employees engaged and that's about listening to your employees. Trust is all about listening first and understanding what's going on with them and also sharing with them our imperatives.

As an example, all the banks were working with the government to set up new programs and new lending programs. And the result of this was basically us having to process thousands of applications weekly. To put that in context, in a good week, we would do a couple hundred applications before this, now we have to do a thousand or more in a week. It's about really understanding that and putting it on the table, acknowledging that we're in a time where we don't have all the answers and we're going to rely on our team and our clients to work through this together.

Then it's really understanding, and acknowledging your employees, and how difficult it is for them personally and professionally. It's not just about us getting a thousand applications a week done. It's understanding that our employees are managing home care situations they've never had to deal with before, fear, anxiety, so it's acknowledging that and understanding that. We understand and we're going to work with them.

The next step is really dealing with our customers. We were having hundreds of customer calls a day. Keeping up with those and also reaching out to the customers who weren't calling us to see how they're doing. We met at a mandate to really reach out to every customer. That gets us through the first phase.

The second phase is about maintaining and recognizing that we're in a new state of normal that we don't really understand what the future's going to look like. When this started, we thought we were going to be locked down for a few weeks. This is going to be hard work, but it's going to be a sprint. And at the end of the few weeks, we realized this is not a sprint it's a marathon we're in, but the problem is we just finished a hundred meter dash and we are exhausted. We've got nothing left in the tank. about Then it becomes about regrouping and resetting expectations, and again, acknowledging that we still don't know what the end state is going to look like, but we're going to work with our customers, our employees, and our government relationships to do this right.

Finka: Yeah. Yeah. You know, Doug, I think something that you really importantly pointed out in how you started addressing crisis was the fact that there are these two types of crises. There's the crisis that is induced by an individual where I would look at it as a fear-based crisis. The leader or the manager, or the organization who's constantly on this crisis mode of how they operate, how they engage with their employees, how they deal with their

clients. That can put people into fear and get people misaligned, not doing all the right things, and creating a lot of division and disengagement.

Then there is this other type of crisis, which is the one we all have been experiencing, which is quite different, which I can also look at and say, this is the real type of crisis, this is what we define as a real crisis where this big thing happens and then the implications are that it effects everybody, and it affected I'll say the workflow management style, the human element, the customer, all those things. For you, have you found yourself in those moments where even as a leader; I remember even for myself as a leader, I'd go into that crisis mode. It was more about me than it was about my team.

Now looking back on it, really trying to collect myself and realize that this is not the end of the world. How did you go through that experience? Because I think all of us do as leaders at some point in our career have to lead through crisis, but we can make up some crisis's that may not be so real.

Doug: Because sometimes we think we need to be in a crisis and a state of crisis to create anxiety and anxiety leads to outcomes and motivation, but really anxiety leads to de-motivation. It's really about understanding yourself as a leader and what you want your team to be and building a healthy culture for your team when you're not in a state of crisis, and also not, as I said, pulling the fire alarm, you can't be declaring a crisis every week. It's about working with your team, creating the right climate, the right culture for your team, a healthy culture where you're really putting your team and putting others first building a sense of trust is key. I think of everything it's about your team trusting you and recognizing that for your team to trust you, you have to give trust to get trust.

Finka: Yeah. Yeah. It's one of the things as I work with teams and organizations, helping them figure out how to work better together, especially now that we're in this remote working environment. My mantra for them is when it comes to building trust, you go first. You need to be the one that goes first, to be vulnerable, be the one who says I'm afraid I need help, I made a mistake, or I don't know, whatever that might be. And I say like a chicken and egg, what comes first; you actually need to be the one who goes first to create the trust by being vulnerable, putting yourself at risk before anyone on your team will.

Doug: I think it's something that I learned as a new leader, what I see in others and what I saw in myself is, as a new leader you make it about yourself. You feel a need to prove yourself, to earn the trust of your team and prove yourself to your team, prove yourself to your manager, to your peers, to the clients that you deserve to be here, all that is about you. Right?

As I grew in my leadership role, I made a conscious decision to make it about everybody else. I look at it as I always looked at success is if everybody around me looks good, then I don't need to worry about myself, I'll look good.

I make my manager look good. I make my team look good. And beyond that, I make my partners and peers that I work with look good. And so how can you really make it your mission to make everyone around you look good. And then if you do that, you know, the trust and the repayment comes back fourfold.

Finka: Yeah, what I find is sometimes that when we're in that mode of proving, or we feel that we need to prove that I'm worthy of having this title or that I'm here, where they delete this team, we're not yet even aware that that's the problem.

Doug: Absolutely. Absolutely. Yeah. It comes from a good place, you want to do well, right? The way I looked at it, looking back on it and what I share with new leaders is recognizing that you're at the start of a journey here, and that leadership is a skill that is learned, and you won't get it right at first and actually you never get it right. You are always improving, and you won't be perfect but what you want to be is better than yesterday. Every day you're getting a little bit better and hopefully helping new leaders understand the importance of making it about others and not about yourself, and don't put pressure on yourself too. The other thing related to that is if you're pressuring yourself to perform, you feel like you need to go in and make a change right away to show that you're having an impact. Right. And actually that's probably the worst thing you can do because if there was a magic bullet that could be done to change or improve the performance of the team by double, somebody else would have figured it out before you. There is no magic bullet and really sustained success and performance comes from a series of efforts and actions. It's a whole lot of little actions that combine to make a sustained improved performance.

Finka: Yeah. If I was a leader that was appointed to lead a team, and especially in the current environment that we're working in, the team is not all working in one spot. We don't get to come into the office to build comradery and help them get to know you, and I want to go there and make change, make an impact, prove to my boss that they made a good decision in hiring me. What would be some of the recommendations you would make, you know how we talk about the first 90 days? What would you recommend that their first 90 days look like considering the environment we are in today?

Doug: I would first say recognize that you were given or promoted to this role for a reason because we trust you. And we have confidence in you. You don't need to prove yourself to me and you certainly don't need to prove yourself to me in the first 90 days.

The first 90 days, the first thing is about listening and it's going out and really getting to know your team, getting to know your direct reports and their direct reports, actively listening to them, asking good questions and listening not to respond, but to learn and to grow.

When you're appointed to this role, you may have some perceptions or you may have been told about what the problems are on this team. Don't assume anything. Go in, listen to your team, find out what's on their mind, what's bothering them, ask them if you were in my role, what would you do first? Or what's the one thing we could do to improve our business. I think that's the key to the first 90 days is about learning and it's recognizing to not put pressure on yourself. I would reinforce again, that you're on a journey, and leadership is something you've learned. The skills that got you here may not be the ones and are likely not the ones that are going to help you succeed in your new role. Because if this is your first leadership role and you were moving from a single performer sales person to leading a team, a single performer is more about you, and your performance, now is about the performance of our larger team and how your team contributes to the larger organization.

I think most people early in their tenure as leaders understand that it's about their team and they're accountable to a team. I think what's not as clear is that you have a greater accountability to the success of the larger organization and you might actually have to do some things that may not be in your team's best interest at different points in your career, and you need to understand that.

The other thing I'd say is I think one of the most important skills for a leader is communication and it's critically important. Again, this is another learned skill that you're always working on improving. Communication requires preparation, it requires practice, it requires straight talk. Don't try and BS your team because they'll see through that in a minute. And if you start giving motherhood statements about your grand aspirations, it's really not going to resonate. It needs to be straight talk to your team.

With communication comes consistency, not just in your words, but following up with your actions. If you commit to your team and say to your team, I really value honesty and courage, then the first time one of them makes a mistake and you slam them, that's not demonstrating courage.

If you want people to take risks, you have to reward them for that and recognize that that's not always going to work out. It's consistency in words and actions and the other thing I'd say about leadership and this is a thought or a saying that I always come back to and it's from *Maya Angelou* who says, *people might remember what you say, but they'll definitely remember how you made them feel.*

You want to appeal to people's emotions. When I look back on all the leaders, many great leaders I've had in my career. I don't really remember what they said, but I could tell you how I felt working with each of those leaders. So really work to that and think about teams and leaders that you've wanted to work for and become a leader that people want to work for.

Finka: Yeah, I loved all that. As I'm sitting here listening to you, Doug, I'm like, well, Doug, you can go write a book about all of this right now. Five steps to optimal leadership by Doug Palmer.

When I think of everything that you've said, one of the things that's so important is we need to build trust with others, but before we build trust with others, you have got to trust yourself. Meaning, you have to trust yourself that you got the job for a particular reason, so you don't need to prove yourself anymore. You have to trust yourself that you don't have to know all the answers that you can actually walk into a room with your team and say, I have no idea what the best answer is, but I'm curious, and I'm open to hear what you think the best solution or the best way we can move forward is, hear and listen to what your team is saying.

I think a lot of those things have this foundation of trust. One of those experiences I had in my leadership journey was, and I don't know if you've had a similar one. I was hired to lead a team, and they hired me for all those reasons of my past performance how my leadership style was, how I delivered results. Then all of a sudden, the pressure to perform to get results, they didn't want to wait 90 days. There was no waiting, you need to turn this ship around like yesterday. Let's say I'm a leader, and I know what the right thing is to do. I need to build trust. I need to focus on how people feel. But I have a boss who is managing by crisis and there's no crisis going on right now. And their boss might be managing them by this sort of fear induced urgency. How did you manage through that? Because I know, you know, in the environment, how do you stay aligned and integral to how you want to lead at the same time?

How do you honor and respect leadership or the organization? If this is the mode they're currently in, if that's the way the culture is.

Doug: Yeah, because we will work for a large number of bosses in our careers and we'll have different styles and sometimes you'll be aligned sometimes you won't and when there's not alignment, which is the description, the situation you're talking about, it's really difficult.

A couple of things I would say is understand what your values are and be true to your values as a leader. For me, it's humility and courage are the two things I value most, so don't waiver from those. I think it's having a plan too. You've got a track record of performance, and I'd say a track record of performance goes a long way to helping, but if you don't have that as a leader it's really about understanding what the underlying concerns are. We get into situations like micromanagement and wanting to kind of micromanage the business. It's about convincing your boss, you need to trust you being confident in yourself, what your approach is, convincing your manager that you have a plan. It might not look exactly like his plan, but you do have a plan and you're going to implement it. Your plan has been developed from working with your team. It's not your plan, it's your team's

plan, so we've got buy-in because you can't mandate a plan, or you can but it's not going to be very effective to mandate a team and a plan and tell your team what to do.

You want the solutions to the problem to come from them. That way you get buy-in. The biggest difficulty here is really convincing your manager because you're aligned with your team, I would say, but it's convincing your manager and let them know that it might not be tomorrow or next week, but it is going to work out, set some critical milestones for yourself. Let them know what the plan is. Set milestones, share your milestones and just stick to your plan.

Finka: Yeah, I'm going to go back to that experience, and it's perfect because it's exactly what had happened. Initially what happened was I got defensive, meaning I was protecting my turf. 'You hired me to do this job, I know what I'm doing, and you should know that I know what I'm doing'. I'm going to say that was my instinctual auto default response in that moment. Eventually once I got over that part, once I got over myself, what I love and what you're sharing is it's kind of like the next thing that happened. Part of that defense came from a place where I was second guessing myself.

I was doubting my leadership and I had to go back, convince myself that I could do the job, that the plan that we created was going to deliver the outcome. When I go back now, I made a business case for it. I made a business case that this way is going to work, and then it was so much easier to walk into my boss's office, his office at the time, to tell him the plan to demonstrate the plan, show him the impact of the results that are going to happen as a plan. Again, it's not going to happen to the T, but he then had confidence in me and it's again we need to trust ourselves first, have confidence in ourselves, and that might mean going back to the drawing board, doing some homework and then going back and saying, okay, as opposed to where my initial response was, I had to defend my position, prove that this is right. It's not about proving from this self-identity and taking care of who I am. This plan came from my team and we built it together and we understand our customer's needs. And when I saw it from that perspective, even the stance of how I was presenting; actually, I showed up.

Doug: I think two things there, one would be work with your manager too. So, you know, accept the feedback, build some elements of that plan into yours so that you're, listening and respecting their advice. And the other part is, it could be a real rallying cry for your team.

You know, it's like pulling your leadership team together and okay guys and ladies this is where we're at. Right. You know this is what my boss wants us to do, they want you to make 20 calls a day kind of thing, and they're going to measure and manage your calendar.

And so, if we don't, let's make sure that we're comfortable, we're all comfortable with our plan. We're all buying into it, and we need to deliver.

More often than not, I'd say it did work out in that case for us, but it helps knowing that you're not in there alone, but you're in there with your team.

I think, first of all, it builds trust with your team that you're sharing this information with them and you're being open and honest and transparent with them, that we're doing this plan together. I think it really helps to get their buy-in and their engagement.

Finka: Yeah. Yeah, I agree. I agree so much. And I think again, it helps. What we're trying to do is not to stall things, but figure out, okay, what do we need to move forward in a way that everybody's on the same page, because if we're only appealing one person or one voice, the results are going to be shortchanged.

But if you got this rallying cry behind the team and everyone's bought in, and everyone's saying, yes, we're going to do it, or this is the way we think we're going to move forward.

I want to switch gears a little bit from the leadership perspective, but I want you to think of the sales professionals, the relationship managers, the account managers, the advisors, the financial advisors, the mortgage advisors, all these people that are reporting into leadership, but also they're out there helping clients.

And what do you see for them? What has been the biggest challenge for them to go out there, put themselves out there, grow their business, we say make 20 calls a day, get people on the phone to engage.

Doug: Is this about how, how to manage them or how to help them, what advice would I have for them? Yeah. Okay. Well I love the framework work in Sell From Love. And so, you know, the three concepts of love yourself, love your client, love your offer.

The one that really gave me pause with that was the Love Yourself because it wasn't immediately evident to me what that meant or how that could help me succeed. But it's really about recognizing that we're all unique. We all bring different strengths to the table and really understanding what drives you, understanding what your strengths are.

Charlie over here might not be successful for you and there's different ways to succeed. I really loved that taking the time to really understand yourself, and then the other element is take care of yourself. You have got to take care of yourself, both personally and professionally. If you're in a difficult situation or going through a personal crisis or a difficult time at home, you're not going to be able to give your all at work, so you need to take care of yourself.

Love Your Client to me is just very simply taking the focus off yourself and putting it on the client and really helping them. When you reframe it, you're

not selling to them, but you're helping them. It just is a much more comfortable approach, I think.

Love Your Offer really speaks to the alignment that you have between yourself and the organization. If none of those pieces work, if you're not aligned and you don't feel aligned to the organization and trust your manager and your team and the organization, that should really give you pause.

You need all three of those elements to succeed, but I'd say, out of all those, the one that would be most pragmatic and practical to implement is Love Your Clients. That is about being prepared. Go in, when you're going to a client meeting, be prepared, think about what the objective you want from that meeting is, and preparation.

You're preparing not to prove how smart you are. The purpose of preparation is really to ask great questions and then ask the follow-up questions. Right? That's what you want to accomplish through that. And the other thing I'd say is have confidence in yourself, if you've got that, if you love yourself, you know who you are, you know what your strengths are, then it's about confidence and confidence is not about showing up and being the smartest person in the room. In fact, it's the opposite. It's having the confidence to bring partners with you who are subject matter experts. If I'm going to see a commercial client and I'm a commercial relationship manager. I'm not an expert in wealth management. I'll bring my wealth management partner with me, together we're going to be that much stronger. What it means is I have to share the spotlight and my client might be talking to my partner more than me. You've got to be comfortable enough to say that's okay.

Finka: It is. I think doing the homework of figuring out what your strengths are, what you're brilliant at, where your strengths and your interests lie allows you to be confident in that, because when you realize who you are, you realize who you're not. If you're a commercial account manager supporting the businesses cashflow or lending needs, You're not the expert on wealth management and we are a more accepting of that, and all of a sudden it's like, okay, by actually sharing the spotlight, you actually demonstrate even more confidence in yourself because you're allowing yourself to say, hey Jen, or, Hey Jack you take over from here. And, and again, it's not about you. And I think when I look at the fundamentals for selling from love, when we truly love ourselves, there's no question about sharing a spotlight. It's about how do we get everyone on stage so that way we can go out and serve the client in the right way and the way that they are looking to be served. That's what makes it all work.

I found also, if you're struggling with an aspect of selling, putting yourself out there. I think Doug, how you just pointed out asking yourself do you really know what your value is? Do you know what your strengths are? Do you know what you bring to the table? Do you love yourself? The client piece I find, in

my work and doing my research for the book and as I continue to deepen the work around Sell From Love, I have a Sell From Love test that people take and it helps them identify where their gap is. Do they not love themselves enough? Do they not love their client or do they not love their offer and hands down the highest scoring area that comes from all three is they love their client. Love the client is hands down always the top score. They are seeking to understand their needs, seeking to make a room for listening and paying attention to their needs and asking questions where the opportunities are.

Where the gaps are, is in loving themselves. Most often the two things that you just talked about how do you love yourself more as figure out what you're good at, and number two, make time to take care of yourself, and when we are on the hamster wheel and I think even in this day and age with us working and living in the same place, we have no transition time to get in the car and decompress to go home or even stop at the gym. Maybe the gym has even closed down. I think it becomes even more challenging as we're in these environments, you have to be more conscientious of saying, all right, I'm shutting off at five o'clock. But before I go and hang out with my family, get out there for a walk or get on your spin bike, whatever it is, making that time. What has helped you, because we can get really busy. Right? These client requests or get this email done. How did taking care of yourself come to the top of your priority list?

Doug: Well, first you have to commit to make it a priority, but I think it's also recognizing what you've just described is really the tornado effect, right? You're just so busy. There's so many priorities personally, and professionally, you get back to the office from a client call and you've got 15 emails to answer.

First of all, it's recognizing you're in the tornado, and that you need to prioritize, so it's understanding that. One of the practices I did is at the end of the week, Friday afternoon is my catch up decompress. I didn't book meetings. But I reflected on the week I set goals for next week. Not just goals about tasks, but also goals about challenging myself and really about, moving, doing things that would make me move outside of my comfort zone. Because when you move outside of your comfort zone is when you're growing. I'd set myself specific objectives that would be moving me out of my comfort zone.

And then at the end of the week, next Friday, when you can look back on it, it's a real sense of accomplishment. It might not have been a sale, but it's something you did that you weren't comfortable with. I think it helps you to grow. It's about setting time aside, and that's an example of setting time aside for yourself no matter how busy it gets.

The other thing I'd say is that when things get really out of control and crazy busy and you can't keep up, it's more important than ever to slow down. You

really need to kind of slow down. You can't recognize that multitasking isn't effective, right? You need to focus, pick one thing that you can do and do that one thing and then move on to the next.

Finka: Yeah. I'm going to say, on that last one, I think that it's such a red flag. If you are running on empty and you're way too busy, that is a sheer sign, a red flag. Slow down. Stop. Take moment for pause.

I remember coming across this, I don't know if it was a fable or one of those zen monk kind of things. I think it was this man. He went to a meditation monk and said I don't have time to meditate for half an hour. Where am I going to find time to meditate for half an hour? And then he looked at himself, you need to meditate for three hours. If you don't have time for half an hour, you need more. And to your point, Doug, is that when we say we don't have time, we'll never have time. And we have got to figure out where we make the time, the irony and I want to say the consequence of when we make time to take care of ourselves, whether it's a meditation practice, yoga, getting a breather, planning, being intentional around how you want to show up, you actually make time, you get time, it's all of a sudden it's such an ironic thing that happens. All of a sudden, we no longer are managing our time. What we're actually doing is managing our energy because we're more focused, we show up, we get more things done. You prioritize better. You delegate better. You say, this is not even for me to do. I have got to give this to someone else to do.

Doug: Yeah. Yeah. And you look back at the end of the day and it's like, wow, I accomplished a lot. And just the feeling you get from finishing a task is very rewarding.

Finka: Oh, it is. I love checking things off my list.

Doug: Oh, yeah, I'm a big list maker and checker.

Finka: I'm going to go back to when people take the Sell From Love test to figure out where their opportunity is. So love yourself is the opportunity. Love your clients, hands down is where people are doing awesome. And the next one is love your offer. That one is the place that there is a ton of room for people to grow.

One of the biggest questions that people answer and I'll give you the stat. One of them is I consistently put myself out there sharing my offers and what I can do to help with clients. 80% of people say they do not do that 20% say they do. And I found that just so fascinating and enlightening, because I think, we sit here and I wonder why I'm not closing more sales. I'm wondering why I'm not having my calendar booked. I'm wondering why I don't have appointments and then it's like, well, this is why. You are not putting yourself out there on a consistent basis works.

Doug: There's a couple of elements to that. One is in our experience, we had a situation where we had great growth in client loyalty, our clients loved us. We know this from surveys, but then when we ask the question has your relationship manager asked you for a referral? It was 10%. Our clients, they're expecting us to sell, expecting us to ask for a referral, and we're not doing it. I think it comes from a fear of putting yourself out there and a fear of failure, a fear of rejection. That's probably the biggest hurdle that most salespeople would need to overcome.

I would always say it's better to take risks and put yourself out there. Being vulnerable is a trait that's going to serve you very well as a sales person or as a leader. It's putting yourself out there building trust. I always say a couple of things.

What's the worst thing that could happen. They say, no. They're not going to be upset with you about it. There's nothing to worry about, you don't need to worry there. And I think the other thing that I would say to salespeople to that is have a bias to action. Procrastinating is one of the worst things you can do. Not because it's not productive, but because it just eats away at you. You've got a problem to deal with. If you put it off, the most important thing you can do is deal with those tough problems quickly and decisively and move on. Whether it's procrastinating about making a sales call or procrastinating about dealing with some conflict in your personal or professional life, you know, the more you procrastinate, the more you start to catastrophize, and then it spins out of control and you'll never do it. Whereas actually, if you just take the step to take action, and I was guilty of this many times. And inevitably when I just took the action, it relieves you of a huge burden.

Finka: Yeah. I feel like I lose 50 pounds when I do that, I feel so much better. And then you sit there and you say, what was I so worried about? It's insane.

How and what I love about the two pieces of the advice is, one asking ourselves what's the worst that can happen, because if we can map out the worst case scenario, and then you say that that's the worst, then you can say, well, if they say, no, I get rejected. If they say, you how dare you ask me? Even if that's the worst. Can you handle that? And if I can handle that then I can learn from that. I can figure out how to do it better next time. Maybe I'll never ask that type of client again, who knows what it's going to be.

The next piece is, you know, getting out of our heads. I think our heads, our brains are very smart. There's a lot of intelligence that lies within. But our hands, our feet, walking and doing something with that knowledge is actually going to give us more insight. It's almost like our brain has knowledge, but when we put it to action, we get intelligent.

Doug: Call it self-talk right. That's what you're saying to yourself. And, you know, I think it's really critical to be aware that you always have self-talk so be

aware of it and use it to your advantage and recognize that it can be good and bad. One of the things, I don't know who said this, but it's we become what we speak. The words we speak, you say great things to yourself and you'll say great things to others. It's really just building that confidence and that habit. I think building and having good self-talk, is an important skill I'd say for anybody in a sales role or even in your personal life.

Finka: Yeah. And I go back to even what you said in the beginning around a leader even starting into their role and whether you're a leader starting into role or a professional who has to get out there and talk to clients and ask them to work with you or give them a chance to work with you and have an opportunity to do business with them.

Our default self-talk will tell us they were going to say no, or it might not work there. They're not going to like this. I should do it that way. I have to do it the way Charlie does it. Or I have to do it the way Megan does it, and actually catching ourselves, talking to ourselves that way and saying, no. I got hired to do this job for a reason. Doug hired me. He has confidence in me. I have got to get the same confidence in me starting right now. Or this client was struggling with cashflow or they need financial planning or they need to figure out how to manage their payroll as we're going through a pandemic. And it's like alright, I know how to help them and get out there and do that.

So Doug Palmer, it's been so awesome to have you here and having this wonderful conversation and I'm walking away more enlightened on how to show up as a better leader. and at the same time, how to ensure that we always show up also better for our clients.

Are there any final thoughts before we close off and then tell us how people can connect with you.

Doug: Sure. Okay. Final thoughts, I'd just say have the courage to take risks, to put yourself out there. Always seek to be growing, growth mindset is something that I and my team put a lot of value on. And growing requires you to take risks.

The courage to take risks, I think is a good one as a leader, the importance of building a strong culture in your team, so that you've got money in the bank when you do have a crisis.

The final thought about successful teams and successful leaders. You're only as strong as your team, build a great team, build a diverse team, right?

People and diversity, it is about race and age and gender and those things, but it's also, and maybe more importantly about diversity of thought and experiences. Don't seek to build a team of people who looks like you in terms of leadership or building a team, those would be my final thoughts.

Finka: I love that. They can't look like us or think like us, that's when we can build the best teams. Awesome Doug, and how can people connect with you?

Doug: Through LinkedIn. And I'm working with small businesses now and, happy to connect with folks over LinkedIn.

Finka: Okay, perfect. And we will have all of Doug's connection details in the show notes for the episode. And thank you again, Doug Palmer for joining us here on the Sell From Love podcast.

Doug: My pleasure. It was great fun.