

YOUR TERMS

COACHING, STRATEGY, SUCCESSION, PHILANTHROPY

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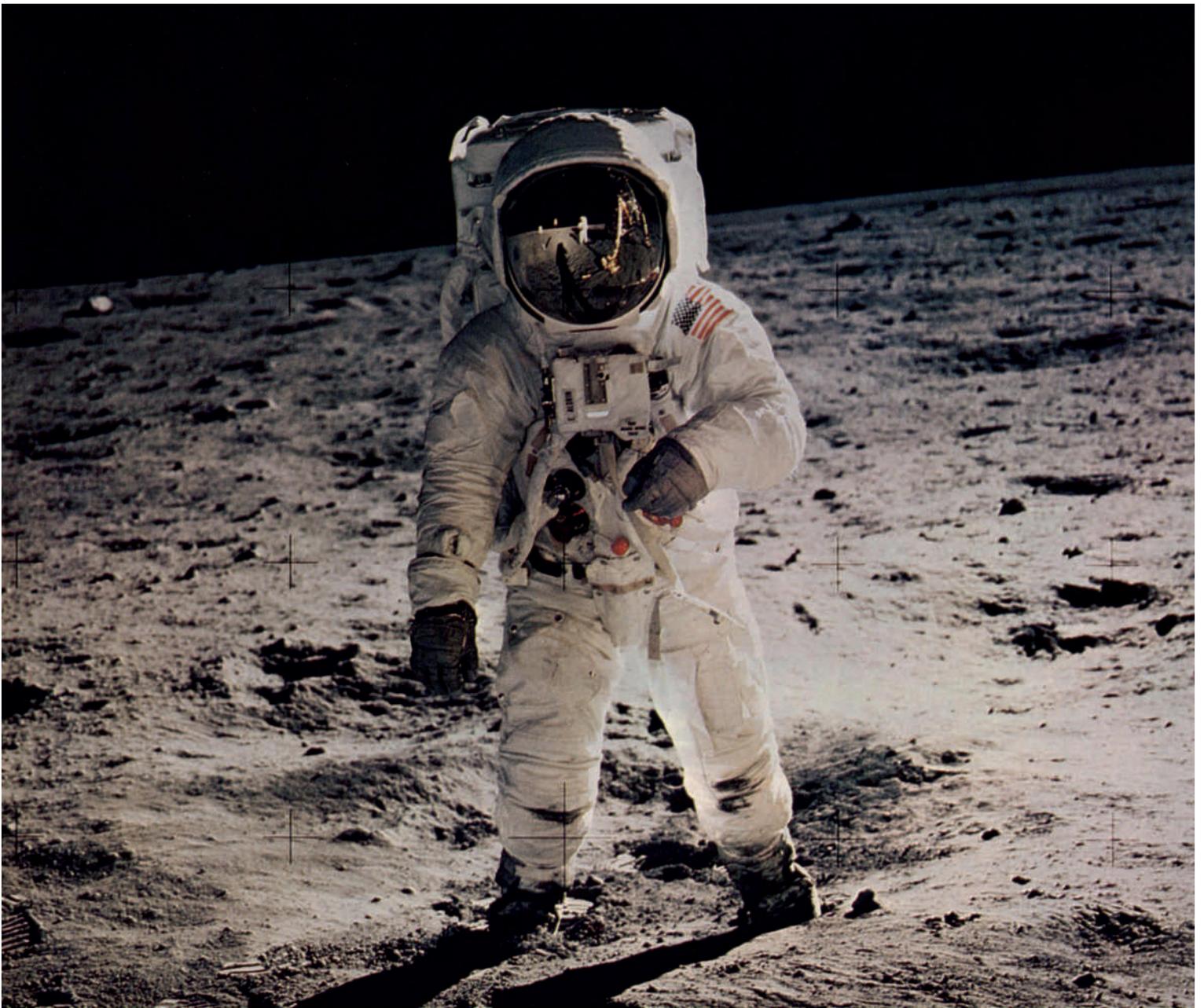
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MATT WILLIAMS
(THE MARTIN AGENCY):

Three years in –
**ONE CEO'S
LESSONS**





PUTTING MEN ON THE MOON

“We will put a man on the moon by the end of the decade and return him safely to earth.” – proclaimed JFK in 1961. He did not live to see it, but his vision was fulfilled when on July 21, 1969 Neil Armstrong and Buzz Aldrin stepped on the surface of the white planet.

The moon landing was an audacious dream that was realized with a goal and a plan. It stands as living proof that virtually any dream can be materialized with a strong desire, an appropriate plan and people who persist until they get the job done.

Are you a CEO or business owner looking to harness your untapped potential?

Call me to schedule a complimentary coaching session, to see if this Moon stuff is for real.

STEVE
PREDA

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YOUR TERMS

COACHING, STRATEGY, SUCCESSION, PHILANTHROPY

AUTHORS



STEVE PREDA

Steve (Istvan) Preda chairs two executive peer groups with Vistage International in the Richmond, Virginia area and he helps CEOs and executives reach the next level of success, autonomy and fulfillment.

Before moving to Richmond in 2012, he had built and sold a leading M&A consulting firm in Central Europe. Steve sat on the boards of several European companies and of IMAP Inc., a global investment-banking network. He started his career with KPMG in London and later ran the PR and Corporate Finance departments of ABN AMRO Bank in Hungary.

He graduated with a Bachelor's degree in accounting and holds professional qualifications from the CFA Institute and the leading Canadian and UK accountancy bodies; and had studied in the Netherlands and Greece. Steve is a licensed investment banker in the United States.

Steve lives with his wife and four children in Glen Allen, Virginia and in his free time blogs, coaches little league soccer and plays tennis.



MATT WILLIAMS

As the fifth CEO in the history of The Martin Agency, Matt Williams really knows how to command a room. Guess it doesn't hurt that he's 6'3". He's an avid cyclist, father of two and has a calming presence that makes any goal feel within reach (though that may also be due to his large wingspan).

Matt joined the agency in 1991 as an account executive, but quickly found his niche in strategic planning, leading U.S. and global development for GEICO, Discover Financial Services, Nespresso, UPS, Saab, Credit Suisse and Bank One. In his role as CEO, Matt oversees the agency's work for prominent brands including GEICO, Benjamin Moore, Walmart and Mondelez, among others.

Matt holds a marketing degree from The College of William & Mary as well as an MBA from Northwestern's Kellogg School of Management. He is also a contributing author to the best-selling book Kellogg on Branding. He speaks regularly on advertising and marketing topics around the country and has even consulted on communications strategy with the U.S. State Department and the U.S. Department of Defense.

All this from a man who made it through college as the lead singer of a band called Flannel Animals.



DAVID QUICK

David Quick is a Vistage chair, speaker and Culture Index licensee, in Bloomington Indiana.

After receiving his BS in mathematics from the United States Naval Academy, David served eight years active duty as a Surface Warfare Officer, including deployment during Desert Storm and as an Instructor at the United States Naval Academy.

David has over 20 years of sales and marketing experience in the medical diagnostic marketplace, working for companies including Bayer Corporation, Johnson & Johnson, Boehringer-Mannheim and Roche Diagnostics Corporation; he has broad experience in both small and large companies.

Highlights include: CEO of two early-stage companies, Vivax Medical Corporation and HydroMassage, helping them achieve rapid growth within 6 months. He also served as Executive Vice President of Sales & Marketing of CCS Medical Holdings, Inc. which grew from \$85MM to over \$500MM during a 4 year tenure.

David lives in Bloomington with his wife and two sons.

SCHOOLS *of* COACHING

PART 2

There are many different brands of coaching and it can be confusing for outsiders and insiders alike to make sense of what they are about. Hyperbole, the overuse of adjectives, and in some cases plain BS, further cloud the view. I attempted to decipher what is really behind these "schools" of coaching and share it with you in layman terms. (This article is continued from last month. For part one, see <http://entrepcoaches.com/your-terms>.)

GESTALT COACHING

Use awareness and resistance for change

Gestalt psychology (in German, *Gestalt* means "shape" or "form") studies the laws of our ability to acquire and maintain meaningful perceptions in an apparently chaotic world. The central principle of Gestalt psychology is that the mind forms a global whole with self-organizing tendencies.

Historically, Gestalt theory was applied to psychotherapy for individuals. Over the years, Gestalt psychology was expanded and applied to additional treatment modalities including couples, family, and group therapy and eventually it was adapted and applied to organizational behavior and the profession of coaching.

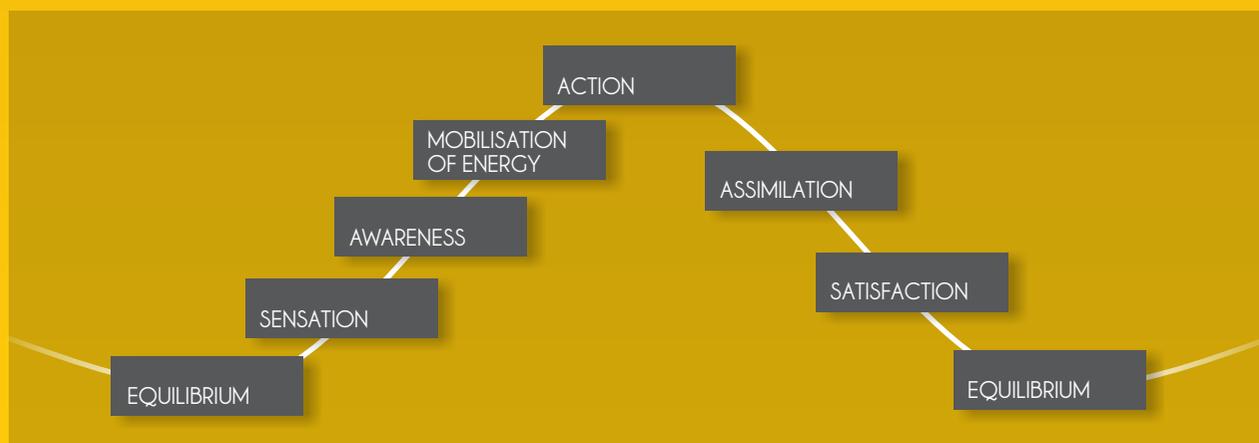
Gestalt principles focus on concepts that account for the inter-relationship between the person and the environment, including the importance of viewing

resistance as a source of energy for positive change. Gestalt theory advocates creative choice, optimism, and the notion that growth and development emerge from contact and awareness.

The hallmark of contact is excitement. It implies feeling and concern, energetic response or action, perhaps pleasure, curiosity and mobilization.

Gestalt theory can be applied to contact between coach and client in how the coach works with resistance. From a Gestalt perspective, the coach is encouraged to identify resistance in the coaching

Gestalt theory advocates creative choice, optimism, and the notion that growth and development emerge from contact and awareness.



From a Gestalt perspective, the coach is encouraged to identify resistance in the coaching process as a normal response to that which feels too new or too different. The Gestalt coach, by supporting a client's resistance, can often mobilize the energy being used to resist, for new action.

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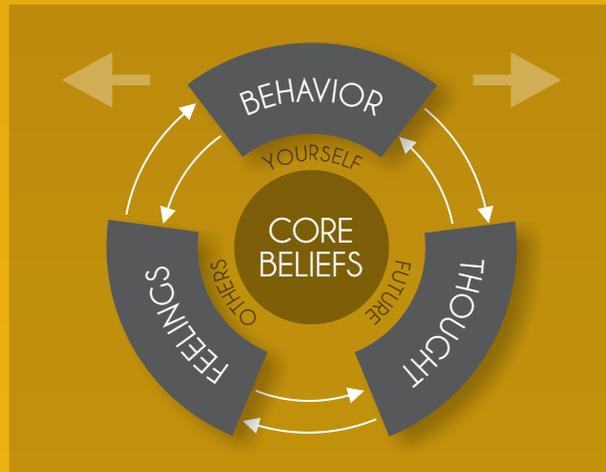
The development of awareness is another core Gestalt principle. There is a direct correlation between the degree of awareness and the potential of new choices of behavior. The Gestalt coach does not encourage change. Instead he promotes increased awareness, which then provides the foundation for the coachee to make different choices. "Change happens when one becomes what he is, not when he tries to be what he is not." – *Fritz Perls*, psychiatrist, the father of Gestalt Therapy.

COGNITIVE BEHAVIORAL COACHING

Eliminate self-defeating patterns

With its origins in Cognitive Behavior Therapy, Cognitive Behavioral Coaching (CBC) helps individuals identify and challenge their self-defeating thoughts, feelings and behaviors. Many common daily challenges such as stress, lack of confidence, perfectionism, loss of meaning and purpose and poor communication skills often lead back to an individual's perception of self and their habitual behaviors.

Cognitive Behavioral Therapy has its ancient roots in Stoicism. Epictetus believed that logic could be used to identify and discard false beliefs that lead to destructive emotions. Modern roots include behavior



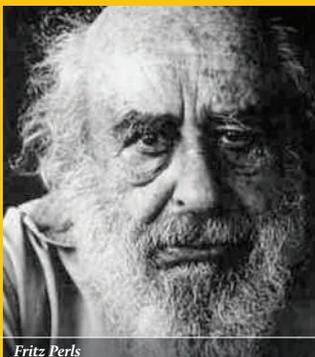
Source: Wikipedia

therapy in the early 20th century, cognitive therapy in the 1960's and the subsequent merging of the two.

How we react to events is largely determined by our views of them, not by the events themselves. Through examining and re-evaluating some of our less helpful views we can develop and try out alternative viewpoints and behaviors that may be more effective in aiding problem solving.

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Using a Socratic questioning process, the coach helps create awareness of his client's self-defeating thoughts, emotions and behaviors. For example, if an individual is procrastinating over making career changes, it is likely that anxiety is fuelling his procrastination. In that case the person's anxious thinking would have to be addressed.



Fritz Perls



Barbara Wasik



Thomas J. Leonard



Dave Buck

CBC helps individuals to focus on problem solving in a structured and systematic way encouraging them to 'pull out' from themselves problem-solving strategies rather than have them handed over by the coach.

Barbara Wasik, a Professor of Psychological Studies at Temple University proposed a seven-step problem-solving sequence and questions that people can ask themselves to solve their challenges.

STEPS	QUESTIONS / ACTIONS
1 PROBLEM IDENTIFICATION	WHAT IS THE CONCERN?
2 GOAL SELECTION	WHAT DO I WANT?
3 GENERATION OF ALTERNATIVES	WHAT CAN I DO?
4 CONSIDERATION OF CONSEQUENCES	WHAT MIGHT HAPPEN?
5 DECISION MAKING	WHAT IS MY DECISION?
6 IMPLEMENTATION	NOW DO IT!
7 EVALUATION	DID IT WORK?

Source: Cognitive Behavioural Coaching by Michael Neenan and Stephen Palmer, Stress News, July 2001, Vol.13 No

CBC helps individuals to focus on problem solving in a structured and systematic way encouraging them to 'pull out' from themselves problem-solving strategies rather than have them handed over by the coach. The ultimate goal of CBC is for individuals to become their own coaches by building greater self-reliance and confidence in managing change in their lives.

PROFICIENCIES BASED COACHING

How to coach... in 15 sentences

The "Father of Professional Coaching", *Thomas J. Leonard* (see *Your Terms*, January 2016, <http://entreproaches.com/your-terms>) was an analytical thinker, who had a grand vision for coaching to become a transformative profession in the 21st century. Similarly to *Einstein*, who estimated to be using a mere 7% of his brain capacity, Leonard saw himself and his peers to be realizing only 3% of the potential that coaching had to improve our lives. Four years after selling Coach University to former ICF President, *Sandy Villas*, Leonard (also affectionately called "T") founded CoachVille in 2000, and used its students as an R&D Team to develop his ideas.

One of the most powerful concepts T developed was the "15 Coaching Proficiencies" (© coachville.com), that described the behaviors, that a proficient coach should aim for to help clients achieve maximum results. Read the proficiencies below to judge how useful they are. (I shortened Leonard's explanations for brevity, but the full text with audio materials, transcripts and learning tools are available from CoachVille.)

Thomas J. Leonard's 15 Coaching Proficiencies:

- Engages in provocative conversations**
Hear what the client is saying and not saying, question what you hear, press for clarity.
- Reveals the client to themselves**
Help clients discover their gifts, talents, needs, wants, values, dreams, and understand what motivates and inspires them.
- Elicits greatness**
Ask clients to think and act bigger and raise their own standards.
- Enjoys the client immensely**
When the coach enjoys clients in their entirety, high level of trust occurs and clients take more risks and move forward more quickly. Coaching is collaborative and light, not heavy.
- Expands the client's best effort**
The coach acts as an accelerant, supporting the client to do more than they have done or think they are capable of doing.
- Navigates via curiosity**
Coaches are in the discovery business, which leads to learning for both the coach and the client.
- Recognizes perfection in every situation**
Look for and find how a client's event, problem, situation or trait is perfect, even when it's clearly not. Recognize and understand perfection first, instead of offering tips, techniques and solutions as a knee-jerk reaction.
- Homes in on what matters most**
What is most important to clients will change frequently in a high growth phase of their lives. Be flexible and adjust your coaching accordingly.

One of the most powerful concepts T developed was the "15 Coaching Proficiencies" (© coachville.com), that described the behaviors, that a proficient coach should aim for to help clients achieve maximum results.

9. Communicates clearly

The cleaner the communication the less that gets in the way of great coaching. Eliminate biases, judgments, unmet needs, “shoulds”, “coulds”, singularity, vicariousness, agendas, arrogance and fears.

10. Shares what is there

Clients rely on their coach's observations, intuitions, opinions and even inklings to help them move forward in life. Often the tiniest, most subtle inklings can act as beacons and catalysts to the client's life or business.

11. Champions the client

The more often and deeply the coach champions the client (including his or her actions, progress, dreams, traits, commitments, gifts and qualities), the more encouraged the client will feel and the more likely to succeed.

12. Enters new territories

Expand the client's thinking by weaving in new concepts, principles and distinctions and by inviting them to experiment with new models, ways of doing things and even to identify new goals and outcomes.

13. Relishes truth

Above mere honesty, there is always a truth about a situation, person or event that, when discovered and articulated, can transform one's life and business. Coaches orient around truth as a source of joy and guidance.

14. Designs supportive environments

Success and personal evolution becomes sustainable when there are environments and failsafe structures that support it. Instead of relying on fortitude and willpower, coaches help design and install these environments.

15. Respects the client's humanity

As much as coaching is about maximizing potential and opportunities, by recognizing limits and appreciating different paths to achievement, the client is both individually and universally respected.

Source: <http://www.bestofthomas.com/profs/>.
(c) 2001–2009 CoachVille.com and BestofThomas.com

introduced a pattern language to help clients (“players”) look at their life and challenges as games, that can be won more effectively using creativity, bold actions and collaboration than just slicing projects up into tasks to be accomplished.

Dave Buck introduced the concept of the “Age of Connectedness and Purpose” as opposed to the previous epoch referred to as the “Industrial Age”. In this new age, the way to success is designing a winnable game, that we can play better, often with the help of employees and partners and win on our own terms. The emphasis is on co-creating results by influencing rather than controlling others and avoiding the perfection trap that makes it more difficult to experiment with new approaches.

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Play Two Win is very 21st century, as it is all about empowerment, communications, and creating a flow experience for self and others to achieve bigger results. Buck's philosophy is an organic expansion of Leonard's ideas embracing failure as part of the process, creating environments that pull us forward and designing repeatable actions to create sustainable outcomes in business and life.

SOURCES: *Cognitive behavioural coaching* by Michael Neenan and Stephen Palmer
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Play Two Win™ Method
<http://www.coachville.com/curriculum/play-two-win-method>

PLAY TWO WIN METHOD

Play promotes performance

After Thomas Leonard tragically died in 2003, his closest associate, *Dave Buck* succeeded him as CEO of CoachVille. Since then, Coach Dave developed his own brand of coaching called “Play Two Win”. PTW



STEVE PREDA
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Three years in – ONE CEO'S LESSONS

Congratulations, you're the new CEO. Here's your big office, your big raise, and oh yeah, your big learning curve. No matter how much you've prepared, how much you think you know about what it's like to be a CEO, when you take this job you aren't prepared and you don't know. I've lived it for three years now – I've made a lot of mistakes, done some things right and learned more than a few lessons along the way. Here are the most important.

PEOPLE ARE... ..THAN YOU THINK.

More resilient, intelligent, dedicated, well-intended, observant, trustworthy. They're also more selfish, political, suspicious and stubborn. In short, they're human. And their interactions with you magnify their humanity because every interaction with the CEO is a high stakes moment. You'll never eliminate the stress or distractions in those interactions but you can reduce them. Turn it into positive energy. It'll help you get the best from your people and reduce the political noise that gets in the way of doing the right thing.

DO IT NOW.

I'm a muller over-er. A seer of all sides. A "let me think about it and I'll get back to you," kind of guy. With momentous decisions that's not a bad thing. But day-to-day over-deliberation can build unsustainable

stress as issues pile up in your mind. And it can paralyze your company as everyone waits for your decision. 90% of your decisions can be made quickly. Make them and act. It creates momentum and energy that's contagious in your company.

GO HOME.

The job won't hand you a vacation. It won't send you home early. It won't decide you've put in enough hours today. There will always be another e-mail to write, another call to make, another PowerPoint to review. It can wait till tomorrow. Go home. Be with your kids, your partner, your friends. Laugh. Talk about anything but work. Sleep in. Stop thinking about the job for a while. You'll be so much better when you get back. In the old days, "I haven't had a vacation in four years," was a boast. Today it's an admission of failure.

IT'S WORSE THAN YOU KNOW.

Nobody wants to be the bearer of bad news, the messenger who takes the bullet. You must create an environment where your people feel safe to tell you when things aren't good. Find your trusted advisors and hold them close. Make unvarnished honesty part of their evaluation criteria. Don't curse your people for bringing problems to you, thank them. You can't help solve a problem you don't know about. And if your people can't tell you about problems, well...

BAD THINGS WILL HAPPEN.

It's the nature of the job. Most of those things won't be your fault. A big part of being a CEO is responding to unexpected shocks. There are more people watching to see how you respond than there are judging you for the trouble you find yourself in. Move forward. Find the opportunity in the crisis and don't waste energy feeling sorry for yourself. When bad things happen because of mistakes you made, write them down. What did you learn? What will you do differently next time? In three years, you might end up with the fodder for an article.

TRUST PEOPLE WITH THE TRUTH.

Especially when it's unpleasant. You don't have time for ambiguity when it comes to matters of subpar performance, challenging situations or changes that urgently need to happen. And your people want your honest opinion, direction, criticism, and drive for improvement not just your praise. It will energize them and make them better. And it shares the responsibility for fixing problems – increasing the likelihood of a swift and positive resolution.

YOU'RE NOT ALONE.

You're ultimately accountable but you don't have to be alone. You're surrounded by amazing people (if you're not, you've got a problem you need to address immediately). Bring them into your confidence. Share the company's strategic challenges and expectations with them, give them big goals and the space to achieve them, and hold your people accountable. There's nothing better than celebrating a big win with an excited, empowered, accomplished team of leaders.

YOU DON'T HAVE TO BE PERFECT.

Vulnerability is the new currency of leadership – it's not the same as weakness; it's humanity. Experiment. The goal is progress, not perfection. Empower your people by saying, "I don't know, what do you think?" The ideal of the infallible CEO has gone the way of the dodo. This job carries enough pressure without saddling yourself with expectations of unattainable perfection.

YOUR TO-DO LIST IS TOO LONG.

Another CEO once told me he became an effective executive when he cut his to-do list from 20 things to 3. I'm working on it. But the more you can focus on the truly important things, the more empowered and effective your people will be, the faster you'll be able to move your company toward your goals, and the more you'll enjoy your job.

YOU'RE THE LUCKIEST PERSON IN THE WORLD.

You've been entrusted with the future of a company you love. You've been given the chance to build a trusted team of achievers, people you can't wait to work with every day. And you've been given the authority to make your vision a reality. That kind of freedom is reserved for a very lucky few. Find the joy in it, even when the challenges feel overwhelming.

And find the lessons. I promise you they'll keep coming, you'll keep learning and you and your company will be better for it.



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Coach-Approach Leader of the Month

RYANN LOFCHIE WAYNE: “COACHING SET ME FREE”



Ryann Lofchie Wayne is stepping down as CEO of The Frontier Project, after having led the business through a recession-busting period of exceptional growth, creating the leading boutique-consulting firm that integrates innovation and organizational development. Her next “frontier” is focusing on building Frontier Academy, that provides open-enrolment and custom leadership training programs for corporate executives.

Ryann is passionate about identifying real talent and advocating for the quiet intellect in any room. Addicted to learning, she has both an MBA and a Masters in Human Resources and Industrial Relations. Leading a firm transforming the organizations of Fortune 500 companies, required Ryann to build a team capable of supporting clients at the frontline of global changes in technology, economics, social and environmental change.

YOUR TERMS: *When and how did you discover the entrepreneur in you?*

RYANN LOFCHIE WAYNE: It wasn't a conscious decision. I fell into it after experiencing the unintended negative consequences of decisions made by others and how it impacted the organization. I wanted to create an environment that people loved to work in and since I had been a “pretty bad” employee, I needed the responsibility and the autonomy to create it myself. I am a little bit of a control freak.

I joined this company to create content and have gradually taken over operating and strategic responsibilities and eventually bought the majority of the business. I eased into rather than leaped into entrepreneurship.

I wanted to create an environment that people loved to work in and since I had been a “pretty bad” employee, I needed the responsibility and the autonomy to create it myself.

YT: *You are focused on what some would call the “ethical dimension” of entrepreneurship, such as recycling everything and employee wellbeing. Why is this important for you and what different this mindset makes in the life of your clients and employees? Can businesses make a financial return on being ethical?*

RLW: Absolutely can. We have values that we believe in, including: “sustainability” and “treating employees well” and “doing work that we are proud of” and the only way to live our values is to execute on them. It is about thinking everything through. We thought about what we bring in and what we produce and how we can be creative about minimizing waste. It is a different level of consciousness when making decisions. For some it may be a complex process to do, for us it is the natural process and it doesn't slow us down. Sustainability is also profitable, as we are focusing on minimizing resources and minimizing impact, which reduce costs.

Signaling to the outside world what we stand for attracts like-minded prospects and we end up with positive client relationships. That makes recruitment way easier and cost effective.

Our kind of people get excited by the opportunity to work in an environment where they are valued and are allowed to live by their values. We don't want them to be like the company, we want them to be like themselves.

Our kind of people get excited by the opportunity to work in an environment where they are valued and are allowed to live by their values. We don't want them to be like the company, we want them to be like themselves. Authenticity attracts.

Clients see us as progressive and often hire us to have that rub-off on their businesses; and we benefit from more referrals than other consulting firms, saving us marketing and business development costs.

YT: What does being a coach-approach leader mean to you? What role coaching plays in the life of Frontier Project Group employees?

RLW: My philosophy is to hire the right people and get out of the way. We are a very lightly managed company but we provide a lot of feedback and coaching. You are not going to be told what to do, but will be told how to calibrate what you are doing for greater effectiveness, and we will help you with your growth and development.

We do a good job of getting talented people in here, watching them work and figuring out how we can build on their strengths. We support them develop expertise, that is natural to them, and help them drive value for the company. We are pushing them out of their comfort zone in a supportive way, allowing them to take risks and make mistakes.

You can coach someone to stretch and they will go out and try it, if the culture supports it. One of our employees who came in as a project manager associate ended up becoming an operation leader in-house, which worked best for her skillset.

We do a good job of getting talented people in here, watching them work and figuring out how we can build on their strengths. We support them develop expertise, that is natural to them, and help them drive value for the company.

The art is to stretch people just enough that it doesn't scare them. We are about incremental improvements. People know that when they screw something up, we will tell them quickly and not allow them to fail completely.

YT: How do you transform a corporate culture? How long does this process take and what does it take from Frontier's Team to deliver on it?

RLW: Transforming a culture is really hard to do. It takes a bunch of different levers. Sometimes clients don't have access to all the levers and we will work with what we can. Leadership has to be on board and vocal with the direction where the company is heading and what the culture needs to look like to get there.

Messaging must be aligned and appropriate and the goals have to be tangible enough to inform people of their role and the company's direction. You must also empower people. Help managers provide feedback and communicate with, and coach people in a different way. You might have to help managers fire people, which in some cultures are not done. But sometimes turnover is necessary.

How do you change the status quo internally, while messaging the outside world and recruit different type of people? Over time, all these start coming together so that you get a different result.

There is no silver bullet for transforming a culture and it takes a lot of time. Textbooks suggest a 5-year process if you do it incrementally, but you can make it faster with gutsy changes.

There is no silver bullet for transforming a culture and it takes a lot of time. Textbooks suggest a 5-year process if you do it incrementally, but you can make it faster with gutsy changes. When your culture does not support the strategic direction of your company, it may create urgency for a faster and more intense approach.

YT: What are the 3 most important lessons you have learnt as CEO of the group?

RLW:

1. It took me a while to realize that probably there is no CEO who ever knows what they are doing. I woke up at night wondering if there was a playbook or a textbook I should have read? Eventually, I

It took me a while to realize that probably there is no CEO who ever knows what they are doing. I woke up at night wondering if there was a playbook or a textbook I should have read?

realized that no such primer existed and running a business was basically a question of making judgment calls all the time.

2. People will always surprise you in both good and bad ways. I have worked with people who have risen to handle challenges and I looked in awe at what they were doing. I also had confidence and faith in people who ended up not showing up. I find it impossible to know how people are going to work out.
3. Not to take it personally if someone does not join, or decides to leave the team. I had to get let go of the idea that we attract everyone and keep people forever. If someone, however talented, has lost their feeling for us, we have to let them go. It's hard not to take it personally, but doing so does not serve us. Such departures open up the opportunity for someone else to join the team.

YT: How does a CEO keep herself sharp?

RLW: Hiring really smart people that know that it's their job to challenge me, and each-other, so that we get to the best possible outcomes. I want everyone here to be smarter than me, so that I benefit from downtime and open space. The more of my time is spent away from the office, the better I can access ideas and my intuition to move the business strategically forward.

I want everyone here to be smarter than me, so that I benefit from downtime and open space. The more of my time is spent away from the office, the better I can access ideas and my intuition to move the business strategically forward.

This job needs a lot of confidence as I need to “make things up” every day, which requires self-belief and the willingness to call myself out. I need that self-awareness either myself or through the eyes of others. It's not just taking it in, but knowing how to apply it and not being myopic about how we look at problems.

My Vistage CEO peer group is a tremendous source of development. I learn from business owners with companies larger than mine and benefit from hearing about their experiences at later stages of the development cycle. It helps me see the future and work backwards from there, to see what communications and leadership positions were needed to get to that stage, eventually.

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Our CEO group is full of opinionated people and the range of perspectives is huge. Even if what they do in their business is not relatable I develop from hearing how they would approach my problems.

YT: How does life-balance translate to you as an entrepreneur?

RLW: It's either 100% or 0%. I have good boundaries that make it intense in both directions. It's about the pulsation of whirlwind of work and disconnected relaxation.

Before stepping up to lead I was used to 9 to 5 jobs. But as CEO, you have to be accessible almost all the time. Earlier, at times I just worked and there was no balance. Now, that we are less dependent on any one person, I can set my schedule to be off and the team will respect it.

YT: After 7 years at the helm of the Frontier Project Group, you are “retiring” to build one of its subsidiaries. What is behind this unusual move?

RLW: Running the Frontier Project group has been a fun job but the business is growing and stable, while I crave to learn and try new things. I found someone in the organization, Natalie Garramone, who is more than capable of taking over my role and allowing me to step out of the group-CEO role. This will free me up to focus on building Frontier Academy, which is still in a high-growth start-up phase, better suited to my interest and personality.

Feeling ready for the thrill of this new ride!



FORCING SQUARE PEGS IN ROUND HOLES?

- Use the Culture Index survey tool for:

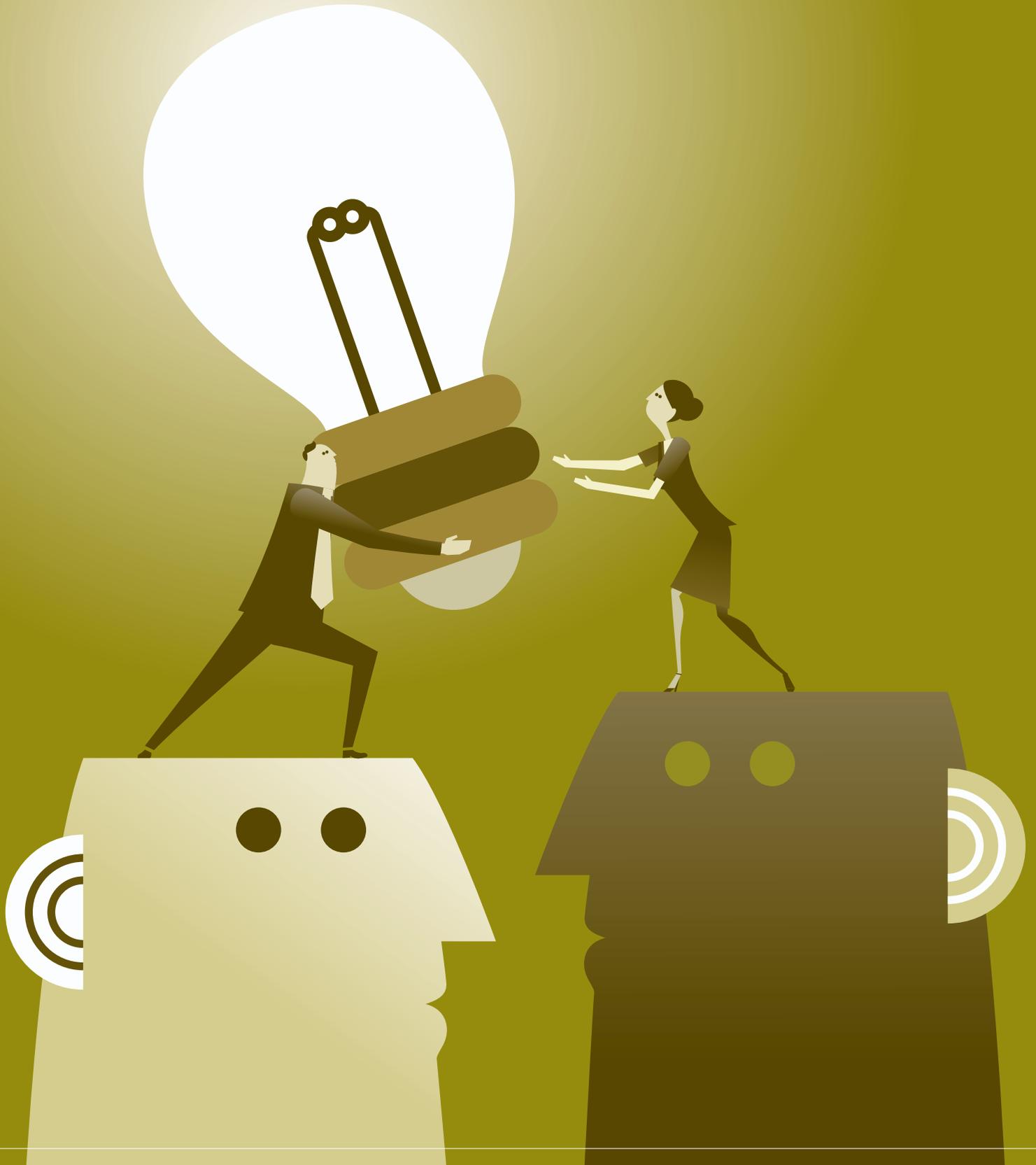
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- Management Team
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David Quick
Licensee
dquick@cindexinc.com





Harnessing the Power of Your Herd

WHY I LOVE TO HELP BULLS THRIVE

Nothing brings me greater satisfaction than getting to help current business leaders to better understand their businesses, their employees, and themselves.

About two weeks ago I had the wonderful experience of speaking to Vistage 465, a Vistage Chief Executive group in the Washington D.C. area headed by Clyde Northrop. I presented them with “*A Bull’s Guide to Right People in the Right Seats*”, and I honestly must say that this group is a perfect example of why I love what I do.

For this specific program, I chose to show first hand how much an understanding of your company’s culture can help to shape who belongs in your company. From the moment I began talking, I could see that they were surprised at how much room for growth and change there is in the area of a company’s hiring practices. We worked using my “*Best Practice Hiring Tools*” so they could learn how to efficiently go through applicants and better know who would fit best with each of the executives’ organizations. Small changes to company hiring practices are some of the simplest and easiest to overlook, but they often prove to be among the most effective. I could really see the impact my presentation was having on them based off the large amount of questions and follow-ups I received about this portion. It isn’t easy to change the way your company runs, but a bit of work to make sure you hire the right individuals now now can pay dividends in the future.

I also included in my “*Right People in the Right Seats*” presentation a preview of my *Culture Index* tool. The Culture Index is something that I believe to be one of the strongest tools that a business should use to ensure they have the right people performing the right tasks for their company. We ran through a demo of how the Culture Index can help their companies be more productive through a stronger understanding of what their work culture was, and the feedback was

Small changes to company hiring practices are some of the simplest and easiest to overlook, but they often prove to be among the most effective.

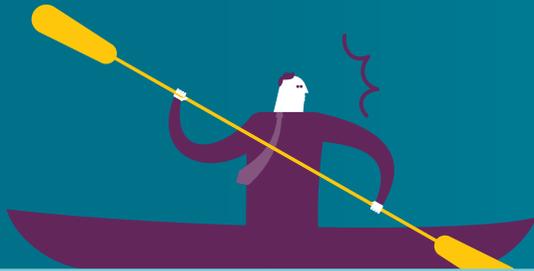
incredibly strong. I had the Vistage 465 group really thinking hard about what it is they had to do in order to make their companies better, and I could see the gears beginning to turn behind their eyes.

Reactions like the one I received from Vistage 465 are why I love what I do. The level of engagement that they exhibited for “*A Bull’s Guide to Right People in the Right Seats*” was phenomenal, and the questions they were asking were all the right ones. I’d like to give a big thanks to all who attended from Vistage 465 for giving me the chance to come speak and help your companies find themselves. The opportunity to help companies perform better and thrive within their industry is what wakes me up in the morning, and knowing that they are better off after I have worked with them is what helps me go to sleep.



DAVID QUICK, CEO
HELPING BULLS THRIVE IN CHINA SHOPS
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DILUTED ENTREPRENEURSHIP



Most entrepreneurial companies hit a road-bump at some point when their growth slows and they can't seem to brake through to the next level. This may happen when they reach \$5–\$20 million in sales, or 20–100 employees, depending on the industry and the team of the founders.

Single-entrepreneur companies will hit the wall earlier, partnerships and family businesses may grow bigger before reaching that “no-man’s land” as described by Doug Tatum in his identically titled book.

Strategies to get unstuck at that point include: hiring “professional” managers, bringing on “partners” or selling the business to someone that can develop management, markets or processes. Consultants that introduce strategies to organize and manage better may also be of help for a while, but eventually these improvements start to fizzle out.

What exactly is going on here?

Most founders face the growth-challenge when they can no longer maintain personal control, i.e. get the job down through order-takers. There are so many hours in the day and at some point they will need to entrust underlings to make their own decisions ... and allow them to make some mistakes.

Most founders face the growth-challenge when they can no longer maintain personal control, i.e. get the job down through order-takers.

This works in-principle, until the founder wakes up to find that the person he hired is not an entrepreneur. When he realizes that his staffer had focused on his personal agenda: furthering his career, building his power, taking credit for success and protecting himself from criticism. In fortunate cases, most of his agenda will overlap with that of the business, but full alignment is rarely possible.

Occasionally, when there is a high alignment between the founder's and his protégé's agenda, the latter is likely to be a lot less driven and possibly a lot less skilled than his entrepreneur boss. If he was as good, he would probably be running his own business or selling his services to a Fortune-sized company.

In the rare cases when there is a high alignment between the founder's and his protégé's agenda, the latter is likely to be a lot less driven and possibly a lot less skilled than his entrepreneur boss.

Most founders are aware that they cannot clone themselves, but they get blind to what “cloning” means. For example when the founder is getting burnt out (i.e. haven't figured out how to do the job himself) managing underperforming salespeople, they hire a sales manager to fix the problem. The entrepreneur will be looking for a sales manager with experience in managing salespeople and will likely end up hiring someone who had been “made available to industry” for underperforming elsewhere.

His mistake was trying to bring in a high performer from the outside, instead of building a superior process for the task (an entrepreneur's job) and finding people capable of executing that process under his supervision. It is like appointing a mercenary as general to run your army.

The force that builds companies is entrepreneurship. The challenge to the entrepreneur is avoiding the dilution of his craft as the company grows.

His mistake was trying to bring in a high performer from the outside, instead of building a superior process for the task (an entrepreneur's job) and finding people capable of executing that process under his supervision. It is like appointing a mercenary as general to run your army.

To expand his business the leader must be able to attract entrepreneurs and empower them or to invent and develop processes that can be taught to his employees. In most cases it will be a mix of both.

At one end of the spectrum are high-growth venture-backed companies that can raise capital to pay for attracting entrepreneurial staff, who then can be tied to the business with bonuses and stock-options. At the other end are franchised businesses that rely on a small number of entrepreneurs or quasi-entrepreneurs, (franchise-owners), assisted by scripted processes in building and running a formulaic business.



STEVE PRED
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RVA 100

THE BEST PROFESSIONALS OF RICHMOND

RVA 100 is being launched by some of the most respected professionals in our metro area. Our goal is to provide direct and referred access TO the best professionals FOR the best professionals AND their networks. Membership in the network is based on reputation and is by invitation only. RVA 100 members will stay in contact digitally and through occasional social events. Welcome to the first 36 members of RVA 100. Stay tuned for the next group of network members next month, and for regular updates around RVA 100!

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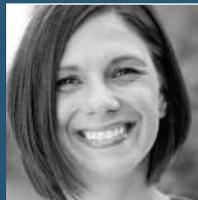
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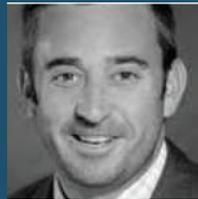
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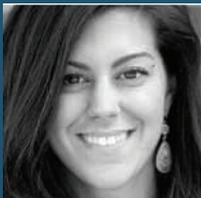
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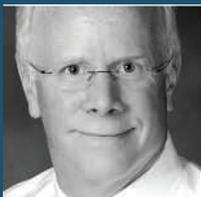
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Would you like to test-drive a morning brainstorming session with Vistage Group #9257?

Date:
March 22nd, 2016
7:30–10:00 am

Location:
Central Richmond. Confirmed participants will be notified of the exact location.

Apply for a guest seat to join Vistage Senior Executive Members and Vistage Chair Steve Preda to experience first hand how a Vistage peer group can help you become a better leader and make better decisions.

If you are a C-level executive or business owner, **contact Steve Preda to request a guest seat** at the board room table, at the email below. Attendance is limited to the first five qualified guests.

Surprise yourself with fresh insights on the first day of spring!

7:30 am **Networking and continental breakfast**
7:45 am **Welcome and introductions**
8:00 am **Executive session – Issues and Opportunities**
9:45 am **Q&A with members and guests**
10:00 am **Wrap-up**

Invitation Only
Seating is limited for this event.
RSVP to: steve.j.preda@gmail.com

Founded in 1957, Vistage assembles and facilitates private advisory boards for CEOs, senior executives and business owners. More than 20,000 Vistage members participate in monthly, Chair-led private advisory board meetings.

VISTAGE

Private advisory boards for CEOs, executives and business owners.



Steve Preda
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