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Hey, Lee. Hello?

How's it going?

Good. How are you? Hey, everybody.

Good to see you.

Now it's been a couple weeks. We had Thanksgiving for those of us in the states who celebrate.

I'm in my December deep work planning mode, but it's nice to revisit some of the stuff that you all are working on.

The office hours are as intended to be pop in, pop out. So nobody needs to needs to feel like you have to stay the whole time. And if you get your question answered, feel free to duck out. It is being recorded.

So just so you know, I will be sending this out to the full group, even the folks who didn't make it live. If there's something sensitive you wanna share, please feel free. Just flag that to me later and ask me to remove it, and I'm happy to do that. So that way it's only us that see it.

So I don't wanna have anybody couch what they're saying. But, how can I help? Let me just start in the order that I saw saw people arrive. I think, Lee, you were first.

So how's it been? What can I help with?

You broke my brain in the best way possible. I talked to, three people about this this whole boot camp.

It's really nice of you. Thank you.

Yeah. Yeah. Yeah. Yeah. I didn't say it was good.

I just said I talked to people.

Oh, that's fair. Okay. I take that back. Oh my gosh. I hope you said nice things.

No. I I have said, you know, the the big the the two framework lines, the a to z conversation, and we even talked about this last time of, like, I brought it out of the speech, but you were keeping it into the speech. I I keep talking about life outside the speech. You know, taken outside the speech, the keynote being a to m and then the potential further work.

Right.

I'm using that as a metaphor because that's what I realized whenever you said teach people to think. And I was like, oh. And and so there's some context behind this of I owned a temporary hospitality staffing company for eleven years.

Oh, wow.

I don't care about that.

That that like, I hated doing it, but it was a great moneymaker.

Yeah.

It was in a sense a distraction in life. Right. And so I just sold it in July, and I've been trying to figure out, okay, this, half of the time with CEO of the staffing company, half of the time since the pandemic for the past four years has been coaching.

And so now that that is gone, I've been thinking about, okay.

Where am I hanging my hat as a business coach?

Sure.

I am a business and leadership coach for.

And as of last month, I put on event business leaders.

Mhmm.

I am now and I should also say, I started to pitch to associations across the nation, starting with just the first one, the National Association of the Catering and Events. I went to thirty chapters and said, hey. Let me speak for you. Let me speak for, you know, all these chapters. I got six of them that reached back and said, yeah. Let's do it.

And this is without me having it built.

Great.

You saying, hey.

You know, teach them how to think. I was like, got it. Got it. Got it.

Got it. Got it. Okay. Okay. Okay.

And I should say, my current client base, two of them are actually event people. I have, for example, two law firm owners. I have an Apple executive. Mhmm. I have, the wife of a rich person. You know, my background was life and business coaching. The business coaching came out of my, event business.

Yeah. Right.

So the the two conversations of where I'm at is I literally have so I've I've had two or three conversations with association chapter leaders.

Right.

Literally last night, I have, another organization that just reached out to me, exciting speaking and sponsorship opportunity, and it's for the chapter in Austin.

And so it's the conversation. So the two conversations are developing my premise, which might be too big for this. But the other part that it's more important to me right now is just this email of what's gonna be my best way to present myself back Yep. When they're asking for, and and I I have, like you know, there's, like, one zero one, two zero one, and three zero one is advanced. I think I'm, like, one and a half or two. So it's not, like, completely basic, but still, it might be good to get the review on. And I'm happy to even share the email if that would help.

Yeah.

So is this there's a phone call coming up.

Is that what I understand? Is that correct?

She's asking she was asking for a pitch to A pitch.

Okay. Cool.

If if you want a phone call, Lee, let me know kinda thing. Got it. That's up. Got it.

So I would, you know, for sure rely on some of the speech blurb writing template stuff. But the thing I do routinely that is really effective is so first and foremost, like, the pitch is the thing they're buying, I suppose, but you customize the pitch based on what you can learn from them. So I always try to go for a phone call. Like that is my fur whether I'm trying to book a sponsor for my business and then sort of because people ask for a rate card upfront, and I'm like, I wanna avoid that.

I wanna hear from them first and then provide bespoke packages with different rates based on their goals, based on their needs. Same for speaking. It's like, I wanna hear from you first. And then on the call, I'm asking questions like, do you have an event theme?

What like, tell me about the role you'd like me to play in the agenda.

You know, what caught your eye if they came to me about my speaking, you know, depending on the relationship that I have with them?

Tell me about the problem area that you think the attendees have or, like, in the topical domain where you consider me an expert, what problems do they have? What common refrains do you hear? Like, I'm asking them for stuff about their event, stuff about their audience and their challenges, and then I'm trying to use some of that language that I hear from them in the pitch back to them. Because the more the pitch reflects the language they actually used, the better. So for example, I was talking to this event organization a couple of weeks ago, and we were in the early processes of just learning about each other, and they were vetting all speakers. And I felt good about my pitch because they use this terminology like you're wasting marketing budget.

Like, a lot of our attendees feel like they're wasting marketing budget. It's like, okay. I haven't ever said that in the way I pitch the value of my speech. That's going in the blurb that I give them because they said it so many times.

They talked about the three legs of the stool in their industry, which was like manufacturers, distributors, sales reps. It's like, okay. I will have to talk about and use the phrase three legs of the stool. They use the phrase clients instead of customers, which I always make sure I ask, because if I write customer or I write, you know, coming out of software, user, which is very common in software, if I write that to an organization full of agency owners that thinks in clients, that it's it's a little sign that I shouldn't be the one that goes on that stage.

So, if I'm you, I'm getting on the call. I'm asking tons of questions. And when they ask, like, what do you speak about, I'm just going to elements of the dialogue outline. I'm just like, well so, like, a lot of people have this goal, like, in your audience.

Right? And, like, typically, they probably come out at a certain way or at least in my experience in my life, you know, with my clients or my audience. People come at it this way and, you know, there's some problems with that and hear all these problems. I actually think the core problem is this.

And so, you know, this sort of assertion I make through my speech is that, and then I bring with it customized stories and frameworks and ideas they can really use and apply. And I'm sort of giving them a pitch which represents a sum up of my my argument. And so now it's just not like, oh, I speak about storytelling. It's a it's this my perspective is what I'm articulating to them.

So that those are that's a lot of a lot, but that's how I would approach it. Let you let me know what's amiss or what doesn't make sense for your situation. Or if you have any follow-up, let's go down those paths.

Super already hugely helpful.

So now talking using everything you said, I'm like, god. I got it. That is so helpful. Cool.

What one of the things I just received from you is, like, I I'm imagining now I'm back to the a to z of the speech.

And I started a a a visual of trying to determine my a to z, and I have my m, and I have my x y z.

I'm very clear on where I'm headed that not having the stories in. I'm just talking about the argument.

Mhmm.

My a, b, c, d, e, I'm just curious. As you just spoke, it's because it's kinda like I'm seeing, like, a funnel that leads to my speech. You know, it it's like and so I'm curious if your flow within a speech is always going to be exactly the same or if based on them saying so, for example, mine is about self awareness.

You don't really know yourself. You think you do. You don't. And that's the m. And so it's like there's many ways and angles I could lead there. So if they're saying conflict is the issue versus budget is the issue, you know, maybe the speech might start in two separate ways.

I see what you're saying. So don't do that because you will break yourself.

Or do that and know that this is the first speech where you can do that, and the next speech, it's gonna be a lot similar to that too because you're doing it for the first time. So you can be as bespoke as you want, but you're setting yourself up for the next time. What I do is I rely on a term that I got from friends who used to work in news media. They call it the doughnut hole.

So, like, a producer or an anchor would send out, you know, a field producer to say, go capture a clip of somebody at the, you know, whatever, the car accident saying this kind of thing. And then they have the promo ready tonight at, you know, news at seven. And they, like, have these sections that are intentionally left for bespoke content, and then they end with, like, that's tonight at seven. But they have all this stuff that's always the same, and then they drop.

They fill in the holes of the doughnut. So that's what I do. Like, in my opener, I have one of those where I'm, like, watching for what's being discussed at the event, and I'm trying to say I say the same first line, then I reference three things I noticed at the event, and that sets up the first thing that's really my opening bit. Right?

So those are those three things are like the doughnut hole. And so it's the same for you. It's like you wanna speak to the same goal that universally applies to your audience in simple fashion. Right?

Like, I don't I'm gonna butcher it, but, like, I don't know. Maybe it's like you want clarity in the face of too much information and advice. Done. Right?

Like, however you'd perform that, you know, but then maybe you have a follow-up line or two that's really quickly customized to that audience. That's the degree I would customize it. I wouldn't throw out the opener or throw out the third section or whatever and replace it with some entirely new thing. Like, the most customized I ever get is the story is about Lee instead of Andy, but it's the same kind of beats.

If you heard them side by side, you would see different slides. You would meet a different person. You would have some different details and jokes, but it would it would kinda rhyme. And then the insights that I'd extract at the end, like so we can learn three things from Lee slash Andy, and they'd be the same things.

Right? And if I reflect back, thing number two is x. Here's a statement about x. And in Andy's case, we saw x like this.

You know, that would be different. So really tiny tweaks and changes. When you get advanced, when you get experience, when it's a part of your like, it's in your bones, not just in your brain, then I would say, go ahead and step out over that line without a safety net and have an entirely bespoke section of your talk. Or my friend Ron Tite likes to say, he always has the new two.

He's always got brand new material that he's testing out for the first time running about two minutes, maybe five.

So, yes, micro changes, not big, big sectional changes, especially at first while you're ironing out the the act.

Huge.

Okay.

Yeah. Okay. Okay. I know I could, talk this entire time.

No worries. We have a second hour on Thursday too. So if you get some progress here and and you feel like there's something else that you wanna follow-up on, feel free to come hang on Thursday.

You know, and there's off also other things I do. I do like I have a la carte coaching calls. I have a longer term engagement. There's other ways that we could work together. But for now, just for the boot camp purposes, you know, Thursday is also an option. But any last, things we can touch on about, like, the pitch and customizing it?

I'm what I'm thinking is I'll pause for now and let other people go, and then if there's time, I'll be up.

Sounds great. And and don't be shy about really, like, aggressively customizing the title, the subtitle, and the blurb.

The talk should be remarkably similar speech to speech with elements of customization and tailoring. The blurb is how they need to understand the value of that product.

Right? That's like, if you if you sell a software product, you might have a landing page that's like use cases for agency owners, use cases for, I don't know, tech company executives, use cases for marketing teams, but it's the same product. Right? So it's there's many things people can get out of a speech or many types of people that should find value in the speech, and your blurb should be highly, highly customized to ensure that you're saying to this group, this is why I think this speech is perfect for you, not this is the speech I'll be creating from scratch for you. Does that make sense?

Yes. Cool. Actually, that leads to one of my questions, which is I came my mentor ish, not really colleague guy. Yeah.

He does workshops only, not keynotes. And it it's the same format every time. Yeah. Alright.

What are your problems, essentially? But marketing wise, he has a list of eighty titles.

So I've been getting the question from look. What are your speeches?

Mhmm. Based on what I'm taking away today, it's like, no. No. No. It's the one speech.

Yep.

And over time, you do it more and more, and then you shift gears and go, I don't wanna explore how speed works in business. I wanna explore how word-of-mouth marketing works in business. And then you decide, okay. That opener was about a cat.

How do I carry that opener over to this and tweak the story or the insights from the cat story to arrive at this new theme, not that news? Like, I've seen a lot of speakers do that. Well, they have two actually different bodies of work or books or whatever and a speech for each book. And so they they do have two different speeches, and the vast majority is different, and the design looks different, all these things.

Right? And but their their their first attempt is, like, let me what can I use from the original in the new one, but seen through a new light? Like, there's all these subtleties for doing that if you have eventually multiple speech products. But the vast majority of us, we need different speech products only when the actual room or purpose, the type of talk is different.

Right? Like, I have my keynote. I have my breakout. I have my workshop or boot camp, and that's good.

And then the packaging, the title, the subtitle, the blurb is highly customized and the material is somewhat customized.

And, you know, genuinely, the more experience you get, the bigger risks you can take. But if you never just rehearse and do the same talk at multiple gigs over and over again, you kinda put a low ceiling on yourself. So that's why I'm being so overcommunicative about, like, it's one talk. It's a product.

Get it right first, then make larger changes. Like, for now, it's like, they say customers. They say users. Great.

I'll switch that out. Or, like, I have a donut hole in that section where I acknowledge something about the room or acknowledge something about this industry, whatever. You know? You have a little list of symptoms.

It's like, here is what we're doing. And then you're, like, going back to this needs analysis call with the client, and you're, like you know, you're just saying, like, in your head, you're like, what did they say down that call? Okay. I'll build that into this section of the slide or even put it on the slide.

The the organizers love that, but the whole darn thing doesn't have to be like that.

Heard. This is yeah. That okay. Sweet. Very, very helpful. I'm gonna still hang on and listen.

Yeah. Please do. Yeah.

Something up later on.

Alright. Cool. K. Good. So I saw Andy come in next. How's it going, Andy?

Yeah. Really good. Thanks, Jay. I've had a a week in London.

I'm based in Cornwall, so it's a bit of a trip up country as you say.

And, the reason I'm mentioning that is that I got to kinda try out some of the speech because I get a bunch of people in my network together. So I just took a Awesome. First ten minutes.

Oh, great.

I could see I could see stuff that that worked.

Also, I'd had a a couple of, kinda client workshops a couple of days before, and someone came in talking about a bit of the, kind of signature stuff and said, oh, we're using that as a team. So I was like, okay. Cool. So, yeah, it's been good. And then over the weekend, I just relaxed by, joining in, a village festival with literally a twenty five foot giant where I was part of the controlling mechanism. So that was cool.

But that's another that's a story for another day.

It very well might be. Yeah. A story you might be able to use somehow.

Yeah. I I was trying to work it out, but I haven't got there yet.

Yeah. Yeah.

I I was, just to give a bit of background about me. So I've been in business to business subscriptions for twenty years, probably more. And, you know, even after all that time, my fam family still don't know what I do. And that that's kind of the issue with b two b subscriptions. No one grows up saying they're gonna gonna do that when they leave school or whatever. The issue that I have is I'm talking to quite a mix of people either in, VC or private equity. That that tends to be periphery for me.

Or people like CEOs, managing directors who are trying to make their subscriptions work, and then the people that are kinda doing the do. They're rolling their sleeves up. They're functional leaders.

And my solution has always been about trying to just actually speak to customers. In business to business information, which is my space, you're talking about maybe three hundred companies that you sell to. Maybe. And maybe there are, like, five to ten people within those companies that actually drive the the decision and the value.

Now maybe there's a bunch more in there. And, you know, people try and learn from SaaS type solutions. It's just very different. It's Right.

You know, so a lot of my the bit that again, like Lee was saying, the the bit that I try and do is just put so many angels on the the top of a pin and just go straight to the way that I think is because. And I'm trying to help people, but I'm putting in a, I don't know, a signature talk with a workshop with a meth you know? I'm doing everything straight away.

Yeah. Yeah.

So it's been really useful to try and think through some of this.

I'm seeing it almost like a performance.

But people are very, they're very seasoned. They're very experienced. You know, I'm talking to people who, again, have been in subscriptions for twenty years, and they've seen it grow over time.

Potentially, the people that wouldn't be so knowledgeable are their teams, so there's a lot of frustration there.

And I guess I'm giving you that context because my talk has to connect with a bunch of people, some of whom think they they know really well Yeah.

Or think they know best. Some are people who expect because they're investing businesses that everyone can do stuff well. And also teams who are going, I don't know, like me in twenty years ago. What the what is this?

Yeah. I'm not quite sure. You know, the subscriptions are worth sometimes ten thousand, sometimes a hundred thousand, sometimes a million, right, per account. So it's a weird weird sort of old old world that I'm operating in.

Anyway, sorry. I I got distracted, which wasn't the point of this.

I like to leave No.

That's okay. Speaking to customers Yep.

Finding out, what they're trying to achieve in their business, whether they're in metal and mining or renewable power or medicine or whatever, finding out about the way that their world is changing, the performance drivers they're thinking about, the KPIs they're trying to to solve, all all that sort of stuff is the, weirdly, the missing ingredient because people don't talk to their customers unless they're trying to sell stuff for all the So your message your message revolves around that notion of talking to the customer?

It it does. Yeah. And it also revolves around, I've created a framework to look at, the subscription landscape kind of strategically, but I hope very simply. Yeah.

So that that's what I'm trying to do is break people away from spreadsheets or thinking, oh, I don't know.

Surely, someone else understands this and actually get teams to think through what matters to their customers Okay.

And and start to collaborate by almost framing it. So I'll just go through like, I've got so much stuff in this document, and I'm in danger of it kind of, you know, going everywhere.

So I I've got a kind of top line thing Right. Which I try and just look at and almost use as an aide memoir Yeah.

Then look at the script. So, hopefully, that that kinda gives you a bit of a background. So I'm going in with a kind of kind of business to business subscription success, use metrics that matter, not metrics.

And then I go on to describe that. So the metrics thing is the, the bit where someone came in and went, oh god. We're all using this.

Yeah. Right.

The metrics matter. If I start off by saying that if the only thing we seek to do is to crush our targets, then our targets will end up crushing us, and I'll explain that. So in order to grow premium annual subscriptions, actually, we need to protect them. But everything has been bent towards selling and selling and selling.

And, because teams across different parts of the subscription brand are hunting for growth, whether it's sales or marketing or product or whatever, because they're hunting for growth in a vacuum, it's killing subscriptions softly, and it's a bit like eating junk food.

It satisfies a craving today, but tomorrow, whenever tomorrow comes, is gonna come and get you. And within annual subscriptions, typically, that's eighteen months, and then you have that kind of heart heart attack.

So what I'm trying to do is look at almost reject vanity measures or what I call metrics. A metrics is using or choosing to report something to make you look good, to make you look better than the results actually are, and I've got a bunch of examples. Sure. And shift towards performance metrics that matter. So the symptoms that I see, you know, teams have I I think teams have never been busier, but the goalposts feel like they're changing, and the results are harder to achieve.

There's a kind of sinking feeling in the pit of your stomach when customers say, I'm not sure about buying or renewing this or even expanding it because I just don't get the ROI. I'm I'm not sure what this is.

And then there's another symptom, which is almost like shape shifting. You end up carefully selecting and redefining measures of success to, to make your results look better.

Yeah.

The the metrics that I talked about. So my premise is that, actually, the payoff with premium annual subscriptions is not closing more and more deals. Although, I get it, converting deals are very important. It's about opening deals for years, and that's just a a shift of mindset.

I end up with the indelible thing where I hear you talking about what is that indelible thing that you would write? I I won't get a tattoo, but almost tattoo.

It's subscription and success is defined by your ability to protect and grow your installed customer base.

And that sounds like it should be such a no shit Sherlock kind of statement to say. Yeah. But it's just that, you know, spent two years of defining and shaping this with people who are going, well, yeah. Oh, okay.

Even very seasoned people who've sold, you know, businesses for three hundred million going, this is a better way of looking at the Yeah.

Yeah.

So, my my premise is that So Hold on, Andy. Do you mind can we shift to the problem solving?

I wanna make sure everybody has Yeah. Time to Yeah.

Chime in.

So the problem to solve is Yeah.

Like, for problem I could solve for you today.

The problem I can solve for you today is to, I've created a unifying framework that gives people it's almost like taking a sports team, and at the minute, they they rush out, and there's no white lines around the playing field. There's no zones. There's no playbooks.

So I'm I've created a unifying framework centered around that, premise of protecting and growing, the subscription performance.

Mhmm.

And you can run this the, you can run your revenue retention through that framework k.

And work out where you are by segments.

Yep.

So you can create different playbooks for each segment. You can run your product through it to look at which product's working, your teams, and even, your customer sentiment from both the predict and growth measure to understand what's lurking around the corner.

So let me point out a few things I think you did really well that are strong, and then let me play, sort of the naive audience member. Pretty authentic naive. But so the things I think that you you did that were really strong is, like, the metaphors you use help illuminate complexity in simple ways. Like, you're really strong with non literal explanations of things.

You also seem to be very understanding of their problem. Right? Like, you've diagnosed something that they deal with all the time. And even, like, when you started talking in categories of, like, we are the shape shifters or whatever, that's really powerful IP that you should pursue and flesh out and continue to crystallize.

What is going to be a challenge that you face is everybody will intellectually get on board with you immediately and emotionally run away because they're like, but I do have a quota right now. Right? Or but my boss doesn't see it this way. Like, it's gonna be a really easy thing to go, Hell yeah.

Also, I can't do a thing with this. Right? So I'm curious. The naive thing I would play is, like, this is great.

I love the line, and this is me speaking now. Instead of trying to close deals, I think you could even add on a time frame. Instead of trying to close deals today, how do you open deals for years?

But then I come back and go, but I need to close deals today.

And so I think what you need to do is try and find a way to align yourself more fully, not just with the fact that this is a problem because it is, but the reality that they face is where your ideas need to actually take place when they execute on them. So how do you ensure that you say something to the effect of, like and this is a clunky way of doing it, but I just wanna make the point. Like and I know what you're thinking about. Even you seeing me that say this line, I said this line a few slides ago.

Right? Like, this line about, like, don't close deals today, open deals today. You're thinking, but I have to close deals today. Right?

I know you're thinking that, but I have good news. Here's what happens when you embrace this mentality in your near term results. Right? That has to be acknowledged.

It's like me saying, like, don't think about reach at all. Don't care about reach at all. I don't say that. I think put resonance over reach also allows me and gives me the option to say, and if reach is necessary for your business, you will have an easier time of it because it won't feel like you're digging a hole in dry sand to just always get in front of people if you have this really passionate fan base that gets you in front of people for free on your behalf.

Right? Like that's something that I I've, you know, seen pockets of my audience push back on when I say. So I've built an idea that allows me to acknowledge, but you might need to grow a follower, grow a email list, grow whatever today. So that's the thing I would ask you to do, and I'm not sure if we're gonna solve it today, but I wanted to try a little bit, is to ask you, what do you do when someone approaches you and says, I understand all this intellectually, but, like, I also have a quota to meet immediately?

Yeah. That's, spot on. You've just made me, connect, something up, which is it's almost yeah. It's very similar to what you're saying.

I, it is about adapting your mindset. If you find the pockets of growth within your because I'm talking to people with established subscription businesses. Do you find the the superfans, not NPS. I've got a different way of looking at it. But if you find those bright spots within your subscriber base, you use, examples like that and social proof and all that sort of stuff to get faster, stickier conversions.

And there's enough data that I can you know, I won't bore you with it, but there's three data points to say, this will this will end up getting you more deals today Right.

That stick around for years. Yeah. And you can take that approach into any business that you you advise on or you work in to to take that same kind of playbook.

I would look at what you can do to create a message of hope. I think what I was speaking to is there's a lot of you're gonna instill in others a lot of fear, and your argument needs to be placed in this inescapable order where people go, I'm with you every step of the way. Like, you're now a leader in my space, and I want to go with you. And that's not followed up by, but I'm afraid. Right? By the end of the talk, they need to not just see it, but also, like, be ready to go do it.

Not necessarily having all the steps to do it. That's different. But, like, I can see why this is inescapably logical for me to go and do and make this change, right, because of this speech. And so I don't know what that looks like.

I don't know if it's like, I'm not asking you to change. I'm asking you to prepare to change. Like, I'm asking you to continue doing the work you need to do today, but to take a percent of your time and help you make tomorrow easier. Like, in my world, I would talk about, like, the marketing funnel and how everybody's so enamored with growing the top of the funnel, but I wanna help you create a straighter funnel.

And I wanna help you stop the exhaustion of digging a hole in dry sand. I wanna have more of your effort stick and stay so you get compounding benefits over time, which means you're gonna keep digging with a lot of effort today. You're gonna keep selling and marketing today. I get that.

But how do we make sure every action stays in the ground, that hole remains and grows? Because otherwise, it's all brute force. It's all effort based. Right?

Well, this is gonna be an evolution from purely digging a hole that requires you to always dig to everything you do being evergreen or compounding. Like, how do we make that evolutionary change? You know, here's the methodology.

So you're asking me to make a really big emotional, risk in way in the way I talk to my team or my boss. And what I want you to do next as you create the model of the talk is try to derisk it for people.

Yep. Okay.

It's it's hard, and it's also gonna require a lot of revolutions. But you also have access to people, like you said, around your community that, you know, already come and hang with you. So, you know, there's probably, an opportunity, and this might actually be an easy tangible way to you for for you to do this, is to go and collect and tell the stories of three to five people, either executives or frontline practitioners who have made the switch you're asking them to make and really get into their stories. Like, interview them well.

Whether or not you turn it into content is up to you. But, like, really tuck into what are the details? What did they go through? How did they get buy in? How did they make the switch? Was there any pain you felt early on? And then as you tell these three stories or five stories or however many stories, look for the commonalities.

Yep. Right? Look for what they had in common. Is there a three phase process? Is there, you know, trigger questions along the way that unlock the next step? Like, what's the it's almost like a pseudo hunt for or or like a light hunt for a methodology.

Mhmm.

But even just having the one example of, like, I know it sounds risky. Let me show you what this looks like. And on the back end, being able to say, and here's the best part. Sally here, she crushed her quota this quarter by doing that.

Like like, the first quarter she started doing that, she had more success than she ever had before while setting herself up for the long term. She actually had more success in the near term. And then people go, oh, okay. Okay.

I want that.

Cool. Okay. I'm I'm, it's not about it's not about individuals doing it. It's about you're right. It's about a boss seeing it and going, right. We all think this way. It's a philosophy.

I have an I have that person who's already gone through it.

Yeah. You like, be really, really obnoxious almost in asking them questions to try and get their full story.

Yes. That's what I need.

Know, write about it and talk about it. And then in writing and talking about it, you'll be like, oh, I actually don't know this detail or so and so asked me this question about their story, and I lack that detail. I will do some research or talk to them again. You know? And it feels kinda silly because it's very slow paced. But if you can get that one signature story modeled out, you at least have the illustration in the speech, and then you can do more and more to find the common framework.

Yeah. Cool.

Awesome. So it sounds like a clear next step that you can try. Any, follow-up questions or things that I didn't address from where you're at right now?

No. You'd you you you you've addressed it. You've diagnosed it well, that, you know, it's taken me well, Pete, who's gone through this, who who bought into me doing this after trying his finance team and his data team. He he's at EFT.

Right? They've got massive resources to try and solve this stuff, and they couldn't. Yeah. So I've gotta be careful that I'm not the hero of the story, so I've made it about Pete.

We've had this presentation together.

But, you know, it took quite a while. It took a while for him to be in pain and go, okay. I'm gonna have to get the budget for this. But within, actually, within a week of me showing him my view of what was happening, he shared it with his senior team who were getting quite a bit of pressure because of results.

Mhmm. And they gave him the investment that he'd been saying he needed within the same meeting. You know? It's an immediate light bulb for everyone.

Right.

So it's just about In that story, here's what I'm thinking about as you develop it.

I'm thinking about omitting him having to pitch the boss because now the competency your audience will ask you for is how do I pitch my boss, which is not the business you're in. Right? I wanna hear hear the actions he took. And some people go, great.

I'll do that today, or I'll tell my team because I'm the boss today. And some people will go, oh, I need to go and convince my boss. And you have at your disposal a wealth of experts that you can point people to for getting buy in and all that stuff or come up with, like, a breakout session or something or a resource online or whatever. So I would be very careful not to make the sort of, like, successful moment.

He got the buy in and budget from their boss. I wanna know what did they actually do to see traction early, to implement it over time, ongoing, whatever.

Be you know, just these are the little pitfalls in b two b that we face, which is, like, organizationally, people know that there's stakeholders involved.

If you can just give the straight ahead story, let the objection be, I know we can do this and it makes sense. How do I tell my boss? Because then at your disposal is you can go to these books I trust. You can come watch this talk I do about that. You can read this blog post I wrote about that, or you can bring me in. Like, there's there's recourse there. It's just the change itself needs to feel like it will serve my near term interests.

Yeah.

You adopt something you're fundamentally saying is taking the long term view.

Because I want people to take the long term view too, but people don't do that. They're not wired to do that. You just show them how the long term view helps them in the short term.

Yeah. Okay. Yeah. That's easy. Thank you.

Yeah. No problem.

One of the hardest parts about communicating to people in the workplace, other stakeholders in friction, short term needs. Capitalism is built on short termism. So it's really hard to get people to adopt anything longer term.

You have to acknowledge that everybody feels pressure to deliver in the short term, which Yeah.

Yeah. That's that's absolutely it. And, until I have the results that are proven and just say, look. I you know, this the these companies have improved their results within a three year cycle and got x multiples.

Yeah. I'm trying to deal with that human fear. You you've you've absolutely nailed it. The other the the final thing that I'm struggling with, though, and this is more about once people have bought into it so, let me be specific.

There's a CEO who went, oh, okay. This is amazing. He kinda he could cope with going from a to m. Right?

He's Yeah. Yeah. Very savvy.

I sat down, opened up because it's part of my kind of research and development bit, opened up about the the the approach, showed him, explained what I was doing.

You know, some eighteen months later, he spent a lot of money on the data projects to do something similar. Right? So is it you just have to accept that some people are gonna be wedged up and resourced enough to take what you've presented and, do a version of it? Or that I Yes.

No. It's that. It's that.

I mean It is that. You can't control it.

Shitty thought leaders present the solution.

And really generous leaders that you wanna follow that are true to reality that that are genuinely worth following and how and and learning from. They present a solution. They go you know, like, everything I've told you about public speaking in this boot camp. Mhmm.

There's seven hundred more ways to do it in different ways, some of which clash directly with what I told you to do.

But I'm presenting you a solution, not the solution. And the less you say to someone, this is the solution Uh-huh. The more you can, a, constantly update your thinking to actually move with the times and real data you get Nice. Yeah. Including qualitative. Right?

Yep.

And, b, I think you earn the trust to savvier people. Because a practitioner, you know, what what some business thinkers would call, like, a low maturity buyer versus, like, a high maturity buyer. The low maturity buyer is new to doing something or new to the workplace, and they believe in magic secrets, and they believe in perfect getting the a plus. And Yeah.

You know, is this is this the right way to do it, or is this the right way to do it? Like, a sophisticated high maturity thinker hears that question, and they go, well, it's trial and error. What did you do? And then let's review the work because there's no right way to do it.

Right? No.

Absolutely. Yeah. Back on. Yeah.

Yeah. So so I so I I believe in you are presenting a solution, not the solution. Mhmm. And, I don't know, said bluntly, you're not gonna save everybody.

Yeah. Well, the I suppose there's one bit there's one question that that would really help help me to hear your answer too. So Yeah.

Shoot.

After, let's say, it's eighteen months, a couple of people on his team, very senior people, got in touch and said, hey. We might have a bit of work for you. And I was like, okay. You're throwing me a bone here.

And they shared they asked me some questions that made me think there's something not quite right here. I asked them to share the Excel spreadsheet, and they I I don't wanna kinda go into the technical, but they'd shoved a line that shouldn't be in the protect measure.

It should be in the growth measure. And it was a metric. Right? But it was actually baked into quite an expensive data project.

So I could see that they were, yeah, they were they were completely, subverting the the point of doing that, and it's an industry measure. That one thing is an industry measure.

Right.

How could I use that? I'd never named them. I'd never even give a clue about who it is, but how could I use that as a look. You could actually end up spending a whole bunch of time eighteen months later. This could have been you could have had the floodlights on the playing field with your teams behaving differently Yeah. Eighteen months ago minus six weeks.

And it would have been, you know, thirty grand, not two hundred grand.

Or what what it could I use that as a without me being a I I feel like I should, but I also I would do it because I'm sort of playful and like to joke around.

I'd be like you know, I've done this several ways. I'd be like, I wanna tell you a story about, these two people. I I don't wanna name their business. I don't even name them. Let's let's just call them Stephanie and John.

Okay. That's their real names. It's Stephanie and John, but I'm not gonna tell you the company they work for. So Stephanie and John, and then I would just white label it.

I'd be like, they work in this field, and they went through these things. And, like, it wouldn't be so identifiable. You know, I wouldn't be like and then their late like, main IP is this character called Mickey Mouse, blah blah blah blah blah. It's like, but I didn't name the brand.

You know, like, there's ways to white label it and use that as a story of what not to do, or a quick example even if you compress it. Like, the difference between an example and a story to me is like a story places the audience there. There's a character. There's forward action.

You describe details. There's stakes. You're uncertain what will happen. An example is just like, oh, that's like when Apple did this and they did this, this, this, they got that result.

That's an example, not a story.

So you can use that as an example too.

It's really easy.

Cool.

Cool. Alright.

Thank you.

No problem.

If you have any follow-up questions between now and Thursday, feel free to drop by then too, and let's go to Tyler. What's going on?

Hey. I am gonna share my screen because I have an outline of my outline, and I'm not gonna try to I'm a visual person, so I'm gonna make sure that you can just read along versus trying to listen to everything.

Perfect. Perfect. And let before we dive into this, help me frame what I'm looking for.

What are do you are you aware of what you need help with, or would you just like me to spot the things that feel like sticking points?

Yeah. Just spot, like, the the things that don't feel that don't feel right.

I guess, I'm just looking for your eyes on Yeah.

Sure.

Judgment on being able to see it. I feel like I've got, like, I've got the bones here, but it just feels like I'm missing a lot of the beats. I know that I need to work on, like, the signature story. I don't even have a close. So, like, I know that I'm I'm missing some things. But I just wanna see, like, do I have the structure and the outline Yeah.

Solid enough to where I can now just go find those things, or do I need to, like, maybe reconfigure and and take a step back and go bigger picture?

Totally. Let's hear it.

Alright. Cool. So outline, the align part one, the audience goal. My audience wants to stand out more, turn their conversations into real opportunities, where that means wanting more clients, job offers, promotions, to advance and grow their business or career. I kind of split the difference between talking to business owners, solopreneurs versus talking to professionals that might, you know, have a w two day job. I kind of talk to both. I don't know if that's a problem, but you'll kinda see me dance in between those audiences throughout.

You just want me to keep going?

Just read aloud?

Yep. Alright.

Cool. So their current approach, they're waiting to be discovered. They think just the quality of their work is what's gonna allow them to stand out. They don't know how to explain that value in a way that resonates with the people that matter, whether those be potential clients or potential, hiring managers. They tend to overload their pitch. Right? They just read off their entire resume versus, like, highlighting the thing that really matters.

They also ramble when they're nervous.

We all have a tendency to do that, and they list off, like, what they do versus why it matters to that person and their audience.

So that current approach is is a problem because every time you have an unclear pitch, it's really a missed opportunity. Every time you ramble and you overload and you and you turn those leads, you know, you kinda miss your opportunity, you lose out on those promotions. Like, you lose out on the opportunity to stand out. And a lot of people have this problem because they're a little bit too close to their own story. They're they're experts in their thing, but maybe not in describing how their thing matters and why it matters.

Let's let's step out of it here. So I think this is something that is is really common. It was a couple instances. I think Justin Blackman was the example we used together a couple weeks ago.

The current approach, just make sure you're acknowledging what they're doing without judging it because they might believe that they don't struggle, or they might believe that they're not overloading it, or they might not see it yet. So what I would say is, like, here's what you're doing. You're, you know, you're putting out work on this is my editorial for content creators. You're not speaking to content creators.

I'd be like, you're putting out work through a blog, a newsletter, a podcast. You're blasting out to social media. And what your intention is is for for you to be discovered through this content that goes out to the world. You're updating your homepage copy.

You're you know, I'm just gonna rattle off all these things. You're you're trying to figure out your story. And then in the problem section, I'm gonna be like, but here's what's happening. In blasting out all this content, x, y, or z.

In updating your homepage copy, x, y, or z. In trying to tell your story, x, y, or z. And they're look gonna look like the symptoms you pointed out here. They're gonna be like, well, we struggled to explain ourselves succinctly, so we overstuff our homepage copy.

And then we give up, and we just set it back to something totally generic. Right? Okay. And then in doing this, here's the symptom.

In doing that, here's the symptom. And then if I can get really good at explaining this in that same problem section, I'm gonna roll up. You know what the problem here is? Is, you know, we never really taken seriously what it takes to move from a conversation to an opportunity.

I think it's a thin little bridge that is very short and very sturdy and very succinct.

We in our society call that an elevator pitch, something like that. Right? You know, it's like I like, so the succinctness and crispness is missing. The elevator pitch is missing, and that's really why all the other stuff feels hard for for example. So the align part two is merely observing no judgment.

Do you like having like, you'd really off, like, a list of things that could go in align part two, like, having, like, a corresponding list that is, like, in the agitate section? Like, you said, like, you were just saying, like, almost you know, I forget the examples you just used. But, yeah, example a and then x y z. Here's problem with that.

Example b, here's problem with that. Example c, here's problem with that. You're almost like Yeah. You want it that formulaic, like, where it's one for one?

I don't think there's a right way to do it. I think I I use that because you're trying to catch a lot of different types of people. And if you were to just use an example that approximated, like, a sales interaction and not like applying for a job or posting content, then you might lose a percent of your audience. So the way to catch more people is to use a run of three, maybe five, and know that even if they don't see themselves exactly in those three, you've given them enough possibilities that they're inventing their own in their head.

Right? You're you're like, oh, I don't do any of those things, but now I have mine because you showed me a few of what you're talking about. Right? So that's like a way to sort of hedge against people going, this is fine for a sales rep.

Yeah.

When I'm talking about applying to a job or whatever role I'm currently embodying in my life, that I do need Tyler's wisdom.

But I'm gonna hold it at arm's length because of the one example you used. Right? So that's why I went with the rattled off list. It's actually not about necessarily doing it that way every time, but what you indicated to me was there's a bunch of types of people I wanna speak to. Great. So, you know, show three very different examples of what we try to do to turn a conversation into an opportunity.

Yeah. So I guess do you think it's a problem that this the audience I've kind of gone more generic? Like, do you think I should have, like, business owners or, like, w two professionals in mind, or do you think it's, like, the smart decision to zoom to zoom out, if you will, and try to, like, almost capture all of that audience? Because I don't I don't necessarily know if someone in the audience will be a business owner. If they're not obviously, if it's a specific event, I might have a better idea that this is an event for business owners or an event for employees of x company. But, but, yeah, do you have any thoughts there?

Get good at saying it in the general sense because you can always then tailor it slightly. Like, the if if you did a list of three, you could drop in one or change all three to be specific to that crowd. Right? So I'd either I there's only three ways to do it.

One, stay generic. Right? You're just getting good at the motion of it all. You can customize it later.

Two, you should just focus on the buyer you currently have and wish to replicate. So think about your most successful or desirable clients, like literally a person or people, not like an avatar. Those are the people you wanna replicate.

Speak to them. Or three, you're gonna make a gut trade off call, and you don't know the answer to number two. And but you're just gonna be like, I you know, for the purposes of finding clarity in this argument, I'm gonna go with what with what is closest to me, maybe sales in your case. Right?

Yep.

And then later, now that I have the argument, I can revisit this section and not have it be a sticking point. I've developed the whole speech, but I can massage this part of it, both the slides and what I say. Right? Like, basically, treat it as iterative is option three.

I will say this. I know one of the sticking points for you has long been who am I speaking to demographically.

One of the things that I've I've said I think I said in the boot camp is, like, the keynote is meant to articulate your universal specific. Like, everywhere you go, everybody thinks you're speaking only to them.

That's a superpower that's built over time. It's not just like it's not gonna hit you overnight, but you've come across one of those. I think one of and I've been privy to your platform beyond the boot camp too through through the time that you spent in, the membership.

This is it. I'm pointing to a chat. I just wrote it to so I captured it.

Okay.

Turn conversations into opportunity.

Like, if you say that to a room full of salespeople, they just go, yeah. You're talking about sales. If you say that to a room full of people applying to jobs, they go, yeah. You're talking about winning a job. If you say that to a room full of singles, they're gonna go, yeah. You're talking about finding my forever partner.

Like, everybody is thinking that.

It's just I've been saying turn conversations into clients because I've been speaking trying to speak more narrowly to, like, solopreneurs, independent business owners who care about clients versus, like, job or career advancement.

I I even think about, like, if I could be a client. Right? Like, if my business model and demographics qualifies me as a client, I wouldn't be thinking about winning, you know, consulting client. I'd also be thinking about getting onto more podcasts.

Yeah. That's right. Partnering with a a potential referral partner for my for my clients. Like, I think opportunity is it.

Like, what's the powerful line you can say almost in solemn fashion, you know, and almost like a TED Talk kind of vibe to it. But after doing, you know, your magic things on a stage or virtually, you know, because every conversation is a chance to create real opportunity. Like, that's a massively powerful line in its simplicity, and yet at the same time, it's gonna be personalized to everybody receiving it. So it's not gonna feel that simple.

It's gonna feel profound, which I guess simple things are profound.

But, So that kind of feels like that universal specific.

I think you found a great unlock for your platform. Yeah.

Yeah. A hundred percent. A hundred percent. Because all I did was try to zoom out from where I was, and I do feel like it fits for more broader audiences.

Yes. And I can zoom in as needed Right. Which I guess is the goal here. Right?

You wanna have, like Yep. The universal, the general vibe. And then if you need to zoom in to architects because you're at an architect conference, then you make it for an architect.

Yeah. Like, you go speak to a sales professional group where it's, like, training salespeople. And part two, their current approach, you might have a section there where you're like, I'm I'm gonna just customize this. Like, they're not publishing content.

They're not interviewing for jobs. What are they doing? Well, here are three sales like interactions. You're sending emails.

You're talking to people at events, and you're having phone calls or Zoom calls. Like, great. I'll just use those. But I know that all three of those matches in the next section to me revealing the same problems I'd say everywhere else.

Right? Like, one is about overstuffing your message. The other is about this problem. The other is about that problem.

Right? So you're not customizing both the problem and or the, current approach and the problems that they lead to. You're just changing the current approaches knowing that later you're gonna reveal there's a problem for each of them. By the way, it's the same three problems I say in every speech.

Yeah. Yeah. So the problems stay the same, but the examples might be different.

Yeah. Totally. Right? Because you know when we try to turn a conversation into an opportunity, there's probably categories of problems that as human beings we experience.

Like, maybe one is, you know, we try to overstuff things. I think it's a great one. Because what does an elevator pitch offer? Something concise.

Yeah. We try to rush to to close it. Right? Whatever the close is in other people's parlance.

But, like, we try to rush to to win the opportunity when they're not ready. You know? Okay. So, like, there's probably a tactic in everybody's world where you're doing that.

Right? Like, you can see the overeager job interviewee. You can see the pushy sales rep. You can see the, I don't know, person who's blasting too much content to their newsletter or whatever.

So we overstuff, we rush to get further in the relationship than they're ready for. And then third thing here, you know?

And then you can tie it up in a bow when you get really good at it and be like, all this stuff is caused by the same problem.

Here it is. Yeah. A hundred percent. Okay. Cool. This is helpful. I wrote down commission breath because, like, in the sales example, that would be the rush to close this breath.

That's a little, tech sales. Alright. Premise, the path to better opportunities isn't explaining everything you do. It's prioritizing what makes you unique and making your value impossible to ignore. That clarity creates the confidence, the connection, and ultimate clients, or opportunity, I guess. Before we can close, we have to get clear.

What are your thoughts on does that feel like it jives with, like, everything we were just saying?

I think it's one piece of it. Okay. You know, I think clarity, yes.

But I can give you clarity with an hour conversation. And you're not saying get better at an hour conversation, at least not yet.

Right. So I would think about, like, what other elements make an elevator pitch or a version of what, you know, someone else might call an elevator pitch in a different context so important and effective at turning conversations into opportunity. And I would I would literally stay there in your mind. I would think about someone's having a conversation.

Here's, like, the sales. Here's the job function. I'm trying to get a job. Here's dating.

Here's something else in work. Right. And then I want an opportunity. So what does the person need to see for me to head towards that opportunity in the right direction?

Like, they need whatever. It needs to be relevant to the other person, not just you. Clear so there's not a ton of questions and intriguing so they want you to keep talking. Right?

So it's like relevant, clear, intriguing. Those are the three traits. Here's how we do that better. That solves all the problems I just teed up for you.

Right? Like, so that's what I think about is can you build a little bridge however you do it in your head or, you know, in a notebook between conversation and opportunity? And I think clarity is probably a part of that bridge.

But it's not the only part.

It doesn't sound like it because, again, clarity does not mean, you know, clear, concise, relevant, intriguing, whatever, or come up with an acronym to explain, you know, that thing.

That could be a part of the okay, let's skip over the signature story.

Cool. Yep.

On that. The methodology, though, this methodology here is more about, like, client acquisition from start to finish. Right? Like, getting clear, crafting, connecting with that client, conversation, converting them, cultivating them. It feels like it's a little much Yeah. For this topic.

Like, some of the feels like the consultant who says I have a proprietary process.

First, I gather your goals. Second, we start to build. Third, we test and iterate. Fourth, we scale.

And everyone's like, that's a proprietary process. I'm like, no. That's just, like, doing the work. That's, like, forward progress on the work.

It's anyway. Yeah.

Lean harder against it. If you make this assertion that the goal is to turn a conversation into an opportunity, I don't want a method for elevator pitches. I don't want just a plain but clever description of the work to to pitch. I want a methodology for turning a conversation into an opportunity.

Right?

Yeah.

So, like, you know, the first is I want you to come prepared with your pitch, but spot these three things as they talk or ask these types of questions as they talk. Then in your pitch I mean, this is not a good methodology. Right? Like, I'm not but what I'm what I'm trying to do live is, like and and badly is describe the journey that they now are really invested in going on, which if I can develop that, I will turn conversations into opportunity.

But are you thinking about it, like, very narrowly, like, in in the context of just one conversation? Like, should I be talking about it from just, like, an individual conversation perspective versus, like, a series of conversations?

That depends on how you see it. Like, I need your opinion on that.

As the thought leader, are you seeing I can see it both I I see it both ways.

I think that the individual conversation probably matters a lot, especially the one in which you might when you first meet somebody, that's where your elevator pitch comes out. Right? That first impression. That individual conversation matters a ton, but it's usually not one conversation that, like, is is the entire opportunity set or relationship set. Usually, it's a series of conversations. So to me, it's like, what do you do to start it? And then what do you do to, like, build it or continue it?

So I think it's Oh, okay.

So here's this is a profound insight. I would sum that up is a paradigm shift you're giving people is, you know, hey, in rushing through things, in trying to jump to the end of the sales or the relationship process and doing all these symptomatic problems, what you're trying to do is you're trying to use one explanation of you or one conversation with you to get all the way to the end of that relationship journey and win the opportunity.

And what you're so what you're trying to do is get people to let me see if I can come up with something. You're trying to get people to get it all at once.

Right? But what you really want is for somebody to want more from you over time. Right? Or, like, you know, in in the whole speaker world, the overstuffing and rushing of a speech, and I think I said this in module one.

Yes.

You're you're not trying to get it all out all the time really quickly. Everything you're saying is to get permission to keep going. Like, I say this, and you're like, yeah. That's my goal. I'd like to achieve that goal. Great. I get to keep talking now.

Right? So, like, in in doing these bad pitches or bad conversations Yeah. It's almost like that person interviewing for a job where you're like, yeah. I'm a content marketer.

I'm mostly a writer. Like, oh, no. No. But I totally understand analytics, and I can definitely do demand gen, and I have some experience doing paid ads.

Like, you become this beggar who's like, please hire me. I can do anything. I promise. Please, please, please.

Or, like, you just or or too much. Like, I worked here, here, here, here, here. It's like, hold on.

The most important thing you can do is say something clearly, concisely that's relevant and intriguing because the objective is actually not the opportunity. The objective is for them to want to talk to you more. That's it.

Yeah.

Right? And if you get somebody to agree to talk to you more, like, in other words, the road from conversation to opportunity is a bunch of little moments where the person on the receiving end that you're speaking to wants you to keep going. That's it. Right?

If you want opportunity, that's the skill, is you have to master the ability for them to want you to keep talking. Yeah. Right? So an elevator pitch does that when done right.

Because an elevator pitch doesn't give it all away, and it doesn't sound like, oh, I'm a freelance writer.

Right? Cool. See you. An elevator pitch allows someone to quickly understand that I'd like you to keep talking.

Yep. Hundred percent. Alright. Cool. This is helpful. I need to go and, like, ideate now, but, like, I've got Clay now.

Yeah. This has been really helpful.

Thanks. No. And I think you got something profound here, so pull it forward, essentially. Yeah.

I got you.

Alright, Tyler. I'll talk to you soon. Alright. Cool. And I'll send around the video to everybody. Good seeing you all.

Perfect. Thanks. See you.

Nice day.