

Use Great Leadership to Strengthen Your Brand and Grow

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SPEAKERS

Todd Hendricks Jr., Halie Morris

H Halie Morris 00:32
Hello, everyone, and welcome back to the Business of Cleaning. My name is Halie Morris, your podcast coordinator and host as you know, and today I am actually doing something a little special, we pulled something up a conversation we had with Todd Hendricks from Pioneer Industrial Systems. They're based out of Toledo, Ohio. And the reason we pulled this out of our archives is because we had a really great conversation on leadership and business branding, which, yes, he doesn't work for a cleaning company. But this is something that if you want to run a good successful cleaning business, you have to nail down it's a requirement. It's not a suggestion. So we talked to Todd because he really is passionate about leadership. He studied it a lot. And so I'm going to go ahead and let the episode roll. Let Todd introduce himself. And I hope you enjoy.

T Todd Hendricks Jr. 01:24
Hi, I'm Todd Hendricks Jr. I'm the president of Pioneer Industrial Systems. We do design and build automation and robotics. And we help our customers, mostly manufacturers in the tire plastics, consumer goods, doesn't really matter what industry. But basically, if they're making something, we help them make it better or faster or safer.

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Halie Morris 01:46

Thank you for that. I know, it's a little bit different than what we've done recently, on our show, we've had a lot of people in like the consulting and coaching spaces, different creative. But just as a reminder, business stretches so far and doing something. So I think it's awesome in the industrial space is also a huge part of our world. And of course, the influence of business stretches there as well. And so we've brought on because he really knows about leadership and leading well. And so kind of going off of what you do, you're the president, there pioneer industrial. And so we're going to talk about what leadership means to you, and what it means in the broader scope for your company. So if you don't mind,

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Todd Hendricks Jr. 02:32

yeah, so from the industrial standpoint, it's huge, not only in the global economy, but especially our region. Ironically enough, that great rate, the Great Lakes region, is actually one of the top 10 economies in the world if it was a standalone country. So a lot of that's driven by manufacturing in the industrial segment in this area. So we're really fortunate for that. But yeah, it doesn't matter if you're an industrial or if you're in service or it banking, it's all it's all the same. Right leadership is, you know, required, it's Paramount is much needed, especially in today's day and age. And so it's always something I've been super passionate about ever since I started my career, and just understanding you know, what it is that causes people to be attracted to a leader, what makes a good leader, what makes a bad leader, you can learn from both sides of that coin, and it's been a lot of fun, just learned all kinds of things. And really, to me, the biggest point that I've taken is leadership is really like service. I mean, that idea of servant leadership is really the only kind of leadership and I know, a lot of people when they start out and I was one of them, you know, you wanted to be the guy in charge, or the CEO or whatever it is, because you want to be the one to tell everyone what to do. And you know, when you start there, it's really the wrong the wrong place. So when you're in it to help others and to help people grow and help other people succeed, that's when you know, you really start to shine. People really are drawn to that they don't feel, you know, persuaded or manipulated, it's genuine and it comes from the heart. So to me, that's been my biggest takeaway is just that idea of servant leadership is really the only kind of leadership.

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Halie Morris 04:19

I'm really curious. Just because I've heard a couple people say that when it comes to leadership, you either have it or you don't. What's your opinion on that mindset?



Todd Hendricks Jr. 04:29

Um, I don't think so. I mean, to me, leadership is a skill, right? I mean, you can learn it, I feel especially, you definitely have to practice it. And it's something that if you're not doing it well and practicing it, it will go away. So I would, you know, respectfully tell them that I strongly disagree, right. And so for me, you know, leadership is influence and that's why I think leadership and sales are so well connected, and we'll get to that later. But you know, really like I love John Maxwell and he basically said As any follower is asking three questions of their leader, and as long as you understand those things and work at them, you can be a good leader. And so the first question is, Do I like you? Right? If I don't like you, I'm probably not gonna follow you. Well, you know, why don't I like you, you could be dishonest. You could be rude or disrespectful. There's a whole lot of reasons why someone might not like someone. And so that's, you know, the first box that you have to check. Do I like you, then do I trust you? You know, that's, that's even deeper, you know, you may like you, but if I don't really trust you, I'm probably not going to follow you very far. And trust is something that just takes a lot of work, and you're constantly working at it. And whether you think you are or you aren't, you definitely are in positive and negative ways. And so if I like you, and I trust you, then the final thing is, well, how can you help me? And as long as you are identifying clearly, and you are delivering on your promises? You know, those are the three boxes that every leader needs to understand is Do I like you? Do I trust you? And how can you help? Well, if you can successfully answer those questions, then then people will follow you. And again, you don't need to have the title. I know some people will get hung up on that you can actually lead upward. As long as you're consistent in those types of things in for me, really leadership comes down to just a handful of things right? In all these things to me are learnable. The first is clearly communicating. Clearly, that that's the big key there is are you communicating the vision? Well, you know, not just where you are now, but where you're trying to get to? And why are you communicating your expectations? Well, in the tasks and kind of the restrictions or guidelines that are that are put around there? are you communicating your marketing and your strategy and your value proposition? Everything stems from that communication. And we can all learn how to be good communicators, there's organizations, there's books, there's TED Talks, there's all kinds of things that you can dive into to help you be a better communicator. The next piece is consistency. If you're not consistent with those messages, it's gonna fall on deaf ears. More importantly, is more your actions, though, I mean, if you are inconsistent as a leader, it is one of the most frustrating things to deal with. Right, as part of that organization. When the leader is inconsistent, sometimes they fly in and they go this direction, and then they go that direction. And no one knows what they're expected to do or why or you know, what kind of leader is going to show up today. It's interesting, there's statistics out there that show that a significant portion, 70 to 80% of people would prefer a bad leader who is consistent, over and inconsistent, great leader. And there's a lot of power to that, which is ironic, because if you're inconsistent, you're probably not a great

leader anyways. So those are two big things is the communication and consistency. A couple more is working hard on the hard work. And what I mean by that is, you know, everyone's watching you, the leader to set that bar and what is required and expected. So if you're the one that's kind of slacking and not showing up and leaving early to go, play, or do whatever it is that you want to do, then your organization's going to reflect that. And really, you're going to be working on the things that only you can do. And so some of those things are, you know, addressing conflict, holding people accountable, having hard conversations, right? I mean, those are some of the hardest work that leaders have to do is have those difficult and uncomfortable conversations. But one of the big things I think you realize early on is that conflicts, okay? And the more you can get that into your organization, and the quicker I think the better. I know Pat lencioni has a book called The advantage in that whole book is just really some summarized in one sentence, in that any business that can successfully manage conflict throughout their organization has a huge competitive advantage over all their competition. And so you know, think about it if I'm a leader and I have a terrible idea, but no one has the ability or confidence to stand up to me and tell me Hey, boss, this is a terrible idea. That's not a great organization. And so I think that's one of the big things is you know, encouraging that openness, that communication but really being okay to lean into conflict sometimes. So, and to me, the last thing then from a great leadership so you got communicate clearly. You got the consistency you got, you know, you're working hard on the hard things. And it's really just self awareness, right. If you can understand who you are as a leader, what makes you tick, what you're not good at what you are good at, that's going to help you grow and build a great organization. And you know, if you've got a small team, you may not be able to hire around Those areas that you're not good at, that's okay. I mean, you can outsource, you can just suck it up for a little while and get through it. And just communicate, hey, I'm not very good at this, you know, ask for help find people that are better at it. But, you know, you don't have that self awareness piece to me, you're just really the barrier, you will be kind of the bottleneck of your entire organization. And so that's one of the scary and best things about leadership is, the organization will only be as good as its leader, which is scary, but it's also great because, you know, I'm in control, I can work on myself and make myself better and, you know, make the organization better.

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Halie Morris 10:38

You mentioned, like, this idea of control at that the end right there. And it makes me think, some people want a leadership position, because they want to control every aspect of what's going on. But a great leader is actually doing the opposite. It's like you said, they know they have that awareness to know when to step back, they have that trust and reliability with their team, to let them get their work done. And that's what gives them control. That control is not with the team and the jobs and everything that's going on, it

makes that business operate, it's more of how much control do they have over how they lead in themselves, and how they represent themselves, that you know, sets that I say that guide for how everybody else is going to operate throughout it. So it's very interesting. And I, as you were talking to, I was thinking of the leaders I've had in my life, or the people I've known who stepped up into leadership roles. And just kind of looking at the different things like they consistency, for example, is a huge thing I believe in. Because you'll see in any aspect of life, you have a lack of consistency, we like to be spontaneous. But if you have a lack of consistency, then chaos seems to ensue. And there's a lot of unhappiness that builds around that. A lot of instability of like emotion and, and charity. And I trust that trust that we mentioned before, it quickly dissolves. So

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Todd Hendricks Jr. 12:09

yeah, that's excellent. And I think your point too, with the control is huge. You know, early on exactly right, you want to be the one in charge, so you can tell everyone what to do. And you can be in control and your ideas are better. In the biggest shift is realizing that all that's garbage. You're not in control of anything or anyone I mean, you're not in control of your body, right, we all get sick and as much as we'd like not to. So really, the only thing you can control are your thoughts, kind of your actions, your words. And so that's the biggest piece. But to me, the defining characteristic of a great leader is someone who makes other leaders, right, you're developing people, you're growing them, you're you're teaching them other skills, other tactics, other methods to be a good leader. But as you look at the idea of building leaders and how to do all that, right, delegation is brought up a lot in a good leader delegates well, and that's totally true, right? understanding, communicating clearly the task, the outcomes. But the best leaders don't just delegate tasks, they delegate the authority, they delegate the responsibility. And to me, the hardest thing is sometimes delegating that anxiety that comes along with it again, right, we all want to serve, we all want to protect and help. And sometimes that can be a little bit of a downfall as well, I'm going to delegate this task, but I don't delegate the responsibility, I don't get delegate you any authority, and then I'm frustrated that it's not done well. It's not gonna get done if you don't give them all the tools. And typically, the responsibility and authority is really what they need to get them to the next step of their leadership. And so, for me, you know, looking at the different areas of the organization, it's developing them, and giving them the ability to make those decisions, take those chances, but you know, we also have the consequence piece of it, right. And so if you dive into it, you have there's sponsibility and authority, some of that anxiety is going to come along with it. And I think when we try to shield people from that, or downplay it, or, you know, absorb all that, you know, yes, we want to protect our people. 100%. But, you know, really the most that we grow is when we're challenged, right? Just like your muscles are gonna grow when they're stretched and pulled and torn a little bit. And, you know, not saying that you want

to tear your people all the time, but it's that that hard work that helps them kind of get through that you get to that next level.

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Halie Morris 14:33

I would agree. I think one of the most memorable stories that stuck with me and I'll kind of paraphrase it was from a professor in college, and he tells the story about how he went to this apartment building and a different country. And the hallways and stairways and all of this communal space was so disgusting, and it's so like everybody literally just dumped their waste in there, but you'd go into an apartment itself. Somebody lived and it was so well maintained, it was so enjoyable. And when he asked them why that was they said, Well, we don't own that. And this idea of people don't take care of what's not theirs. And they just, they, you know, it's like you said, they don't own it, then they're more likely to fail and let it go into disrepair is the same thing at work. If you're just giving them a task, and they don't own that task, they're not going to take care of it, it's going to be like the hallways, versus the apartment, you kind of want everybody to own that entire space. When they're working on that project or their, you know, part of that team, it has to be theirs. So if you're withholding authority, you're withholding that care from them, they're not going to want to be part of the system, because it's just a job to get done. It's a little chore on their chores or at home. So yeah,

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Todd Hendricks Jr. 15:53

no, that's a great analogy. I love that.

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Halie Morris 15:55

Yeah, one of my favorites. And I think to going back to what you said, with great leaders built great leaders, I got to record an episode not too long ago with some of the leaders that influenced me in college, and they were my mentors coming into an academic fraternity. And one of the things that he was in charge of my new member class, he said, If you know, if he I didn't surpass him, then he didn't do his job, like, I meant to do better and greater than him, because that's what he was in that position to do is to build somebody to surpass. And it touched me because I was like, Yeah, I was teasing him about showing up on time. And he was a moment late or whatever the first time. But it was just that, that that, like, he wanted me to grow and not fill his shoes, but go above and beyond that, which made me feel great, but also just reminded me of why I liked being in his new member class and following him and why I still like to stay in touch and see what he's doing now, and still take guidance from him today.



Todd Hendricks Jr. 17:01

Yeah, and I think there's a lot, you know, to dissect there. And that idea of letting people grow and surpass you is huge. And it takes a lot of maturity to be able to say, you know, I want to surround myself with, with people much better than me, and I want you to not just be successful, but be more successful than I was. And that's huge in you know, it's it's just like building a good organization, when you look around, you know, what are you good at? What are you not good at, if you don't have that self awareness, you're just going to hire people like you with the same limitations, the same personality, and you're only going to get so far. But if you can understand that, okay, I really need someone who's talented in this area, because I'm not or, you know, my strengths are here in and I need someone to round me out on the execution side, or whatever that may be. That that's where, again, that maturity comes in to say, It's okay, that I'm not the best. And you know, if I'm the smartest person in the room, like the saying says, you're in the wrong room. And same thing, if you want someone to just be successful to you, or maybe just a little less successful, right? Like, I think that's kind of those immature, early kind of leadership aspirations that we all think about, like, Oh, I'm the most successful, I'm the boss, or I'm, you know, the most respected or whatever. And those things are not are not required, like, you could be the one in charge, and no one follows you and no one respects you. And, you know, they're just there because they have to be in that, again, that organization will quickly quickly crumble.



Halie Morris 18:34

And if people are just there, like if you have the formal authority, and you don't have that trust, and you don't have they don't like you, you don't have a part of it.



Todd Hendricks Jr. 18:45

The first box?



Halie Morris 18:46

Yeah, yeah, you missed the first box. And it made me think of when you went back going back a little bit further in our conversation, when you mentioned a great leader who is inconsistent. And you said, Well, how are you a great leader out there and consistent. And it comes back to that perception that people have of them, they have the two for the first two boxes, people like them, and they trust them. They're probably one of the most charismatic agreeable people ever. And they just don't have the follow through and the consistency to actually make what appears to be great leadership. a reality. So when you

said that, that's what makes the ethical people probably really love this person, they probably come off as a great leaders their follow through, that's like, yeah, it's that, like you said, the maturity and the sometimes the experience and that know that skill to be able to carry it through.

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Todd Hendricks Jr. 19:36

Well, and I think that'll last for a little while, right. But we've all had inconsistent people that we've dealt with, and it doesn't take long for that like you to erode, right or that trust you to erode, because while you said you do this, and you didn't, or you said that I could do this, but then you went back on it. And so I think very, very quickly, that inconsistency will erode those first But you're right up, you know, super charismatic and people are drawn to that. And that's okay. Right. But you know, if you're not going to continue to run that race, well, then then I think it will erode. But

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Halie Morris 20:14

well, a lot of it like that follow through is what do people get from you, if they can't rely on what they get from you, if they can't rely on that follow through it, the rest falls through. And I've had a good leader where it's the same thing that unreliable, Rand liability may not be with me specifically, like they may be consistent with me. But they're treating my coworker different, and the other co workers differ. And people have different levels of privileges, trainings, and consistent expectations are inconsistent. And there's a lot of unintentionally pitting people against each other there and some jealousy and animosity that builds within your team. And that's another way that I think is very common in the workplace is, while intentionally leaders are treating everybody different, and they're like, Well, everybody is different, yes. But the consistency, part of the expectations, and the rules and the guidelines, if they're not consistent between people, it becomes very quickly very toxic. And I think that thing that we see happen a lot in the workplace,

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Todd Hendricks Jr. 21:19

there, that's a great point. And as a good coach, right, you recognize kind of what motivates certain individuals, you know, and just like a sport, it's the same in business. So you may have someone that, you know, just a disappointing look is more than enough to just get the message across, you know, when someone else, you just might need to lay into them a little bit and light a fire under them. And then that'll motivate them and go and, you know, maybe another one, you just need to put your arm around them and say, Hey, you know, this is this is why we don't do that. And I'm disappointed that this was how you handled yourself. And that would, you know, be the best way. And so I think like the

approach can vary a little bit. But to your point, I mean, if you're varying expectations, or very, you know, the consequences for the rules that you have in place, that's where it gets super toxic super quick, because then you get into that favoritism and the click Enos and all that garbage that no one likes. And so I think you're 100%, right. And I think, you know, the idea of competition within the workplace is good. I mean, especially, as you get into the sales point, it's easy to have a leaderboard, and you know, some of those things are okay, but I think it can definitely be taken overboard to where the competition becomes unhealthy, and it becomes toxic. And it's a while I'm going to do what's best for me, and I'm going to try to hurt the other person, you know, you want to try to create a culture that Yeah, there's competition, and there's some friendly rivalries there. But at the same time, we're going to work together. And if you need help on a deal, then I'll help you come in, or I'll help you, you know, give you whatever it is that you need to close it, because at the end of the day, our organization will be better. I will, there's a comic I love, I've sent it around organization a couple times, but it's a robo. And there's two guys at the bottom and in two guys at the top, and there's a hole in the bottom of the boat, and it's filling up with water, and they've got their buckets, and the two guys are sitting at the top of the boat because it's tilted up now into the, into the water and they just make the comment. Well, I'm glad the holes not on our side of the boat. And for me, that's just a great illustration of like, okay, you know, do you want the other department or that other salesman or whatever it is to fail, you're basically just poking holes in your own boat. And you know, when we succeed, the tide raises. And when we fail, we fail together. And especially in our business, I mean, we're making huge pieces of equipment that takes 1000s of hours to, you know, concept and sell and design and build and program and install and get this stuff up and running in the customer's facility. And we save a lot, right? If one of us doesn't show up, the whole team is waiting on that person. And if you don't deliver your piece and your piece on time that it impacts the other pieces of the puzzle. And there's just a lot of disciplines and a lot of big expertise that comes into all these different things. And we all got to rely on each other for that.



Halie Morris 24:09

I don't know if you've heard I it's probably a religious story that my grandma thinks told me, but the story of the starving people with the long spoons.



Todd Hendricks Jr. 24:20

No, I haven't.



Halie Morris 24:22

I don't she tell her like I think I'm pretty sure she told her but she told it bass. And the basis of it was all of these Serbian people and a circle. And they're given long spoons and the difference between like the group that succeeds and as bad and the group that is it is the people that realize that you kind of have to feed each other that you have to help each other that they had to use the spoon feed the person across from them and vice versa, versus just trying to worry about getting enough for yourself. Because the people who were starving like I want the food I want the food and didn't think about those around them and didn't figure out how can we work together to make this happen, where the people who continue to starve, maybe they figured out how to get their stuff to them for a couple mouthfuls. But they didn't actually get what they needed from it, that it was working together as that teamwork aspect. And of course, that's, I think, a little scaled back. Because we do see in the workplace, we're highly competitive by environments that don't have that balance of teamwork in it, that people will succeed in the short term, they see their goals are realized, they're getting their sales, they're getting their commission, and short term they're doing well, they don't see that long term, the company's going to falter because of it, they're not going to do as well, or eventually, they're going to start to sink because overall, not enough sales are happening, or that person eventually wears themselves down, the team has got nothing to lean on. So you know, in that story, we don't see like as much of the short term success, but the whole thought is, you can't feed the team if you don't actually work together. And like, a lot of times, it's those leaders who establish that expectation of how to get from point A to point B. So I always liked that story. And anytime it comes to like these hyper competitive environments, and like, teams and working together, I always think of it. So I wish I wish she was here, because I'd have her tell the story properly, and where it comes from and everything. And somebody listening will probably know, of course, so I hope they reach out and let us know. But yeah, it just makes me think like, I love how our team operates. Because of course, we do have a leaderboard. So you can see who's doing really well. And we're always getting nods, but it's a friendly competition. It's not like, back in high school, where we did track and technical, you're all a team. We're all just trying to get our own trophies, though. So it's more of like the relay, like everybody wants to do really good at their sprint, but that's because we all get to the finish line faster together.

T Todd Hendricks Jr. 27:00

So I think that's great. And I love those types of parables, especially the ones that, you know, combine some religion and in some business, because to me, those two are are easily combinable. But a lot of times we we push them apart. So

H Halie Morris 27:13

everybody has like a different religion. But I think a lot of times, the basis can be like the same, and a lot of it comes from the same place. So it's something that we don't have to be scared to bring up sometimes. So I have a friend who's she's very close to her faith, and it's not anywhere near mine, but we're able to have those open conversations and that it's like you say going back to open communication makes things so much better than and we just put up a wall.

T Todd Hendricks Jr. 27:43

Oh, yeah. And there's, at the end of the day, there's so many more similarities than there are differences. It's just, unfortunately, we tend to navigate towards those differences instead of the similarity. So

H Halie Morris 27:55

that's like the the idea of the the competition amongst teams. Some people I think, have taken it too extreme insight. Well, this is mine. And that, you know, has kind of been like my needs to go further type of thing. I know, for a long time, I had a really bad impression of like, religion, because I had a foster family that was like, you have to go to church, and you have to do this. And I'm very firm about their beliefs having to be what mine were. And it was very off putting, like, if I didn't want to go to the church, they picked out for me, I had to go clean the barn. And for a middle schooler that was like,

T Todd Hendricks Jr. 28:33

Are you kidding me? Yes.

H Halie Morris 28:35

I mean, I love hanging out with the horses. But Geez.

T Todd Hendricks Jr. 28:38

Yeah, I guess. Yeah, I think that's the biggest piece. Right? Can you be open minded? Can you be open to that conflict, you know, and conflicts, not just, you know, aggressive and against each other. But it's just difference of ideas, you know, and well, I think this is the best way. And I think this is the best way. And let's, you know, talk through that. And maybe we'll find a better way in the middle and everyone wins. So I think that's, that's a big piece of it.

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Halie Morris 29:02

I like jumping on calls just to get sometimes like that, that diverse opinion, because I feel stunted. And sometimes I just need to talk about what's in my head. But sometimes I want to pull their ideas and it'll veer me completely away from my original idea. But the end result that whatever that you're trying to get to for the project, or for the for me, a lot of times it's a release post. It comes from collaborating with people who have a different mindset on it. So yeah. All right. Going back a little bit. Before we get too far along. You mentioned leadership and sales go hand in hand, and I'm a strong marketing person, because I like to draw and before that it was pretty mad. And I'm introverted. Sales typically is not my strong suit. I want you to kind of explain more about what you mean tying sales and leadership together.

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Todd Hendricks Jr. 29:57

Yeah. So I think You know, there's a lot of misconceptions, misconceptions when you look at what sales and that type of thing is. And yeah, I know last year, we spent a ton of time we invested very heavily in marketing. And really, it was the educational piece of understanding and what is marketing? Because we were naive, we just thought, oh, sales marketing, same thing. You know, why is the salesman not marketing? Why is the marketing guy not doing sales? And, you know, really, they're two totally different skill sets. But at the end of the day, they all have the same underlying piece. And really, it's paralleled with leadership. And so what I meant was, you know, I said earlier, leadership is influence, you're influencing people's behaviors, you're influencing their actions to all align according to the vision and mission of the organization to get somewhere that is different than where you are now. Well, sales is the same thing. Sales is influence, right? I'm influencing someone to buy a product or to, you know, take this service or, you know, order this dish at the restaurant, whatever that may be. You're selling your, by using your influence in marketing is very, very similar. Right, those three questions I asked earlier, Do I like you? Do I trust you? And how can you help me? Those are also really great questions that every salesperson should be able to answer. And one of the biggest things I learned is, you know, when we look at marketing, and a lot of people talk about themselves, and here's what I do, and here's me, me, me. It's sad, but your customer doesn't care. Right? They don't they don't care anything about you. It's all How can you help them? And that's the third question. So you got to be likable, you can't be a jerk, you got to be trustworthy, you're unethical, you won't go far. But really, how can you help them is the biggest piece from a salesman and marketing perspective that you got to get across. And if you can't get that across, well, you're not going to be good at your job, whether it's selling or whether it's marketing. So that, to me has been the biggest kind of parallel that I've found is, you know, there, you're growing the same types of skills, you're communicating clearly, about who you are, and how your product helps them. you're communicating clearly

about the risks and benefits of what you offer, you know, it's consistent, you're not just here and delivering a product, and then just don't answer their phone call, you're not giving a product good one day, and then giving them a bad product another. So those are all main pieces of the whole sales repertoire to say, yeah, you know, here's your need, I understand you, I help people in this situation a lot. Here's how we do it, you know, I know the risks, if you don't, in, here's the benefits if you do, and you're guiding them through that process. So, you know, Donald Miller tells about it in a story brand book a lot is is you're the guide in, you're the guide as a leader to I'm guiding the organization from here to there and trying to get us all to a better place. So, to me, that's kind of the parallels of sales and leadership, because they're both using influence to help others. And, like I said earlier, if you're in it for the wrong reasons, right, if I want to be a leader, because I want to be the guy and I want to make the most money and I want to be the most successful, you will probably not be very successful. Well, if that's your whole premise for going into sales is because you want to be the richest one and you want to make all the money and you know, you want to be the guy, you're probably not going to be super successful. But if you go into it, you know, understanding and really realizing how your product helps other people. And that's what you focus on. And that's the message and the attitude that you have as well, I'm serving my customers by giving them this great opportunity that's going to help their lives or this great product that's going to make their lives easier or better. Or, you know, whatever it is, in our instance, we sell machines, right? It's not super sexy, but at the end of the day, it keeps people safe because it takes them out of dangerous environments, or it helps a company be more competitive, because now they can have double the output with the same number of people. So it's just recognizing those types of things to say, here's what I offer, here's how I can help you. And when you just focus on that hope that's that's what you're gonna find the most successful leaders and the most successful salespeople

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Halie Morris 34:21

sounds a lot like the foundation is essentially the same, you have to start with that same base. And then maybe your end result is what's different, you know, and I mean, of course, with sales and leadership, sometimes they're the same thing sales and you know, marketing and leadership, it's all the same thing. But your little in picture sometimes looks a little different. And that's why, you know, considering marketing sales, the same thing is still not entirely accurate and why more business are starting to separate the two and really look at what raises the bar with marketing and what raises the bar with sales as two separate things and then marrying the two together. versus, you know, like we've we've traditionally done in the past where your, your great marketing manager is also going out and making your sales and sometimes going door to door, which I've heard of quite frequently, but less less than the present and more in the past. So

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Todd Hendricks Jr. 35:16

yeah, and that's so true. And we really learned that, especially this last year, I mean, we're an engineering service company, my dad started the company, and he's the one who's done the sales. He's an introvert, he's an engineer, he is not you're a typical salesman, but he was great at it, because he knew exactly what he was talking about. He knew how to help people, he went out there with a serving attitude to say, Well, I'm going to help you by providing you this. And people understood that and they respected it. And, you know, I think that's so true in to the marketing and sales, those are two totally different skill sets. But that foundation of helping and communicating in improving someone's life is similar. But yeah, to be able to build a relationship to be able to, you know, deal with the nose and close a deal and negotiate, versus communicating clearly a value proposition and knowing where to be and when to be in that whole marketing segment. I mean, those are just two totally different directions. And something I think we learned a lot last year to say, okay, we really got to split some of these up and find people who are good at this, and people who are good at that, and dive into it.

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Halie Morris 36:27

I think, too, with the current climate, there's been a shift as far as what the public expectation is, which will kind of lead into one of our last points for the evening with leadership. But with the marketing and sales, particularly in marketing, we've seen more of a demand for content marketing. People want information, and they want to build trust and understand a company before they even consider buying a product. And that's a lot different than how it was before versus people would just look for the best price, the shiny is product, you know, they would use or service. Depending on what you offer, they would just go out and look for the best of whatever it was, whether it was being cost effective, or whether it was a high end product, whatever they prioritize, they would go out and find it. And brand loyalty probably wasn't as high. In some instances. In other instances, once they found something they thought was good, they'd stick with it for life. Like I switched to a cold cream recently, and my grandma's, like, my mom used to use that. And she swore by it religiously. So she used that forever. But she probably doesn't know anything about the brand itself. And today, it tends to be the opposite. Whereas like, you sell somebody you like their shoes, they'll tell you the company's backstory, the company doesn't have to lift a finger, that person just learned about the company before they even decided that the shoes were worth their time. And now they don't care if the price tags a little higher. Or maybe they're a little snack here or there, because they're recycled from water bottles pulled from the ocean, and they are relatively comfortable. And they're walking shoes. So they'll sell them to the person for you. I feel like there's a whole lot more emphasis on that approach, versus the shiny product flyers that, you know, when you're going through vintage magazines were so popular for so long?

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Todd Hendricks Jr. 38:21

Yeah, well, and I think a big part of that is really just understanding the the idea of information. Right in back in the day, your salesman was the most knowledgeable person about that car, or that washing machine. And so you just instinctively trusted them. And you couldn't just go to consumer reports.com and see all these different ratings or check out the Yelp reviews or whatever else it is. And so I think just understanding that information and value is shifted to the consumer significantly. So you're right, you know, people will research you will research your competitor, they'll read all your reviews, and they are getting so much more information before they even go to the car lot or to the appliance store or wherever it is. And there's so much to remember with that right and we want to my favorite sayings is work as if your kids are watching right? In there's so many things you can unpack with that. But the big message with all these time, all this tying it together is like your reputation in this internet age is so fast. If you do a good job and you serve people well and your products reliable, people will talk about it and like you said, right, they're gonna tell their friends when they compliment Oh, yeah, I got this and did you know they donate socks for every one that you buy? That's awesome. That's huge. But at the same time, if you're garbage in you lie about what your product can do or you don't serve them well or, you know, you kind of change the price at the last minute. That negative reputation is just as fast and it goes so much further than the positive one. I mean, not many people write positive reviews compared to having positive experiences, but the majority of people who have negative experiences are far, far more likely to write a negative review. So I think it's just that big shift in information. And I know when we talked the last time, the big piece was like, the idea of the public perception of business and entrepreneurs, and it is shifting, because I think you're starting to see people do a really good job at it, right? Because it's good business, but it's also just the right thing to do. And I think if you really just take advantage of that trust in that opportunity, you know, not only just are you beating a turd, but you're giving everyone else a horrible name, right. I mean, the used car salesman is a sleazy stereotype, but I know some really great car salesmen. You know, they're fantastic people. They're super knowledgeable, they're completely honest, and they're great at their job. But they still fight against that terrible reputation that was, you know, set how many years ago. And so that's something just to keep in mind, it's like, you know, you're not just doing this for you, you're making everyone like he looked at so just don't.

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Halie Morris 41:04

I think too. Speaking of car salesmen, I just got a car. And so I just went through this process. And I've worked with the same dealership for about five and a half years. And I think a lot of it comes back to the leadership there too, because a lot of times that stereotype of the the used car salesman come back from how management handles that

team, do they pit them against each other, it's a very like survival of the fittest type atmosphere sometimes. And occasionally, you still see that like, my old dealership, I would still see that where they were really trying to get that sale. And they were like desperate to it. And you knew it wasn't because they want it to be it was because they had to to keep their job or to keep getting enough money to sustain their family. Whereas where I ended up going, it was like you said it was my sales guys great. And he didn't even realize that he was going to be able to put me in a car until probably about an hour after our conversation. Because I come in, I looked at one and ended up not being able to be something I could get down in my price range. And he was super chill about it. And we just chatted, being in a company surrounded by really great salespeople and people who are know how to network, I'm starting to pick up a couple things. And I like to just get to know people from the podcast and from from their influence. And so we were just talking, we live in the same area. So can you hear that? Okay, sorry, somebody The door is like on the other side of that wall. So I want to make sure we don't hear it. But going back, I was just getting to know the guy. He was just getting to know me. And they say and he's like, we you mentioned, you just graduated, like back in May. And I was like, Yes. And he's like, Well, let me go check something, he ended up finding a car that was in my budget, and put into perspective, I'm 24 years old, graduated, like less than a year ago, in my first job I'm trying to save. I was at a luxury dealership where I should not have been, I had no business being there. But I was looking at their use cars and cars, a couple of those. There's some really good use cars, they usually are a little pickier with what they actually celebrating on some a lot. As far as like reliability and things like that. So I was looking at one of their use cars. And I walked out with a brand new lease. Because he just worked with me. And then once he realized, like where I was at, he was able to be like, Well, you know, maybe we can and he sorted it out, it was very low pressure, like he didn't pressure me to want to take home the car or test drive it. He just wanted to see if this fit that he thought was there something I saw as well. And it was a completely different experience, then, you know, when the leadership at a place says you have to sell, or you can't be here, you know, in the end, he probably sells a lot more because he has learned along the way to sit down and have those conversations and just get to know people and maybe he doesn't sell every person but he has more conversations because of it.



Todd Hendricks Jr. 44:08

I'm sure yeah. And that's, you know, one of the balancing acts as leadership, right is to sustain the organization you have to sell. You know, from the analogy, I always like sales is like breathing. You know, that last breath you took was really important, but it's not nearly as important as the next one. And sales is kind of the same way in an organization and you don't have any sales and there's no gas for the rest of the organization to run. So it's it's balancing that you know, need of Yeah, we got to sell with just the human aspect in,

you know, the helpfulness and I think like it's, again, if you can do the helping piece Well, if you can understand and build those relationships. I mean, it's the same thing marketing, sales and networking. Leadership is all about relationships, you know, whether it's relationships with your team and throughout the organization, whether it's relationships with your customers, Our clients, whatever it is, you got to just get to know people you care about them not because your boss says you have to because you actually care about them. So I think that's a big piece of it.

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Halie Morris 45:12

And I like to think too, if you focus on those things that are important to people, and like making sure their basic needs are met, make sure they feel comfortable, and they trust you, and they like you, and you do all that the rest will follow. Oh, yes, I, I, I've tried to express my brother a lot recently, like, if he just focuses on being in the moment, and meeting his basic needs, and just enjoying each moment, the rest will follow. Because, you know, he's dealing with some ups and downs emotionally. And it's, for me, just realizing, you know, focusing on those moments, focusing on getting done, what needs to get done reprioritizing. So maybe I'm not constantly focused on, you know, trying to save for a house in a couple years, or trying to do this or that. But by prioritizing the things that are important to me emotionally, and just getting myself in line, I have more time, and it's a lot easier to come back around to saving to making that stuff happen. And yeah, you know, it's, I always say, Get, get your ducks in a row, and the rest will follow. Like, I try not to get ahead of myself, and I think it works. Work,

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Todd Hendricks Jr. 46:25

that's helpful.

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Halie Morris 46:26

But it also helps with like, we talked about the public perception of what's going on with our business leaders, if the business leaders are focusing on their people focusing on you know, great goods, great servant leadership, and putting their ducks in a row where they should be versus just trying to force sales prematurely, then the rest will follow the public image will follow the sales will come naturally, because it's a well operating machine, you know, a machine full of like, the human aspect. But

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Todd Hendricks Jr. 47:02

yeah, 100% up to that point, you know, you understand kind of what you're selling and

why you're selling it, and you didn't get the right people in the organization, we talked about that a lot, the right people in the right seats, I mean, you have to really just dig into that real deep. And we could talk for a whole lot longer on that, you know, as you put all those proper pieces in place, and you just really take the time to care. And you understand the value proposition, right. I mean, it's got to be a value proposition. No one ever wants to be in a job where they're just taking from their customers. So I think that's, that's huge.

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Halie Morris 47:37

comes back to a good foundation. Yeah. All right. Well, I think this is a good place to start wrapping up, did you have any advice or anything that you would like to leave our listeners with before we close out?

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Todd Hendricks Jr. 47:49

Yeah, I do. Um, like I said, leadership is influence. And I think that's a really big piece of it. Um, but I think that self awareness piece is huge, not just with yourself, but like with your current climate, like a good leader knows his organization and where they're at now and where they're going. But you also got to understand the the economy in what's going on in right now. It's January 2021, we're coming through COVID, we're coming through the crazy election. For me, something has been really powerful, and that I really want to leave with the listeners is COVID. Mental health as a leader is huge. But it's also impacting your team. And what I mean by that is, you know that CDC tracks these numbers every month. And so for the first six months of 2019, January through June of 2019, well, before COVID was on anyone's radar, the average anxiety and depression symptoms was 6.5%. So out of their 10,000 surveyed people a month of the US workforce every single month, the average was 6.5%. In June of 2020, that number was 31%. That's a huge, huge jump and what were going through, during that same time period, the number of people that seriously committed seriously considered suicide was 4.3 compared to 11. And so first, as a leader, you know, we're going through a lot with cash flow and business and sales and COVID, and open and closed and all this other mess of stuff. So you really got to focus on yourself, your health, your family, your relationships, build that solid foundation, personally, make sure that you are doing well because you know, like the airplane says put your mask on. But you need to be considering your team next, right and so just do the quick math. If you've got 100 people in your building. 31 of them might be experiencing anxiety and depression symptoms, and these are CDC numbers at the end of June 2020. They've been taking it I think, weekly now but that's a big deal. And it's something we've got to recognize as leaders that when people walk through the doors, there's a whole host of other things that they're leaving, where they're coming from, or they've got going on in the background, that we need to be understanding and respectful and helpful. of, and

again, you can't fill up a cup if yours is empty. So take care of yourself, your health, your well being, but also look at your team, look at what your company and organization and people are going through. Because it's, it's been a crazy time, we've all got our stories, we've all got impact and stories and people that we know that have been, you know, personally impacted or you've been personally infected, whatever that looks like, I get it and just know that you're not alone. There are people out there to help find the resources if you need them. But as a leader, help your community help your organization be healthy, right, mentally, financially, whatever that looks like. That's our stewardship role as the leader is to make sure our people are okay. So it's a tough time. That That would be my biggest leaving point is you know, as leaders, we make a huge difference in everyone's lives. You know, our goal and our organization is that everyone who comes through our doors are better for it. And it's something that we take very, very seriously to be in that leadership role. So hopefully you do as well, and wish you all the best of luck.

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Halie Morris 51:20

Thank you everyone for tuning in to another episode of the Business of Cleaning. I hope you understand and can see why we pulled this episode out of the archives. Go ahead and head over to the blog, where you can see a write up of everything that we just talked about, and you can also see a transcript of the full episode. We'll see you again next week and have a good rest of your day.