

# 2018 – VOLUME 5 COMPLETE EDITION



## "Branches & Roots": Applying Social Science to Business, Life, and Sport





## Branches & Roots: Grading Your Goals

1/7/2018

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### Grading Your Goals

Happy New Year, and welcome to one of the most productive 45-day segments of the year. The collective surge of our world's re-prioritization of all things work-related can be felt by all our senses.

The team at Banyan has been busy preparing a year of relevant insights as you lead your teams, and we are happy to announce that a sister site and blog at [www.drewsanders.com](http://www.drewsanders.com) is now live to assist individuals at key inflection points in their lives. Both sites will work off the same platform, offering advice in small consumable amounts, and the new site is just starting to evolve. The menu of options will also allow users to pick a course and receive items in a pdf or a series of emails. The emails will direct you to answer questions to develop your own learning. Your answers will be organized and emailed to you automatically.

Our aim is to equip you with relevant knowledge that you can use in key areas of your life. We will pick the topics based upon the work we are doing for clients and friends. If you want us to research an area for a future course, please let us [know](#).

### A Fresh Look at Goals

Five years ago we started Banyan with an eye for helping companies improve their performance, and we have sat in on numerous goal-setting sessions. Goals can make people be sick to their stomachs, and goals can be used as a weapon, but isn't that kind of missing the whole point?

Today, we offer you a new way to look at goals, and hope you might consider giving it a try in one area of your life. It starts with a mindset that focuses on goal attainment and uses the

concept of school grades to dole out the rewards. If you reach 90% of the goal you get an A, 80% you get a B and so forth. C's get degrees in school and historically is considered the average.

Letter grade	Percentage
<b>A</b>	<b>80 – 100</b>
<b>B</b>	<b>65 – 79</b>
<b>C</b>	<b>55 – 64</b>
<b>D</b>	<b>50 – 54</b>
<b>F</b>	<b>0 – 49</b>

Yes, we can hear you thinking, that may be good for school, but this is the real world. If you don't hit your goal, you might get fired!

Here is why you might want to take a closer look at this mindset if you are a leader. When you give your team a goal, you have 'goaled' them. This rhymes with scold. We think you should keep that image in mind. Teams that are assigned goals do not stretch, or reach, and some of them don't even think. They just deliver the goal and oftentimes will do so with a nice passive aggressive, up yours buried somewhere in the result.

You the leader lose out on a major chance for upside when you make the goal the minimum acceptable standard and think that your team will still work to exceed the goal because they want to go the extra mile.

The financial rewards that come with goals are highly motivating to some. However, the intrinsic motivators of choice, autonomy, competency, and progress can have a huge impact for your joint benefit. We are noticing that the following recipe can really pay off with your teams.

### **Step 1:**

Share the goal attainment mindset with your team, and walk them through how the compensation will work, and how you are viewing job security tied to goal attainment. It is up to you if you want to let people go who are 79% to goal or 69% to goal. It is fair to assume that everyone knows a minimum acceptable standard. However, what you are looking to accomplish is getting most of the fear out of the room and allowing for some creativity to show up. Fear based goal setting can get you 60% of a person's focus. The other 40% will be based on self-preservation actions like looking for work elsewhere and kissing up internally just in case. When you dial down the fear, laziness doesn't automatically show up. Initiative and collaboration have time to breed and the results fantastic.

### **Step 2:**

Have an open-ended conversation about what is actually possible with your team. This may take time as you switch to the goal attainment mindset, but a fair and brisk discussion about what could happen might be revealing. Leaders often don't really know what others are thinking because it is not in the team's best interest to share, as it might turn into an all or nothing goal. The lack of trust that is built by perform or perish goals is significant, and once you are openly hearing what might be possible from your team then you are on the right track.

### **Step 3:**

Set up your goal tracking cadence and then listen for the stories. Meet on a regular basis and don't skip these meetings, you have to be in the hospital to miss this meeting. It is that important that you, as the leader, are on this call. Listen for the stories, as they are a sign of



something going differently than people had hoped. Don't jump on them in public, but privately meet with the story teller and work through to what is changing. Identify if it is an internal issue like time management, or an external issue like a change of leadership at a large prospect.

Address the issue right away and help keep this person in the process of the best actions that lead to success. Once your team is actually striving on their own towards a goal they want to achieve, they will start to fail. Don't miss the chance to work through these failures together!

### **Step 4:**

Treat success and failure as tools for everyone's understanding and development. One of the side benefits of a goal attainment culture is it increases the amount of sharing. Everyone should be able to perform well enough to stick around, and now you are focused on getting everyone into the A category. When someone succeeds, share it. When someone is getting stuck, share it. As the leader set the example of not judging failure, but observing it. The difference is that judgement is looking for blame, and observation is seeking clarity.

Creating a workplace with clarity of purpose is a leader's job. On the pathway towards accomplishment the world will present obstacles. You want to know about the obstacles in your team's path immediately.

Cultures of fear have worked for centuries. We are not saying they don't work. We are offering an alternative mindset which can require more consensual interdependence

between the leader and the team. We have seen it make a real impact and will continue to share our findings for leaders to consider.

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## Would You Wish Your Children Bad Luck?

As the saying goes, one of the most competitive sports in America is parenting. This has been taken to a new level in recent decades with elite schools not growing their admittance pools, then why is it that the new standard is for college graduates to move back home? Have we extended adolescence in a perpetual state of not wanting to disappoint our children? Should we disappoint our kids?

I know, great idea Drew and Sara, you try it first and let us know how it works out. Well, thankfully Chief Justice Roberts has come out and done it for us in a recent speech to a group of 9th graders, and it is [summarized by well-known author Bob Greene](#). If you are a practicing parent of any age and you have thoughts on how to weave in some disappointment into the threads of today's K-12 education [please share](#) and we will make sure to incorporate it in our communications.

Correlating this concept with our prior thoughts on goals, it appears that striving brings about failure, which brings about reflection, which leads to learning, which leads to dreaming, which leads to hope, which leads to action, which leads to striving. What a great loop!

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## Setting Personal Goals with Words

You have a really good chance of being in control of your attitude. If you don't like static goals like make this much money, buy that car, or climb that mountain, consider setting some attitude goals. You can achieve them at some point every day, and that accomplishment may just propel you to achieve something else. We suggest you change up the attitude goals for the different relationships in your life.

Here is a [template for you to use](#) and print out and below I share mine for 2018:

## **2018 Attitude and Behavior Goals:**

### **Self**

Breathe, Observe, Smile

### **Marriage**

Listen, Encourage, Support

### **Children**

Hug, Cheer, Model

### **Extended Family**

Love, Care, Share

### **Work**

Create, Engage, Pursue Remarkability

### **Recreation**

Move Daily, Sing, Swim

HAPPY NEW YEAR!

Drew and Sara



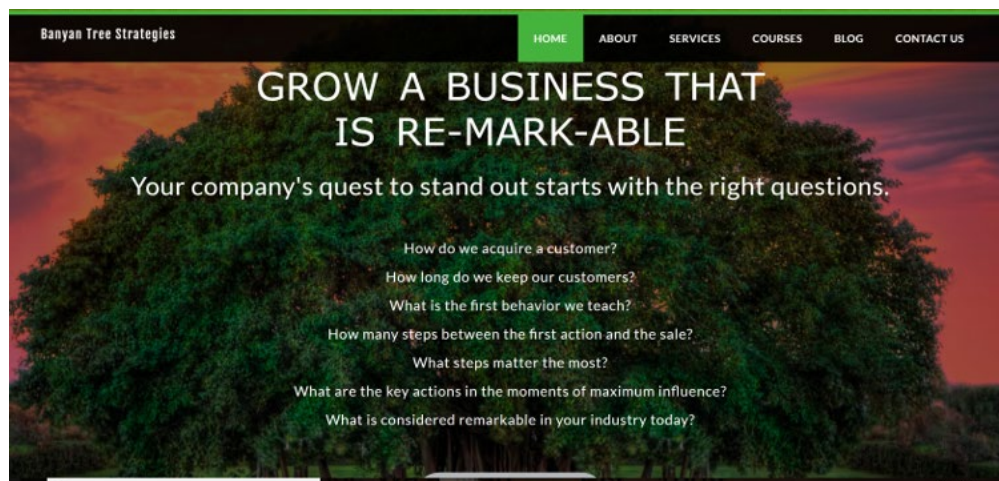
## Branches & Roots: Five Years of Learning

2/22/2018

### Five Years of Branching Out

Five years ago, Banyan Tree Strategies was formed with three clients and a belief that we could help people grow their businesses. We started writing about what we were doing for others on our website and by way of this newsletter and our client engagements rose to a sustainable level.

In the past 45 days we have continued to fine tune our offerings to more clearly answer the question, what does Banyan do for companies? The answers, in their current form are at our redesigned [BanyanTreeStrategies](#) website. We are continuing to add content and offerings and want to thank you for reading our newsletter, and for following us as we share what we have discovered in helping people and companies pursue performance improvement.



#### In this Edition:

One of the ways we prepare this newsletter is to track the conversations we are having, and then look to build a framework that will stand alone to help others self-administer a solution. Two conversations that have presented themselves worthy of this attention are what we are calling **The Four Timelines of Customer**



**Acquisition**, and **The Three Circles of your Network**. We hope these two frameworks will give you insight into your business or community service efforts. We close with a process to run inside the two frameworks we outlined above. It's called the **Daily 5 - Inside the Magic Window**. It is a great way to keep the number of interesting people you are meeting up, while still staying on track with your primary job.

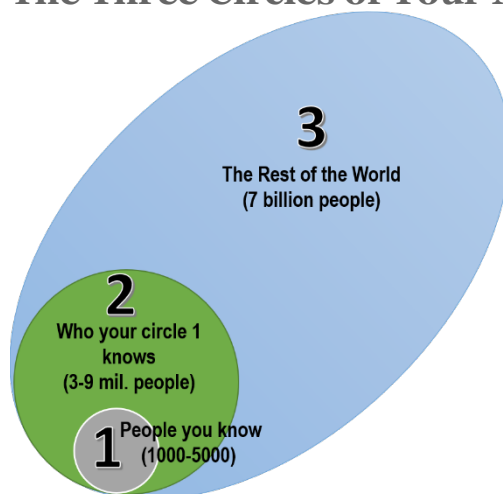
## The Four Timelines of Customer Acquisition

Companies want to grow but can't raise their prices.

This framework came out of discussions with business owners seeking to grow their company while not having any pricing power. Where to focus their time and which conversations were most important are questions the Four Timelines can flush out. A closer look at how to [use it yourself is here](#).

Timeline	Status	Moments of Maximum Influence	Status	Prospect #
1	Unaware	-----/-----/-----/-----	Aware	
2	Aware	-----/-----/-----/-----	Engaged	
3	Engaged	-----/-----/-----/-----	Closed	
4	Closed	-----/-----/-----/-----	Embedded	

## The Three Circles of Your Network



Shared experiences can build trust, and trust is a foundational element of commerce.

The Three Circles framework helps you categorize your potential customer base. It then helps you position your messaging. Our research has shown that a prospect's behavior changes based upon past shared experiences. It appears that there is a high incentive to draw those far from you into your circle of customers who trust your offering. [Give it a](#)



[look](#) and then think through how you might craft your next marketing message.

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## Building A Network One Coffee Cup at a Time

If you are working in a metropolitan area being in close proximity to other professionals provides you with the opportunity to do what interesting people are already doing and create a first shared experience. We named it the Daily 5 - Breakfast, Coffee, Lunch, Coffee, & Drinks -because we noticed really busy people still doing all five quite often. Why not just ask them if you can share that time with them and share insights? All you need is a plan, the guts to ask them, and a premise to help them or provide insights. The key is to get one or two slots a week where you get out of your work rut and broaden your horizons with interesting and influential people. Our how-to white paper on the topic is [here](#) and is also on our [courses page at www.banyantreestrategies.com](http://www.banyantreestrategies.com).



Cheers to the next five years!

Drew and Sara



## Branches & Roots: Courting Serendipity

4/15/2018

### Encouragement, Failure, and Observing

Tick-tock, tick-tock, the clock keeps moving towards May 15th and the longer days and warmer evenings of late spring. The business calendar has many of us on planes, staying in hotels, and meeting with interesting people. The common questions are:

What's possible?

When can we get it done?

What's next?

Several themes have emerged for us in the last 45 days that are worth sharing. Encouragement, failure, and observing appear to not have much in common, but in the course of our travels we saw a common thread.

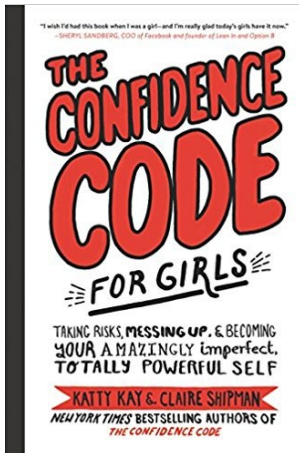
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### Pass the Encouragement

Billy Graham died on February 21st, and we were struck by the breadth of personalities that weighed in on the impact of his teachings. One particular quote stood out and we decided to [email it to a few people under the heading of "everyone needs some encouragement."](#) It had to do with his response to a question he got at a conference later in his life. He was asked, "Who is the next Billy Graham?"

He replied. "You all are the next Billy Graham."

We received a very high response rate in which people shared their own experiences and passed the encouragement back to us. We are hoping for a similar result in this newsletter.



Encouragement came up around another topic that is timely and has to do with inspiring women and girls to lead. It is speculated that confidence can sometimes be missing from the minds of women and especially pre-teen girls. Encouragement from others appears to be a key ingredient. Katy Kay and Claire Shipman's recent book called "[The Confidence Code](#)" outlines it in detail. We highly recommend either [the adult](#) or [children's version](#). Of course as word geeks we like that in the midst of the EN and the MENT there is something we love.... A huge dollop of COURAGE.

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## Free-Falling into Failure

Working with companies, non-profits, and sports teams affords us a wonderful window into the world of effort and outcome. Goals are set, causes are cared for, and games are played. A haunting question lurks in many of the minds, what do I do if I try my hardest and fail?

Seldom do we hear it verbalized, but we notice that much effort is made to sabotage the effort piece of the equation to allow the players a margin to recover their pride when the outcome is below the standard. It's much safer to reserve some effort and hope for success, if it gives you a nice mental pillow to rest your ego on..."well I didn't go all out so next time...."

Our question for leaders is, what is this mindset and handicap doing to the productivity of your team? If you could minimize it and get your team to deal with success and failure with the same attitude, what would that look like? Under pressure we don't rise to the occasion, we fall to the level of our training.

Achieving this outcome is no easy feat. One of the steps in getting there is done by providing a safe area to communicate what trying your hardest looks like, and having a recovery element to reward the effort. If people will risk their best in front of others, then when their limit is met, consider celebrating and providing them sanctuary to recoup and reflect.

The power questions for leading a team to risk more, think more, and do more are: what did we learn, and what does it mean? As the leader facilitates the questions and honors the responses watch the trust on your team soar. We think other things will soon rise as well.

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## Observing Your Next Sporting Event

Pitching in to support your children in their endeavors has a name. It's called parenting. It's a noble role and duty that changes with the decades. Currently from the ages of 4 to 14 there are many different roles a parent can fulfill in the area of youth sports. The roles have different levels of authority and requirements. Head Coach, assistant coach, team manager, culture keeper, league treasurer, league president, end of season of pizza party planner, are all roles parents fill.



Both Sara and I have enjoyed participating and working with the kids and other parents these past ten years. What caught our eye this year is that after moving towns, we went from a head coach, league president, large authority role to that of an assistant coach.

The opportunity to not have to coordinate and orate to 15 players on a team and to 200 players in the league and 30 to 400 parents left a void that allowed an observation framework to appear. This year we had room to see players individually be afraid of failure and to encourage them. Our interest in building framework for others to use also led us to come up with an observation grid to reflect on what the next step in each player's development might be.

This concept of an individual's next step has excellent cross-over for the business world. Team sports are like companies. It is really easy to get lost watching the ball and only focusing on the key players. In youth sports, we have a charge to use the sport as a constraint to develop the player's character and foster an interest in putting forth a maximum effort towards a shared goal. "Do your best for the team and learn how to smile and adapt in the face of adversity." It can be fun and it can also be hard. In fact the fun meter changes over time. Sports Fun goes from going to the ice cream store kind of fun to climbing a hard hill fun. Matching the challenge to the age group and interest level can be difficult.



## Courting Serendipity...at the Masters

Bonus Section: A curious confluence of events afforded me the chance to attend my first Masters. [The story, combining a first visit to Augusta with growing the game of golf in India is here:](#)



## Branches & Roots: Confessions of a Glue Sniffer

6/5/2018

### Confessions of a Glue Sniffer

Don't worry, we have not picked up a new bad habit, a recent trip to the library had me opening up a new book, and the combination of the adhesives and paper gave off a smell that made me smile. If you can imagine that smell right now, then you might really enjoy this edition.

When it comes to summer reading, word of mouth seems important. We just don't want to make a book purchase and end up with a dud. With that in mind this edition of Branches & Roots is focused on 12 book ideas for the 12 weeks of summer. We hope you find one of our selections interesting and that you find the time to read (or like many of us listen to the book) while the days are long, and the nights are short.

We have divided up the recommendations into five categories:

- You
- You with others
- Historical perspectives
- Futuristic perspectives
- Learning from the lives of others.

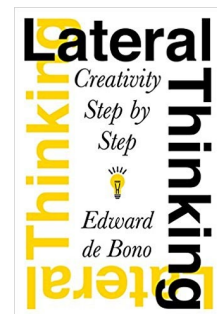
Most of these books are not new but they all were worth the investment of time, money and enrichment a good book can bring.

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#### YOU

##### Lateral Thinking by Edward de Bono

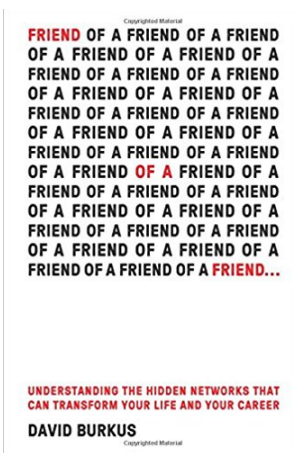
De Bono has 57 books to his credit and at 85 years of age has spent a lifetime working on how humans think and communicate. Lateral Thinking is from 2015 and is an easy read, perfect for anyone who wants to balance the linear thinking taught in most schools or companies with a different discipline. If you have children or grandchildren that are middle school age or higher, de Bono's concepts may be timely.





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## YOU and OTHERS



### **Friend of a Friend by David Burkus**

Burkus is making a great contribution to the current generation of college graduates and in this brand new book does a proficient job in helping the reader realize how to look at their relationships. A key insight from the book is to think of yourself as not owning a network of people, rather, we are all embedded in an network of relationships which is always changing.

We agree with his perspective and constantly attempt to seek ways to contribute to our network and are consistently amazed by the outcomes.

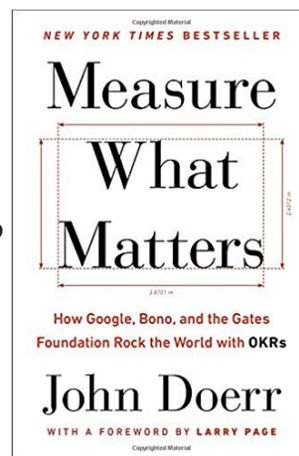
A new college graduate might benefit from this book. As an aside, we serve the college graduate community with our “[How to Land a Killer Job](http://www.drewsanders.com/courses)” out of college course at [www.drewsanders.com/courses](http://www.drewsanders.com/courses).

### **Measure What Matters by John Doerr**

John Doerr of Kleiner Perkins fame shares the operating system that Andy Grove taught him while he was at Intel. He has used this framework with great success with companies like Google and The Gates Foundation. We found the book to be excellent, and the audio book amazing in that the people in the story read their own parts.

As you head into the summer and are looking for a way to have more of your front-line people and their managers think and act well, we can't imagine a better business read. Prior to this book we have been helping clients implement our Banyan frameworks for execution. Now with this work in the public domain we will be tweaking our templates in a 'tip of the cap' back to the mastery of Peter Drucker and Andy Grove.

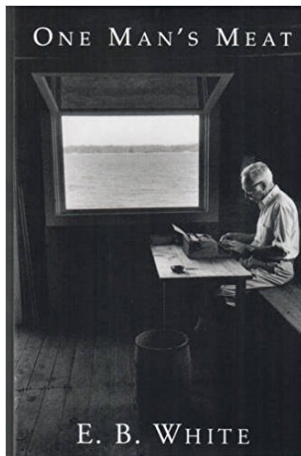
This is a timely book for people who are leading others.



## HISTORICAL PERSPECTIVES

### One Man's Meat by E.B. White

White, of “Charlotte’s Web” fame was a writer from the northeast who left Manhattan and moved to Maine to live on a small farm. He wrote about it for Harpers Weekly, and the collection of these essays “One Man’s Meat” has been in print for over 55 years.

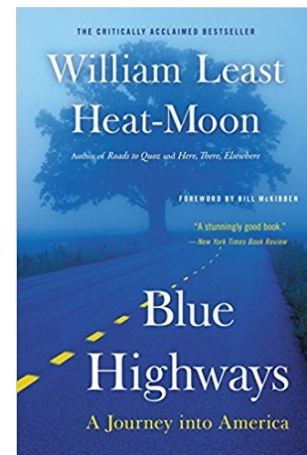


This book is easy to have on the bed stand because the lifting is light in both subject matter and duration. Each essay is only 3-7 pages long. White’s reflections struck us as timeless. He is writing in the late 1930’s and into the early 40’s, a time of international tension. His efforts to run the farm and his ability to correlate those experiences into life for the reader amidst the current tension is applicable today.

If you aren’t sure the world is going to be around tomorrow, or know someone who is up in arms currently, this could be their perfect summer read.

### Blue Highways by William Least Heat-Moon

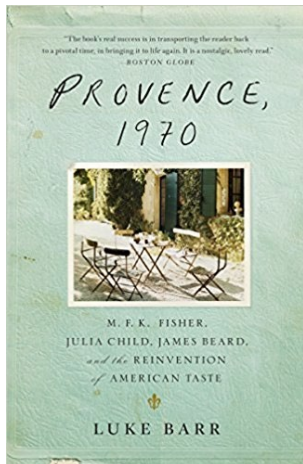
Heat-Moon’s writing could create the beginning of at least ten songs per page. His observations of people and places and their interdependence astound. What struck us about his telling of what he saw and heard while driving the United States in the 1970’s was the practicality of the American public. Put these observations through the lens of 40 years of history and it could give those in a current state of flux a reason for hope. The writing is robust, his angst is present, but not overpowering, and the historical insight into our countries people is refreshing.



### Provence, 1970 by Luke Barr

Luke Barr is the grandnephew of noted food writer M.F.K. Fisher. He stumbles across her journal of a trip to France in 1970 in a storage unit in Hayward, California and discovers

that some of the people who changed food in America were all there together by chance.

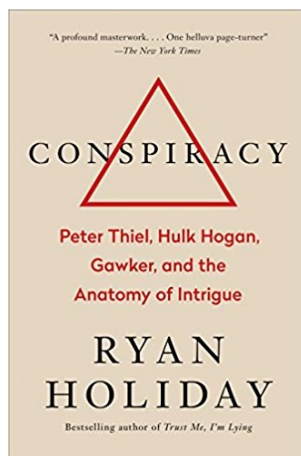


Julia Child and James Beard joined Fisher that winter. They were the leading voices in the American food world, and during that season in the South of France they charted a new course for cuisine.

Barr sets the stage for the encounter with the touch that only a family member can, and the direct quotes from Fishers journal reveal her grace and strong perspective. This book might be for the foodie in your life who wants to be connected back to a historical moment that, according to the author, changed our habits even to this day.

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## FUTURISTIC PERSPECTIVES



### **Conspiracy by Ryan Holiday**

Conspiracy is an uncomfortable book. It dives into the current events and legal battle between Peter Thiel and Gawker Media. The first and fourth amendments have been getting a thorough cleaning by the lawyers in this case, and the ramifications can impact us all.

Not only is the legal battle of interest, the author is one of the leading influencers of young professionals and is an avid stoic. Holiday will be influencing professionals for decades with his growing following in the hundreds of thousands.

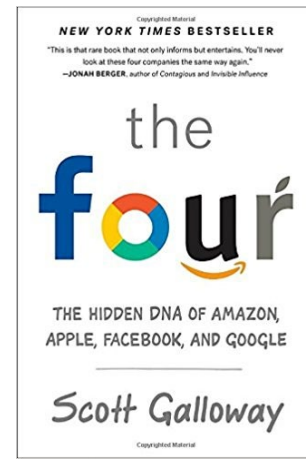
Read it, don't read it, but our laws make our rules, and the people who seek power like to change our laws. Questions that come out of this book are challenging. Should we conspire? Is it a bad word?

While this book is a look back at previous events, we view it as a look into our future, as the actions of a politically active billionaire in his 40's might be viewed as a prologue.

## **The Four by Scott Galloway**

Galloway is a successful early 50's business school professor at NYU who also calls himself a serial entrepreneur. This book might be interesting to anyone who is using a smart phone, shopping online, socializing online, or searching online. Basically that is all of us.

Here is the twist. Galloway, while giving us the cool details about the companies, then comes out and suggests that we the public and the U.S. government have been giving them a business pass. He suggests we need to keep them in check, that they have gotten too big and we need to channel our inner Teddy Roosevelt and break these behemoths up.

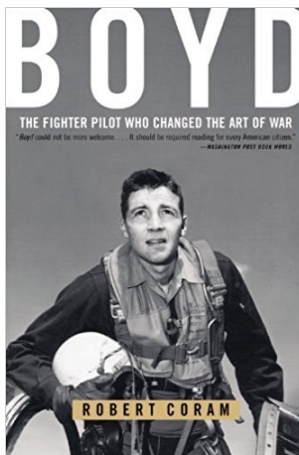


A recent article in the Wall Street Journal - [Tech Titans Tiptoe Towards Monopoly](#) - touches exactly on this subject and the historical similarities of previous monopolies with these modern giants.

Galloway likes to write things that make you ponder. This book does just that.

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## **LEARNING FROM THE LIVES OF OTHERS**



### **Boyd by Robert Coram**

John Boyd is said to have changed the art of war in the sky. Author Robert Coram takes us deep into the mind and daily life of the famous fighter pilot turned airplane designer and Air Force pentagon politico. The historical look at how our government was assigning contracts and how the different branches of military were fighting for budget is an eye opener.

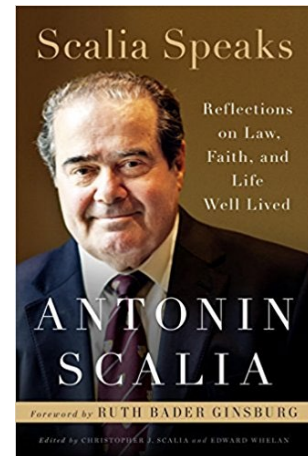
Another key learning from the book is the OODA loop that Boyd created and preached to all his followers. Observe, Orient, Decide, & Act was a matter of life and death for Boyd as a fighter pilot. He lived his extraordinary and chaotic life by the

loop and the simple decision to **do** versus **be** as an Air Force officer.

Military buffs and business leaders will enjoy this book.

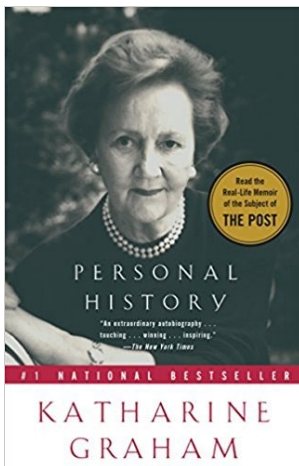
### **Scalia Speaks by Antonin Scalia**

A medley of Antonin Scalia's speeches were compiled this year in the book "Scalia Speaks" and are presented by one of his sons. The chance to reflect on his life and his decisions is perfect during the summer. He thought well, wrote well, and loved people and America.



Would we all be so lucky to live like Justice Scalia and to make the contribution we were meant to make? This book is another light read as you are taken to a variety of locations and you can read a speech at a sitting. The subject matter is actually lighter than you might think coming from a Supreme Court Justice, and his wit keeps you turning the pages with ease.

### **Personal History by Katherine Graham**



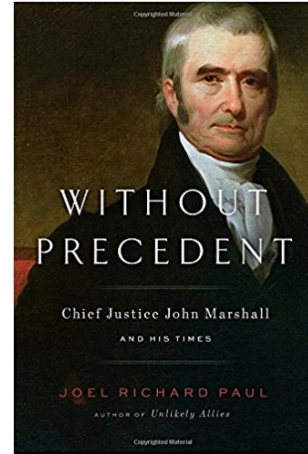
This book is getting some fresh press with the success of the movie **The Post** with Meryl Streep playing Graham. Graham won a Pulitzer Prize for this book when it came out in 1998 and she died three years later. The 20 years have allowed her actions and leadership to come into a brighter light. History will be kind to Graham, and she earned it.

Some of our insights from the book are that leading is a selfless and selfish act at the same time. Leaders and their followers, when in sync, are in a state of consensual interdependence. We think learning from Graham will help anyone aspiring to take up the charge of leading others.

**Without Precedent by Joel Richard Paul**

The story of our country's beginnings and the lives of its leaders becomes more astounding as we stack decade upon decade on their thinking and actions. Washington, Jefferson, Adams, Franklin, and Hamilton have been receiving much of the attention.

Yet the low cousin of Thomas Jefferson might be worth our attention. The author Joel Paul makes the case that our three-branch system might not have existed if not for the strong will and mind of John Marshall.



Marshall's personal life and adventures are of interest, as are the feuds with President Jefferson as the courts grew from a group of traveling deciders into the keeper of the constitutional conscience. Anyone interested in the history of law and our countries founding will enjoy this book.

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## Branches & Roots: Fast Fall Finish

8/5/2018

### The Fastest 105 Days of the Year

Welcome to the early fall reset from the team at Banyan.

Wait, isn't it still the beginning of August? Why are we talking about the fall?

The answer lies in the nuanced tension that exists between our weather-defined seasons and our local school districts ever-changing calendar. Over the past decade school has gone from starting after Labor Day to early or mid-August in much of the country.

Thus begins a 105 day period of the year that takes us right up to Thanksgiving. From our experience this fast fall finish is chock full of commerce and commotion.

Here are a few of our ideas and tips for you to consider in the different theaters of your life.

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#### YOU

We advise people to create a word for each calendar year that can act like a north star. If your word got lost in the fragmentation of summer, considering pulling it out and reorienting your heading. Jon Gordon does a nice job [outlining this here](#).

Right below that vision-crafting word sits a series of goals which can often be tied to a personal mission or quest.

What is possible for you in the following areas in the next 105 days?

- Self
- Marriage



- Children
- Extended Family
- Work
- Community Service
- Recreation

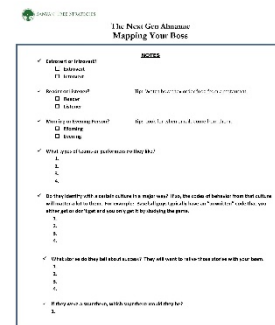
An insight we have benefited from in recent years is that we can't do it all, and that we are not proficient when we switch between too many tasks at once. Consider pulling out our [task organizing template](#) and sit down with a trusted friend or spouse and prioritize your mission critical projects. If you need a listening buddy, [email us](#) and we would be happy to lend you an ear.

## YOU AT WORK

Hopefully you kissed some of the joy of summer as it flew by, put the memories in a jar, and blessed them with gratitude. Being able to do this, regardless of how full your jar is can be vital as you shift your focus to the fall.

### IF YOU HAVE A BOSS:

Put yourself in their shoes and think through how they are looking at the next 18 months of their life. Understanding begins with observation, and if you are looking for a primer to help you in this area consider using our [mapping your boss template](#).



### IF YOU ACQUIRE CUSTOMERS:

If you acquire customers for your company and have an annual sales number this time of year can be fantastic or frightful. Careful [pipeline and funnel](#) management will help you decide where to allocate your most precious asset: your time.

Here are a few questions for you to review:

- Can the prospect live without your offering now?
- If they have determined they can't live without your offering, do they have the dollars budgeted for this year or next?

## TURNING A GROUP INTO A TEAM



- After they have become a customer, who is going to be your internal champion of your offering for the first 18 months?
- What are the chances that internal champion leaves or gets promoted during those 18 months and do you have a backup person identified?
- Within your pipeline, where are your gaps? Are you falling in love with your later stage deals that still

have hair on them because you don't like the rejection that exists in the early stages? Be careful of this trap at all times of the year, but especially right now.

### IF YOU RUN A TEAM:

If you run a team or own the company, then you are most likely looking forward to getting back to full strength. The summer feels like you are 20% light as people take time off.

If your metrics show you are behind it can be a difficult time for you. Part of you wants to make dramatic changes and only see the downside in your market and your people.



Some business advisers suggest a strategy of tilting the table on your people in order to keep them paranoid and always on edge.

We have labeled this the Superbowl Myth because so many leaders try to emulate sports when motivating their people. The challenge with this notion is that sports teams have off-seasons and athletes are typically playing for less than three years. They are in the entertainment industry, which is always looking for something new. It is by definition transitional.

In contrast, many companies are looking to build a relationship with a customer that is as long and as mutually beneficial as possible. A great way to increase the lifetime value of your customer is to have employees that are able to think creatively and in harmony with

each other, and the customer. They are constantly innovating together.

*Consider setting up a thinking framework that allows you to see how you and your team are working with and dealing with tension. Are you only able to get things accomplished when you add so much pressure that it is like throwing a tiger in the room? Or, do you have a heading established and are moving towards that heading with the pace and purpose that comes from everyone being on the same page with respects to the priorities?*

Setting a goal and allowing the right amount of tension to build within a team is the leader's charge. Chances are your team is not trying to win one championship and then take three months off. You need to win every day.

Think through the game you are trying to get everyone to play, and then seek to enter into a state of consensual interdependence with your team to properly prioritize the work goals together.

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## YOU AT PLAY



Steven Johnson TED TALK: The playful wonderland behind great inventions.

If this summer taught us anything it is that the blending of science and art makes for an amazing cocktail of creativity in both settings.

With fall being such a season of production, we end with the suggestion that you allocate some daily time to whatever art distracts you the most. No matter the form, consider building in some unstructured play to your day.

Don't worry about accomplishment inside your art. Do it for your soul. Watch what happens as things from the pursuit part of your life fall into place almost by accident as you are having fun.

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We wish you a great start to the fall, and will be back in October with more learning and observations. For more of our writings for business visit [www.banyantreestrategies.com](http://www.banyantreestrategies.com) and for our writings for people visit [www.drewsanders.com](http://www.drewsanders.com).



# Branches & Roots: What Can We Learn from an English Bear?

10/22/2018

## Why It Matters to Let Your Readers SCAN, READ, and STUDY Your Content

In this edition we are going to focus on how people are currently processing new information and how you might position your offerings.

For illustrative purposes let's look at our topic through the eyes of Rupert Bear of the fictional town of Nutwood in England.



The Rupert books teach us how to position your content to a new potential customer. Below we will compare how a young reader and a new customer might have a few things in common.

These books have a personal connection for me as my mother loves the comics, and upon returning from England she always had a new Rupert Bear book for me to enjoy.

## The SCAN - Sitting with mom and having her read to you while you look at the pictures

**The Young Reader:** Rupert Bear is well positioned for the earliest of children. The colors in the book are attractive and each page has four scenes that can be understood without



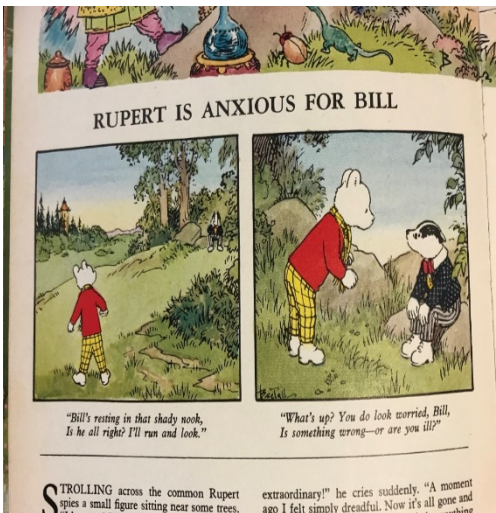
words. Picture reading this to a three-year-old. You are snuggled up on the couch reading aloud the bold titles and pointing to the scenes. The child is taking it all in and scanning.

**The New Customer:** When writing for an audience that is busy and may or may not be that interested in your offering, it is wise to allow them a chance to be able to digest some portion of knowledge from a quick scan. This allows you to benefit from their innate curiosity and potentially earn the chance to have them read what you have written.



## The READ - Reading with Dad and learning how to sound it out

**The Young Reader:** The next stage where Rupert works well for your growing child is when they are now learning how to sound things out. You are again snuggled up on the



couch and these familiar pictures are there to help the child read the captions (which conveniently rhyme.) The meter and pace of the experience is well suited for the child, they are on their way to learning a key life skill, the joy of reading.

**The New Customer:** After the new customer has scanned your writing and chosen to learn more, you still want to allow them the chance to read only a little and be smarter than they were before. Give them a framework such as "here is

the scoop and the skinny on this topic." They don't have time yet to move forward with you, but you will earn points with them if you teach them something relevant quickly. We advise doing this with bold titles and pulled-out captions.

## The STUDY - Reading on your own for comprehension and action

**The Young Reader:** At six or seven the child is reading the writing at the bottom of the page and they now have years of interacting with the characters and the story lines. The parents are happy to pick up the latest Rupert Book that can travel with the child and know that the book will consume time and attention with all the positive outcomes that accompany reading.



**The New Customer:** The holy grail of business writing is to have a person of influence get past the first two steps of scanning and reading and actually study what you have to say on a topic.

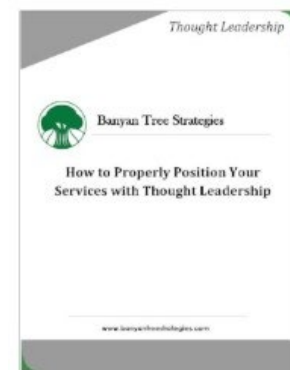
These are the people that make budgets, decide on purchases and lead others. The long-term rewards of having them think with you and potentially learn from your deep insight are significant. You also benefit by not being there in front of them. They don't have the distraction of dialogue; they are alone and have time to think. Get this part right and you are on your way to mutual success.

## New Banyan White Papers

In our own business we wrote several new *Thought Leadership* pieces that attack different pain points for companies looking to grow. They are three to five-minute reads and are below for your enjoyment.

1. **Marketing** - [How to property position your services with Thought Leadership.](#) Proper positioning with well written and organized content can turn almost any business into a thought leader and this can impact your margins quite a bit.

2. **Sales** - Client engagements in the last few years have allowed us to create frameworks





for both the Enterprise and SMB Channels.

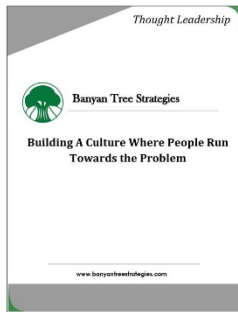
Enterprise Sales:

Small to Medium Sized Business Sales:

**3. Hard Conversations** - A key indicator of company health is how far down the food chain people are willing

to handle hard

conversations. We define this by how people answer the question, when is the right time to have a hard conversation?



Most businesses only have about 5 hard conversations that are happening on a daily basis. We enjoy helping people identify those hard conversations, train the team to listen well and to know how to get in and out of these conversations.

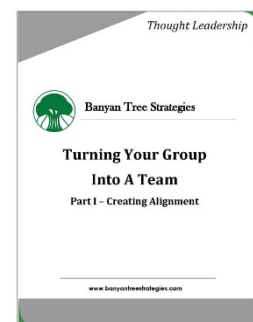
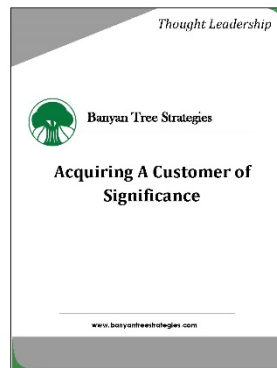


**4. People Management** - When you have properly positioned your offering and have a customer acquisition process with a team of people who are hard conversation ready, you might end up growing and need some more people.

How are you going to find them and how are they going to stick?

**5. Leadership** - As your company grows it will be important for you to not only have your culture defined from the top of the company but also from the bottom. A key way to facilitate this is to understand who your people admire and what traits they admire.

We call this turning your group into a team or "G2T" and have a DIY offering for any leader to start off the year with a good first step....LISTENING.



Each of these white papers is scan/read/study ready from a thought leadership point of view. Have a great rest of the fall and we will be back in early December with some surprises and next steps for our content in 2019!

For more of our writings for business visit [www.banyantreestrategies.com](http://www.banyantreestrategies.com) and for our writings for people visit [www.drewsanderson.com](http://www.drewsanderson.com).

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## Branches & Roots: Dancing with Your Best Self in 2019

10/26/2018

### Dancing with Your Best Self in 2019

During the biggest gap week of the year we send you our warmest thoughts and pledge to continue our quest to write great content on how to bring your best self and team in 2019.

#### **An Enlightened Breakfast**

Recently I had breakfast with a friend and he exclaimed:

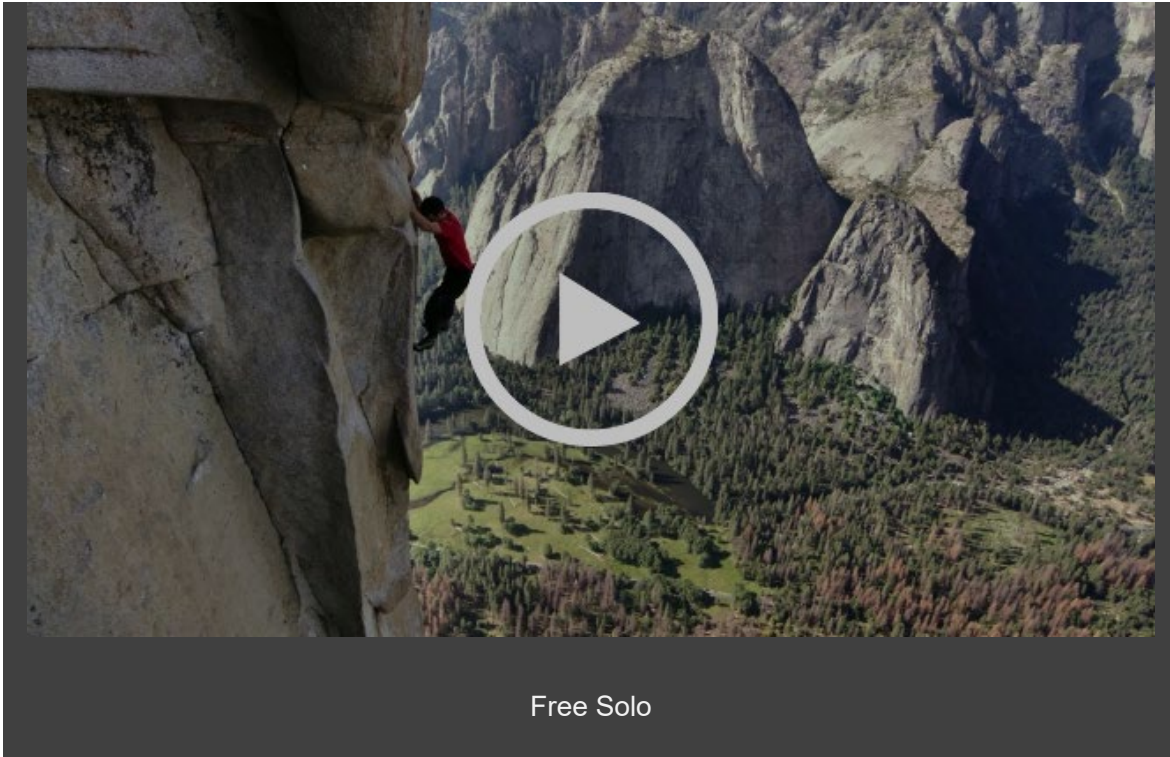
“Sanders you have to watch the movie “Free Solo” about the guy who climbed El Capitan at Yosemite without a rope! It is the most amazing physical and mental personal achievement I have ever seen.”

My response was:

“Awesome, I will go see it.”

Then a challenging notion came to mind and I made an assertion:

“You know, when you try and to climb it with 2 to 100 people together is when the whole plan and challenge changes.”



We ended up having a great dialogue about the differences in trying to lead a company where you are telling people to be their best, and yet are not sharing and teaching how they should work together to accomplish the mission of creating a remarkable customer experience.

Looking back on six years of running Banyan Tree Strategies, much of what we have been sharing with you has been about that gap or transition. **The leader's challenge of teaching people to go from the one, to the few, to the many while achieving collective excellence.**

Learning how to work together well is described in the second layer of John Wooden's pyramid of success, going from best self to the best team. Some relevant recent work has



been done by a group of Wooden’s players and fellow professors at UCLA. It is called “The Pyramid of Teaching Success in Sport.”

Wooden’s challenging call to coaches lingers in this pyramid when he said,

“You haven’t taught, until they have learned.”

## We Are Splitting Branches & Roots Into Two Publications

- One will be focused on business owners and continue our **eight** times a year cadence.
- The other will look at the secret ingredients of winning teams and be published **quarterly**.

## Building A Re-Mark-Able Business

Banyan Tree Strategies serves business owners who believe that growing a **re-mark-able** business is a worthy pursuit. Our content is for owners who want to know more about how to lead their people, position their services correctly, and win the new business they desire. Our pledge is that by engaging us you will build a business that can double in size every five years.

We will follow **four** themes to help your business grow.

- The effective use of thought leadership to drive new client engagement.
- Customer acquisition frameworks that are working currently and how to scale a sales force.

- Managing transitions with key people and potentially the sale of a business unit.
- Challenges facing the C-suite and how to manage and lead your direct reports.

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## The Secret Ingredients of Winning Teams

The quarterly content will be for people who **believe that building and maintaining small societies (teams) is interesting**. It is for people who want to know more about what makes certain teams different than others. We hope that by reading our thoughts on teams that you will be empowered to be a better teammate and leader.

The non-profit we founded in 2005 and still run today is focused on serving youth sports coaches. We will share with you what we are doing to serve these coaches and you will get an early look at what we are building to allow them to be better at their craft.

You will receive our email on February 15th, May 15th, August 15th, & November 15th and our goal is for it to be a less than five-minute read and worth the time.

Our view is that everyone is a coach to someone and that the best ones loved to be coached. However, it is quite a challenge to go from individual learning to group learning and this is where John Wooden's quote "you haven't taught until they have learned" leaves many of us challenged and wanting.

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We look forward to sharing the journey of 2019 together and appreciate your readership and advice along the way.

Drew & Sara

P.S. Our first offering for coaches in 2019 is going to focus on what to share with someone when they don't make the team. [Any thoughts](#) you have on this topic are welcome.