

Chapter 1

BUILD from the HEART

*Brilliance is not
in complexity found;
keeping things simple,
riches abound.*

Extra Baggage

In April 2010, my third wife and I moved from Dallas, Texas, to Sydney, Australia.

We had to get a shipping container to move all the stuff we had accumulated. And we had to fit everything from our three-bedroom house into that one shipping container. Because it was a corporate move—internationally, no less—movers came to pack everything up. They brought boxes and furniture covers. And they brought big, heavy-duty trash bags to move clothes and soft items like pillows and bedding.

By the time the movers came, we were giving away chairs because they just couldn't fit!

When we got to Australia and the container was delivered, we had to unpack. Opening all the boxes and bags that

had been stored in the shipping container was like a reunion with stuff I hadn't seen in months. I never knew what I was going to find. In fact, in one of the big bags, I found garbage—and not just one bag. We had moved three *huge* bags of trash all the way from America to Australia!

When the movers came, they had packed everything. I mean *everything*. We'd had garbage in the garage, so they packed it into bags and sent it along.

After all those discussions and careful decisions about what to take and what to discard, we inadvertently took our lawn trimmings and used coffee grounds with us.

Your Framework File Cabinet

Moving garbage from one country to another was a wake-up call with a hard-to-miss analogy. We all do that in our lives, don't we? Whether it's literally transporting trash, like I did, or metaphorically piling up tools, techniques, and knowledge, we all move crap around with us.

I don't want you to do that anymore! I want you to clean out what is useless, and then make sure you have a place to keep what you need.

Think of this framework as a file cabinet.

You have an abundance of tools and techniques. They are *everywhere*. Some of them are good, and some are not so great. And a lot of them are effective, but only when you know how to use them.

Without The BUILD Framework®, you don't have a place to store these tools and techniques. As a result, you have a really messy desk. And on this desk are your life experiences. Some of the pieces of paper scattered about may contain pearls of wisdom. Other pieces of paper are probably crap and not helpful at all. And maybe others have been dropped onto your desk by other people. But they are all mixed together, because you don't have a system to figure out what to use when and how to easily access it.

With The BUILD Framework®, however, you have a file cabinet with five drawers, in which you can access all the tools and techniques you have learned throughout your entire life. Every single piece of paper goes into one of the five drawers marked B, U, I, L, D—or it gets tossed.

And now your desk is clean! Your file cabinet is full of great stuff you can easily access and use. When a new piece of paper gets placed on your desk, you know where to file it so you can find it again later. Now you can focus on running your business and living your most successful life.

And that expands from you and your specific desk outward to your relationships, your finances, your business—and all the desks that you manage.

With The BUILD Framework®, you will have the ability to manage any of life's challenges that come your way with a totally different outlook. By having a structure in place,

you allow yourself to feel more peace and clarity. You will feel lighter. You will find balance. And you will feel more empowered and more productive when everything is in its place—and you know where that place is.

Once the groundwork is laid, everything becomes meaningful and useful to make your life better—in all areas.

BUILD Builds Upon BUILD

As you've probably guessed, BUILD is an acronym:

Build Relationships
Understand the Business
Implement Strategies
Lead and Inspire
Deliver Excellence

And the coolest part about this framework is that BUILD is literally built upon itself. BUILD builds upon BUILD.

But what the heck does that mean, right?

These are not just random letters. They are in this order for a reason. The letter *B* has to come before the letter *U*, not just so we can have fun and spell the word *build*, but because the process for this framework is sequential.

You have to build relationships first so you can fully understand the business. And to really have an idea of how to implement strategies, you must understand the business,

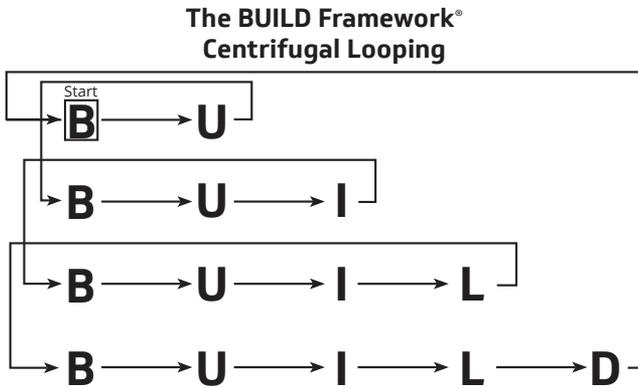
which requires the previous step: building relationships. The same is true when you lead and inspire: everything that precedes this step *must* come before it to be effective. Then it all comes together to give you the ability to truly deliver excellence.

You are probably thinking that when you've mastered one letter, you get to sail on through to the next. But nope! At each level, you have to go back to the previous letters; then you'll use that momentum to propel you with greater effectiveness to the next letter and level.

This is a process I call “centrifugal looping.” It's like that gravitational force you feel when you are on a ride that spins around and around.

What does that mean here? It means you don't just go *B-U-I-L-D*. With centrifugal looping, you start with *B*: you build relationships. And then you leverage those relationships to better understand your business: *B-U*. Before you can implement strategies effectively, you have to go back to *B* and look at those relationships you've built—and see if you need to build even more. Then you can understand the business even *better*. And it continues from there.

By the time you loop through delivering excellence, the pattern actually looks like this:



The BUILD Framework® is sequential, tied together in a centrifugal loop. Note that none of the pieces are optional.

For example, in a team environment, every role will use every letter of The BUILD Framework®, but the specific application for each role will most likely be unique. If you put each part of BUILD into a pie chart, the build relationships piece may be 60 percent for you, whereas implement strategies may be only 15 percent. For another role, this may be the opposite: 60 percent implement strategies and 15 percent build relationships.

These numbers will most likely be different for each of your employees. But in each role, *some* percentage will be allotted to each letter. And the total across the BUILD model will be 100 percent in every case.

And it all comes together, throughout the entire framework, in the heart.

A Heart-Based System

From the standpoint of true leadership, everything we're going to talk about is more about feeling than it is about thinking. You already know how to think about your business; that's what has brought you this far. To be more successful, you need to implement The BUILD Framework® from the heart.

That is true for each letter of BUILD.

Relationships are more powerful when they are built from the heart. You may already understand your business in your head—with financial accountability and mastery of what you do—but you can't really understand the business if it doesn't come from the heart. That's a different level, and a much deeper one.

When you implement strategies from the head, you can go out there and get things done. But how does it *feel*? It won't feel right unless you've chosen the *right* strategies, and that comes from the heart. Leading and inspiring? Same thing. You can lead in a very basic way by thinking things through and being philosophical. But if you want to get to the next level of true leadership, ask yourself this question: How does it feel when you're in the zone and people are resonating with you? That's not a thought. It's a feeling!

You will learn to trust that feeling. When you allow your center of gravity to shift from the head to the heart, authentic

growth happens. When living from your heart, you can still visit that headspace when necessary to work out the details, but with true leadership from the heart, your understanding of everything deepens.

Finally, delivering excellence is ultimately about being in service to others. You can try to do that from your head—to sell widgets or get clients or chase metrics. But if you don't know how your customers *feel* when you provide a service to them, you're missing the boat.

To help you connect each aspect of BUILD back to the heart, I will include two success attributes in each chapter. These attributes are the specific qualities and virtues you need to apply to each of the individual BUILD letters you work on in order to most effectively discover the profound value and impact of each.

I will also include two emotional contractions, which represent the other sides of those success attributes, working to close you off and block your success in each of the specific areas.

Through experiential awareness of these success attributes and emotional contractions, we can best position ourselves for growth and success. When we understand how these can help and harm, we are more likely to break free from the habitual patterns that hold us back.

I don't want you to struggle and sink into the Lake of Despair any longer. I want you in the BUILD boat. And I want you there with a heartfelt understanding of this system,

which will allow you to build your business and your life to the next level of success.

The Ladder to Success

You now know that you have five rungs on the ladder to success as you BUILD from the heart. Those five steps will take your life and your business to the next level.

Build relationships. You will understand whom you and your team need to build relationships with and why. You have limited time, so you want meaningful relationships. How are you going to build those? When you build relationships from the heart, you have authentic relationships built on connections that are open, joyful, and enthusiastic.

Understand the business. You need to know what's driving your business, and you need to learn what you *don't* know so you can leverage the relationships you've built to ask the right questions. It is one thing to understand the business from your head—to know the vision, mission, facts, and figures—but it's another to understand it from a heart-centered perspective, which will allow you to know how it feels and how your business serves your life so you don't struggle anymore.

Implement strategies. Once you understand the business, you will gain clarity about which strategies to implement; this will give you the momentum needed to make progress. Your team members may be able to think of hundreds of strategies, but unless they implement them from the heart, you cannot be certain that what you are doing is actually beneficial. In fact, it may be detrimental. When you implement strategies from the heart, you discover the *right* strategies, which support your greater vision for your life and your business.

Lead and inspire. You can't lead effectively with your head. And you certainly can't inspire. People feel with their hearts, so when you lead with an open heart, people will follow you and get inspired from the feeling you instill within their hearts. Don't be afraid to challenge people and dream big. Leaders lead by leading, not by pulling other people along.

Deliver excellence. Delivering excellence is about putting all these steps together. Ask yourself how your clients *feel* after an interaction with your company. Design the experience for the clients from a feelings standpoint. Understand which behaviors you want to motivate, and measure what matters with meaningful metrics. Be in it for the long game: true excellence is not about quick wins. Reconsider

how you define excellence with your center of gravity coming from your heart. When you understand what excellence really means to you, you can make the right decisions and invest the right way for lasting growth.

The next level. Once you've been through the BUILD process, you will learn that the end is actually a new beginning. You will grow throughout this journey, and you'll understand that what comes next is limitless. And you can go out there and do all of it!

With The BUILD Framework® in place, you will get the exponential impact of each piece working together. But if you don't touch all of them, you won't really touch any of them.

Remember that dysfunctional corporate team I was brought in to lead? The team members weren't working well with their customers, and they weren't hitting any of their key metrics.

I introduced the BUILD model at a meeting. I taught the team about the sequential order and how you have to touch all of them. Everyone nodded along and looked inspired to take action.

Imagine my surprise when, after the meeting, one small group of employees told me, "Hey, we're the *B* group. We talk to the customers, so we're the 'build relationships' group."

Another person said, “Yeah, I do the lease work, so I’m in the ‘understand the business’ group.” He pointed to another team member. “And he implements, because he’s the guy who actually installs the generators and all that stuff.”

The coder in the back room said, “I just do this one thing, so I’m not sure where I belong, but I do know that I don’t have to build relationships at all.”

They had a whole rationale behind it. And yeah, it made sense, in a twisted sort of way. But from the standpoint of understanding the exponential effect of how BUILD has to work together in balance, it made zero sense. They had missed the entire point.

Once I explained how every person has to touch each letter of BUILD and how it all works together, the team became functional. In fact, it became the team that was brought into the room to help make strategic decisions about the future of the company. And that was all because the team members learned the importance—and the power—of The BUILD Framework®, from the individual level all the way up through the entire organization.

It doesn’t matter who you are or what you do. On your BUILD journey, you need to understand each one of these letters—from the heart. Once you do this, you will be able to transform your life into one of lasting success.

And BUILDing from the HEART starts with *B*, which means it’s time to build relationships. Chapter 2 shows you how to get started.