

Speaker 1 ([00:05](#)):

Hey leader and welcome to episode number 321 of the L three leadership podcast, where we are obsessed with helping you grow to your maximum potential and to maximize the impact of your leadership. My name is Doug Smith and I am your host. And today's episode is brought to you by my friends at bar tongue advisors. If you're new to the podcast, welcome, I'm so glad that you're here. And I hope that you enjoy our content and become a subscriber, know that you can also watch all of our episodes over on our YouTube channel. So make sure you're subscribed there as well. And if you've been listening to the podcast for a while, thank you so much. And if it's made an impact on your life, it would mean the world. To me. If you would leave us a rating and review on apple podcast or Spotify or whatever app you listen to podcast through, that really does help us to grow our audience and reach more leaders. So thank you in advance for that.

Speaker 1 ([00:51](#)):

And every week I like to highlight one of the reviews that you've left in today, I will highlight cam Capella's review. He said this, he said, there's nothing like it. Have you ever wished that you could meet the leaders who inspire you? That's what this podcast is all about. L three interviews, some of the best leaders around and gives you a chance to meet them. The content is usually extremely valuable and practical. Thank you so much, cam love and appreciate you. Well, in today's episode, you'll hear my interview with Brian Moran. If you're unfamiliar with Brian, let me just tell you a little bit about him. He is the CEO and founder of the execution company. He's a highly respected expert and accomplished executive who has developed a well-versed business perspective from his vast experience in consumer products, healthcare, food, service, automotive, and transportation and professional service sectors.

Speaker 1 ([01:32](#)):

Brian is the co-author of the New York times bestseller. The 12 week year a program developed to empower individuals and companies to achieve more in 12 weeks than what others accomplished in 12 months. I love that the 12 week year philosophy and training program has been implemented worldwide with industry leading companies, including Allstate, B, B V, a mass mutual Medtronic Merrill Lynch, nationwide PECO and Papa Johns. Prior to launching the execution company. Brian had leadership positions within PepsiCo ups send Delaney management consultants and national automotive corporation coupling his corporate experience with his entrepreneurial drive. Brian also co-founded bio Inc, a health services provider, specializing in wellness and medical surveillance, performing onsite medical testing. I trusted strategic advisor and visionary Brian volunteers' time to mentor promising entrepreneurs to refine, implement, and execute their business plans. And his charity work includes Susan G Koman and C B M C.

Speaker 1 ([02:29](#)):

And in our conversation, you'll hear us cover his whole framework of the 12 week year. And you'll learn how you can get more done in 12 weeks than most can in a year. And of course, we take him through the lightning round. So you're gonna love this interview, but before we get into it, just a few announcements. This episode of the L three leadership podcast is sponsored by bar tongue advisors, the financial advisors at barong advisors, help educate and empower clients to make informed financial decisions. You can find out how barong advisors can help you develop a customized financial plan for your financial future by visiting their website@beartongueadvisors.com. That's B E R a T U N G advisors.com securities and investment products and services offered through LPL financial member, FINRA, and S I P C bear tongue advisors, LPL financial, and L three leadership are separate entities.

Speaker 1 ([03:16](#)):

I also wanna thank our sponsor. He jewelers they're jeweler owned by my friend and mentor John Heney, my wife, Laura, and I got our engagement and wedding wings through he jewelers. And we just had a wonderful experience and not only do they have great jewelry, but they also invest in people. In fact, for every engaged couple that comes in, they give them a book to help them prepare for marriage. And we just love that. So if you're in need of a good jeweler, check out, he jewelers.com. And with all that said, that's dive right in. Here's my conversation with Brian Moran. Well, Hey Brian, it's an honor to be here with you and have this conversation with you. And why don't we just start off with you just telling us a little bit about who you are and, and what you do.

Speaker 2 ([03:56](#)):

Yeah. You bet Doug, great to be with you. Yeah, my name's Brian Moran. I'm a New York times bestselling author and my business partner. And I work with individuals and organizations to really drive higher performance. And everything we do is with really an eye towards helping people execute more effectively. Doug, we figured out a long time ago that they all have great ideas. They all have resources. What matters is what you implement. And, and so that's our focus. It's been our focus for years and unit every level. So we have people from every walks of life, virtually every industry, every business, and you know, we work with people on their personal goals as well. So the, the things we're talking about are universal concepts that apply equally in your personal life as they do your business life.

Speaker 1 ([04:42](#)):

Yeah. In your framework. As I was mentioning before I interview I actually became aware of it because of one of our L three community members read your book the 12 week year and reads it every year and swears by it and says it has made her, you know, 10 times more productive. And so I think it's great framework. So that's exactly what I wanna dive into in our conversation. I wanna actually talk about two of your books. One you just came out with in December of, of 20, 21 called uncommon accountability. And can you just tell us a little bit about why did you write that book and, and what do you want readers to get out of it?

Speaker 2 ([05:12](#)):

Yeah, that book came about because we had there's a couple chapters in the 12 week year on accountability and Michael and I, my, my co-author business partner have a very different view of accountability. And we've been working with it for a couple decades now and, and found that it's, it's not only lightning for people, but it's incredibly powerful. And so people had asked for more and we had more to say on it. So we our publisher was asking for something. So that's the new one, uncommon accountability, a radical new approach to greater success and fulfillment. And it's really helping under people people understand this fundamental concept that is really, I think critical to live in your best life. And so sort of debunking what accountability is and isn't, and then helping people understand really how to apply it in a way that's powerful.

Speaker 1 ([06:01](#)):

Yeah. And I, I'd be curious, you know, it seems like you split the two into two things, one accountability on an individual level and then accountability at a, a team level or a leadership level talk about, and you can bring in some of the 12 week framework in here as well. Can you talk about what you found to be the best way to, to get accountability in our lives to produce the results that we're going through? You know, in L three leadership, we have mastermind groups that meet together on a consistent basis. Yeah.

And we try to do weekly check in calls with an accountability partner. But you lay out a framework. How, yeah. Can you just lay out that process of effectiveness? It may actually change the way we do everything in our, our matchmaker

Speaker 2 ([06:35](#)):

<Laugh> well, first and foremost, it's, it's how you think about accountability. And most people have experienced accountability as consequences, right? I mean, everywhere you hear that word in society, it's affiliated with bad behavior, poor performance, negative consequences, and watch the news tonight. And they're gonna talk about somebody who did something they weren't supposed to do, and then they're gonna hold them accountable. And, and so that's the way we experience it in society. That's the prevailing view of it. And yet I think most people know intuitively that somehow accountability is important for success in life. And, and so, as we looked at those concepts and, and how they played out you know, our, our insight was accountability is not consequences. And instead accountability is really ownership and it's based on the concept of free will choice. The, the fact Doug, that we always have choice, no matter what situation we're in, we have choice.

Speaker 2 ([07:26](#)):

Now we may not like the choices we have. I like to joke April 15th, you got a choice to pay new taxes to go to prison. Right? Personally, I don't care for either of them, but, but you have choice. And so it's that recognition of that choice. And then taking ownership of those choices in, in the areas of life that matter. And typically when we're struggling in an area, it, it has to do with a lack of ownership, right? We're waiting for someone or something to change. And so when we take ownership of those situations, we take ownership of her choices. It creates different outcomes. And so from a leader standpoint, how you think about accountability then affects how you engage your people, right? Every organization we've worked in, we've heard people talk about holding others accountable. And, you know, I would, I would argue, you can hold a bag of groceries or a baby, but, but when we're talking about holding someone accountable, when we really look into that, it's really about creating a negative consequence when they don't do what we want 'em to do. And, and that's not accountability, that's consequences and, and consequences play a role. But you never get discretionary effort with negative consequences. You get just enough to stop the consequences. So, so how you think about accountability affects everything from your health and your relationships your income, your career, your fulfillment whether you're a solo printer, whether you're just applying it in your personal goals or whether you're leading an organization.

Speaker 1 ([08:51](#)):

So on the individual level, cause I wanna hit both of these, I believe in the 12 week you had actually have a weekly agenda for holding ourselves accountable or, you know, for ownership is your recommend, can you run us through that agenda? And you know, what would your, was your recommendation to do that with an accountability partner every week, a team? You know, what would your encouragement be?

Speaker 2 ([09:11](#)):

Yeah. So we talk about a weekly accountability meeting where you're meeting with a few peers, just talking about how you're doing against your goals and most importantly around your actions because we control the actions, not the outcomes. And, and so how well, you know, the 12 week year is all about execution. As I said earlier, it's not, it's not enough to know. Right? You've, you've got implement. And, and so that conversation with your peers is really more about the activity, the execution than it is the

outcomes. But, but having those conversations, those candid conversations with a few other people once a week, again, creates accountability, self, and some encouragement and some challenge from others. That said though, there have to be some things in place, right? You have to, your, your goals have to be connected to some motivation, right? Your, your why, your longer term vision. You also need to be very clear on the actions which, which requires a tactical plan, not a conceptual plan and, and most individuals, most organizations plan, conceptually, not tactically. And so, you know, in order for those conversations to be meaningful and impactful, there are some, there's some supporting structures that need to be in place.

Speaker 1 ([10:24](#)):

So yeah, when it comes to actions, I think that's really, really incredible. So if I'm meeting with, if I'm meeting with you and I say, Hey, I wanna, I wanna lose 10 pounds in the next 12 weeks. You know what, so would you recommend me saying, okay, the actions I'm gonna take there, I'm gonna work out five times a week. I'm gonna eat healthy five, at least five or six days outta the week. And then those accountability calls would just be, Hey, did you work out those five days? Did you, whether it's in, if we looked at another subject sales, did you make the five sales calls? Is that how you would structure it and have the, the questions asked of you in that meeting?

Speaker 2 ([10:56](#)):

Yes. So with the 12 week year, one of the things that we do is we track the results, but we score the execution. So if you're on the 12 week year, you're actually gonna score your execution on a weekly basis. And again, the reason we do that is because that's the most powerful lead indicator you have, it's, it's the greatest predictor of your future success? You know, did I do the things I said I needed to do in order to accomplish the goal? And so in a, in a, in a weekly accountability group, we're gonna talk about two things. We're gonna talk about how we're doing against the goal. So if it's a weight loss, you know, and I wanna lose 12 pounds over the next 12 weeks, I'm two weeks in, where am I at? I've gained two pounds, I've lost two pounds, whatever, whatever it is, right. If it's sales and I'm gonna do 120,000 or 120 million in the next 12 weeks, right. Where am I at against that goal? And then also how well did I execute or how poorly did I execute the prior week? And so that'll be a score, but it also, then you dig into, are there certain actions that you're not taking that you're avoiding, that you're finding difficult? And if so, what's gonna be different this week.

Speaker 1 ([12:04](#)):

And, and so if that's at the individual level, is it the exact same thing, you know, within an organization and holding your team accountable? You know, my, during the day I work at light of life rescue mission where nonprofit and, and Pittsburgh. So I've been in the nonprofit space for a long time. Yeah. And I I've found that in nonprofit space, a lot of nonprofits struggle with this idea of accountability, cuz then in the business world, I feel like they're very ruthless on accountability. Can you talk about the best way leaders can utilize capability within their teams?

Speaker 2 ([12:32](#)):

Yeah. And so neither one of those work, by the way, when you say they're very ruthless in the business world, it's the same thing. The ruthless w consequences, that's not creating accountability in in fact, the more ruthless you are, the more damages, the relationship, the more resentment it creates the, the more sabotage it creates and passive resistance, it creates. And yet that's the way leaders have been taught to manage, right? You really get a get after your people when they're not performing. And so, I

mean, think about, think about yourself. And the last time someone did that to you, you don't come away feeling inspired to give your best. You wanna give just enough to get that person to go away. And that's the problem with the consequence model. And when you talk about holding someone accountable, that's what we're talking about. And, and so we talk about scrub that notion, forget that hold people capable and it, and it sounds like, well, that sounds semantics.

Speaker 2 ([13:23](#)):

It's not, it's subtly different, but at the same time, profoundly different in that it's based on the understanding that I can't force someone to do something right. If you think about the way big organizations hold people accountable, it's with this notion that I can force you to do something when in truth, I can't, I might create a consequence that's so distasteful that you choose to do it, but that's where all that collateral damage comes in. And that's what you have in most companies. Or, or you get the opposite, which is kind of what you said in nonprofit is I find that so distasteful because they have volunteers, I don't feel like I can do that. So I don't confront at all. Right. And, and so accountability as ownership is still from a leader standpoint is still very confronted, but it's not confronted with consequences.

Speaker 2 ([14:09](#)):

First, it's confronted with personal freedom and personal choice. Cause whether I'm a volunteer in your organization or whether I'm a W2 employee, I don't have to work there. I can choose to work somewhere else. And so as a leader, what I'm gonna do, Doug is when you're underperforming, I'm gonna confront you with the fact that there are performance standards. I'm not gonna lower the standard for you, but it's your choice, whether or not you wanna perform to that standard or not. And the consequences of you choosing to not perform are con are set of consequences that you're choosing, which are going to be some sort of up to termination, right? It's just not a good fit. It doesn't make you a bad person makes you a bad fit. On the other hand, if you, if you choose to perform, there's a different set of consequences that follow that everything from recognition, bonuses, incentive, pay all kinds of, you know, maybe even promotion, but in the end, you know, as a leader, what I wanna do is I want to confront you with your choice.

Speaker 2 ([15:07](#)):

Otherwise, what happens is, is the burden to perform becomes mine as the leader, which is, which is not good. I mean, because it's, it's your burden to perform, not mine. My job's just to help you and, and help you confront the reality of how you're doing and hold up a mirror and, and give you some coaching when you need it. But ultimately you have to choose to do the things to be successful in the organization or not. And so in the end you choose your consequences and, and again, it's subtle, but it's profoundly different. It changes the conversation, it changes the relationship, it changes the results

Speaker 1 ([15:42](#)):

And is what you just shared. Pretty much that conversation you would have with an employee who may not be performing or, you know, with establishment accountability.

Speaker 2 ([15:50](#)):

Yeah. Very similar to that. Yeah. Yep.

Speaker 1 ([15:53](#)):

Yeah. That was beautiful. I wanna talk a little bit, dive into more on how to be effective through the 12 week year. Again, I think this is brilliant. The book's called the 12 week year and the tagline is how to get more done in 12 weeks and most do in a year, which is awesome. So talk about that book. Why did you write this book and can people really get more done in 12 weeks than a year?

Speaker 2 ([16:14](#)):

Yeah, so it's interesting. We were we'd been working with our clients on it and we were on going to a trade show as a vendor, Michael and I, and, and so kind of wondering what we were gonna pass out and hand out at the booth. And we decided to write a, a just short format book, leave out all the fluff. And that was the precursor of the 12 week year. It was called puritization 12 weeks to break through. And so we went down to Kinko's and self-published right. We printed a hundred books, sold them for 10 bucks, a pop gave a few away. And from that sold a couple hundred thousand copies of that book. It, wow. It literally changed our business, changed our life. And, and the crazy thing Doug was, we wrote it in 12 weeks. <Laugh> so, so but then Wiley came along big publisher out in New York and said, Hey, they wanted to publish it.

Speaker 2 ([16:58](#)):

Gave us an opportunity to expand it. And so it was really just documenting what we were doing with our clients. And early on, we started working with our clients specifically around what it takes to execute at a high level. And, and we figured out there's a set of disciplines and principles to do that. But we were doing it in the context of an annual environment because that's what everybody does. Right. We set annual goals, we broke 'em down quarterly and monthly and weekly, same thing with the plans. And, you know, we got good results, but we just felt like there was more. And we came across the concept of puritization, which was an athletic training process. And it had some, some tenants in it that we were able to extract and apply to a business setting in a personal setting. And, and one of those pieces was a shorter timeframe.

Speaker 2 ([17:41](#)):

And so the, the 12 week year was created. And so our clients work in the context of every 12 weeks as a year. And there aren't, there aren't four of those in the year. That's annualized thinking, right? It's all about mindset getting outta that mindset that I can catch up. That's the problem with the annual environment. And people say what's different with 90 day planning or quarterly planning. Well, a quarter is a fourth of a whole, and that's the mindset that we gotta get away from because you may catch up and hit the goal, but you can't recapture capacity. You left on the table last week, last month, last quarter. And that's the difference between where people are performing, what they're capable of. So, so you asked, is it possible for people to accomplish in 12 weeks, what they would in 12 months? And we have thousands that are, have done it and are doing it. And it's not about working harder. It's not about working longer. It's not about taking everything you would do in 12 months and trying to cram it into 12 weeks. It's really being clear on the things that matter most and then being more consistent with them. And as we do that, it not only creates momentum and brings results online quicker, but it also reduces the stress.

Speaker 1 ([18:49](#)):

Hmm. And so let's start to break that down. You know, one of the, the functions you talk about in the book is just vision and why vision is so important. You just mentioned getting crystal clear on what matters most, what have you found about vision? And yeah. You talk in the book about an aspirational

vision and then having a three year vision, what would your encouragement be to leaders today when it comes to vision to getting clear on better?

Speaker 2 ([19:08](#)):

Yeah. The biggest thing is most leaders have probably worked on their departmental vision or their company vision. That's not where we start, cuz that's just part of my life. That's not my, so we start with, what do you want in your life? And we do that with everyone on the team, whether they're full-time or part-time regardless of what their title or status is. And, and you know, what do you want your life to look like 5, 10, 15 years in the future? What do you want it to look like three years from now? Because that's the why. And, and then we look at the, the business or the career and say, okay, what do we need to do here in this department or this organization that helps you live that life so that we connect the dots for the people about what they do Monday through Friday and how it helps them accomplish what they want in life.

Speaker 2 ([19:58](#)):

And that's really how you get an empowered, inspired workforce is connecting those dots where people see that, okay, I do these calls right to, so that I can have this success here in my role. Why so that I can live the life. I wanna live from a, from a material standpoint, from a, a confidence self-image standpoint, you know, from a family standpoint, all of that stuff matters. And, and so that vision, most people never do that work. The top performers sort of do it intuitively if they haven't done it on paper. But the real opportunities to take people through it and get some clarity around that so that they can connect the dots and see how, how it fits. And in some cases it doesn't fit and people move on and that's good for everyone.

Speaker 1 ([20:44](#)):

Yeah. And once you have it, you said, you talked about getting it down on paper. What do you encourage people to do once they have their vision in front of them? Should they review it, you know, annually, although I guess you discard that thinking, but review it every 12 weeks, every day. What, what, yeah.

Speaker 2 ([20:57](#)):

Annually for us would be every 12 weeks. But yeah, the key is, you know, it, Doug, the key is staying connected to it, right? Whether it's daily or at least once a week, but staying connected to it. I've got a little reminder in my outlook to connect with it daily. And I've got mine printed on a three by five card, the aspirational on one side, the three are on the other. And so some days I read the whole thing, some days I'll just pick an item or two and sort of mentally stand that ground. Right. What's that enabled me to do when I'm there that I can't do now. Right. The more, the more I mentally live into it, the easier it is for me to take action on it and, and, and really lean into it.

Speaker 1 ([21:32](#)):

Yeah. And then, so you take your vision. Now you have this aspirational vision, the three year vision, and then your encouragement is to break it down into 12 week goal, 12 week goals. Can you talk to us about the process of goal setting and getting clear on the next 12 weeks?

Speaker 2 ([21:47](#)):

Yeah. One of the challenges there is most people take on too much and partly because they're doing annual plans, right? So it's like, Hey, 12 months is a big span of time. And so one of the first things there is really deciding what kind of capacity you have to execute against goals. And so is one goal enough is, is two enough when you start to get more than three in any one area like your business, you're probably setting yourself up to struggle. So you, in an ideal world, what we would say, if it's your first 12 week, year one business or career goal, one personal goal. And, and the reason Doug is because we all have limited capacity, we have limited time. We have limited energy, we have limited and elect. It's not a slam, it's just a reality. And, and every time we take on one more thing, it really reduces the probability of us being great at anything pretty significantly. And, and, and so the 12 week year is really about being great at a few things versus being mediocre at a lot of things.

Speaker 1 ([22:45](#)):

Yeah. And you, you made a statement in the book that there always be more opportunities than you can effectively pursue, which is basically what you just said. Can you tell me the framework you give leaders or how you personally decide what to say yes. To and what to say no to in your life, cuz as you said, I always throw way too much on my plate and that's an incredibly challenging my life. So

Speaker 2 ([23:02](#)):

Yeah. Yeah. It's one of the hardest things. I mean, we've, we find ourselves falling into that same trap and we've been doing this and we wrote the book on it. So, you know, just recognize that that's normal. But again you know, the, the, the success in life comes through focus. And so what if we just picked one or two areas and really nailed it? What might be different 12 weeks from now? Now we do that over a couple of 12 week years, and it literally is life changing. And, and so the process of sorting through is really thinking about all the things I might take on as goals and just prioritize them. Hey, if I could only do one, which one would that be? If I could only do one more, okay. Let's just stop there. And if we did that, would we be celebrating at the end of 12 weeks?

Speaker 2 ([23:46](#)):

Because sometimes we, we throw all these goals in to hedge our bets and, and by doing that, we're, we're almost ensuring that we're not gonna be successful on any of it because we're spread too thin. And so the, the challenges and it is a challenge, but on the front end to really think about, okay, if I could only do one of these things, you know, which one would be most critical in term, that's aligned with my vision, my three year vision, my aspirational vision and, and keeping it to three or less is ideal.

Speaker 1 ([24:22](#)):

Okay. So now you know, a leader has their vision. They just set their 12 week goals for the first time. Now it actually, okay, that's all nice to have on paper, but now it's actually time to execute. Talk to us about process, talk to us about time management and taking those 12 week goals and actually executing on those day to day. How do, how do people optimize their day to day execution?

Speaker 2 ([24:41](#)):

Yeah, one of those things is, and I sort of touched on this earlier. You've gotta get tactical at the plan, right? Most plans are conceptual. If you don't get tactical, it's gonna be really difficult for you to execute it because concepts don't execute right in sales referrals, great concept, cross sell great concept, exercise, diet, great concepts, those don't execute. And so you've gotta get really granular and, and tactical. Once you do that though, you know, what's what matters most for the next 12 weeks. And with

the 12 week year, all tactics, all actions have due dates and they're by weeks. So some are one time tactics. Like if I'm trying to lose weight, I'm gonna order super foods, you know, in week one. I don't need to order 'em every week I order 'em one time I, a second tactic though, is to take my super foods daily every, every day that's that's an ongoing tactic.

Speaker 2 ([25:29](#)):

And so that shows up when, when we, when we put the due dates by week, then what happens is it creates a cadence for us that says, here's, what's due this week. And by default, it's what matters most. This is how it reduces your stress because not everything's equal in terms of activity. And, and so you now know what matters most. This is how you win the week. You start with that, that, that weekly plan, if you will, which is a one 12 slice of the 12 week plan, it doesn't contain everything you do in your job. It's just the things do this week from the 12 week plan, but by default, that's the most important stuff. So that's what you build your week around. That's what you time block around. That's what you're checking into daily. So that at the end of the week, you've got those activities completed.

Speaker 2 ([26:19](#)):

And there will be all kinds of things that pull you off course. That's why it needs to be written. It a plan between your ears versus a plan written are two very different beasts, right? I saw one study that says, even if you know what you need to do, if you write it down, the probability of you doing it is 80% higher. That's huge. That's not a little bit. And so that's why, you know, we, we, we subscribe to a 12 week written plan and then that weekly plan is not something I create from scratch every week. It's just sort of picking out of that 12 week plan let's due this particular week. And that is what drives my week.

Speaker 1 ([26:57](#)):

And you mentioned time blocking I'm, I'm curious how often, how much of your, you know, daily to-do list is just written on, you know, I use the full focus planner, but in a planner somewhere versus how much of your, your action items actually get put on the calendar for time blocking.

Speaker 2 ([27:13](#)):

So there's a difference between a weekly plan and a to-do list. I have a to-do list. I, I have a clear plastic holder that has my weekly, that has my 12 week plan on one side, has my weekly plan on the other. I have a separate to-do list in the middle. The to-do list is all the I would call it kind of mid-level lower level stuff. The 12 week plan is what drives my week. And so that's what I calendarize. I make sure when I pull that thing at the beginning of the week you know, we have software, so I just go in and I, I just print it out. And then I calendarize that stuff. So if this is what's most important this week, when's it happening? And then I let the rest of the week fill in around it, all the other to-dos, if you will, knowing that I'm gonna get to the end of the week. And some of that, stuff's not gonna be done because there's always gonna be more to do than you have to, but that's okay because the big rocks got done. The plan items got done. So I treat my 12 week plan, my weekly plan and my to-do list very differently. My to-do list if I get to it fine, my, my weekly plan is what drives my week.

Speaker 1 ([28:20](#)):

And then let's talk about measurement. I think that's so good. So we have our weekly plan. It drives our week. We have our big rocks, their time blocked. Let's talk about review. How do you actually measure whether or not you accomplish, what do you wanna accomplish? And then how do you plan ahead for the week ahead? What do you do in between weeks?

Speaker 2 ([28:35](#)):

Yeah, so there's an after action review after every week. I do mind Monday morning, first thing. And that is first thing I do is I go back and I score my execution of the things that would do what got done, you know, was I consistent with it? And then I'm gonna look at the results I got as well. And so, you know, I score the execution, I track the results and in those two numbers is everything I need to know, because if I, if there's a breakdown, in other words, I'm not, I'm not on track with my results. It's one of two areas. It's either in the plan itself, I don't have the right tactical plan or it's in the execution. I'm just not doing it. And guess where it is most of the time <laugh> execution.

Speaker 2 ([29:16](#)):

Yeah. Right. Probably 80, 90% of the time, but most people want to change the plan, partly because it's easier. And partly because they don't have a way to pinpoint the breakdown. That's why we score the execution, track the results. And so you'll know where the breakdown is on a weekly basis. And you'll never go more than 12 weeks before you stop the world and do a, a significant after action review and learn from it and, and lock and load for the next 12 weeks. So that weekly cadence is starting out with a weekly plan that defines what matters most for the week, blocking those activities in my calendar meeting with a couple of peers in what we call a wham. And then at the end of that week, go back and assess my re my outcomes and my actions. But most importantly, my actions, because that's what I can control. Did I, did I execute at a high enough level? And, and by the way, Doug, with thousands of people on the system, what we found is you don't need to be perfect if you're averaging about 80% on the execution in and week out, in most cases, you'll accomplish the goals. And that's true for individuals. It's true collectively for teams as well.

Speaker 1 ([30:24](#)):

So you, you kind of alluded to this already, but what do you do when you started getting close to that 12 week? What does the transition look like from one 12 week period to the next?

Speaker 2 ([30:33](#)):

Well, we take a 13th week and that's the week where we really carve out some time we go, we take our team offsite, we go for a day and a half. And the first half of day, one is a, a, a, a review of the past 12 weeks. Right? What worked, what didn't work, where we on, where were we off? What's changed to the marketplace? What can we learn from that? It's. And even if we've had a really rough 12 week year, it's never about beating ourselves up because we can't change the past, but we can learn from it. So, so what is, what is the data telling us? How well did we execute? What if we had executed a little better? What do we know now that we didn't in week five or week two or week one when we set the plan.

Speaker 2 ([31:13](#)):

Right. and then we'll take that learning and we'll, we'll reconnect with the vision and then we'll lock and load for the next 12 weeks. So we'll set the goals and build the plan for the next 12 weeks. So part of that cadence is every 13th week, we're reviewing the past 12 weeks, we're locking and loaded for the next 12 weeks. And then important piece, we celebrate the progress and celebrate the success, especially as an organization, you know, the 12 week year provides you a lot more opportunities to do that. And, and what you celebrate creates energy creates, focus, creates culture. And, and so you've got more opportunities to do that. And, and sometimes, you know, it's been a tough 12 weeks and there's not a lot of success to celebrate, but there's progress nonetheless, to celebrate.

Speaker 1 ([31:58](#)):

What have you seen any really unique ways or great ways for individuals or teams to celebrate that, that really energize people?

Speaker 2 ([32:05](#)):

Yeah. Individuals it's all over the board. Right? Cause sometimes it's, it's just you know, buying something that, that you wanted and you sort of set that out as a carrot and, and then you celebrate with, with that purchase for, for teams, it's usually some type of activities. It can be, we we've seen teams do paintball. We've seen, 'em do cruises. We've seen, 'em do all kinds of fun stuff. And, and so usually what we tell people, look, if you're not the creative one, find, find the party person on your team and let 'em plan the celebration. Cuz they'll come up with something every 12 weeks. That's fun and it's exciting. And, and that people really enjoy.

Speaker 1 ([32:43](#)):

Yeah. Well, before we dive into the lightning round, obviously people aren't gonna just be able to execute on on the 12 week year just from listening to this podcast, but maybe you readed their appetite. I know you've developed a lot of resources. You talked about, you work with organizations through this, this framework, where can people find you? And if they wanna take a next step or get access to some of the resources you created, where can they go?

Speaker 2 ([33:03](#)):

Yeah. 12 week, year.com. And if you want, you can go 12 week, year.com/getting started and you'll get three emails from me. That's kind of a getting started course to get you going with this. But that's where you can find, we do everything from, you know, online training to individual one on one coaching.

Speaker 1 ([33:23](#)):

Anything else you wanna say about the book or accountability?

Speaker 2 ([33:26](#)):

The other place is uncommon accountability. You know, you can find that book some, some resources on that site that book's available at all the book sellers. And yeah, that's funny. All

Speaker 1 ([33:38](#)):

Right. And we'll include links to all that in the show notes. And so now it's time to dive into the lightning round. Just a bunch of fun questions that I ask in every interview. And the first one is what is the best advice you've ever received and who gave it to you?

Speaker 2 ([33:50](#)):

Well, so I, I had worked for this gentleman. We were a billion dollar company. He and his brother owned it and it was one of many they owned and they owned high rise buildings. They were developing an island in Florida and stuff like that. Wow. And I remember asking him, you know, what he thought was the the one characteristic that contributed to his success the most. And he said, you know, Brian, I recover. Well, he said, everybody gets knocked down. I get up faster. And, and that's been a great piece of advice because right. It's all mindset. He had a much different mindset. Most people are surprised

when it doesn't work out. He was like, I'm expecting it, you know? And, and he was up faster. And after it,

Speaker 1 ([34:31](#)):

If you could put a quote on a billboard for everyone to read, what would it say,

Speaker 2 ([34:37](#)):

Oh, Hey, <laugh> I don't know. I'd have to think about that one a little bit. I mean, there's, there's a, there's a lot of things that, you know, I'm, I'm, I'm spirit based, so it'd probably be something a around that, you know. Okay. Yeah.

Speaker 1 ([34:52](#)):

What's the, the best purchase you've made in the last year for a hundred dollars or less,

Speaker 2 ([34:58](#)):

This purchase I've made for a hundred dollars or less. We've made a ton of purchases because we recently moved, but very few of 'em were a hundred dollars or less. I it'd probably be a book I bought, you know, I mean, I can't, I can't think of anything else that would you know, it's not a pair of shoes or something like that. So,

Speaker 1 ([35:20](#)):

Yeah. That's my next question. So what's a book either recently or all time, that's made a significant impact on your life that you would recommend everyone to read?

Speaker 2 ([35:28](#)):

You know, the book I, I really love is called feel of fear and do it anyways. It's a short little book by Dr. Susan Jeffers. It was out of print for a while. I think it's backend print. But she just did some research on, you know, successful people versus everyone else and, and found that successful people still have fear and anxiety when they're trying new things, but they don't let it stop 'em. And so it's just a really powerful book again, around mindset.

Speaker 1 ([35:56](#)):

You're an author and it sounds like almost an accidental author, right. You self published and didn't know would blow up and now you're everywhere. What would you, what advice would you give to aspiring authors and what is, has being an an author done for you

Speaker 2 ([36:09](#)):

Being an author has, has done a ton. I mean, we're in 15 languages. It's taken me around the world and created some amazing experiences and things like that. My advice would be that, you know, 80, I think 82, 80 3% of at least Americans would like to write a book. Most of them won't, don't be one of the ones that don't right. We wrote ours in 12 weeks, so don't worry about getting it perfect schedule time each day separate the starting from finishing. And what I mean by that is, is if you're gonna write for an hour or two every day, don't put pressure on yourself to write an entire chapter. Whatever, if you write a paragraph, you write a paragraph. If, if you write 10 pages, you write 10 pages, right. Just sit down and write and, and schedule that, block that out and do it consistently.

Speaker 2 ([36:55](#)):

And you know, if you haven't written before, don't worry about getting it right the first time, just get it out on paper. What makes for a good book is when you go back and you edit it, that's where the real E where the real book is written is in the editing by you. And so just get, get in the process of writing every day or in these, in these periodic blocks. And you'll have that thing done before. You know, it Hmm. There, by the way, we have 12 week year for writers. There's a whole book we have out on that. We we teamed up with a professor who actually came to us and said, Hey, I'm putting this book together on how to write a book. And I wanna use the 12 years of framework cuz it works so effectively for me. So that is out there as well, 12 week year for writers. So that'd be my best advice. Get that book. It gives you a process and walk you through it.

Speaker 1 ([37:42](#)):

Did you, did you write the, the book in 12 weeks intentionally or did that just happen in that coincidentally?

Speaker 2 ([37:48](#)):

It happened because that's the time we had, by the time we decided to do it and get to the show we had about 12 weeks and it was coming up and we're like, okay, we gotta crank through this thing. And so it was perfect. Right? That's why, that's why deadlines matter. That's how the 12 week year works, right? There's a, there's a deadline there, hard line in the sand that you say, Hey, I'm gonna measure my successor failure. And, and it causes you to behave differently.

Speaker 1 ([38:12](#)):

What are you dreaming about right now?

Speaker 2 ([38:16](#)):

You know, we've been very blessed. I'm big on family. And so we we've just moved, but our, our our goals, our vision is to really scale our company, expand it more, to have a bigger impact. We've just we've been doing coaching for a long time. We've launched accountability groups with our unique view and they're super powerful. So we're looking at, you know, scaling that big time.

Speaker 1 ([38:43](#)):

You could spend time with a lot of leaders. I'm curious when you get one on one or a dinner with a great leader. Do you have a go-to question or two that you always ask?

Speaker 2 ([38:52](#)):

You know, I I'm, I'm always interested in a couple things. One is their value system, because I think that that overrides everything we do. It, it, it, it shapes the way we think it shapes the way we act. And so I'm always interested in their value system. And then I'm also interested in their, the struggles, right? Well, it was the biggest challenge or struggle that they faced and how they overcame it. Because I do, you know, successes are great. I'm not sure we learn from the successes as much as we learn from the, the challenges and, and some of the failures even.

Speaker 1 ([39:24](#)):

So can you answer both of those for me, let's start with the, the struggle. What's the struggle you've had that you had to overcome. And what did you learn from it?

Speaker 2 ([39:31](#)):

I had, I had a number of different struggles, right? My wife and I are both cancer survivors. So we've had health struggles. We've, we've had financial struggles in that when, when the when we hit that recession, we had we were working with big corporations and we're very small companies. So we were only had a handful of those in process. And they, they all put it on hold, they all dried up. And so, and that selling cycle on those things, because their big organizations was about 18 months. And so we, we literally lost everything and had to decide, were we gonna continue on this route? Or, or were we gonna do something different? And we made the decision to continue, but to pivot, right? So we, we pivoted and within I don't know, 18, 24 months, my income was higher than it had ever been. So, wow. It was it was quite the experience. I wouldn't, I wouldn't sign up to go through it again. <Laugh> cuz it was, it was brutal at times. But learned a ton in it as well, you know?

Speaker 1 ([40:35](#)):

And can you talk about your value system? I'd be curious cause you're

Speaker 2 ([40:38](#)):

More well, as I mentioned, I'm I'm spiritual base. So, you know, for me, my worldview is, is God and Christ at the center. And so that shapes everything I do and the decisions I make and it's why family's so important to me. It's why having an impact is so important to me. And, and making a difference. And, and so, you know, my routines are based on starting the morning with, with scripture and some quiet time and then you know, also prayer throughout the day

Speaker 1 ([41:05](#)):

And I'm, I'm a believer as well. I'd just be curious. Have you always been a person of faith or did that come when you were older?

Speaker 2 ([41:11](#)):

Yeah, I grew up in a family that Catholic and you know, my mom and dad taught us to believe in God taught us why God existed. And, and you know, the character of God. And so yeah, I grew up with that. It got much more personal though. After college as my wife and I, you know, we've, we ended up in a different church and got in a small group and really grew a lot started actually Doug started reading the Bible <laugh> yeah. Yeah, because growing up, I wasn't really encouraged to do that and that that's what changed for me is getting into the scripture and God's word and really understanding it and and making sense of it for me in my own life.

Speaker 1 ([41:55](#)):

If you if you've crossed any, I don't know if you have a bucket list, but what's an experience that you've done or crossed off your bucket list that you think everyone should experience before they die.

Speaker 2 ([42:08](#)):

You know, what's a fun experience. And so we have horses, we have Arabian show horses, but if you've never been on a horse at a full Gallup, it's a great feeling. It is an amazing feeling.

Speaker 1 ([42:20](#)):

Do you have to wear cowboy hat,

Speaker 2 ([42:22](#)):

Something that's level and just let the full reign out and go? It's a hoot.

Speaker 1 ([42:27](#)):

Wow. Interesting. And do you have an item left on your bucket list that you wanna do before you die?

Speaker 2 ([42:34](#)):

Yeah. Well, there's a lot of stuff, you know, my wife and I we love to travel. We wanna do lot more travel. I I've got a daughter getting married this summer. My younger one is, is still in high school. So looking forward to grandkids now, I don't, I don't have a lot of control over that, but that is <laugh>, that is on, on the bucket list. But a lot of, lot of it is around travel and just doing stuff with friends.

Speaker 1 ([42:59](#)):

Okay. And then last two questions. If you could go back and have coffee with yourself at any age what age would that be and what would you tell yourself that you think would've made a difference? If you would've listened? A lot of people were like, Hey, I would've told myself that, but I wouldn't have listened, but yeah,

Speaker 2 ([43:12](#)):

I don't think I would've listened, but, but you know, it'd been been in my teenage years to just, you know, especially in teenage years, you're still self-absorbed to, to really realize that it's, it's not about you, it's about contributing and serving others. And so the more, the more I learn that the more I employ that the richer life gets.

Speaker 1 ([43:32](#)):

And then on the other end of your life, looking back, what do you wanna be remembered for? What do you want your legacy to be

Speaker 2 ([43:38](#)):

Really about just a godly man, great husband, great father. Those are the important things to me. Having an impact, you know, the, the, the, the beauty of the 12 week year in writing the book is it's, it's impacted millions of people, which is something I had hoped to do. Wasn't sure it would happen, but it it's been, it's been an amazing thing. And so, you know, that's what our business is about today is having an impact, making a difference. So, you know, when my dad died at his wake, my dad was electrician and really great guy. But there were people at, at his funeral and as wake that I had never met, and I remember this one kid not kid young man in tears. And I had never met him. He said, you know, your dad was my hero. And, and that's the kind of impact my dad had. Wow. You know, just doing what he did, being who he was being, being the kind of man that he was. And, and so to me, that's a life. Well lived.

Speaker 1 ([44:40](#)):

Anything else you wanna leave leaders with today?

Speaker 2 ([44:43](#)):

Yeah, I, I, you know, for, for me as a leader, I think you have a responsibility and obligation to be the best leader you can be. And the way the organization grows is you grow as a leader. If you're not growing as a leader, it's tough to grow the organization. And, and so, you know, my advice to, to leaders is just grow, do everything you can to grow lead the way with that, encourage your people. You know, when I joined PepsiCo, my regional manager gave me a book to read and it, and it, it changed the course of, of my life in terms of got me fired up about leadership. I became a student of it started to apply the stuff. It's why I do what I do today. And so, you know, as a leader, you're probably leading hopefully for impact. Yeah. Not for prestige your power. If you're leading for prestige, your power, you know, go do something else. But if you're leading for impact, right. Role model that walk that out, engage people in, in in their growth and in your growth.

Speaker 1 ([45:41](#)):

And I have to ask, as we close, what, what was the book that your manager gave you?

Speaker 2 ([45:45](#)):

One minute manager.

Speaker 1 ([45:47](#)):

Wow. Okay. Yeah. Sorry if

Speaker 2 ([45:48](#)):

I missed that, like a thousand years old, but yeah, <laugh> a simple little book, but you know, what happened was Doug, I read it and I started to apply it and it had an impact. It worked and I went, wow. And that's when I started just starting to consume everything I could on leadership and high performance.

Speaker 1 ([46:05](#)):

Yeah. Well, thank you for what you've contributed to the high performance world. I really appreciate it. Thanks for all of your work. And I look forward to more work in the future. Thanks for your time today. Thanks for adding value to me and all the leaders that are, listen to us. Really appreciate it.

Speaker 2 ([46:16](#)):

Thanks for having me done.

Speaker 1 ([46:17](#)):

Absolutely

Speaker 1 ([46:21](#)):

Well, Hey leader, thank you so much for listening to my conversation with Brian. I hope that you enjoyed it as much as I did. You can find ways to connect with him and links to everything that we discussed in the show notes@lthreeleadership.org slash 3 21. And leader is always, I wanna challenge you that if you wanna 10 extra growth this year, then you need to either launch or join an L three leadership mastermind group. Mastermind groups have been the greatest source of growth in my life over the last seven years. If you don't know what they are, they're simply groups of six to 12 leaders that meet

together on a consistent basis for at least one year in order to help each other grow, hold each other accountable and to do life together. If you're interested in learning more about masterminds, go to Lthreeleadership.org/masterminds. And as always, I like to end with every episode with a quote quote, Gerald Brooks, who I quote so often in this episode. And he said this recently, I love this. He said, on some days, survival is success. Some of you need to hear that on some days, survival is success leader know that Lauren and I love you. We believe in you. And we say it every episode don't quit. Keep leading the world desperately needs your leadership. We'll talk to you next episode.