



## Reality Check for this Year's Goal Achievement

**Announcer:** Club Veto is on, your only connection to the very important top officer and unlimited sales success. Your host, Tony Parinello is a bestselling author. He's trained over 2 million sales professionals and 65 of the fortune 100. This program will take you to sales heaven and keep you out of sales hell, so turn it up. Now here's your host, Tony Parinello.

**Tony Parinello:** Hello everybody and yes it is Tony Parinello your next best friend and a thorn that is sticking in the side of each and every one of your competitors and here's why. We get together on a regular basis so I can share with you the way to get bigger deals in less time. Now, there's lots of ways to do that. Let's face it, but this way that I teach is going to put you in touch with the very important top office that the person I call Veto the person, but the ultimate veto power president, CEOs, owners, and other privilege c-suite titled Individuals. Once you communicate effectively with them, the way I teach you to do you are going to get appointments make sales that are bigger than your average sale and happen in a fraction of the amount of time it takes you to sell normally because people at the top take action and when they take action, it's usually large action. Today's a special day because with me is our head business Coach Steve Dailey to help us break through self-imposed barriers and barriers that others put in our way. Coach Steve welcome to the show.

**Steve Dailey:** We coach, you win!

**Tony Parinello:** Yes I love it.

**Steve Dailey:** It's our mantra

**Tony Parinello:** So yes you know what's interesting about the coaching and this because you're a coach and I know this because you've coached me through some of the most craziest obligations that I've had in my career and my personal life and I know this about coaching. I do know this.

When you have a coach on your side either sitting next to you or virtually sitting next to you, helping you ploy through the challenges that we face on a day to day basis: whether we create these challenges ourselves or the challenges that other people put on our way, you get the job done, you just get it done. I think you could almost write a guarantee, and I don't know if you do this Coach Steve but I would say you could almost write a guarantee to your clients that by having you at their side, they are going to be successful because you're going to not only help them but you're going to validate the goals and aspirations that they have to make sure that they're doable goals and aspirations.

**Steve Dailey:** Yes I actually, I do have a guarantee and it's in a concise fashion. If you hang out with me for a year, you let me do you include me in your goals, your, your



dreams for a year. Then I'll absolutely guarantee that you will achieve the goals that we set at the beginning of the year or I'll give you all your money back and it's absolutely true. We always are more productive, more focused; more intentional when we know that somebody's paying attention and even better when whoever it is is paying attention knows something about what we're doing that knows what success looks like.

**Tony Parinello:** Yes and knows how to give that tough love which I've seen you do many times with me and with others that are in our community, that embrace, embrace you and your wisdom and your intellect and the time you spend with them. So yes, that's, I actually didn't know that you actually had a guarantee like that. So if someone embraces you as their coach for one year and pays you on a monthly fee for one year, at the end of that year, if they didn't accomplish the goals that you both agreed to at the beginning of the year you give them the money back?

**Steve Dailey:** That's right and the little caveat that you restated is that the goals that we set at the beginning of the year, that's a collaborative process and I can tell, I can read at this stage in my career authenticity, I can understand with only a few questions about whether a person is really ready from well we'll just say from a mind-set perspective to really take their whole game to a new level. And so I literally invest in that and I don't make any, I don't make any bones about it and by the way, nobody's ever asked for the money back.

**Tony Parinello:** Amazing, amazing, so do you assess, I mean do you have like an assessment that the people take because I know when I had you coaching me through writing three books in the same year, which is a really stupid, stupid thing that I agreed to do you agreed that-

**Steve Dailey:** It turned out awesome.

**Tony Parinello:** It turned out awesome; it turned out one of the three books, the best-selling book and continues to be.

**Steve Dailey:** Yes.

**Tony Parinello:** So I mean but do you have now and he kind of assessment tool other than your own experience and expertise and wisdom in this area? Did somebody fill out a form when they decide to have you as their coach?

**Steve Dailey:** I have used assessments over the years Tony and I have several that I sort of favor. If I feel like I need to take a deeper dive but what it's really, I found value in allowing the relationship to be, if you will, organic. So here's the thing, every one of us and especially people in sales can relate to this. You can tell in a short period of time whether there's going to, whether you're going to click with a new relationship or not just fundamentally whether there's going to be a relational connection and to me that is



fundamental. So I listened for that and by the way, it went about rated still way out of here translates directly to selling as you and I have discussed this many times Tony and I have one of these days I'll take action on writing the book to keep challenge me to write about a topic.

But coaching in selling is a really valuable skill set. So first, is there a relational connection? The second question or the second thing I listened for just as I'm getting to know somebody is there a propensity for action over just dialogue and he picked that up with hearing about, so tell me what got you to here? Have you ever played sports? Those kinds of questions are very revealing, so that's another layer. Then a third layer in terms of engage ability and whether or not I can confidently guarantee that there's going to be my support will hugely assist somebody in creating results and again listen to this, in the context of selling is there a, I call it a fertile ground for being challenged.

So I'll ask a question along the lines of, so what's your, what's your vision of a win? What's your vision of success? If we worked together for a year, what's that look like? Paint the picture for me and they'll give me their ideas, their opinions about that and then I'll say, let me ask you this, if I challenged you to double that picture, to just multiply it times two. How comfortable would you be and if there's an open mind to that then I know I've got somebody I can work with. That makes sense?

**Tony Parinello:** That makes a lot of sense, it's interesting. Your first statement about how coaching is very much like sales and as a salesperson, we really do need to understand the coaching process. So it would be like a side benefit as you're coaching someone who is a seller, a salesperson, they can get an education on this coaching process which is going to help them in sales period.

**Steve Dailey:** Very, very translatable.

**Tony Parinello:** Very translatable, that's a good word very translatable. So here we sit and we've offered to our listening community the two shows that we did for goal setting and goal achievement. They are in the archives for our community to visit each and every year at the beginning of the year and throughout the year. And as you pointed out in the two sessions that we did that are in the archives, goal setting and goal achievement are two different things, totally two different things.

**Steve Dailey:** Yes, yes.

**Tony Parinello:** They're both very important at one without the other you're just not going to be, if you set your goals but don't understand how to achieve them or vice versa it's just you're not going to win. So here we're sitting at the middle of the year, right, what is a good test to give our goal achievement plan as we're in the middle of the year to make sure we're on track? Is there like four or five points you can give the community that says look at your goals and look for this or that or this or that, or watch out for this or that because if you see any of this or that, then you need to course correct



or whatever. Is there some kind of indication you can give us as we sit here at the half of the year?

**Steve Dailey:** That is great and very timely. I'm glad you're bringing this up so I can lay out several assessment points if you will. Are you on track, should you reset your goal, should you change your goal, should you keep leaning into it. Alright, so here's a few things to help discern and help to decide. First recognize that when you were at the beginning of the year, you were essentially, you were at zero and it took you some time to get just a picture of the automobile that goes from zero to 60 and whatever. Some are faster than others, some are slower but just visualize the time it takes to go from zero to 60. Well, if you want to accomplish a goal to use that analogy you got to be humming along at 60. So realize first that what I mean by that is a reasonable speed and pace towards your goal.

So realize that at very first started at zero and it took you some time. So don't, it caution, don't evaluate the halfway point in the context of I should be halfway there necessarily because you took some time to get up to speed now. Only you know how long that was maybe you hit the ground running because of some things you did at the end of last year. Alright, great so it only took you a little while to get up to 60 or maybe you really were at a slight standing start, you had to rebuild pipeline at the, maybe you got assigned a new territory maybe the quote knocked you on your Kester for a few weeks until you kind of got your head around it, whatever. Just really be reasonable and recognizing that it's more about the rolling of a momentum that you're creating, that you've created to project or to decide whether you feel like you can get it to the finish line by the end of the year.

You and I've seen this, I don't know how many million times, where all of the sudden it looks like at the end of in Q four, all of a sudden it looks like all kinds of miracles are happening. All that really is it's not because somebody just finally decided to get to work in Q four. It's because they've been generating momentum all the way through the year and came in hard and fast. So that's the first thing is be careful not to say, okay it's halfway through, I'm not halfway there must be that I'm doing something wrong I'm not going to make it all right, so follow me so far.

**Tony Parinello:** I am and let me ask you this, so this is a real important point because it's easy to doubt the plan and get messy recreating a plan instead of holding your course and making the plan work, right?

**Steve Dailey:** Exactly right.

**Tony Parinello:** And so how do you know when you're beating a dead horse? How did you figure that out because it would be easy for me or anyone else I would think to slip into the, I got to change stuff because this isn't working. I've hit it really hard in the first six months and I'm not seeing anything so I get impatient and I changed before it all starts to happen and that would be a disaster because then you're starting from ground zero again or at zero miles an hour.



**Steve Dailey:** Exactly great, I'm glad you reinforced that. If you fiddle with your plan, then you're going to be starting at zero again. It's going to take you time to go from zero to 60. You could be pushing progress way into Q three if you're not careful. So how do you know that you're beating a dead horse? Okay we could spend an hour talking about this is to really figure it out and at some point maybe it'd be great to get one of your members on and we'll do a case study on that question but fundamentally, you're basically, we've trained three questions you want to ask yourself. Number one is where's my knowledge set as compared to the beginning of the year, in other words, do I know more about who I'm selling to, what I'm selling, what it is that resonates with who I'm selling to, what it is one of the influences with whether it's a marketplace I'm in and shifts and changes there.

The industries that I'm focusing on or I'm selling to the political environment or the economic environment. There are all kinds of things moving parts do I know and understand more about my path forward than I did before. If you feel confident that you know more then that's a check mark in the positive column to keep, to stay the course. The second question would be, am I more confident than when I started? Because when you set a goal at the beginning of the year and by the way, let me reinforce, it should be a goal not a quota. In other words your goal should be your goal not the goal of somebody else and if it intersects quota that's awesome. But mostly what you need to do is start with what you believe you can achieve at the beginning of the year.

Now, once that's in place you have 100 percent uncertainty. In other words you might have an idea or inkling because you have belief in it but you may not be fully confident and this is a mind-set thing. So the question is, am I more confident now than I was in the beginning? So the knowledge piece is about competence and then the confidence or the mind-set piece about confidence all right. So ask yourself that if you got a check mark in the positive column there. Yes, I'm more confident, don't mess with your plan, all right and then the third thing is potential. Alright so the potential of a phrase I use with my clients is potential should be progressive or it's just a wish. Potential should be progressive or it's just a wish so in the beginning you were all potential in the very beginning of the year, it was all potential.

Sure, you had simple belief, you had some ideas about how you had a lot of energy you had a whole year in front of you, so that gives you a little bit of confidence but then that potential progress. If you feel like you're at a dead stop with the jars of potential then it's all just basically hope and like I just said, it's more of a wish that it is progress. Well it may be time to adjust the plan at some level but if you can say yes I made progress on the potential. I've brought more stuff into my pipeline, the pipeline's move forward maybe not as fast as I wanted but I know that there's some things that are moving. I've had some people, some opportunities come in and fill out that some new things came in. I knew that sense of progression and then again don't fiddle with your plan.

**Tony Parinello:** Okay all of this makes really good sense but I'm a little vague on this potential and progressiveness. So see if I got this right, so when I look at, okay I love



the competence and confidence I got that's black and white, there's very little grey there. But now in the potential are you talking about me looking at the results that I've created in the first six months against my achievement of my goals or just movement towards the results but I don't really have a measurable result yet.

**Steve Dailey:** Yes it is movement; it is more and more important at the mid-point.

**Tony Parinello:** Okay, okay.

**Steve Dailey:** Yes.

**Tony Parinello:** Okay, so if I clearly see movement towards a result, be it a sale, be it whatever and that's called a sale because we're talking about salespeople and I mean that's the result we want as to sale. So if I see movement, I have qualified prospects in my funnel, I'm moving them through my funnel. There is movement through the sales forecast, there is movement through my sales process but I don't have a sale yet at the six month mark. I should probably stay the course because I have the competence and confidence factor well in place and now I'm just getting closer and closer towards a measurable result.

**Steve Dailey:** That is exactly right. Notice something here uber important, notice that everything we've talked about all the way from the goal that you set as opposed to having somebody set a goal for you through this mid-point where we're doing a gut check on these three factors, this is all self-generated. You've heard me talk about extrinsic versus intrinsic motivation and motivation. All right, this is self-generated that is intrinsically generated evaluation, assessment, and conclusion. At the mid-point, there are all kinds of external noise. It starts to show up maybe it's already been sort of a drum roll since the very beginning. You've got bosses and boss's boss then you've got quarterly reports and you've got no revenue forecast demands and all kinds of things that can easily if you work inside of a company and this is not exclusive to people inside companies could be the company that you own but just recognize, especially if you've got people that you report to. You got a lot of noise, external noise that can begin to widdle away or erode your confidence, your ability to execute, which is competence and your, I guess the energy that comes from noticing and recognizing movement or progress and potential.

If you surrender to that noise, if you allow that noise to distract you or to convince you to fiddle with your intention, fiddle with your goal I can pretty much guarantee it's going to be, it's going to throw worse after bad or bad afterwards on which way you want to go there. You just got to because you're going to do what you just mentioned earlier, Tony, you're going to fiddle with it. Starting at zero takes you time to get to 60, it's going to be worse. All that noise is going to get louder by the time we get to Q three and Q four.



**Tony Parinello:** Yes so this is real difficult. Now for you, let me phrase this differently you are an entrepreneur. This has a different look and feel than if you were a salesperson because that external really, if you're an entrepreneur comes from the inside of you and then it defeats your goal because you start getting nervous. You start to panic; you look at others around you that are doing better. You look at the market that says; well you should be doing better. So really that's a different situation than a salesperson because the external force might be the manager saying, I put you on probation because I don't see the results. There's activity but there's no results so get your butt in gear and a higher gear or whatever. So what you're saying there is if that's the situation, if the external influence comes from your manager or from some corporate memo or some shifting in quota goals or whatever, stay the course, especially if you have the competence and confidence and movement in place.

**Steve Dailey:** Exactly and it's a real, you're right, the challenge but if it's required to be a selling professional. I want to go back to the entrepreneur here in a second because it makes a really great point. I wanted to come back around to that anyway but for the individual that's inside an organization, it does take discipline. It takes, you may have to figure out new ways of a high management I suppose you might say or how you discipline, how much time you spend looking at things that are coming at you in the emails or I don't know, there can be a whole strategic redirection of how you keep yourself confident, competent and progressive. So don't deny it's a challenge no matter how you slice it but just recognize that it gets uglier if you start to fiddle if you can, if you've got all these other things working for you.

**Tony Parinello:** Sure and I love this strategic redirection to look at the tools that you're currently used to move, to keep that momentum and movement. Look for ways to accelerate it not to replace what you're doing, so look for improvement upon and I love this circling back to time management. Yes because we may have been distracted, we may be doing stuff that we really don't need to do to create more momentum and movement. They get the result faster.

**Steve Dailey:** Absolutely and one other quick point before we underscore the entrepreneurial mind-set here, look you can get political here if you're not careful. In other words, you can start to distract your own momentum by trying to make yourself look good at the request of those external noises.

**Tony Parinello:** Right.

**Steve Dailey:** So that's a total waste of time alright. So back to the entrepreneur, small business owner okay. It could be big business owner but the entrepreneurial mind-set. So you said something very profound there Tony about kind of, I'm going to rephrase it slightly, there's another voice in the mind of every entrepreneur. I've never met an entrepreneur that wasn't way, way harder on them than anybody could possibly be on them otherwise. And so by the time he gets to the middle of the year, what I like to call



the creeping doubts start to set in, can start to set in. Have I just had this conversation this week via email with a client who's by the time we went back and forth, we eliminated the creep and doubts because what happens is you set a big goal beginning of the year.

You're halfway through, like we just said, it's easy to forget that it took you awhile to get up to up to 60 or up to steam to get things produced here. The same formula works with regards to competence and confidence and progression. However for the entrepreneur, it's another thing and that is, don't let your, you've heard me say this just because you can, doesn't mean you should. The entrepreneurial mind-set, the entrepreneurial skill set even well is to invent, to create, to come up with new ideas, to just to keep things coming down the innovation pipe. If you're not careful, the creeping doubt will nudge the innovation muscles. It's very well practiced in you and you'll walk away turn your attention from, lean away rather than into something that could really otherwise be the home run that you're looking for. So all the things we said about selling still apply but also recognize at another layer here am I using my current position and my progress as a trigger to come up with something new rather than come up with something more, so leaning in as opposed to leaning away.

**Tony Parinello:** So do you then suggest for both the entrepreneur and the salesperson a timeout?

**Steve Dailey:** Absolutely.

**Tony Parinello:** So before you make any decision on changing this or changing that leave it alone, stay the course for another 30 days. Is there some kind of reasonable argument you could make within yourself that says, look I'm doubtful but I'm not going to do anything for another 30 days except stay the course. Create better use of some of the strategic steps I'm taking. I mean, is there some cooling period that both the entrepreneur and the salesperson should give here before they do decide to change something?

**Steve Dailey:** Yes there is, it's absolutely a good strategy Tony. How long is highly variable though, I like to use the term window of tolerance. So how long do you feel like that you can afford to wait before it start to feel so uncomfortable that you do have to do something different? I think for the entrepreneur it's just shorter window than it is for selling professional inside a company. Definitely not more than 30 days in either case but it could be just literally overnight. It's for the entrepreneur to just sort of kind of cool it for a minute yet reflective go back to the three questions I talked about. Again for the entrepreneur be aware of this very powerful muscle that you have that could work against you and that's the ability to create new stuff and complicate things and yes. Now a coach can be enormously even if it's a temporary period, a very short period but a coach can be enormously valuable in this question that you're asking.



**Tony Parinello:** Sure, sure just as a sounding board and it is bound to be some kind of basis or keel in which to work or course to set. Yes no question about it, so I would imagine here coach Steve the homework assignment for our community is to listen to these three steps and embrace the three steps that you were taking, you were talking about earlier, one step number one, do I know more and I wrote down do I know more slash enough and then you added the competence. Is my competence factor improved since the beginning of me setting my goal? Do I know more today than I knew when I started on the achievement of these goals I set? Number two, am I more confident now or less confident that I can actually accomplish or over accomplish the goal and number three is my potential progressive or do I have movement in my moving towards the goal at a noticeable pace and not a questionable pace is what I wrote down. Is that pretty accurate?

**Steve Dailey:** It's solid.

**Tony Parinello:** Okay, good.

**Steve Dailey:** It's very good.

**Tony Parinello:** So now community members, listeners, check that out and then Coach Steve you said something earlier about maybe asking our community who would like to do a little reality check on their goals during our next coaching show?

**Steve Dailey:** Yes if you're okay with that Tony, let's invite the people that raise your hand if the qualifier is this. Number one, did you set a deliberate goal that you had a high intention to achieve at the beginning of the year and you're now at the halfway point and you're wondering if you need to mess with the goal. If you didn't set a goal then actually that's a whole different conversation.

**Tony Parinello:** Yes, yes we don't have time. We just don't have enough time to cover that but sure, let's do this. Community members reach out to Beth how to do that and put your name in the hat and then Coach Steve you and I can come up with a little three or four question questionnaire that each person can answer it and then we'll pick the person and then next month we'll do a live intervention.

**Steve Dailey:** I love that. Yes that's always fun and valuable by the way.

**Tony Parinello:** No and valuable for everyone not only the person that we've done this before by the way. This is something we've done before and it is very beneficial for all of us. So there's the call out for anyone who would like to be part of the next coaching show and have Coach Steve and myself work with you to do the reality check on this midway point through the calendar year anyway and just let Beth know raise your hand and then we'll put it together, a little questionnaire. You'll fill it out and then we'll pick the person we think is the person best suited to benefit from Coach Steve's help and share their story and their goal with goals with the rest of the community. Cool, perfect.



**Steve Dailey:** Perfect.

**Tony Parinello:** Coach Steve

**Steve Dailey:** It will be fun.

**Tony Parinello:** Yes, it'd be fun. I'll further last word to you and then we'll close it out, man.

**Steve Dailey:** Yes I'll just underscore one of our points today. Potential with that progress is only a wish, it's so easy, it's so actually fun. It's short term gratification though but it is so fun to just think about the potential and sort of nest in that but let's face it, it's not about potential, it's about achievement, it's about outcomes, it's about results and that's where you really feel good. So look for the progress, look for the progress.

**Tony Parinello:** Thank you Coach Steve.

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