

NO

MORE

EXCUSES

**THE FIVE ACCOUNTABILITIES
FOR PERSONAL AND
ORGANIZATIONAL GROWTH**

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Excerpts from No More Excuses: The Five Accountabilities for Personal & Organizational Growth by Sam Silverstein – published 2010

Excerpt of Chapter 3, The First Accountability: Doing the Right Things - Page 45

Get Specific!

One of my right things is focusing—identifying and owning a very specific area of expertise. This is an important in a crowded marketplace. It's a tactic I share with clients and one I use to build my own business. When I quit my job and started this company, I knew I had to stand for something specific in the market. I had to choose one particular thing, own it, live it, and become that brand. If I wanted to be well-known in an environment where there were a lot of people doing similar things to what I was doing, I had to find a niche. So, I did what I told my clients to do: I focused. I build my business around developing marketing tools for national brands to help them reach consumers at a specific time: while they are in travel and leisure environments. That positioning was super focused; it's what got people to think of me as “the guy who can reach people while they are relaxing on vacation.” That one tactic allowed me to break through all my other competitors and own a place in people's minds, so I could build my brand.

Excerpt of Chapter 6, The Fourth Accountability: Establishing the Right Expectations – page 107-108

Make the Goal Attainable

Sometimes, the goals are set too high. A goal that people believe is not attainable is not motivating, because it is not real. You can't visualize it. You have no evidence for it, no benchmarks that support it. The other challenge comes when the bar is set so low that you trip over it. I think one of the worst things you can do to someone is to refuse to stretch them. All of us need to come up against a little resistance in life. So, there's an art to setting our own expectation, and by the same token, there's an art to setting expectations for other people. Each individual person we work with needs to have a unique goal that the person perceives as realistic and that at the same time stretches the person a little.

Excerpt of Chapter 6, The Fourth Accountability: Establishing the Right Expectations – Pages 120-121

What Comes before the Deal?

If you're thinking about selling for us, you might think that the goal you'd be working toward was to close X dollars in business. Actually, that's wrong. That's not the goal. We don't even care about that. What we care about are the five separate metrics that we are going to be measuring that precede you closing the deal.

If you execute against those metrics day in day out, consistently with rigor, that is all we care about and all we measure. Our expectation is for you to do those things. If you execute against those metrics, you will get to where you need to get to in terms of closed sales. And if for some reason you don't get to where you want [to] get to on the income side, then it is not your fault. It is our fault. We either screwed up your target list, or we didn't train you appropriately, or our strategy was wrong. The expectation is never the end goal, because by then, it is too late.

Excerpt of Chapter 7, The Fifth Accountability: Contributing to your Relationships – page 143

Our Emotions Are Our Reality

We are all human beings, and that means we experience nothing aside from our emotions. Our emotions are our reality. So, if you're going to manage relationships, you've got to manage emotions. I have asked every single person I've hired two questions: First, what is the most important thing for you to feel professionally, every day? And second, what's most important for you to avoid feeling? What would you really rather not go through, not have to replay with your spouse at the end of the day, when that person asks how your day went?" I keep the answers on file, and I look at those answers every week when I do my own planning.

I always try to remind myself that I'm not so much “managing people” as I am managing what they want on an emotional level. Then you realize that it is that they want, you also realize that you have to talk to each person in a unique way.