Stephen W.: This is Onward Nation episode 752.

Speaker 2: Get ready to find your recipe for success from America's top business owners here at Onward Nation with your host Stephen Woessner.

Stephen W.: Good morning. I'm Stephen Woessner, CEO of Predictive ROI and your host for Onward Nation. For today's episode, we're going to dig deep into why your point of view matters to your business development strategy. And why without a clearly defined point of view, or POV, you're not going to be able to attract of retain the clients and prospects you want. But, if you and your team do the hard work, the really hard work, to gain clarity around your point of view, why you do what you do, who you do it for, and for whom you do it for, and who you don't do it for. You're going to be able to attract the clients and prospects to your business who exactly align with the sweet spot of your business.

Stephen W.: Originally, I considered making today's episode a solo cast, and that's where it's just you and me exploring a topic without a guest. We really dig deep into that particular topic. But I changed my mind. Because I wanted you to have the benefit of getting some additional perspectives on this very critical topic. Point of view is so, so important. So I wanted you to get those perspectives from someone who has a real depth of knowledge not only in point of view, and why it matters, but in business development, in branding, in marketing, in all of those things that are so important to building and scaling a business. So, my guest for today's episode is Drew McLellan.

Stephen W.: You may remember Drew from several other Onward Nation episodes, in fact, this is Drew's fifth visit to Onward, more than any other guest. He has been one of my most influential mentors, and he works in the trenches with my leadership team and me, helping us build and scale Predictive ROI, I mean, without a doubt onward. His insights, knowledge and wisdom had been critical to our success over the last five years. Drew is the CEO at Agency Management Institute and has owned and operated his own marketing agency over the last 23 years. He has written two books, he has been featured in The New York Times, Forbes, Entrepreneur, Fast Company, Fortune Small Business, and a host of other media.

Stephen W.: The Wall Street Journal calls Drew's blog one of the 10 blogs every entrepreneur should read. Without further ado, welcome back to Onward Nation, Drew.

Drew McLellan: Hopefully this time I'll get it right. Thanks for letting me keep trying, so I appreciate that.

Stephen W.: As you know, during some of our solo casts, and some of the recent episodes at Onward, I've been talking more and more about point of view. The point of view that a business owner should have, and develop around not only what they believe, but what the business believes. Those are lessons that I've learned from you. I thought it'd be great for us to have this conversation about point of view, so we could really take that deeper and so Onward Nation business owners could hear that directly from you and some of the lessons that I've learned from you. Let's start there. Let's start with, if you want to call it a foundation, maybe some common terminology, break it down, in your opinion, what does point of view mean? Then we'll get into some of the more specifics about why it should matter to a business owner. What does point of view mean to you?

Drew McLellan: Well, I think what point of view is about is, we use a lot of language around our business, we talk about brand, we talk about taglines, we talk about promises, we talk about core values. Sort of where point of view fits in with all of that is oftentimes the brand is more about us as a business than it is about how we serve the business. And maybe about what it's like to work with us, or what your experience will be like, or why we exist, which is because something that we're trying to deliver to our clients or the world.

Drew McLellan: Point of view is a little different than that. First of all, every business has a point of view, whether they've identified it or not, that's the difference. What point of view is all about is point of view is, after all the years you've been doing what you do, you walk into a work situation, you walk into a opportunity to serve a customer, or client, and you have an expectation or a point of view or a core belief about that interaction, about that customer.

Drew McLellan: That point of view intersects with, "Here's what I believe about the customer. Here's what I believe about the marketplace. Here's what I believe that I can bring to that party." A point of view is really about thinking about ... so for many businesses, when you go in and talk to a prospect, oftentimes, you tell some of the same stories over and over, or you use some of the same metaphors, or anecdotes. It's a lot of times baked into those, if you dig down deep enough, you'll find this common thread, which is your point of view. I think sometimes it's easier you can see an example.

Drew McLellan: For example, as you know, I own my own advertising agency, and I also own a business that consults with agency owners. On the agency side of my business, our point of view is that most businesses spend their marketing dollars wrong. They spend too much money chasing after prospects, and they don't spend enough resource, time, money, energy, talking to and growing the opportunities inside their existing customer base. That's our point of view. We go into every interaction with a customer or prospect with this opinion about how the work should be done.

Drew McLellan: A lot of times, someone will come to us and they'll say, "We have X number of dollars, and we want to grow our bulk of business." In their mind what that means is, "We want to get a bunch of new customers." We start immediately having a conversation about, "How much growth is there in your existing client base?" Our point of view sort of informs the way we serve our clients. On the Agency Management Institute side of my world, my point of view is the people that we serve is that most people who own agencies are sort of accidental business owners. They grew up in an agency, they might have been a creative director, they might have been a director of account service. In some circumstance may have been because they've got let go, they've been part of a downsize, they might have quit, they might have been fed up with a bad boss. Something led them to say, "You know what? I'm going to hang up [inaudible 00:07:01] agency."

Drew McLellan: Or, "I'm just going to do this consulting thing on the side for a while." And all of a sudden they get enough business that they have a couple of employees, and now all of a sudden they're running a business. They look around themselves and they go, "Crap, I don't know how to run a business. What? I'm really good at what I do for clients, but what is a P&L and why do I care- ... these numbers have to match on [inaudible 00:07:24]. What is up with that?" AMI's point of view is that most agency owners are accidental business owners.

Drew McLellan: They don't need any help, or they certainly don't need much help in terms of how they serve their clients better. But what they do need help in is how to run their business in a profitable, scalable way. So we come in with those services, and courses, and all of that sort of stuff, to help them [inaudible 00:07:47] what they don't know. But both of those attitudes that we bring into the conference room when we go to talk to a prospect, that is our point of view. Lots of businesses will have verticals they serve, and you and I talked about this in the workshop that we taught. I think of a business as a stool, and I think it's important that you have enough legs on your stool that it's steady.

Drew McLellan: For most business, they are going to serve three or four core constituency. I might serve clients in the pharma space, I might serve clients in the higher ed space. I might serve busy moms with three or more children if I'm in the minivan space. Whatever it is. But I'm going to have three or four legs of this stool, and every one of those legs is sort of a core group of customers that we serve well. To me, point of view is the spindle that wraps around the legs, that no matter which of those audiences you're talking about, the point of view is as applicable to the minivan moms, and that side of the business, as it is to the pharma folks. That's what point of view is.

Drew McLellan: It's different than brand, because brand is really about who we are and what it's like to hang out with us. Right? And why we exist. Brand is ... everybody has heard of Simon Sinek's why, and brand is really about why. For example, Disney's why is they want to bring magic and joy to families. Disney defines families in a very broad way. But they want to create magic and joy and surprise. That's what they're all about. So they build their business around showing up that way. But that's different than their point of view. Their point of view is really that family's need to, people need to escape and get away from reality to completely relax, and find their inner child. That's a very different thing. That's their point of view. You can see how they work together. We can also see how they're different.

Stephen W.: So which, little chicken and egg, which came first then, point of view or the why, do you think?

Drew McLellan: I think for most businesses, and I think for Disney for sure, I think it started with the why. I think that's true. When you're creating a business, the way you differentiate it for attracting staff and attracting customers is what about you is different, and why are you doing what you're doing. I often say on the agency side of my world to clients when we're sort of defining their brand, "If you got scooped up by aliens today, what hole is left in the ground? What it is unique about how and why you serve your clients?" I think typically in a business, brand comes first. I think point of view often comes out of the experiences we have inside our company early on as we are interacting with customers.

Stephen W.: Let's go back to what you said before about every business has one whether they've identified it or not, speaking of point of view, because I want to make sure that our listeners know that it's about identifying something that already exists, and maybe uncovering it. Can you speak-

Drew McLellan: It's more about peeling back the onion to get to it than it is about going out and buying it or finding it. It's not something you have to make up, it's not something that you have to sort of wordsmith, this really is ... the way to figure it out is really to start thinking about A, what customers do we most closely align with? And what is it that we bring to them? What is our attitude and beliefs that we bring into that relationship? B, what are the stories that we tell over and over again? C, what are the pain points that bring someone to our door? For me, a lot of times, on the AMI side of my business, the reason an agency owner picks up the phone and calls me is because they have hit a bad patch in their business, and they have no one to talk about it. Because it's a very lonely, isolated business, and part of it is the pride of not really wanting to admit to the world that this isn't your forte, this running the business part.

Drew McLellan: When you identify what are the common questions and fires that prospects walk in the door with for you to help put out? What are the stories you tell over and over again in terms of, think about the anecdotes or the metaphors or your case studies, what are you highlighting in those? And what is you walk into every new interaction with a prospect or customer with a belief. Again, you may have never articulated it, but it's somewhere deep down inside you. By the way, this is one of those things that probably lives most in the business owner. But the other employees will recognize it when you say it out loud.

Drew McLellan: It may be borne of the owner or the leader of the organization, but when you say, "Oh, you know what? People spend too much money chasing after prospects, they should spend more money loving their customers who will then love back on them, especially in this ratings and review economy, we got to spend more time creating relationship with our existing customers, because A, they'll spend more money, and B, they'll talk about us which will get other people to spend more money."

Drew McLellan: When I said that to my team, and obviously I didn't use those words exactly, but [inaudible 00:13:23] talk around it for a while. Then they were like, "Oh my gosh, that is what we talk about all the time." But we had never taken the time to articulate it in that way, and now obviously we articulate it all the time.

Stephen W.: Then it sounds like the peeling the onion process that you described, that that is actually a collaborative process and not the owner walking in one day and saying, "This is what I thought about over the weekend, and this is what our point of view is."

Drew McLellan: Yes and no. If you have a staff of 5,000 people, everybody does not get to vote. I think it's a leadership level discussion and decision, it's not a frontline team thing. If you have a team of 12, I don't think this is a team exercise for 12, I think it's your three or four leadership folks, because they are the ones who are interacting at that strategic level. This is not a tactical thing, this is a strategic thinking thing. This is a point of view about the businesses that you serve. It's got to be people who are thinking at that level about your customers, otherwise I think you're going to ... you get way too tactical.

Drew McLellan: It also, at the end of the day, has to be something that is evergreen enough, that it's not, this is not something you change out every season, it's not like, "Oh, we're having a summer sale. Oh, we're having a winter sale." It's not that. It really is, "Here is our core belief about the way we deliver on the work that we do." The other part of this is this is one of the ways you make yourself distinct from your competitors. For example, if you happen to be an agency, and you serve hospitals. A lot of agencies specialize in hospitals.

Drew McLellan: So yes, specializing in hospital eliminate some of the agencies that don't have that expertise, but there are still a lot of fish in that pond. So what makes them choose you, the one fish out of the pond as opposed to all the others? That's point of view, which is, "Here's how we approach this business differently, or in a fresh way, or in an informed way because we've done it for so long." That's really where I think point of view wraps around your verticals or your areas of expertise. I don't think that level of thinking happens when you hire a 22-year-old to be an entry level employee. Yes, it's collaborative, but it is not an all-in collaboration.

Stephen W.: So then, let's talk about taking ... once a business owner and his or her leadership team gets some clarity around what their point of view is, or isn't, but they get some clarity around their point of view, share with us some insights into how then that builds into the flag that they can pound in the dirt, you know, that's a term that I know that you like to use, and be able to really then build a business strategy or build thought leadership around that flag. How does that then begin to happen?

Drew McLellan: I think the flat planting is all about this now becomes the corner theme of all of your cornerstone content. It becomes something that is woven in, you don't have to hit people over the head with it every time, but the sensibility of it, the core belief of it, needs to be in everything you do. For example, when I think about my podcast, which is aimed at agency owners, my guests are people who help agency owners learn how to run their business better because they are accidental business owners. So there's an intentionality around how you build content, or how you build case studies, or what you put on your website that is informed and sprinkled. This point of view is sprinkled into everything you do. Sometimes you say it overtly, and sometimes it's just implied.

Drew McLellan: But, you should always make sure that it is congruent, your content, or whatever it is you're doing, your new business pitches, or your RFP responses, whatever it is, are congruent with your point of view.

Stephen W.: Yeah. You're thinking about that, again, going back to that word intentionality. You're intentionally scheduling guests because you know that they're going to be helpful. But then you're also looking downstream, it's almost like a LEGO system for you that this guest might lead into or help build on this next guest, so that it really is like an editorial calendar per se, right? It's all tied into point of view.

Drew McLellan: Right. For me, it all, the ecosystem works together. If you've been a guest on my podcast, I might invite you to write content for our website. If you are the guest on my podcast, and you teach people something that I think it's really valuable for them, and I get feedback from the listeners that that was really something that made them think about their business differently, then I might even think about, "Maybe we should do a workshop together." Or something like that. But it is every day, as I'm creating anything. Again, whether it's an internal document or content, or a proposal, or a new offering for our client base, I'm asking myself, "Does this help them run their business better?" Because that's my job.

Drew McLellan: My core belief is, my point of view is, most agency owners are accidental business owners. By the way, if somebody is uber knowledgeable about running a business, and they just happen to buy an agency, so they're not an agency person per se, but they just want to own a business and for whatever reason they thought owning an agency was a great idea and bought one. They've already run and bought and sold a bunch of businesses, they're probably not ... here's the other part of point of view, it not only attracts the right customers to you, but what I love about it, and what I know for some of your listeners is hard to hear, because we think every dollar is equally valuable, which is not true, what I love about point of view is if you disagree with my point of view, you're not going to hire us.

Drew McLellan: Thank God for that, because you know what? I am never going to be able to make you happy. Because we, at a very basic level, do not share a vision for how we're going to get you where you want to go. Point of view is also, I think of it as a repellent that if you can't get by that, if you can't embrace that, then odds are you're going to bounce off of our content and go, "Well, these people are not for me."

Stephen W.: So let's go down that path, because that's a lesson that you taught to agency owners in, I think, it was most recent solo cast. But really, in my opinion, that's industry or business agnostic, [crosstalk 00:20:01]. Let's go down that path a little bit more, because it's such an important point, not every customer is a good customer.

Drew McLellan: I know you pound on this, and I pound on it, but there really are riches in the niches. Think about what we pay a general practitioner versus what we pay a brain surgeon. Our goal is to be the brain surgeons in our industry and our business. That means that ... you know, the brain surgeon, if I went to a brain surgeon's office and said, "My kidneys are bothering me." He would say, "That's awesome, go to a kidney guy." He would not even bother talking to me, because it's not his expertise. We have to be equally discerning inside our own businesses. The reason why that makes so much sense is, yes, the pool is more narrow, but it's much deeper.

Drew McLellan: We can have much deeper, longer, ongoing, valuable, delight them over and over relationships with people that are inside our niche as opposed to being a generalist and trying to make everybody happy. So one of the big upsides to point of view is that your profitability per customer or client, when you have a strong point of view, and you're disciplined enough to only work with the people that align with that point of view, and also align with the areas, or industries, or verticals that you have chosen to serve, when you cut that both vertically and horizontally, and now I've got, "Yep, they're in one of my verticals and my horizontal is my point of view." When they match all of that, the odds of them being a profitable client is much greater.

Stephen W.: Right, because they're not going to be rude to your team, you're not going to have to chase them around, or cajole [crosstalk 00:21:45]-

Drew McLellan: You just don't have to try and convince them-

Stephen W.: About the right thing to do.

Drew McLellan: So either you're going to compromise what you believe in, or you're asking them to compromise what they believe in.

Stephen W.: [crosstalk 00:21:57].

Drew McLellan: In neither case is that a great scenario for a long-term success.

Stephen W.: Yeah, that doesn't feel awesome for either side.

Drew McLellan: No, right. Quite honestly, why would you want to work with somebody who disagrees with the core of how you do your work? Why in the world would you want to keep justifying yourself to somebody? Just find people who like what you believe in, who want to follow that path, and who have confidence in your ability because you have a shared vision.

Stephen W.: That's why I like the point of view so much, because it does repel as it does attract. But it also, when it's executed well, it gets us out of this, as do the niches too, there's the fear of going into the niches because of the fear of scarcity, but the reality is is that when we do this really well, it actually opens us up to an abundance, because it creates the distinction, doesn't it?

Drew McLellan: Yeah. I think it also depends on what you sell. If you are a toothpaste manufacturer listening to this podcast, we're not taking to you, you're a commodity product, you're going to build it on brand, and advertising, and sales, and performance of your product. But for most of us who are especially in the B2B space, or the consulting space, or where we are working with other business people, where we're not going direct to consumer, absolutely what point of view does is that it allows us to milk and be so centrally based in the middle of this niche, that the niche, it almost looks like the niche was built around us, and there's so much abundance in that.

Drew McLellan: I think the other side of this is, I think most business owners, when we start thinking about biz dev, first of all, we think about it because we don't want to do it. Then we freak out about it, like we have to have 1 million new customers. I think one of the most useful exercises that makes you more comfortable with the idea of really using your point of view to define your niche and all of that is really do the math and figure out how many more customers, assuming that you keep 80% of the customers you have, that you have 20% attrition every year. For an average business, you're going to have 15% to 20% attrition.

Drew McLellan: Assuming you keep 80% of your current customers, how many more customers do you want or could you even onboard and successfully deliver against in any 12-month period? For most businesses, that's a very finite number. Let's say your number is 100. You know what? There is no niche that is so small that there aren't 100 people in it, or 100 businesses or whatever. I think we just, I think we freak out about the whole idea of niching without actually doing the math or the logic behind it. We think we have to be able to serve everyone, and the reality is we pay a hefty price for doing that.

Stephen W.: Indeed. Indeed. Let's go back to where you were going with how you map out your content, which is really your thought leadership, that you're sharing on a consistent basis, it all ties back to your point of view. One of the other things, or one of the other lessons that I've learned from you recently, and you and I really had some deep conversations around this, and that was very helpful to me, and that was that a true thought leader, one, cannot be in just one channel, must be across multiple channels. And in order to really be great at thought leadership, you need to approach it from a channel agnostic strategy. I thought that those two lessons were very important. Let's go in some depth there too, because I think that'll be helpful for our business owners.

Drew McLellan: Yeah, it's interesting when you think about it. On the one end we're saying, "Be channel agnostic," and then on the other hand we're saying, "[inaudible 00:25:55] but you got to be in multiple channels." It sounds almost contradictory, but it really isn't. The point of it is, is if you're going to develop a position of thought leadership, number one, you can't sound and look like everybody else. You can't just be repeating the same old maxims that everybody else in the space does. You have to have a point of view, otherwise your content isn't really all that interesting or all that distinct. So that starts with that.

Drew McLellan: Number two, you really have to decide how you're going to deliver the content in sort of a macro way. When you and I taught that, [inaudible 00:26:28] together, we talked about really, "Are you a better talker or are you a better writer?" If you're a better writer, then your channel might be a blog post, or books, or whatever. If you're a better talker, you might be a podcaster, or you might be a great speaker at conferences, or things like that. But the content, you can't get so woven into ... I am an agency advisor, that's who I am. I'm not a podcaster, because you know what? Podcasts today, that podcast, who knows how long podcasting will be the hot thing? I think we're just at the beginning of it, and I feel like I'm just on the starting line of what podcasting is going to become.

Drew McLellan: But even think about how much podcasting has changed from when you and I started. Yeah, it used to be basically it was iTunes and Stitcher. If your podcast weren't available on those two places, nobody ever would hear from you. Now, I think we're each on 30 or 40 different channels. Already, in just a few years since we've been podcasting, it's not the same. I think one, you have to be channel agnostic, which is my thought leadership should be able to live and be of value regardless of how I deliver it. Then I have to figure out, just for my own comfort level, what am I better at? In some cases, it might be how much time do I have, and some cases it might be I'm a better, I really need to think it through so I need to write it and edit it, or whatever.

Drew McLellan: In some cases it might be, "You know what? I'm pretty good off the cuff. The idea of podcasting and kind of winging it is appealing to me." That's the channel agnostic part. But the other part of it is, you can't just be on one channel. So I can't just be a podcaster, because there are a lot of people who are my target audience that have never listened to a podcast in their entire life, and they're never going to. I also have to take my podcasts and transcribe them, and create blog posts. Or create tweets, or whatever the channel are. But I need to be ... think of it a little bit like Johnny Appleseed, I need to be out spreading seeds all over the place, because I have no idea which seeds are going to land on fertile ground and are going to sprout a tree, and which ones are going to land on rocky ground and perish.

Drew McLellan: My job is really to spread the seeds far and wide, and then continue to nurture them by continuing the message, and then letting things kind of grow where they grow.

Stephen W.: But with that, and thank you for that, and with that, I think you also illustrated how one piece of content, as you and I like to call that cornerstone content, how a podcast episode, you mentioned one transformation with the transcription into a blog post, but then that one piece of cornerstone content, whether that's a video, whatever, can be sliced and diced across all of this. You can be and you are in all of these other channels. But it's not because you're creating native content just for that one channel, that would be ... who could keep up with that, right?

Drew McLellan: It'd be insane. Right? Yeah. I think every piece of content, you should be able to get five or six pieces of content out of it. If you look at a podcast, if I record a podcast with a guest. A, I have a podcast, that's number one. B, I can grab little video snippets and create a couple videos out of it. I can create obviously social share, so on Instagram, Facebook, LinkedIn, Twitter, all of that. I can transcribe it and grab bits and pieces of it and make a blog post, or even an ebook, if it was a great episode. I also can take that content, and I can write an article for Forbes, or Entrepreneur. I can quote my guest in that. So that was a benefit to them and to me. But I can do all of those things out of ... not can I do, I do do all of those things out of most of my podcast episodes.

Stephen W.: You mentioned, and thank you for that as well, you mentioned Disney as an example a few minutes ago.

Drew McLellan: Yeah.

Stephen W.: Are there other examples of companies that you think are doing this kind of continuum correctly? They're starting with the point of view, gaining some clarity about that, actually, which was kind of borne out of the why that we talked about before. So they have a strong brand, now that's turn into point of view. Now that turns into consistent cornerstone content, which is really the thought leadership all around this flag. Then they're using that as a way to communicate with clients and customers and prospects, who they are and whether they should repel or attract, and that of course drives biz dev. Are there a couple of other tangible examples that you think would be relevant for our listeners to think about and maybe even study?

Drew McLellan: I think you have to even take a step back further. I think when you have a strong point of view and a brand, it also informs your business decisions. I have no idea if they're creating content, but one of the examples that I think of is CVS. When they announced that they actually were all about people getting healthier, so maybe they should stop selling cigarettes, which was a huge, I mean, billion-dollar decision that they made, but I'm sure they were sitting in a room somewhere saying, "You know, we believe that people have the power over their own health and can make healthier choices. What the heck are we doing selling cigarettes? Because nobody, even a four-pack-a-day smoker, is going to try and convince you that it's good for you."

Stephen W.: Right.

Drew McLellan: Right? I think you have to even step back further long before you create content. I do also think it starts to shape what you do and don't do as a business. I think there are a lot of great brands out there that are doing this. I think it's easier. Here's the good news. I think a lot of the consumer brands are doing this better than the B2B brands, which means that there's huge opportunity-

Stephen W.: Yeah.

Drew McLellan: [inaudible 00:32:31] in the B2B space, because it's not a pattern that has been so replicated that people are suspicious of it or weary of it. So, I also think there's an urgency to this, which is you need to get out there and be doing this now before everybody is doing it. I think there's lots of, I think about ... I think about what Nike does around empowerment and sort of get off the couch, and everybody is an athlete no matter what kind of an athlete you are. Then they make products around that, and they create events around it, and they create content around it. But it's all about celebrating the common man's ability to think of themselves as an athlete and to embrace whatever game it is, at whatever level they are at, and play to the best of their ability.

Drew McLellan: So it's not about everybody playing like Michael Jordan. If you love pick-up basketball, and you can play it for 20 minutes before you get winded, but you give it your all for the 20 minutes, then Nike is cheering you on. I think there are a lot of brands like that, but it's harder to think of ones that have really stood out in the B2B space. Part of that is because when they're doing it well ... so for example, anybody who's listening to this podcast that doesn't live in the agency space, I'd be stunned if they've ever heard of who I am or give a rat's rear-end about who I am, because I'm ... I had to censor that, you notice that?

Stephen W.: Yeah, I did.

Drew McLellan: I'm sorry that it doesn't rhyme the way [crosstalk 00:34:04]

Stephen W.: Thank you for saving us the editing.

Drew McLellan: Sure. But they don't need to care who I am, because I'm not relevant in their world. I think there are some B2B players doing it well. I think some agencies are doing it well. I think that you're seeing some folks in real estate do it well. I think you're seeing some people who are in niche industries doing it well. But for the most part, unless we happen to also live in that space, we're not seeing it. Which is fine, which is awesome.

Stephen W.: Of course, it's like the lotion, right?

Drew McLellan: Right.

Stephen W.: Yeah, so that's exciting. I know that we're coming close to our time. I'm grateful for this opportunity to go deeper into these lessons. Let me ask, before we go, and before we close out and say good bye. I know we covered a lot, but is there anything you think we might had missed? Any additional advice that you want to share? Then please do tell us the best way to connect [inaudible 00:35:07].

Drew McLellan: I guess the underlying message of all of this is your business has a brand, your business has a point of view, you just get to decide if you are intentional about identifying it, and leveraging it to grow your business. It's there somewhere, you just have to do the due diligence to dig for it, and then decide whether or not you have the courage to invest in it, and to really plant that flag. I think at the end of the day, everything we're talking about doesn't take rocket science intelligence, but it does take courage to declare who you are and what you're about, which by default says, "I am not this, and I am not about that."

Drew McLellan: I think a lot of this is about having the courage to stand out. I think if you run a business or own a business, and you don't have that courage, you need to look yourself in the mirror and ask if you're suited for this work. Because I think at the end of the day, I think there are two things that are absolutely mandatory inside a business owner. One of them I think is courage, and the other one is sort of a dogged persistence that no matter how many times you get knocked down, you're going to get back up again. If you don't have those things in your DNA, then I think it's pretty hard to run a business today.

Drew McLellan: I guess that, I guess my challenge to the listeners is are you courageous enough to do this? Because the figuring it out isn't the hard part. It's the planting the flag and then honoring the flag once you've planted it, it's easy to plant and then go, "Oh, never mind, yeah, we'll take your business, even though you don't fit in our niche and you don't agree with our point of view." It's hard to walk away from money. Do you have the courage to this? I guess is, at the end of the day, the question.

Stephen W.: That's such a great lesson to leave us with, because I know that you've had many of these conversations when trying to share this with an agency owner, and it's hard to grapple with, because immediately it comes to, "What am I giving up by doing [crosstalk 00:37:19]?" As opposed to, "Look at the abundance that you're gaining."

Drew McLellan: By the way, the efficiency. I mean, we didn't even talk about that. But trying to be everything to everybody is a really inefficient way to run a business.

Stephen W.: I recorded an encore with Bill Troy, one of our previous guests obviously, because it's an encore, and he mentioned how his point of view, specifically how that fed into his most recent book, actually not only it helped attract and repel clients in the business development process, but also help them win in recruiting talent.

Drew McLellan: Absolutely. It's huge for that. I mean, especially younger employees. They want to know what you believe in. They want to know what you stand for. Point of view is a great way to articulate that.

Stephen W.: Best way to connect with you, Drew?

Drew McLellan: I'm pretty easy to find everywhere. AgencyManagementInstitute.com is the website. On Twitter, and Facebook, and LinkedIn and all those other places I'm just Drew McLellan. So M-C-L-E-L-L-A-N. I'm sure you'll put all that stuff in the show notes so folks can track me down. Happy to have a conversation with anybody about this if they're interested.

Stephen W.: We all have the same 86400 seconds in the day. I am really grateful that you would take the time to come on to this show now for a fifth time and to share your insights and wisdom and around a topic that on the surface might sound confusing, or maybe a little bit scary. Closing this out with having that determination, but first having that courage are really great lessons for us. I'm really, really glad that we can have this conversation today, thanks, Drew.

Drew McLellan: You bet. Happy to do it.

Speaker 2: This episode is complete, so head over to OnwardNation.com for show notes and more food to fuel your ambition. Continue to find your recipe for success here at Onward Nation.