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## “Insider Consulting Tips to Help You Give Impactful Advice”

**David Loy:** Hi and welcome to In the Loop with Andy Andrews, I’m your host David Loy. Andy, thanks for joining us again.

**Andy Andrews:** David Loy, I am excited to be here.

**David:** Fantastic. Well this is, we’re early in the year so how are things going in the 2015 for you so far?

**Andy:** Great, great. You know, we're just very excited about everything in the coming year. And man, I’ve got writing projects going so I’m thinking hard and so I love being here with you of course, this is like just thinking on the spot and I love doing that. And I’m so excited, people seem to have really gotten to enjoy this show, the podcast, and we’ve got tons of downloads. And I appreciate so much everybody passing these on so we’re surely trying to create value in other people’s lives and help. And I think we’re getting there.

**David:** I think so too. And we continue to hear and see on Facebook and through emails that people are enjoying these and you’re right we’re so thankful that people are sharing this with their friends. It’s just a great way to have a good conversation to discuss great questions. And I’m having a blast doing it. Apparently people are enjoying listening to it and we’ve got a lot of exciting things in store for this show in 2015. So, we’re excited about it.

**Andy:** Awesome.

**David:** We've got another great voicemail that was left, a question by Lennon, a voicemail that was left for us. Let me play that for you Andy and we'll jump into today's topic.

**Andy:** Ok.

**Question:** Hello Andy, my name is Lennon. I am a campus administrator at Duke University in Durham, North Carolina. And I have recently accepted a position and I'm getting ready to make a move to area director position, for college ministry in North Texas. And so a part of my responsibility will be serving some fifteen current campus ministries on different camps in the region and to plan on new ones. So the question I wanted to ask you, was inspired by a comment you made in a podcast a month or two ago, that whenever you go in to consult with a company and see what needs to be done, to get people healthy and more productive, there are a handful of questions that you always ask. So, my question for you was simply this, if you were me, going into this position where you would in a sense be a minister to ministers, you know, the one who cuts the barber's hair and responsible for helping them to be healthy and try to make them more productive, what would the things be in your mind that you would want to first address or observe? What questions would you ask? Maybe what are those four questions that you typically reference when you go into a consulting situation? So, I appreciate you so much, you've been my mentor from afar, with podcast and books and I look forward to staying connected with everything you do. Thank you.

**David:** Alright, Andy you heard that question so I think at the end there, what would the things be that you would want to first address or no, when you go into a consulting situation?

What are your thoughts on that?

**Andy:** Well, you know, Lennon's right, I do have a few questions that I always ask, when I consult with a company because I don't, I'm not free and clear as far as just if somebody calls and wants me to consult with them, I do it. I just, I'm pretty busy, I still write, I still speak and so I am careful with the clients that I select. And a part of that is because of some of the answers I want to hear. And so I do ask specifics. And I'll tell you what a couple of them are, but let me just tell you what I'm looking for. Two things that I'm really looking for and then this is me Lennon, this may, you might have to, well you'll definitely have to figure out what is that you're looking for. I mean, if you're just looking for business, if you're looking to get as many clients as you can, then my questions won't matter as much to you. But you ask specifics according to what you're looking for and a couple of things that I am looking for, is number one, I'm looking for somebody that I like. You know, I'm a long in my career, I'm fifty-five years old, my time is precious and life is too short to me to spend time with somebody that I don't really like.

And I mean, I tend to like almost everybody. I'm talking about somebody that I really connect with, somebody that's fun to be around. And so the other thing that I'm really looking for and this is critical, alright. In my opinion, cause where I came from, I don't have a Super Bowl ring, I don't have a television show, I don't have a gold medal, I wasn't a hero of some national disaster we all remember and ended up on the cover of The Time magazine. I wasn't on the cover of Guide Post or Reader's Digest, and so I'm just a guy who's out there proving himself and proving the thinking. And so, I need people to have great success when I work with them. I need that as much as they need that. Because for me to have the opportunity to work with someone else down the line, they have to see the body of work and they have to see the success. Well, I can't have modest success because of you know, the things I just mentioned. I have to have extraordinary

success because I can't be in a position where people would after a year of working with me would go, well, you know, we increased 14% and we gain market share and we went from number three in the market to number two in the market. And you know, we had a great time with Andy but he's a great guy but I'm not sure we couldn't have done that without him. I can't afford to have that. And so I know that that means that I cannot afford to settle for a moderate increases, or a moderate success, I need, I get out there and I gun for doubling the company or doubling the production or tripling or whatever. But here is the key, you know, Lennon when you're talking about the questions that I ask, I listened very, very carefully to see what their level of belief is and what they're doing, what their prospects are, their potential, their ability to fulfill their potential. And rather than give you a million questions like that, I'm going to give you a couple or three but I want you to understand what I'm looking for so that you can figure out what you're looking for because the answer or the questions that you ask will be different, because you have to create a situation with your questions where you can get honest answers that are not so straightforward that somebody would be obvious in what they say. I mean, you can't say, so do you really want to do this, do you really want to succeed? I mean what are they going to say?

**David:** Right, they have no options, of course they're going to say yes.

**Andy:** Right, and so what I want to do is create questions that lead me to their level of belief. And here's why, because I am absolutely convinced and I have been convinced for a long time that people cannot achieve beyond what they truly managed to believe. Now I'm not saying that people can't achieve beyond what they say they believe. I'm saying that people can achieve beyond what they truly believe. Which is why frankly I think and boy, you talking about turning over the apple cart here, I think to a great degree, goals, especially in a corporate setting are just, they're kind of useless.

**David:** Email at [intheloop@andyandrews.com](mailto:intheloop@andyandrews.com) for your thoughts on that.

**Andy:** And I'm saying that in a corporate setting and the reason is because people lie about them.

**David:** And they're trying to, a lot of it is posturing and you talked a little bit about that before and I just want to do a quick, a side real quick, obviously Lennon this is very applicable to your situation but Andy I'm seeing how this applies to you, people and many different other types of situations. This is not just seeking out new clients, this is relationship building, this has to do with relationships with your family and so I just want to make sure anyone listening is seeing that these things apply much bigger than just this specific situation we're talking about.

**Andy:** Yeah. This principle that I'm laying out here, this applies to your marriage, your relationship to your kids, relationship with your employers, your employees, your neighbors. It's everything. And so a level of belief is everything. And so to know it is to know how to deal with somebody and when you've got somebody that you're deciding whether you want to deal with at all, to know it before hand, it's critical. And so here's, back to the goals very quickly, you know, people will lie about their goals as you say for a posturing. But another reason they lie about them is to get their higher ups to just get off their back, 'cause if a guy said, and the sales manager said, what are you going to hit this year? And he might say forty. He didn't really think he can do forty, he just knows that forty is the number that relaxes his sales manager 'cause last year he said thirty and his sales manager had a conniption fit and practically threaten to fire him, if he couldn't think any bigger than that. And if he couldn't think then we'll get somebody that can think. And he said, alright forty. Well he didn't really think he could do forty, he didn't really believe he could do forty, and sure enough and he rolled around and he did thirty-one. But it screws up companies because nobody can't figure out why they

can't forecast or what they can't hit. Well everybody's lying about their numbers. Basically, I mean, you know, the guy lied to a sales manager and the sales manager reported to the head of the corporation and who reported to the home office and everybody's numbers were skewed because everybody's kind of scared to say what they really believe. And so, it's something that I really believe.

Now think about this David, and Lennon I really believe people's time would be better spent figuring out how to truly increase their level of belief rather than setting a goal that may look so high that they don't even try to hit it. And so, I really believe, so think about this, I really believe that people cannot achieve beyond what they truly manage to believe. And so what I want to do, back to kind of Lennon's question, you know, when I am sitting down with somebody and asking questions, I rarely ask what are your goals. In fact, I don't ever ask that any more. I am more ambivalent with my questions in order to get them to talk more. And here's what I'm saying, if I ask, do you like bananas? Well that's a yes or no question and the conversation's over. But if I say, what kind of fruits do you like and what are not your favorites? Well there's a lot longer period to talk there. And I'm going to find out more about it. So I'm not going to say what are your goals, what are your personal goals or what are your goals for this team, or what are your goals for this event, or what are your goals for the company? Because they can probably list them out three, four, five and boom then the conversation's over. And I don't really know anything I couldn't have gone on their website and gotten, probably. And so what I want to ask and what I do ask and I'm giving you these examples Lennon because again you're going to have to come up with your own questions according to what you're after and with the specific people that you are talking to. And so, I'll ask this, rather than what are the goals, I will say, so what are we trying to do here? And they don't really know, you mean the company, the team, my family? Yes.

**David:** Yes, all of it.

**Andy:** What are we trying to do here? And I will find out a lot with that question. And so let me give you an example of something I'll find out. You would be shocked at how many coaches that, and remember I'm looking for the level of belief, because if they don't have a level of belief that will allow them, remember people can only achieve, they cannot achieve beyond the level that they truly believe. And so if I'm looking to see whether I want to work with somebody or not and I've got to have great results, than I've got to find out if somebody's level of belief and what they do and their future and I got to find out if their level of belief will allow them to get what we both want, because if their level of belief will not allow it then I'm not starting this relationship because both of us are going to be sick.

**David:** Yeah and it will end without either one getting the result they we're after.

**Andy:** Exactly. And then my private motto has always been, if it is to be, it is up to me. And so that includes my career in helping people. And so if people are going to let me help them, they have to have seen success in the past, right.

**David:** Right, that's right.

**Andy:** So, you would be shocked trying to find this out when I say, so what are we trying to do here? You would be shocked at how many high level football coaches in Division one or FBS or what they call it now and in the NFL, I've sat down with them and said, what are we trying to do here? You'd be shocked at how many of them will say, we want to be in contention for the conference championship every year. We want to be in contention for the division crown every year. And I am at that point, I'm ready to walk out. Because I mean, I don't

say this but I want to say, are you kidding me, who is not wanting to be in contention for the conference championship. I mean, you know how this is now, with the hiring and firing of coaches, you can be in contention for the conference championship for three years and you're fired.

**David:** Yeah, that's not good enough.

**Andy:** And that's what you're trying to do?

**David:** If that's the goal, we've got problems from the beginning.

**Andy:** Right. So I've only had one coach who I've sat down with in my life, so what are we trying to do here? He said, I want to win five national championships at one school, five in a row. And I'm like, ok. But I guess to close this out, Lennon, you're going into a position where you're going to minister to ministers. So specifically when you say, what would you want to first address? What you want to first address is to find out where they want to be. And I'll tell you my question, here is what I consider one of the greatest questions that you can ever ask, and that is, if you had a magic wand and you could do anything you want with it, what would you do in this area? A year from now, two years from now, six months from now, whatever it is that you're looking at, wave your magic wand and tell me what it looks like?

**David:** Start with the end in mind.

**Andy:** Yeah, 'cause I want to find out what is the best, what are you looking to do? And then I kind of tweaked that a little bit by asking some questions, is that the best, is that as good as you can imagine, is that more than anybody else has ever done. You know, 'cause I want to find out are we thinking too small, are we

thinking so big that we're stupid? Usually that's not the case but I do want to find out. And because it sounds ridiculous to say this but if you are going to work as a consultant, if you're going to be hired to be the guide by the way, in a way. If you're going to be the guide, not to know where you're going, we'll doom you from the start.

**David:** Exactly. That's really good. Well Lennon, I hope those answers were useful to you, we'd love to hear additional feedback. Andy, thank you for your thoughts on that. We love these listener questions. It provides a perspective, as you always say, that sometimes we don't think about. We love hearing these situations that people are going through because so often they're applicable to so many others out there. So please feel free to give us a call, 1800 726 2639, tell us your name and where you're calling from and leave us the question and we'll try to get to that on a future episode of the show. You can also email us [intheloop@andyandrews.com](mailto:intheloop@andyandrews.com) and Andy we look forward to talking to you again next week. Thanks for your time.

**Andy:** Thank you David, bye, bye.

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**Would you like to run something by Andy? Contact us and your question might be featured on the show!**

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