

Transcription of August 23rd, 2018, Team Call “5 Levels of Leadership”

[Beginning of Recorded Material]

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00:00:01 Jenelle: Hey you guys! Welcome to the Team Hardcore training call. Today is Thursday, August 23rd. So we’re like three-fourths of the way through the month and no matter where you are in this month, it’s not too late. I just had a coach ask me, “Is it too late to be inviting or too early to be inviting to my September challenge group?” No, this is the exactly right time. You want to give yourself a good like two weeks, one to two weeks, to be inviting people to a challenge group or inviting people to the business opportunity, but definitely it’s never too late and especially if you’re trying to finish the month strong, even if you feel like you may have been slacking a little bit in August, maybe because the kids are starting school. I don’t know about you guys, but we started school just on Tuesday this week and so everything was just kind of like crazy, trying to fit in all the last-minute summer stuff. So if that’s you and you’re like, “Oh my gosh, forget August. I’ll just wait until September and then I’ll start crushing it.” No, start now. Start now and I know you might feel overwhelmed, but start with a to-do list and prioritize it and just put one foot in front of the other and get started. So today’s training, super exciting, and I’m not going to make a whole bunch announcements. I want you to get in the habit of checking your online office. So go into your online office and check the breaking news because even if I do make announcements at the beginning of these calls, sometimes I can have my information a little bit off. So you want to always be checking the breaking news and whenever you have questions about something very specific, like someone asked me about the military waiver recently, and things change. So I directed her to the FAQ because that’s where the official information is on everything. So you go into your online office and you can do it straight from your phone. Go into your online office, click on “support,” click on “FAQ,” and then you just search whatever term it is that you have a question about, whether it be a challenge pack or LIIFT 4 or 80-Day Obsession or Recover. Whatever it may be, you could search it there. Okay, so with that, I can see your guys’ ...I can see you’re all on and Michelle’s like, “What’s up party people?” and I can see your questions. Oh, and thank you Laura. So don’t hesitate if you have any questions. Today our topic is the five levels of leadership and our speaker...this is a topic where she is so strong in this topic and so I really felt like she was the best person for this topic. Several other topics like this, she’s the best person for as well, but we chose this one to just kind of narrow it down. Rachael Bodie started as a coach in just 2016. So you guys, she’s only been a coach for two years and she has just been crushing it. Of course with anyone, right? And I hope Rachael that you share your story. With anyone starting a new business and starting this business, it’s overwhelming at first and you don’t hit the ground running. You

hit the ground asking questions. You hit the ground learning. You hit the ground failing forward and that's what Rachael was doing. And I knew that. I didn't single her out and be like, "Oh, I think she's going to be a rock star so I'm going to like give her a whole bunch of mentorship." No, she asked me questions and that's how I know when my coaches are digging in because they start asking questions because there's no way that you're going to go through all these trainings and not have questions and so when I don't hear from coaches, I know that they're probably not digging in or they're an independent worker and they just probably want to do their own thing at their own pace, which is cool too. But my point is, if you think that your like upline isn't talking to you enough or whatever, maybe you're not talking to your upline because anyone that talks to me, I talk back, but if I don't hear from my coaches, then I know they're not digging in. With Rachael, I was hearing from her all the time. She had a lot of questions and I knew she was digging in. So with that, let me give you some of her stats and ranks and all that kind of stuff; it's really impressive. First of all, first and foremost, she is a mom of two and they are the cutest things ever. You should really follow Rachael on Instagram. Mom of two; she's been married for ten years. She is, get this, a former leadership consultant for Dr. John Maxwell for fourteen years and Rachael was able to retire her full-time job because of this business. So she came from the corporate world obviously, very successful. She is now a qualifying 6-Star Diamond in her first business center. In her second business center she's a qualifying 1-Star Diamond. That right there says a lot. That is not the norm so don't go comparing yourself. That is not the norm, but it is amazing and I hope that you're ready to take notes on Rachael's training because you're going to learn a lot and you'll understand part of why she is where she is and the discipline and the work that she does and the leadership that she shows. She's a 2018 Elite coach. That's amazing. -

00:05:00 To be an Elite coach that early on in your coaching career, almost unheard of. Success Club 10 Legend and yeah. Did I forget anything Rachael? Are you there? That's amazing. So you guys, with that, please help me welcome Rachael. I'm going to present you to the screen Rachael.

00:05:24 Rachael: Hello. Oh wow. Gosh, don't go crazy when you hear all those things because here's the thing you guys, I'm just a normal girl, normal mom, like many of you. So I just appreciate the introduction Jenelle. So honored to talk on this call because first of all, our upline, our leader is incredible and these trainings that she provides to us are gold you guys. And I will say I remember being a new coach and feeling so overwhelmed like and I'm very organized and I had papers everywhere and I remember telling my husband, "I just feel like I don't this. There's just so much information." So at nighttime when I was folding laundry or when I was washing dishes or all the things that we have to do, I had training in my ears. I had PD in ears, personal development, constantly, constantly learning and failing. Want to talk about failing forward? I did a lot of that, but anyway, I want to talk to you guys today about how to develop leaders on your team. I'm really passionate

about this partly because I got to work under Dr. John C. Maxwell for such a long time and to have him as your mentor, you are going to get passionate about this and also because it's just really is the life blood of our business because leadership is influence and that's what we do – we're influencers, right? We're trying to influence our challengers to help them get results. We're trying to lead by example to influence people around us, to inspire them. We're trying to influence our coaches to help them reach their goals, so we're influencers, all of us. Whether you just signed up as a coach today or whether you're a 5-, 10-, 15-Star Elite coach, we're all influencers. So I want to start by talking to you about what I think is one of the best feelings in the world as a coach – when you find someone who gets it. So you recruit that person. You start talking to them and sign them up and they just get it. Like they hit the ground running. They see this opportunity for what it is. They ask questions. They're willing to go for it. They may be fearful, but they feel the fear and they do it anyway with inviting. They just go after it and they get it and that feels good, right? Just that feeling feels so good when you find that person. You're like, "Yes!" On the flip side, I think, for me anyway, one of the most frustrating feelings that I have experienced is when you have someone who is...instead of being a leader, like I just described a leader, someone who is a leaner and not in a good sense. They're leaning into you and they're draining you. It's a coach who is not proactive. It's a coach who needs constant reassurance that really is draining you of all your energy. They're negative. They want your time and attention. They don't take action. And that's just the reality guys, that you're going to have people on both sides of the coin. I want to come back to this concept, but it's important for you to kind of get that picture in your brain, the difference between a leader and a leaner, okay? So I'm going to get into the content here, but I want to share a little bit about my story because I think it's helpful. You'll understand where I came from to give you some context. So I started coaching in February of 2016. I did have an awesome job, an awesome role, but what was not awesome was the travel, being away from my family, and I really just felt like I was made for more. I felt like something was missing in my life. I felt like I was missing out on my kids' lives and I was, to be really honest, I was drinking more than I should. I was eating not well. I was on the road all the time. I was not happy and so I sat down with my husband many nights, cried to him many nights, and I said, "This is... something's got to change. I can't do this anymore." And so I actually found Jenelle on Instagram. I started following her on Instagram and I didn't even really know what Instagram was, okay? I just went on there to look at pictures and so that's how that happened, so that's kind of cool, right? So I found her. I jumped into the business. I was inspired. I was excited and I was ready to do it. I'm like, "I'm going to be a top coach." So I went all-in. Now here's the scary, dangerous part: because I was unhappy I was leading from a place of almost desperation. I was so desperate to get out of my job and I had a lot of conversations with my husband, who's also a consultant, about my team because what happened was, I wanted it for some of my teammates more

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than they [bonging noise in background] wanted it for themselves. Is that me that's going off there? Sorry about that you guys. I got some notifications. And so one conversation we had, we were about a year into the business, I realized that I did not have a team of leaders. I had a team of leaners. I had a team of followers, but leaners and I was having to drag them along and it was exhausting me. That on top of working my crazy job, on top of being a mom to two kids under four, on top of trying to get my workouts in, I'm sure you guys can relate, right? Trying to run your house – all those things just piling up and it was not fun. And I'm like, "This is not good," and my husband told me it wasn't good and we all agreed. So I was not leading my team the way that they needed to be lead. I was not grooming the to be leaders because I was leading from a place of fear and I wasted a lot of time and resources, mental energy. And so one of the things I want to share with you is that you need to identify the people who...I think you've heard the saying. I know Chelsea Kurstin talks about it. You want to work with the willing and work with the working. So they have to be willing to do the work and then they have to actually do it and if they're not willing and you're dragging them, oh man; that energy can be rechanneled into recruiting new coaches who want it, who are excited, who are passionate, who have a values alignment, who are going to run with you, versus you having to drag them along. It's a completely different feeling. So I want to start by asking you to think about how you're leading your team and that may be just your team of coaches. It may be one coach. It may be two coaches. It may be your challengers. How are you leading the people who are in your business, okay? How are you interacting with them? Are you setting business hours? Are you available at all hours? That was one of the things: I felt like I had to constantly be on and that was causing some burnout for me too. Are you looking up information for them that they can go find? Or are you pointing them in the right direction? Right? We want to teach our team, our coaches, and even our challengers in some sense. Point them, give them third-party resources. Point them in the right direction. You be the resource to resource them, but you don't have to go do all that for them, right? You want, just like our kids, you want to teach our kids how to be responsible and how to be self-sufficient. So first things first. I want you to think about not just how you may need to change how you're interacting with your team, with your coaches, but I want you to think about who you're investing in and that's what I want to talk about today. I want to share this leadership model with you and I want you to think about who are the people that you're going to identify as people who you think are going to be leaders in your team, people who are going to help carry the torch with you, who get your vision, who want to help you grow your team. So the first step is to identify leaders that have two things and usually...my experience in corporate America, you have people that tend to lean towards one or the other. So the first thing they have to have the desire to want to succeed and the desire to want to lead, lead and succeed. So this is the heart piece, right? And that is something that I found that if someone comes on the team and they don't get the heart thing and they're all about

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just making money and not...that just isn't an alignment and people can sense that. So that's the first thing I think is critical is they need to have that heart and that passion, the desire - so number one. On the flip side, they need to be willing to hustle, right? They've got to be willing to work and sacrifice and fail forward which is uncomfortable, all the while you're pouring belief into them. You're supporting them. You're speaking truth into them, but they have that balance of those two things; the hustle's got to match the dream. So as you're thinking about the coaches on your team, I want you to think about what's called the Pareto Principle. The Pareto Principle is also called the 80-20 Rule and basically what this 80/20 rule's all about...maybe some of you have heard of it before, is that roughly 80% of the effects come from 20% of the causes, and this goes for anything. So let me explain. So 20% of your effort is going to produce 80% of your results; 20% of the coaches on your team are going to produce 80% of your TV or success. So it's about identifying who that top 20% is on your team and then investing in those intentionally. Now I'm not saying don't invest in the rest of your team and just kind of like leave them by the wayside. The best thing that you can do for everyone in your team is lead from the front; lead by example and I mean that goes without being said, right? If you want your team to be recruiting 15 coaches a month, you need to be doing at least that. If you want them to be hitting SC 5, 10, 20, 50, you've got to lead from the front. But the reason why you want to invest in this 20% is that when you invest in a follower or you invest in a coach who wants to this, but maybe they're not going all in, there's a one-to-one impact. But when you invest in a leader, when I invest in someone who I know is going to or who I believe is going to be Diamond, 1-Star, 5-Star, I know that she is going to have a multiplying effect. So she's going to impact and create more organization that's going to impact hundreds and so there is a multiplication effect that happens. So for me, I want to be able to invest in leaders because those leaders are going to invest in so many versus one-to-one impact. Hopefully that makes sense. I can't see you guys, so I'm not used to that. So just to follow up on that point. You want to identify your 20%. Invest in that 20% with this process I'm going to share with you and for everyone else, be the coach that you want them to be. Be the type of coach that you would want, right? So those are kind of the two dynamics that are happening. So let me share with you this framework that I'm really excited to share because it's a very simple how-to. How do you influence people? Leadership is this thing that's kind of scary and people think you have to be like a CEO or have all these people under you to lead and that's not the case at all you guys. It's actually very basic. Leadership is influence; nothing more, nothing less. It just means, "Are you influencing someone?" If you influence someone, you're a leader. So every single person on this call is a leader. You're leading your children. You're leading your spouse or significant other. You're leading people that you see on the street. You may go on Instagram and see someone and you see her shirt and you like it and you buy it. She influenced you. We're influencing. We're influencing people constantly, right? So you're an influencer and then of course if you

have coaches under you, you're influencing them. You're leading those coaches. So this framework that I'm going to teach you, I would encourage you to think about your top 20% as we go through it, but you can use this framework to improve your influence or increase your influence with anyone, including kids, including your spouse. I mean this model works anywhere. It's principle-based, meaning that whether you believe it or not, it is the reality. It's like gravity. You don't have to agree with gravity, [unintelligible] step off the side of the roof, you're going to agree. So it's the same thing with this. This is principle-based. Okay, so I am going to share my screen and hopefully this works. We tried it before and it was a little wonky. Let's see, I'm going to share here. They get this guy there and I'm going to make this big.

00:17:46 Jenelle: I do see it right now, so this good Rachael.

00:17:48 Rachael: All right. Whoo-hoo! Got it. And hopefully I can make it nice and big for you guys.

00:17:54 Jenelle: It does. Yes, beautiful.

00:17:55 Rachael: Awesome. Okay, cool. So this is the John Maxwell PowerPoint. Don't tell John Maxwell, though. I'm kind of joking because...I presented this many times. I want to take you guys through this framework and we're going to start at the very bottom. We're going to start at level one. Like the name implies, it's five levels of leadership and basically with every relationship you have you can think about it as you are on...you have different dynamics with everyone, right? You're going to be on different levels with different people at different times, dependent upon what that relationship's like, dependent upon lots of things, so I'm going to talk about that. So the bottom is where we all start, okay? The bottom is level one. Level one is the position level. This is where people follow you because you have a title. So they come in new, into the business, and you're their upline, so they follow you and that's pretty much it you guys, and this is the beginning of your leadership journey with them. Now the upside of level one is this: this is where you get to shape and define your leadership. So we become someone's coach, right? We help them get results. We help the coach get started right. We help them rank advance. We begin to define where we are in the business. We're showing them the ropes. So we get to decide what type of leader we're going to be and you may be able to look at other leaders like Jenelle or other leaders who have just been incredible in the business and maybe you want to emulate some of the things they're doing or maybe you've been led by someone who is not a good leader and so you're going to do the opposite. You're thinking, "I'm not going to do the things the way that they lead me." But you get to determine it at this level. Now the down side of this level is this is where people follow you because they have to, so to speak. Now our business is a little different. Because we're all essentially independent, we all have our own business, you

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don't really have to follow anyone, but when you're a brand-new coach that's recruited in, you're their upline. They're going to look to you because they don't know left from right. When you come in you don't know what's going on, so it's really important that you move from this, a positional leadership, to the next level because the down side of level one is this idea that people follow you because they have to. If people think that you're only in it for you, you will lose influence very quickly, right? If they think that you think that you're more important or that they sense that you don't care about them, you're not going to have influence with them and you guys, the way that we're going to help our people succeed and the way we're going to be able to lead our people is if they know that we do care. And so that's why this is the place that we all have to start and this is the place that we all want to visit, but you do not want to live here. You want to get out of level one as quickly as you can. And so you want to go to level two, which is the relationship level. Ooh, wrong way. The relationship level is where people...where you go from your coaches are following you because you're their upline to they actually want to follow you. At this level, you're creating relationships. You're creating influence through relational chemistry. Maybe you've had a Getting Started Right call. You're getting to know them. You're getting to know their why. You're getting to know their values, what their goals are for the business. This has nothing to do with the fact that you're their upline, but everything to do with the fact that they believe you care about and so you're building trust at this level and this is huge, you guys, because trust is really the currency of leadership. If you don't have trust, you don't have a relationship and so this is really, really important. That's why I think a Getting Started Right call in some shape or format where you get to know your coaches' goals is really important because I believe our goal as their upline is to help them reach their goal. It's like that Zig Ziggler quote: "If you help enough people get what they want, you get what you want." And it's an awesome fun time too because you're serving people in the process. So this is the level where you're going to get really good at developing relationships. Hopefully you guys have a notebook because leaders take notes, but this is a good time to pick up your pen. There are three things that relational leaders do really well. The first thing is they listen well; they listen. And I don't mean they listen to respond, they actually listen and they take their leadership cues by listening really well to what the people are saying and what the people are not saying. You know it's kind of like being able to read between the lines when you know something's not quite right and someone's stressed out and they're saying all the right things and they're on the team call, but...like I have a gal who just started back to work and she is stressed. She's one of my new Diamonds and she's on the call smiling, everything's fine, but I messaged her because I sensed something wasn't right and she's having a tough go of it. So it's understanding then when to pick up on that. So number one: relational leaders listen really well and they pick up on the cues from their people. Secondly is that observation. So they're conscious of where their people are and what they're doing. Like I said, I saw her on the call; I saw her there, but

she seemed distracted. I knew she started back to her job. She had kind of just this look and so you have to be observing and seeing, just being aware of what your people are doing, where they may be struggling. And then thirdly, this is so key you guys, so key, they're learning. Relational leaders are always learning. John Maxwell brought a notebook everywhere he went. I mean he'd sit down and talk to me, he'd bring a notebook, and I'm thinking, "Is he going to take notes from me because..." It was just crazy, but he's a learner. And I have had the privilege of being around a lot of really incredible thought leaders and they're learners. They're constantly asking questions, you guys. So get in the habit of asking questions. Get in the habit of learning. That's kind of what Jenelle was saying before. It's overwhelming in the beginning, but you just...you know you buckle in. You tell yourself, "I'm going to be here in a year," because in my mind that's when everything really starts to take a turn and you're like, "Okay, I get it. I'm getting momentum. It's all starting to make sense," and then it can all really take off for you. So they're listening, they're observing, they're leaning, and as they're doing these things, you guys, they're serving and they're helping their people reach their goals and they're not just serving because they have to, but because they have a heart to. Like they genuinely want to help people. Jenelle is a relational leader. I mean, well she's many of these things, but it's obvious that this is something she's passionate about. This is something where she genuinely wants to help people and we know. We get a sense when we talk to people. You know if they have that in their heart or if they don't and I think that this is just a critical level that you really have to be able to embrace. So if you're going to grow as a leader, not to go beyond level one. So you begin to develop the relationships with your people at level two, but you cannot stop at level two, right? Because we're a business and you can't just be relational. You have to be able to produce results too. So let's go to level number three and level number three is the production level. So this is where things are happening, right? This is where you're helping your team hit success club. You're helping them rank advance. This is all about results, but here's the deal: this is about you producing as a team. This isn't just about your results, right? Because your results are your results. This is about producing with and through a team because this is leadership. So there's a lot of different characteristics of leaders at level three, but one of the biggest ones is...it does. It starts with you, you guys. You have to produce by example. You've got to show people that you can do it. You can't get what you don't possess. So you're showing them how to be productive. You're showing them that you're doing lead generation or call-to-action posts, twice, three times a week. You're on Instastories. You are running sneak peeks. Again, you are acting as if the coach you want them to be. You're doing all those things because the greatest motivational principle in the world, hands down, is people do what people see. Not what you tell them; think about our kids. They're going to do it...sometimes they do things, you're like, "Oh, where they'd get that?" And then you think, "Oh, darn it. Okay, they watched me do that." Same thing goes for your team, you guys. They're watching what you're doing. So if you're

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telling them, “Do x, y, and z,” and then you’re not on Instastories or you’re not posting transparently or you’re not a product of the product, you’re not drinking your Shakeology every day, they’re going to see that, so this is really, really key. So the other thing that’s happening here is you begin to gain credibility because you’re modeling the things that your team wants to learn and as you begin to model that and become productive, something really cool happens, and that is you start to attract fellow producers. The law of magnetism is what John calls it. We attract who we are, not what we hope to be. You’re going to attract who you are. So if you look around and you don’t like what you see on your team or in your life, you need to reevaluate. You need to look in the mirror and I know that’s a little tough love, but I’ve got to do it constantly you guys as I grow in my business. I come up against road blocks and think, “Okay, how do I need to grow through this? What do I need to do to change?” I think so often we look outside ourselves for a solution, but often times it starts with us. So basically on this level three, who you are as a leader is who you’re going to attract to your team and you know what the cool thing about this level two, oh, one of the best things? Is at this level you begin to create the big mo. You start getting some momentum and momentum is a leader’s best friend. This is where things start looking better because things start rolling along. It becomes easier to grow. It becomes easier to lead. It becomes fun because you’re winning, you’re high-fiving, and things are happening, okay? So next, we’re going to go to level four and I’m actually going to show you guys level four and level five. Oop. Popped ahead. Oh, well there is no level five. I’m going to show you level four. This is the people-development level and then I want to be able to see...I want you to see me because that is a lot of looking at a PowerPoint, as I’m talking to you guys. So hopefully you can see me again. So level four is the people-development level and my cleaning lady is here. Jenelle and I were joking that it always happens when we’re on a call, so if you here a vacuum cleaner, that’s what that is. Thank you, Beachbody. So anyway, so level four is the people-development level and this happens here at Beachbody. This happens at corporate America. This happens everywhere. We’re like, “Awesome.” We recruit someone in. We build the relationship, level two. We get them to produce, level three. Awesome. You guys, it can’t stop there. If it stops there, you stop growing. Next level is we’ve got to teach our coaches how to replicate that, right? We want to equip them to create what we’ve created. We want to teach them how to build a team of leaders themselves. So that’s what this is about. This is where sustainability happens. This is where you build a team of rock-solid leaders. So let me just share with you three quick thoughts in developing people. I think these are really practical and really on point, and this is straight from John, so that’s why I can say that. So the first thing key to developing leaders, to developing good people is recruitment and this is where your avatar comes into play. You want to know like who you’re targeting. Who are trying to recruit? Who are you speaking to? The better the person that you bring in the door, the easier it’s going to be to train them, right? And I mean better in the sense of more of a fit for what your

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culture is, for what you're looking for, for what your avatar is. When I say avatar, I mean what makes you, you. I have...our team does a color wheel, whatever those top five things about you. "I'm a mom and I love yoga and I'm into fashion and I also love make-up and I'm into babe maintenance with the lashes and the nails," whatever those things are, you want to intentionally attract those people into your business and recruit those people, so that's the first step to developing people is be very intentional about who you're bringing in the door. And there's a lot of ways to do this. Some coaches recruit this crazy number of coaches. I was on a call with Alec Tassitori who's the new Super-Star Diamond. She recruits ten to fifteen coaches a month. So it's different for everyone. There's no right or wrong way to do it. But I do think it's very helpful to know what you're looking for. Step two or number two is positioning them. So helping your coaches understand what they're good at. What are their strengths? Where do they need some help? Maybe they're really good at social media, but they need some tweaking on being able to do a stronger call to action. Maybe they need some help with recruiting. One of my goals for my team is to identify what my coaches' strengths and weaknesses are and help point them in the right direction, resource them, like equip them with things that are going to help them to grow. And then the third piece is equipping and this is mentoring. So to back it up on developing people, step one is recruiting well. Step two is positioning those people, helping them understand where they're good and maybe where they're weak. And then step three is equipping them or mentoring them. And let me give you an example of how you could do this like in a sneak peek or a glimpse into coaching, all right? So step one is I do it. So you...I would encourage you, I know it's really scary, to do a sneak peek. I did my first sneak peek two weeks into the business and I almost threw up. It was really not good. I went back and looked at it. I'm like, "Oh my gosh," but you guys, you're not going to be an expert the first time you do it, ever. So start now; start now and you're going to get better and better as you go and just do it. Just pull the trigger and do it. Trust me. You're going to be so glad that you did it. I know it's scary, but you have to do it. So let's say you do your sneak peek. That's simple, because again, you can't get what you don't possess, right? And so you do that. You do your sneak peek and then step two is you do your sneak peek and you bring in your coach with you and now let's say I'm your coach. So I'm going to bring you into my group with me. We're going to spend time together. I'm going to mentor you. I'm going to coach you. You're going to watch me. You're going to ask questions after the fact. Usually I do this in a group setting. So we're on a thread and people ask questions, "What did you do here? Why did..." that kind of thing. You're going to observe, ask questions. Now the next step is we're going to turn the tables. So I'm going to be with; now you're going to do it and I usually give my coaches one snippet. Like we do a three-day sneak peek and I give them a section to do. So I'm going to be on with them. They'll go live, I'll be there so if I need to chime in or add anything, great. I'm going to give them feedback after the fact, and they're going to practice. So they'll practice that and maybe they go

off and they do some on their own. They come back and practice with me. Well then step four is they do it; they do it on their own. They don't need me anymore. In fact I had a coach that just messaged me, that she's like, "I'm starting my sneak peek. I'm just going to do it." So she's done a few with me and she's going off and going to do and she's bringing one of her coaches with her and I'm like, "Yes!" That's exactly what we want to have happen. That's exactly what we want, is we want them to leave the nest. We want them to do it on their own because she can do it. She's equipped to do it now. So...and again, it can't stop here. Can't stop at just where she goes and does it. It has to be where she then takes one of her people and she does the same thing. So I asked her, "Okay, so you feel comfortable doing this and bringing Olivia with you and you're going to show her exactly how we did it, right? And she said yes and I'm like, "This is awesome." That is how you mentor; that is how you equip. You do it or I do it. I do it and you're with me. You do it, right? And I'm with you. Step four is you do it on your own. Step five is you do it and you bring someone along with you. Does that...oh gosh, I was going to ask does that make sense, but I'll have to chime into the comments at the end.

- 00:33:56 Jenelle: It makes sense. It makes total sense, Rachael.
- 00:34:00 Rachael: It's like I'm used to being on a Zoom with interaction and it's kind of like.
- 00:34:04 Jenelle: I should have given you the link so that you could see all their comments, but yeah, they are loving this, okay? So perfect.
- 00:34:10 Rachael: Good. Awesome. Awesome. Okay, so that's level four. Level four is the reproduction level. You guys, not only is this where financially you're going to have tremendous income, but you're going to have tremendous impact. You're going to have fun. You're going to have people around you who are your people, who are you're succeeding together, you're impacting. It's awesome, awesome, awesome. And then there's level five and level five is the pinnacle level. This is the level where the key word here is respect and you have done it so well for so long that people just follow you and actually I use Chalene as this example. She calls it a "lifer." This is a lifer. This is someone who Chalene will say something and people will say okay, don't even ask any questions because she has that level of influence with them. I would say John Maxwell's another example, but here's the thing: they're obviously public figures. You can be a level-five leader too. Now you don't get to decide if you're a level-five leader. Someone else gives that to you. I worked for a woman who's a COO, who's incredible, who mentored me in such a way where she poured into me, she believed in me, she called me out bigtime. She just...she was incredible, you guys. The way that she led me, I am the leader I am. The way that she led me, I am the leader I am today because of her. If she called me right this minute, I would say I have to go because it's that kind of relationship. Think about the impact that you would have on
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someone's life where you had that kind of relationship. Like it makes me teary-eyed because she just poured into me and believed in me and that's all it all it took. I just needed someone to believe in me because I didn't believe in myself and it's crazy to think the power we have as leaders, just to pour belief into people and continue to speak truth into them and equip them and encourage them. That's what this is all about all. That's what coaching is about. That's what our challenger are about. That's what this whole thing is about and that's why I can get such an incredible...I can't believe we get to do this as our job. It's awesome. Okay, so now I just went off on a tangent. Let me wrap it up here. So how are we doing on time? We're doing okay. So I talked about the five bonus of leadership, right? One thing that I want to reiterate is that you can be on different levels at different times with different people. So you can't just say, for example, "I'm a level-two leader." Although typically you tend to lean more towards being a relational-leader, a level-two leader, or you tend to lead towards being a more level-three leader, generally speaking, because most people, if you take all the personality assessments and all the temperament assessments, if you break down very, very simply people tend to be more relational or more results-oriented, right? So relational- versus task-oriented. I tend to be more of a task-oriented person, so I've had to work really hard to focus on being relational. If that's you, then you need to get really, really good at building relationships. You have to put systems in place and create systems to be a relational, which sounds ridiculous, but that's the only way I did it. If you're a really relational leader you're like thinking, "Is she being serious right now?" That's because you're a relational leader. So you need to work at level-three results; you have to work at holding people accountable and delegating and having tough conversations, things that tend to come a little bit easier to people who are more level three. Okay, so that's kind of like the generally speaking, but if you're a brand-new coach I just recruit you in, we're on level one because you don't know me. You just know me from my little sneak peek and so very quickly I want to start connecting with you and I want to help you to feel like you can trust me, like I care about you because I do and I want you in your mind to say, "Oh, she's a leader-two leader." And then I want to start getting you rocking and rolling, so I want you to hit Success Club. I want you to achieve Emerald, straight on the gate, so I want to move to level three. And then I want to start to equip you to start equipping those Emeralds to start producing. You see how this kind of this all goes? Now moving up the levels tends to go slow, but you can do something, a breach of trust, and you can fall very quickly. If you trust someone with your whole heart and soul and they do something that is out of character or something that shocks you, it can go from a four down to one just like that and it happens in the public all the time. So you need to be cognizant of that too. Something to just kind of be thinking of. Okay, so let me just give you something practical because I gave you some principles and I gave you some things that you can focus on so you can look at your...well actually I'm not going to go there yet. So I want you to take a piece of paper and I just want you to make four quadrants. So you're

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just going to like draw like this. So four quadrants and we're going to use the framework I just taught you and put it into action so that you all have some homework and let me encourage you with this too, like if you leave this moment of inspiration and you don't take action, it's not good you guys. Action is where it's at, okay? Action is going to move your business forward. Learning and acquiring information is not going to change anything until you act on it, so I really encourage you to do something with this information. So bigger quadrant here. So I want you to write in the top "PS coaches," okay? "PS coaches" and then I want you to write over here "downline." Maybe you don't have anyone in your downline yet. Maybe you [unintelligible] your PS coaches and that's fine. You can still add that there and leave it blank for no. And then you can write "friends and family" down here. And then you can write "other" here, and other is like people you volunteer with, people who wouldn't fall in any of the other categories. Maybe it's people that you work with in your day job if you have a day job. Okay and then once you have all those categories, I want you guys after our time together, I want you to list out at least...well whoever your PS coaches are, right? But your friends and family, at least five people, other - at these five, and I want you to think about who are those people, who are those 20% people, that contribute to 80% of your success in life, 80% of your happiness, or maybe 80% of your misery, in some cases, which was my case with some of the people that I had to deal with on a daily basis at my other job. I want you to write down those names. Once you do that I want you to determine if I were to ask Sarah, if I were to ask Dave, what level of leadership we're on, what would he say? Okay? So here's the thing, you may think you're on a level two with someone, if you can't list out three to four personal things about that person, you're not on level two. You should know the names of their children. You should know what they'd like to do. You should know maybe food they eat. You should know some personal things about this person. If you don't, you're still on level one. If you try and go from one and skip straight to results, level three, without building any relationship, you're probably going to have a little bit of a rocky level of influence with that person because you're trying to drive results without really understanding what they're all about and building trust and hopefully that makes sense to you, but that's really how you're going to be able to influence someone. They have to know that you care and that you want to help them reach their goals, not just that why you've got to hit Success Club so I can hit X Y & Z. And hopefully this resonates with you all. And the same thing goes with your family and friends. If there are people who are critical, important people in your life and you're at a one or a two, you want to help them reach their goals. You want to help them get to the places they want to be in their life. So I would encourage you to be very intentional. You could just take...in each category if you could take one person up one level, it would be a game-changer, particularly in your business. If you look at that top 20% and if you can take some of the ones to twos, some of the twos to threes, and then if you can get a three to a four, then you're really like cooking with gas, because now you have leaders under

you who are waiting and that's where it really gets fun. Okay you guys, that's the five-levels model. That's a day-long workshop in 40 minutes.

00:42:42 Jenelle: Wow Rachael. That was so, so good. So many aha moments for me and so many things resonated with me and it made things click for me and it means I need to listen to this again and just re-evaluate some things that I'm doing and I just hope everyone took some really good notes. I know I did I've got over three pages of notes here and all the comments here are like, "Oh, my gosh this is gold, love this. Yes!" I mean people love it. One question or at least one so far, a couple of us didn't get what was level five? For some reason I didn't get it.

00:43:22 Rachael: Yes, I'm sorry. So level five is the pinnacle level or respect level.

00:43:28 Jenelle: Okay.

00:43:29 Rachael: And that's basically the level where when you have done levels one through four so well for so long that someone will give you this level five respect level. Level-five leader is a leader who you would do just about anything for and it's really the ultimate, you guys. I mean this is, in my mind, this is...like Beachbody is it for me for life. This is where I am; this is what I'm doing with my life for the rest of my life. So I would want people around me...I want to be surrounded by level-five people who love each other and we would do anything for each other. We're like a family that's the ultimate.

00:44:10 Jenelle: Yes, that is the ultimate. Okay, perfect. That makes total sense because you were describing your mentor and how if she called right now you would you would let us go. No, that was just funny. But seriously, such great information, so so interesting. I think we all love John C. Maxwell and this information just is so relevant to our business and everything we do and I love how you related everything to the specific things we do as coaches because it really shined a light on a lot of things that I do or have done in the past and why some things are working really well and why some things need improvement and it really made some things click for me. I love how you said if you send the message that you're in this for yourself, you lose influence. So,

00:45:00 so true and I love how you said that leadership is influence and that is a conversation that Chalene and I actually had. It was a couple years ago and we were talking about the coaches that have a lot of success and I was saying how I am constantly analyzing why is it that I can sometimes have two people who have similar levels of discipline and work ethic and activities in their business yet one is succeeding much faster than another and I'm always just analyzing what is that? And what I said to her was I said, "You know what it is? It's influence." And that was really it and so I said to her, I was like, "I need you to do a call for me at some point on influence," and I think she did

it end up doing a call. I forget if we actually called it that, but you just pinpointed a lot of that, broke it all basically because it does come down to influence. Because we can tell people to do this, that, and the other thing until we're blue in the face and then go, "Why are they not doing it?" or, "Why do they not get it?" or, "Why am I not able to influence them?" And I just think what you said just really boils it down.

00:46:19 Rachael: I'm so glad and I'll tell you guys what on that point. Here's the cool thing you guys, this is thing I like because I'm like very black and white. You have leadership... you're not a born leader. I mean some people have some natural-born skills, but you can learn to lead. Everything I just shared are skills that you can cultivate and I shared this on the Champions page, but you lead where you're strong, you work where you're strong, and where you're not strong, you team or you put a system in place for your weak. So guess what? My success partner Kelsey Shaklee, she is uber relational. She's a rock star, you guys. I mean holy crap. Like she just blows me away. She's so good. She's so good relationally. I mean she raises results too, but she leads more relationally and I am not naturally that way, so I take my cues from her relationally. I'm like, "Oh, she's making it fun. I'm not good at that. I need to do that." But see this is what we need to do, is we've got it...this is why success partners, I think, are really key is teaming up with people and I have a few success partners, actually. Teaming up with people who may be your opposites, learning from them, and putting systems in place for your weak. I have a system. I just messaged all my coaches today, checked in with all my top coaches, who are on my dashboard, everyone who has Success Club points on the board because I have to be intentional about building relationships because again, to build influence, you have to have a relationship and connect with that person and meet them where they're at, because if they think you don't care and all you care about is Success Club, like which I don't. I do hear about them. I want them to know that. And by doing that then they're more bought in, you see? So it's this whole like...

00:48:06 Jenelle: Absolutely and I'm glad you brought that up because earlier in kind of laying the foundation for this whole call, you talked about investing in those people that you see are the willing, you know working with the willing, and I'm sure that some people, maybe newer coaches or maybe even veteran coaches, we're going, "Okay, but what does that mean to invest in them?" And so what I take that as is that text that you sent to them or that message you sent. That's investing your time and your emotions and your mentorship in that. Is that what you meant by that?

00:48:39 Rachael: Yeah, that's a good question. Yes, so I have a dashboard. So every month I track people who have points on the board for Success Club, people who are rank advancing. I have all my challengers, all my coaches, all in one little dashboard, and I got this from Ruth Shroner. It's been really, really helpful for me to just have one page I can look at and see what's going

on in my business. Everyone who's yellow is all my Success Club people this month. But I look at this list first because these are the people who have points on the board, essentially who are changing lives, and I reach out to all these people once a week. Then I look at the people who I see are showing up on the team page, people who are willing but they're just maybe missing it somewhere. And I still want to invest in those people, just I have a different...again, we have a finite amount of time.

00:49:31 Jenelle: Right, right, right. Makes total sense. Do you guys have any other questions? I'm looking at your comments right now and I'm not seeing any other questions although people absolutely love this and I also...another thing I starred is just the fact that pouring belief into other people, if you want to narrow this business down to something, that is such a huge piece of this business is just pouring belief into your challengers, pouring belief into your coaches, because like Rachel said, believe it or not, I mean you would just think, "Wow, she's got everything already going for her," but she... having someone believe in her made a huge impact on her and you know I can say that for myself and I think any of us can say that. There's all these people out there, they don't have that person yet. You just need to be that person for them and they can start seeing results in their fitness, their health, or in their business as a coach.

00:50:26 Rachael: I love that. You guys, honestly my story...I was so screwed up and I had potential, but I didn't see it and we have the opportunity to literally change someone's life. It's crazy. That's why with the inviting. You guys, it is a gift, legit. What we're doing it is a gift and once that clicks in your brain, you will like start inviting like a crazy person because you just realized. Like you're silly to turn this down. This is awesome, you know? And so there's a paradigm shift that... once it happens, it's incredible, but as you're kind of working through that if you have any fear around inviting, I mean you guys, think about this. What you have to offer is belief that could literally change someone's life and look what it's done for you. Think about the things it's done for you and think about the gift it can be for other people.

00:51:20 Jenelle: Exactly. Perfect. So, so good. Rachel, thank you so much for your time. We are just so grateful that you spent all this time in preparing this and that you just shared so openly and this was also well presented, like it's sometimes hard for me to even take note on some of the trainings and this one...I feel I can go through all my notes and remember all your examples and because you did give so many examples I feel like that helps it sink in for all of us. So thank you, thank you, thank you for your time.

00:51:53 Rachael: My pleasure.

00:51:55 Jenelle: All right. You guys, thank you so much for getting on and I will see you next week. Please share this training with your coaches again,

equipping your coaches, and we'll see you next week. Have a great rest of your week and weekend. Bye-bye.

00:52:15

[End of Recorded Material]