



The Leadership Manifesto

*Revealing The Truth About The Leader You
Need To Be To Achieve Lasting Success With
Your Direct Selling Business.*

**Brought to you by the
Direct Selling Women's Alliance**

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Forward

From “Accidental Leader” to “Purposeful Leader”



Hi, this is Clem and Barb Birch. You’ve probably never heard of us but you most likely know of people just like us in your company. We’re top leaders who have achieved the highest level of leadership our company offers. Our organization is home to thousands of distributors and we absolutely love what we do!

For several years, we’ve earned a consistent, healthy income that affords us and our family a lifestyle that we never thought possible. We work *when & where* we want, we’ve traveled the world while our company picked up the tab and we have made remarkable friends who enrich our lives every day.

Although we’ve enjoyed this success for years I want you to know that it was really not until we were exposed to the strategies you are about to discover that we truly felt like leaders. Yep – you read that right. Despite our outward success as top leaders we always felt that we weren’t “doing it right” and didn’t know exactly how we got here. And no matter how many zeros were on the end of our bonus check each month - we actually felt like “Accidental Leaders.”

But that’s all changed now...

Because of the strategies you are about to discover we see our business in an entirely new light. We feel more in control. We have more balance. We work our business with joy – not guilt. Because we now know how to grow and lead a direct selling organization - our wonderful life got even better!

We want this transformation for you too!

Though we’ve never met, we’re excited for you! You’re about to discover a new view of your role as a leader and know... you are not alone. The concepts and strategies revealed by the DSWA in this Manifesto can transform your business of 1 or 100,000 team members. But for that to happen, you need to do something important –something we’re asking you to do before you read one more page.

Open your mind to a new way of leading others to success!

The DSWA has discovered some very big ideas that can have a life-changing impact - but only if you leave judgment, skepticism and your attachment to “how you’ve been doing things” *b-e-h-i-n-d!* So print this Manifesto right away and make the time to read it. Then decide how you will use this new information so that you can be the purposeful leader you were meant to be.

To Your Success, Clem and Barb Birch

Why The DSWA Wrote This Manifesto

The decision by the DSWA Founders to write this Manifesto was driven by one objective alone - to reveal some unspoken truths we've discovered through our work with thousands of direct selling leaders. These truths are aimed at helping you become a better leader and experience more fun, earn more money and attain the success you are searching for.

The concepts you are about to discover have been approved, tweaked and enhanced by the thousands of direct selling leaders we've had the privilege of working with throughout our careers and specifically during the last three years with the Direct Selling Women's Alliance. We've met them through live and tele-training events, weekend retreats, workshops, focus groups, surveys, interviews and coaching calls. Along the way they've helped us discover some important truths that up until now – have never been discussed openly within our profession.

Why We're Giving It Away

We're making this Manifesto available to everyone at no charge because frankly - we feel that if every direct seller understood the concepts we are about to share, the entire profession would benefit. In fact, we believe that if every leader were to embrace the ideas in this Manifesto, we would see positive shifts throughout the profession. Shifts like Barb and Clem described in the Forward above.

We could have easily charged up to \$59 for this Manifesto, as the content revealed is worth its weight in gold. But “gold” is not the “goal.” Helping you feel more confident in your ability to grow your business, giving you insights never-before revealed that transform how you view and build your business – that is the purpose of this Manifesto and we want it for EVERYONE - not a select few.

By giving away this Manifesto to those who are willing to invest 30 minutes to read it – we are living the mission of the Direct Selling Women's Alliance, which is to support you in being the person you need to be to experience meaningful success in your business and your personal life.

We May Be Ruffling A Few Feathers

It's true... by discussing our findings in such a public forum we may make some people a little uncomfortable. These people will likely fall into two categories. The first are *those who don't want to see what's not working*. They're the ones who say “There are no weeds in my garden!” Meanwhile their prize roses are overcome by weeds and wither away on the vine. The second group we might make uncomfortable *are those who don't like change*. Their motto is, “If it's not broke, don't fix it” and continue training on the same principles and strategies that fueled the direct selling profession of the 80s and 90s. Times have changed! The competition for consumer dollars has gotten tougher and our team members have different needs and challenges than they did just five years ago.

At the risk of ruffling some feathers we are stepping out and suggesting that it's time to adopt a new set of leadership strategies! Strategies that will help you move from being an overwhelmed and often ineffective *Accidental Leader* to becoming an on-target, joyful *Purposeful Leader* who is able to help others achieve a life they've only dreamed of until now.

Who is the DSWA?

If this is your first exposure to the [Direct Selling Women's Alliance](http://www.DSWA.org) – we're glad you've found us! We're a professional association dedicated to your success. Our international team of industry experts strives daily to serve the more than 49 million independent direct sellers who have joined a party plan or network marketing company in the pursuit of their dreams. Our membership is comprised of direct sellers in more than 12 countries who represent an estimated 450 direct selling companies. Each month we reach more than 100,000 direct sellers through our live events, tele-classes, articles and book series – *Build It Big*. The Leader's Mastermind Group brings together the most respected and successful leaders from companies of all sizes, allowing us to have our finger on the pulse of which strategies are working and which have run their course. In short – we are an association designed to educate and inspire you to achieve your dreams through your direct selling opportunity.



The Secrets to Discovering the Leader Within You

We believe this report will adjust the way you approach your role as a leader. From understanding the “Phenomenon of the Accidental Leader” to the Leadership Self Assessment that we've included at the end, by the time you've completed this report you will understand who you need to be in order to advance further within your company. While this report contains only a snapshot of the leadership strategies we've developed over the years it is an important first step to finding the leader within.

Open Your Mind To See The Future

So we ask you... What do you want your future to hold? Will you read this Manifesto and say “Hey, they've got some good ideas” and then continue on your way without adjusting anything? Or will you open your mind and heart to a new view of leadership and take some steps that will grow your business to the next level? We hope it's the latter. Because if you are open to it you just might find that success and the lifestyle that goes with it is closer than you ever imagined.

Let the discovery begin!

The Direct Selling Women's Alliance

Putting Leadership Into Perspective

Let's face it - leadership is a blast! As a leader we have the privilege of helping others discover a business that will enhance many areas of their lives. We get to show them how to turn the business into a money-making machine and then, if they take their business to another level, even more benefits. For many, leading meetings or conducting training conference calls are part of the fun as we slowly become mentors to others. All this comes with a sense of importance, a boost to our self esteem and additional income. Sound awesome?

Yes, it is an awesome feeling to advance to leadership – well... most of the time.

What No One is Talking About but Everyone is Thinking

Through the DSWA's work with direct selling leaders from countless companies and varied team sizes we've uncovered a phenomenon we think is prevalent among most leaders today. It's a feeling that's hard to pinpoint, yet is very real for the typical leader whether they have a team of 1 or 100,000. It's not necessarily fear or anxiety, although they all feel those emotions at times. This feeling that is so common among leaders is more of a question – one that lurks at the back of their mind as they go about their day. It surfaces typically when they are feeling overwhelmed or unsure about how to best use their time. It's DOUBT and it shows up in the form of questions that sound something like this...

“Do I really know what I'm doing as a leader?”

“What happens if I fail?”

“Is this really what a leader is supposed to be doing?”

“Am I qualified to lead others when I'm just figuring it out for myself?”

“I wonder if anyone has figured out that I am really just winging it as best I can.”

“I joined for the product and the fun and all of a sudden I'm feeling responsible for my teams' success. What do I do now?”

Do any of these sound familiar to you? Can you relate in some way to these leaders who feel ill-prepared to fill the shoes of leading others to success?

The truth is, these are the private concerns leaders *at all levels* have shared with us at conferences, in workshops, at our Leadership Retreat and during our training courses. In fact many six and seven figure earners have shared these same doubts - that they're not growing and managing their businesses the way they should. So the good news is... you are not alone!

Profile of the “Accidental Leader”

The “Accidental Leader” is someone who, because of a love for their product, their contagious personality or a genuine enthusiasm for their company and their business – has attracted one or more team members somewhat by accident! They’ve gone about building their business, sharing their product and loving what they do and then - one day they wake up, look around and realize... Yikes! I’m a leader!

When we speak at a Conference of hundreds and sometimes thousands of direct sellers, we often ask this series of questions...

How many of you love your company’s products or the fact that you own your own business?

How many of you loved the product or the idea of having your own business so much that you pretty much recruited yourself right into the business?

Usually about 1/3 of the hands in the room go up.

Then we say...

With that in mind, I’m going to ask you to raise your hand if you have anyone on your team who pretty much recruited themselves right into the business – perhaps without you really knowing how you did it?

About 2/3 of the hands in the room go up.

Look at that! We’ve got a whole room of “Accidental Leaders”!

Either by determination or by accident, many of you have made it to leadership and are secretly wondering... “OK, now that I’m here, what do I do next?”

The good news is – you are not alone! Our research shows that an astounding 80% of all people holding a leadership position with their direct selling company secretly feel ill prepared for the task of leading others to their dreams. They are striving to move from being an “Accidental Leader” to becoming a Purposeful Leader.

More Obstacles to Achieving ‘Big Business’ Success

Would an executive at IBM promote an inexperienced, yet enthusiastic junior manager to a more senior executive position, give him a pat on the back and say, “Now we recognize that you’re not prepared to fill the shoes of this position – but hey – you can learn as you go. Good Luck!”? That would never happen! Yet every day in our profession, people are advancing to higher levels within their compensation plan without ever really learning how to lead!

Consider these additional findings:

- ✓ Only 20% of the direct sellers we surveyed had any leadership experience prior to starting their business.
- ✓ Nearly 85% of all top leaders didn't capture a vision for themselves as a leader until around their one-year anniversary.
- ✓ Business management skills, such as financial, project and time management were continually ranked lowest in the Leadership Self Assessments yet are all essential skills to running a successful business.
- ✓ The interpersonal skills of communication, listening, acknowledging and empowering others are essential to success in direct selling, yet rarely taught by companies and leaders.

Is it any wonder that the attrition rate for our profession is ridiculously high or that the majority of leaders feel ill prepared to inspire, train, coach and lead others to their dreams? How can you fill the shoes if you haven't had an opportunity to develop the skills necessary to build a large and profitable business?

The Answer Lies With You

Right about now you may be feeling like the problem lies with companies who are not adequately preparing their leaders. In fact, many of you may be going there right now with your internal dialogue. *"You're right! My company has not prepared me to lead! I've not had the proper training or support! How am I supposed to lead if I've not been taught by my company or my upline?"*

Well, before you go and work yourself into a tizzy and start pointing the finger elsewhere, let us remind you of one very important fact ... you are an **entrepreneur** not an **employee**! When you made the decision to be your own boss you gained the right to enjoy a myriad of benefits such as autonomy, time freedom, determining how much you earn and when you work your business, just to name a few. But the shift from employee to entrepreneur also means that your success is no longer impacted by outside forces such as a boss, the business owner or your manager. As an entrepreneur, **you** are responsible for your own growth, your own advancement – your own success.

Therefore, in order to experience true success with your direct selling business you must begin to take your education and personal growth into your own hands to become the leader you want to be.

From “Accidental” Leader” to the “On Purpose Leader”

But where does one begin? How does someone move from where they are now to where they want to be? The answer lies in your willingness to take two steps...

First, you must stop long enough to notice where you are today.

Second, you must get clear about where it is you want to go.

We'd like you to meet Pam– a leader (with a different name) that we met at a recent Leader's Retreat. Pam had all the outward signs of success; a growing team, a healthy size override check, high attendance at her team meetings and consistent achievement of all the company awards and incentive trips. But something was off. While she couldn't put her finger on exactly what it was, she had a nagging feeling she wasn't being the leader she felt she needed to be.

Once Pam was given permission to really look at her experience as a leader she was able to see both the good and the bad. She was able to acknowledge the lives she had touched, the awards she had won, the friendships she had made and the fun she was having.

At the same time, Pam was able to see that her business and her personal life had become one – where too often her business crept into her family time. When she was working she felt guilty for not being with her family and when she was with her family she felt guilty for not working. She was also able to see she was a ship without a rudder – beginning each day with only a vague idea of what needed to be done to achieve her goals. Finally Pam noticed that her calls with her team were not what she wanted and often ended feeling as though she missed the mark. Pam saw she needed to grow.

So from here we asked Pam to describe the ideal business. What would it look like? How would it feel? What boundaries would she have in place and what difference would she make for others? Only when Pam allowed herself to imagine the “perfect business” was she able to see the gap between where she was today and where she wanted to be in the future. By noticing what she no-longer wanted she could now see what she did want, which literally re-ignited her passion for her business.

Today, as a result of implementing the strategies you're about to discover, Pam will tell you that her experience as a leader is completely different. She has a new sense of joy that comes from having a plan, establishing boundaries and acquiring the skills that enable her to lead others more effectively. In short, Pam has a thriving business AND a wonderful life. She summed it up like this... *“I guess I never really saw how my role as a leader was affecting those around me. Now that I know how to lead my team properly I've replaced those feelings of guilt and overwhelm with a sense of peace and confidence that I'm being the leader I want to be.”*

Are these concepts for you? You be the judge.

If you are brand new to leadership with just a handful of team members – congratulations! What you know now and are about to discover will ensure that your experience as a leader is a positive one throughout your entire career. In fact one long-time top leader shared with us this thought... *“I can’t imagine where I would be today if I had known all this from the beginning!”* So, be excited that you have the opportunity to be an informed leader right from the start.

If you are an established leader (for one or more years), be excited that not only do we understand how you are feeling, we’ve got solutions – seven in fact – which you are about to discover. Time and time again established leaders like you have reignited their passion for their business as a result of the discoveries in this Manifesto. So read on and make the decision to move from *“Accidental Leader”* to *“Purposeful Leader”* and watch your experience, income and joy transform.

The Question You’re All Asking

Where should I invest my time to make the biggest difference for my business?

This is one of the most common questions we get from leaders today. They begin the day – seeing everything that needs to be done, from taking care of their own business to helping their team meet their goals. With so many plates to spin, leaders often feel they are rushing from one task to another – never really getting to the priorities that will truly grow their business.

The problem is, *you can’t see the forest through the trees!* When you are so entrenched in the day-to-day tasks of growing your business, you often can’t see what really needs to get done. When you first started your direct selling business most of your time was spent on selling and sponsoring. Your focus was narrow and clear. But as your team grew so did your responsibilities without ever truly identifying what they were.

This **Leadership Wheel** represents a new model that is helping thousands of people understand their role as a leader. It works because it is a simple and effective tool for determining where to invest your time for the greatest return. Each spoke represents one aspect of your business that requires attention on a regular basis. Let’s look closer at each area.



Step 1: Strategic Planning

Translation... Plan Your Work and Work Your Plan

The saying, “You can’t hit a target you can’t see,” sums up the importance of having a plan for your business growth. Do you really have a plan to get where you want to go? Is it clearly defined and backed by annual, monthly and daily goals to get you there?

Leaders who take the time to design a 1-year, 5-year and even a 10-year plan are seeing exponential growth in their business and enjoying a greater sense of peace and confidence as they work toward their short and long term goals. But where does one begin? The task of creating a Strategic Plan for your business is simpler than you might think. It begins with what we call the “Foundational Fuel” which includes: 1) Clarifying your vision 2) Re-connecting with your Why and 3) Being specific about what you want. As a leader you may have completed these steps, but have you done so recently? Have you assisted each team member in understanding the importance of laying a strong foundation and helped them do the same?

More importantly, have you made this Foundational Fuel an integral part of your work with your team? The DSWA’s research has revealed that a surprisingly small percentage of direct sellers truly understand how to set goals. The steps of deciding what they want and identifying the benchmarks to get there are often new and sometimes uncomfortable for distributors at all levels. A “Purposeful Leader” is very good at helping others become master goal setters and strategic planners.

Another component of your Strategic Plan is your Monthly Success Plan – clearly defined monthly and weekly targets that you will hit in order to move closer to your bigger goals. Without a Monthly Success Plan you are like a ship without a rudder, drifting with the winds of your mood or someone else’s priorities. Imagine starting each month with clarity about what needs to take place each week and day to reach your goals. Better yet... imagine having your entire team start each month with this kind of clarity and the energy and results that this sense of purpose will produce.

Finally, do you have a support system – a person or group to whom you are accountable? Studies show that accountability enhances our likelihood of success but only when it is with someone we trust can provide unconditional support, genuine encouragement and a healthy dose of detachment. In other words, you need to find someone to whom you can be accountable that inspires you to action and doesn’t try to guilt you into it. Without accountability we lose focus on what’s truly important and often make choices that do not support our best and highest good.

In short, Strategic planning is the first and most essential element of your success as a leader and the starting place for growing a thriving business and helping others do the same.

Step 2: Creating Community

Translation... Create a family people want to be a part of

If you build it, they will come.

Well, it may have worked for Kevin Costner in “Field of Dreams” but that’s not how it works in direct selling. With so many options to choose from these days, offering a good product or service just isn’t enough. But with a slight tweak, we can turn this misleading cliché into a business–building truth...

If you build a community others feel proud to be a part of, they will come!

Think about the most celebrated group within your company. Do you remember when their accomplishments were recognized on stage at a recent convention or in print? How did the members of that organization feel? Hands down, every person felt proud and honored to be a part of that winning team! But the real question is this... which came first, the chicken or the egg? Here’s what we mean...

Many people, when asked this question are quick to respond by saying, “Well of course they’re proud. They’re #1!” But what we have found is that the “pride of belonging” was present in the team way before they began to earn top honors. The most successful leaders of today created a community others wanted to be a part of from the very beginning - a place where they feel welcome and accepted for *who* they are *not what they have* or will accomplish. From the very start team members want to belong to teams because of what they stand for and how they make them feel when they are together. This is why we have identified “Creating Community” as the second of the seven essential components of growing a thriving and profitable direct selling business.

But how does one create a community that others want to be a part of? We’ve identified three primary ways to build a healthy community – a team culture that is fun and exciting to be a part of. They are; 1) Establish a Team Creed, 2) Communicate effectively and 3) Celebrate together.

A Creed is a statement of principles or beliefs. Within your organization a Creed will become a set of guidelines by which you and your team determine how to operate their business and interact with one another. On a personal level, a Creed promotes the principle of trust, inspires integrity, recognizes a spirit of service and honors authenticity. Creating your Team Creed can be a wonderful team-building experience that helps you take the first step to Creating Your Community.

Communication is a component that can *make* or *break* your team culture. If it is purposeful and promotes respect it will strengthen your organization. But if it tolerates gossip or pettiness it can eat away at your team’s sense of spirit like a cancer that can’t be stopped. Being a leader who is a master communicator is the first step to modeling it for your team and teaching others to do the same.

The final component of creating your community is celebrating together. Throughout history leaders have used times of celebration to bring together groups of people around a common vision. Create a culture that celebrates not just the top achievers but celebrates each and every individual's success at every step along their journey. For it's the celebration of one's special gifts that builds confidence. Confidence leads to greater self esteem and greater self esteem leads people to do that which they never thought possible. Build a community that finds creative ways to celebrate everyone's wins and watch the transformation begin!

Step 3: Team Building

Translation... Teach others to do what you do best

Whether you call it recruiting, sponsoring or enrolling, welcoming people to your team is the single most important factor to your long term success as a direct selling leader. In fact, many of you reading this Manifesto may have mastered the art of growing your team and are enjoying great success. Or perhaps you've just begun with one or two team members and you're ready for more!

Speak to any top leader who is growing their business properly and they will share that you must create a "culture of duplication" in order to enjoy lasting growth and success. In other words, it's not enough for you to have the desire and skills to sponsor others you must instill the same desire and skills in your team.

The question to be asked is "What are you duplicating?" Are the practices and strategies you are using to sell, prospect, present and train, the same practices and strategies you want your team to put into place? Aha! Here lies the central issue around our third component of the Leadership Wheel. In order to have healthy, sustainable team growth one must have systems and strategies in place that work! And once in place, you must create a culture that passes those methods on to others so that everyone is following the same roadmap that will get them to the destination they choose.

One system many leaders are using with success in the area of team building is the highly acclaimed program called [Principle-Centered Sponsoring™](#). This innovative approach to sponsoring has prompted unprecedented results as it helps people move from the outdated methods of "convincing" to the more effective ways of "engaging" others in what you have to offer. The process involves proven steps that when taken will improve your sponsoring results. They include; Building Rapport, Asking and Listening, Clarifying the Need, Making the Connection, Extending the Invitation and Following Up Effectively. Through Principle-Centered Sponsoring™ you move from

“unconscious incompetence” to truly understanding how you do what you do. Only then can you teach others to do the same.

So from this day forward, be mindful of the way you are building your team. Ask yourself, “If everyone on my team built their business the way I’m building my business would I be pleased and see the results I desire? More importantly, would they be seeing the results they desire if they were duplicating my efforts on a consistent basis?” Remember, the speed of the leader is the speed of the pack. So go to work implementing the proven systems for growing your business and your team will be encouraged to do the same.

Step 4: Team Coaching

Translation... Stop dragging and start coaching!

As a direct selling leader your two primary responsibilities are to 1) help your team members develop the skills they need to succeed in business and 2) to support and encourage team members to make wise choices that will benefit themselves and their business. While the first is accomplished through training (which we’ll discuss next) the latter is accomplished through coaching.

But what IS coaching? Some leaders see coaching as nothing more than their monthly calls during which they touch base with their team members. These calls usually fall into one of two categories: the “*Leader Inquisition*” or the “*Wandering Generality*.”

Let’s take the first for example – the Leader Inquisition. Certainly, this is not the intention of the leader but many calls between a leader and their team are focused on what results were produced in the past and what opportunities are coming up. Despite the good intentions of the leader, these calls often feel more like an inquisition - feeling as though they are “reporting” rather than partnering. The downside to these calls is that the team member begins to feel more like they are answering to their upline rather than being supported by them. As a result, feelings of guilt creep in, possibly adding to the doubt the team member may have already been feeling about their ability to build their business.

On the other end of the spectrum we have calls that can be described as a “wandering generality.” They begin without a clear picture of what needs to be covered and they end without any idea of what the team member can do next. Because of the lack of structure or focus, team members tend to ramble, sharing what took place in the past rather than focusing on what they want to have happen in the future. While the team member may have had an opportunity to vent, they leave the call without a real sense of what to do next and the leader leaves wondering if she made any difference at all.

But wait, coaching team members to achieve their deepest desires can be fun, purposeful– even easy! But it requires that you develop a few simple skills that other leaders have mastered and then adopt a structure for your calls that enables you to accomplish remarkable progress in little time.

The first step to change is awareness, so become more aware of how you are interacting with your team. The following 10 points can be put into practice immediately – no further training is necessary. And...they will have a positive impact on your relationship with your team.

1. Talk less and listen more.
2. Stop trying to fix everything.
3. Know your team member has the answer.
4. Know their WHY.
5. Remind them of their WHY.
6. See their amazing qualities.
7. Remind them of their amazing qualities.
8. Let them choose the action steps they'll take.
9. Make it all about them.
10. Let go of the outcome and enjoy the process.

These ten tips come from a program called [Principle-Centered Coaching™](#) which is founded on the five principles of; Trust, Respect, Integrity, Service and Authenticity and supported by five simple skills that anyone can learn. The five skills include: Asking Powerful Questions, Heart-Centered Listening, I See You Acknowledgement, Agreed Action & Accountability and Quieting the Inner Critic.

Whether you are familiar with the program or not these 10 Tips alone can positively impact your business. In fact, if you take ***no other action*** as a result of this Manifesto except to print this page and review and practice these 10 tips daily, you will see improvements in all your relationships in just a few weeks and increased business results in the form of sales and sponsoring in about 30 days.

In short, learning to coach your team members to success is a skill that will transform your business as well as your life. By adopting these tips above you will see improvements in your personal life as well as your business like this distributor who we met less than a year ago...

*“Although I am a top manager with my company I never really knew how to coach and encourage my team members to be the best they could be. Since using the coaching skills I am better able to help my team find their own solutions rather than me giving the answer **I think** they need. I've also learned how to express my respect and appreciation which has positively impacted their willingness to go for their goals. Learning to coach properly has really helped me become the leader I've always wanted to be.”* **Jenny Baker**, Advanced Director for a nationally known company

Step 5: Training

Translation... Create a culture that values learning.

When we train we empower and when we empower we open the doors of possibility so that others can take their destiny into their own hands.

As we work with top earning leaders we find they have one thing in common – they not only understand the need to train, but they go beyond what is asked by their companies to provide exceptional training that keeps their team hungry for more. The key to this finding is that these leaders didn't just do what their company suggested. They went the extra mile.

So here's the *million dollar* question most leaders are asking "How can I make my training (whether live, web based or phone) more engaging so my team takes away great value and wants to come back for more?"

While tackling this question will take more time and room than we have in this Manifesto, here is an eagle's eye view that will help you assess the training program you've developed for your team. Let's look at the proverbial Who, What, Where, and When?

Who do I train? The most successful leaders we've worked with open their training events to anyone who is willing to invest the time to participate. It's that simple. There are countless stories of team members who plod along for years, attending live events and conference calls but never really working the business. Then, one day, the exposure to the training kicks in and their passion is awakened and they begin to build.

What do I train on? For most of you, your companies have gone to great expense and effort to provide you with a basic training program you can implement with your team. Don't reinvent the wheel! Often brand new leaders spend countless hours re-working or even creating new content for their trainings. Your time is best spent working with people! Work smart by utilizing what your company has provided and tapping into trusted, industry-specific training resources like the DSWA.

Where do I train? When deciding where you will deliver your training remember the 2 Cs – keep it Cost effective and Consistent. Fancy locations and elaborate agendas only make team members wonder whether they can duplicate what you offer so don't spend a lot of money in the process. When surveyed, team members rated consistency as one of their key wishes when it comes to the training they receive from their upline. So adopt a "same time, same place" philosophy for your trainings.

When do I train? A top earning leader was asked when she trains her team members and this was her response, "I start training the moment they join my team and then I turn them into a life-long learner."

This leader has created a culture that values continuing education by offering ongoing training for team members at all levels.

Do you have an Annual Training Plan in place that identifies the **what, where, when** and **how** you will train for an entire year? While it may seem like an overwhelming task, planning saves you time and avoids the stress, worry and wasted hours scrambling to fill the shoes of a trainer.

Words of wisdom from top earning leaders...

- ✓ Leverage your time by training multiple people at once rather than one by one.
- ✓ Improve retention and attendance by making trainings fun and creating incentives.
- ✓ Nurture the leader in everyone by asking others to train in their area of strength
- ✓ Keep them engaged with interactive exercises – get them out of their seats!
- ✓ Make a conscious effort to improve as a trainer – we never stop growing!

Step 6: Business Management

Translation... Take care of your business so it takes care of you.

Whether you're building your business part-time or full-time, the dream of being your own boss can challenge us in ways we never imagined. Visions of building an empire in your bunny slippers quickly fade as you are called to do things like balance the checkbook, process the orders or - heaven forbid - prepare your taxes! Let's face it, the Business Management portion of the Leadership Wheel is without question the least-loved aspect of business yet is an absolute necessity.

The first step is to notice your beliefs about managing the "business" side of your business. Do you enjoy it? Is it one of your strengths? Or are you uncomfortable in this arena? How you feel about business management will affect your ability to master this aspect of growing your business. As shared by one top leader...

"Once I understood that my refusal to manage my money and paperwork was actually repelling additional success, I took the steps to start managing my business properly. Now it hums like a well-oiled machine and I'm no longer feeling guilty about neglecting the business side of my business!"

So where are you with regard to this topic? Are you taking care of the four cornerstones of business management: your money, office, projects and time? Or are you like many leaders who feel

like they are missing the mark? Some symptoms are feelings of overwhelm, disorganization, bounced checks or not knowing how much you've made.

The second step to managing your business properly is to get a picture of what a well-managed business looks like. With this in mind you can begin to set some intentions for taking baby steps toward your end vision of having a business that operates like a well-oiled machine.

To help you assess where you are and where you want to be, we've included a portion of the DSWA's Leadership Self-Assessment below. (Download the DSWA's Leadership Self-Assessment by visiting this page: www.mydswa.org/Elite.asp)

1 = I've not addressed this aspect at all. 5 = I've really mastered this aspect of my business.

Business Management Assessment (excerpt)

- 1. I balance my business checking account every month 1 2 4 5
- 2. I know how much I've made each month..... 1 2 4 5
- 3. My financial records are filed and well organized..... 1 2 4 5
- 4. I pay my business credit card balance off each month 1 2 4 5
- 5. I track my expenses weekly (including a mileage log)..... 1 2 4 5
- 6. I have an accountant that specializes in home-based business taxation..... 1 2 4 5
- 7. I have someone (or many people) to whom I delegate low payoff tasks..... 1 2 4 5
- 8. I work with a schedule that allows me to put my top priorities first..... 1 2 4 5
- 9. My office environment is well organized and clear of clutter. 1 2 4 5
- 10. I use the proper technology tools to help me be more efficient..... 1 2 4 5
- 11. My computer skills are adequate so I can work efficiently 1 2 4 5

How did you do? While this exercise can be a bit daunting, remember that awareness is the first step to improvement! Decide on one single step you can take in the coming week to move closer to managing your business properly and see the positive effects of this small but significant step.

Play A Bigger Game And Watch Your Income Grow

We hope we've met our goal in the *Leadership Manifesto* of getting you to think differently about your role as a leader and realize that you are not alone. We also hope you now realize there are solutions that will make your experience more rewarding and profitable. There is a dynamic, confident leader within you who is capable of playing a much bigger game than you are today. Will you take the proven steps to move from Accidental Leader to being on purpose? If so we would be honored to support you along the way.

Turn the page or [click here](#) to discover how we can help!

Introducing The DSWA's ELITE Leadership Certification Course... *For direct selling leaders of today and tomorrow!*

Do you know the best kept secret of top leaders everywhere?

For more than three years, the DSWA has been studying how top-earning leaders within our profession do what they do. From how they use their time to how they nurture leadership qualities in others, we **now understand** how the most successful leaders have achieved the success that others only dream of.

The DSWA's ELITE Leadership Certification Course

As an ELITE participant you'll discover the strategies, systems and secrets of top leaders who have reached the pinnacle of success in our profession. Each of the six modules is dedicated to one of the six areas of the proven Leadership Wheel.

Here is just some of what you'll enjoy...

- ✓ Two monthly training calls with the Leadership Certification faculty of Jane Deuber, Nicki Keohohou and special guests (*Posted as an MP3 files within 48 hours*);
- ✓ An ELITE Leadership binder with tabs for keeping the course material organized;
- ✓ Two CDs delivered right to your door spotlighting two top leaders who have mastered the content of the Monthly Module;
- ✓ A one-on-one coaching call with a Certified Life Coach;
- ✓ Free admission to the February Principle-Centered Sponsoring™ tele-seminar;
- ✓ And many more benefits that we can't possibly list here.

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