

# **WARRIORS, WORKERS, WHINERS, & WEASELS**

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**Understanding and Using  
the Four Personality Types to Your Advantage**

XEPHOR  
P R E S S

## The Warrior's Toolbox: Ten Tools Every Warrior Should Possess

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“Nothing succeeds like reputation.”

—John Huston

Successful Warriors—and those who aspire to be a Warrior—possess a mental toolbox, a collection of personality attributes, talents, and rules-to-live-by that they call on constantly. These tools, when properly fostered, maintained, and utilized, make success achievable. And when used improperly, they can quickly take the Warrior or Warrior wannabe down the wrong path—to failure. There is often a fine line between being a Warrior and being an arrogant bully or blowhard (a line I unfortunately have crossed a few times), so Warriors have to constantly be on guard, making sure they properly utilize their talents and gifts.

Of course, every Warrior personalizes his or her toolbox, and perhaps adds more tools that are particularly appropriate for his or her needs, but the following are tools that most Warriors possess in some form. If you are a Worker on the verge of becoming a Warrior, or a Whiner or Weasel cognizant of your situation and anxious to change your life, this chapter is

a good opportunity to take an inventory of your own tools to determine what needs to be added to your toolbox. Even if you don't aspire to be a Warrior, utilizing a few of these tools will be beneficial in many areas of your life.

And as any good craftsman will tell you, owning the right tools is only part of the battle; knowing how to use them is even more important. Many "Warriors-on-the-cusp" are simply misusing the tools they already possess, and this chapter will help you hone your skills. Others may own the tools, but they will never possess the skill to properly utilize them, which leads to all kind of other problems. Figure 6-1 lists the ten tools that every Warrior should possess; once you've seen the quick overview, let's open the toolbox.

**Figure 6-1: Ten Tools Every Warrior Should Possess**

1. The Integrity Tool
2. The "I'll Make It Happen" Tool
3. The Self-responsibility Tool
4. The Intuition Tool
5. A Personal Brand
6. The Relationship Tool
7. The "Talk Is Cheap" Tool
8. The Trust Tool
9. The Guidepost and Reward Tool
10. The Compassion Tool

## **#1: THE INTEGRITY TOOL**

Like it or not, you can always depend on Warriors to tell you how they feel—and to do what they say they will do. This is the single most important tool the Warrior (or a good Worker) possesses. Without it, the rest of the toolbox is virtually worthless. In fact, you should envision integrity as a key component to all your tools—like the handle, the battery, or the power cord that makes your tools function. Successful Warriors protect their integrity above all else, as they know it is the primary currency they

trade with. It is the core of their “personal brand” and key to their relationships, other important tools that I will discuss later in this chapter.

**Your Word Is Your Bond.** If your coworkers, employees, clients, suppliers, family, or others you come in contact with have valid reason to doubt your word, it negates all the other good work you do, and it puts you at a constant disadvantage, from multiple respects. The basis of great long-term business and family relationships is trusting that all parties will stand by their word and do what they promise. Bottom line: always endeavor to do what you say you are going to do. Make your word your bond, and take pride in the fact that you can be trusted. Insist that those you deal with adopt the same philosophy, and make it an understood requirement to do business with you.

But don't mistake the Warrior's integrity for some high-mindedness that puts him or her on a higher moral or intellectual plain than non-Warriors. As wonderful as this sounds in theory, Warriors come from every walk of life, and they have goals, viewpoints, and philosophies as varied as the general population. I am not here to tell you that simply being a Warrior makes you a superior individual to others. Although they go into many wonderful endeavors that benefit the masses, Warriors also run tobacco companies, adult film studios, shady law practices, brothels, and other less-than-reputable enterprises. But Warriors are consistent and dependable in their approach, which is an appealing attribute to others.

The integrity tool, as we are discussing it here, simply relates to the ability to “do what you say you are going to do,” which is unfortunately not what all of us would consider the “right” thing to do. I do advocate that Warriors report to a higher calling and attempt to utilize their talents for positive endeavors, but this book is not about any one social or moral philosophy.

**Don't Make Promises You Can't Keep.** Making your word your bond has many implications, not just about integrity, but also about assessing what can and can't be accomplished. Warriors often have “eyes bigger than their plates,” which gives them a tendency to overpromise, despite their good intentions. Promising anything “just to get the deal” when you

know you can't deliver is a Weasel technique, and a shortsighted way to operate.

For example, over the last couple of years, I started using a contractor to do some remodeling around my house. He has always provided good craftsmanship, for what I believe was a fair price, though the truth is I liked him so much that I eventually gave up getting alternate bids. This saved us both time and angst, and I figured that even if he was slightly higher in price, I was willing to pay more for consistent quality and dependability. However, he completed the last two projects months past his estimated delivery date. It turns out he had booked another major project after accepting my projects, but instead of explaining the situation to me so we could come to an agreement, he just continued to make promises that he couldn't deliver on. He certainly didn't do it maliciously, but he should have either delivered on the date promised, or had an honest discussion with me so we could negotiate a fair compromise. But because he didn't, he has destroyed my trust in him, and now as I look at a major project for next year, I have decided I will not even take a bid from him.

Although Warriors might have the best intentions, if they consistently overpromise for even the best of reasons and fail to deliver, or fail to deliver on a timely basis, they soon appear to have lost their integrity to the rest of the world—and they lose their Warrior status. It's essential to have reasonable expectations before promising—and to tailor your promises to reality. It is far better in the long run to make realistic promises that can be accomplished, than to gain a reputation for never living up to your word.

Integrity is also not only a function of simply doing what you say you are going to do, but also telling the hard truths. I've seen many Warriors-on-the-cusp fail to make the grade because they can't make the difficult phone call or visit to give someone bad news. Hence, they live as *conflict avoiders*, a serious condition I will frequently reference throughout the book.

In the example above, the way for my contractor to redeem himself was to tell the hard truth, and let me know that he could not finish the job as promised. Although I would have been temporarily upset, I would have respected his honesty, and if he had completed the job by the new date he promised, he would have at least maintained his standing in my eyes.

Certainly there would have been a variety of acceptable compromises that would have left us both feeling good about the deal.

As you will see later in the book, sometimes being a Warrior involves “going out on a limb” and making promises that you know will be difficult to keep, but you intend to fulfill at any cost. “Intent with a gung-ho expectation to deliver” is a lot different than “taking the order and hoping somehow it all comes together.” Warriors fully expect to deliver.

**Don't Be a Coward: Deal with Difficult Situations.** For several years, I had an employee who was showing tremendous Warrior potential, and I spent a lot of time working with him to progress through the organization. He was full of new ideas, his work was typically good, and he put in a tremendous amount of effort and hours without complaining. In almost every way, he was a perfect employee.

The problem was he was a conflict avoider—with clients and with me. No matter what, he just could not face conflicts, which meant I or someone else in the organization had to perform the “tough jobs” for him.

To compound the problem, when I would confront him about his conflict avoidance, he did everything in his power to avoid a conflict with me over the issue, quickly trying to pass over and ignore the problem. Of course, this greatly reduced his value to the organization, and he quickly topped out in his career. As I got to know him better personally, I discovered that this conflict avoidance had run rampant throughout his life. He had been in a miserable marriage, but he didn't want to confront the hard choices involved in making a change. So, he just endured constant unhappiness. The sad fact was that if he had addressed his conflict avoidance with a few key people in his life and gotten the difficult job over with, he could have eliminated most of the angst he felt on a daily basis.

I find that many conflict avoiders don't even realize they have a problem, as they tend to lie to themselves about the situation. Conflict avoiders don't realize that they are often the only ones who fear conflict in a situation and that confrontation is often healthy in organizations and families. People ultimately lose respect for conflict avoiders, which leads to an entirely new set of problems.

I have had other employees who, as a result of their conflict avoidance, eventually denigrate from good Workers to Whiners. They are unhappy

with aspects of their job or their compensation, but instead of going to their supervisors to discuss their situations, they hold it all inside, eventually taking their complaints to coworkers, friends, family members, or others who have no power to improve the situation. Small complaints with no resolution often grow exponentially, and soon these employees hate everything about their jobs and are quick to point it out to anyone who will listen (with the exception of anyone who could actually improve their plight). Sadly, the people who could change the work environment are often totally unaware that the employee is unhappy.

Warriors also realize that for them to do a good job in their position, they have to feel valuable, respected, and properly compensated. Therefore, if they have a problem at work, they are the first to candidly and calmly discuss it with their supervisors, as it is to the benefit of all involved to address the issue and move on to more productive work. If they feel they deserve a promotion or raise, they go to their boss and express their case—properly documented to achieve their goal. They don't let it fester and impact their work.

Conflict avoidance is also common in families, as it is a trait that can be taught and passed down. For example, a good friend of mine comes from a large family that suffers from one of the most serious mass conflict avoidance problems I have ever seen. The parents and the siblings are totally incapable of telling each other how they really feel when there is any form of disagreement, so instead, they express their negative opinions to everyone except those involved, resulting in a family situation that now seems to thrive on gossip and whining. This mass conflict avoidance taints what otherwise could be a great family relationship.

Often, the tendency to avoid conflicts becomes the biggest factor that keeps people from attaining Warrior status. Warriors' ability to tackle tough situations without delay gives them an enormous advantage over people who waste time lamenting the situation and delaying the dreaded duty. Warriors may not like firing people, calling clients to collect money, or letting them know a problem or mistake has occurred, but they get it over with for the good of the organization, as opposed to the well-meaning conflict avoiders who hold the organization back because they don't want to be the bearer of bad tidings. Although it may be painful to give loved ones, clients, coworkers, and vendors bad news, the few minutes or few days of discomfort that follows

will pay huge dividends in the long term, because the bearer of bad news has much more integrity than a conflict avoider.

And the fact that conflict avoidance is such a huge problem presents enormous opportunity to the Warrior. When I look at my own staff, my organization is always lacking those who will tackle the tough problems effectively; those who rise through the ranks quickly are willing to confront conflict. Problem solvers are a rare commodity and, accordingly, command a high price and status in the workplace.

**The Lack of Integrity Has Become a Societal Problem.** Conflict avoidance often deteriorates into a more serious problem—lack of integrity. The fact that integrity is no longer taught and emphasized in most people's lives from birth (as it once was) has necessitated a huge, expensive, and unfortunate societal infrastructure. Think of all the steps we now must take in an attempt to ensure that those around us deal with us with integrity! Almost every step in business now has to be supervised and documented by expensive legal teams that seek to close every possible loophole that would allow someone to violate their word. Our natural assumption is that those we deal with will not possess integrity.

For example, we pay huge sums for legal contracts, insurance, and other safeguards to protect us, built on the sad reality that most people and companies we come in contact with will be ethically challenged if they see an opportunity to exploit. We have a massive and growing myriad of laws designed and executed by a huge infrastructure primarily designed to force people to be honest, and to protect us when they're not.

**Integrity Separates the Warriors from Everyone Else.** It's certainly a shame that all the energy expended on dealing with the reality that many people have no integrity couldn't be rechanneled into building it as a key personality trait that should be taught to every child from birth. However, Whiners and Weasels discard integrity for a potential shortcut to success on the back of someone else, so ultimately, integrity often becomes the key point of differentiation among Warriors, Weasels, and Whiners: Weasels throw integrity out the window, whenever sacrificing it offers a benefit. Whiners make excuses when they have an integrity lapse, and so, they never learn from the experience.

But the Warrior sees this all as opportunity arising out of societal dysfunction, a clear chance to rise above the crowd. It's crucial that, above all else, the Warrior be able to state with honesty and confidence that "I always do what I say I will do." Possessing integrity when others don't puts one at a decisive advantage for the long term; in my experience, those without integrity generally have short life spans in their positions. They pretend to be Warriors, often getting the great job, but pretending only gets them so far. Possessing credibility and making it a lynchpin of your personal brand draws the attention and confidence of others; without it, you are eventually "discovered."

**The Benefits of Integrity.** And here's one of the best features of living a life of integrity as a Warrior. Becoming a Warrior is, in a certain sense, like joining an unofficial and secret club, and the potential success of being a Warrior aside, this Warrior club has certain wonderful benefits. Perhaps the biggest one is that real Warriors innately recognize other Warriors, often based on the tenet of integrity. Warriors trust other Warriors, because they know that even without all the safeguards that their lawyers, middlemen, and insurance agents would put into place for them, the right thing will still be done.

This smooths out what can otherwise be a difficult process. Deals often proceed more quickly as Warriors come to verbal agreement and begin a mutually beneficial relationship. Less time and money is spent on protection, and more on production, which is more profitable and fulfilling for all involved. Warriors thrive on relationships (as detailed later in this chapter), and they realize that great relationships are formed with integrity from both sides. The often-discussed and frequently criticized "old boys' club" is often really a Warriors' club—informal groups that have formed relationships based on the fact that, as Warriors, they know they will collectively get the job done.

**Integrity Requires Strength.** Integrity is an extremely difficult tool to maintain. We are all constantly challenged by situations that fall into hazy ethical zones, much less the obvious situations that arise in which foregoing integrity may provide some immediate benefit. It's difficult to fight temptation, and most of us are unable to resist the lure of some immediate

gratification, which ultimately separates the Warrior from the rest of the pack.

Although they should aspire to it, Warriors should not be arrogant enough to expect that they won't sometimes inadvertently step over this line, taking a position that jeopardizes their own integrity. Warriors make misjudgments and mistakes, and they sometimes blatantly fall for temptation and become momentary liars.

The key to maintaining Warrior status is how you react when the mistake is made. It's important to "own up" to the situation with those involved, and you should attempt to re-establish and earn credibility. This is and should be a painful process, because Warriors need to learn not to violate their integrity in the future. Warriors take responsibility, provide explanations, and try to right their wrongs. They don't have excuses. *Excuses are the most frequently used tools in the toolboxes of Whiners and Weasels, and they have no place in the Warrior's vocabulary.* As covered above, one of the keys to integrity is "making the hard call," especially when that call is to tell someone that despite your best efforts, you have failed to live up to your promise, but your goal is to right the situation.

**Assess Your Own Integrity.** Business situations and relationships change, often necessitating a change in plan from what was agreed upon earlier, and this can make it difficult for Warriors to accurately assess their own integrity. For instance, if you change your stance on an earlier position because of a radical change of events, have you violated your integrity? There is no way I can answer that question, as every situation has issues and nuances that a general rule can't cover.

However, communication and intent usually become key in these situations. Warriors typically have responsibilities to many different groups, e.g., their company, their clients, their coworkers, and their family. It's frequently difficult to serve all these masters while maintaining integrity. Ultimately, it's usually a question of staying faithful to the intent of your original agreement, and looking deep inside yourself to answer the question of whether or not you have violated your word.

Finally, this analysis must also examine whether or not you communicated sufficiently to all involved to maintain your integrity. One of the most unfortunate side effects of being a Warrior is that you must live with

a certain level of self-analysis that can often be painful, but this analysis is a necessary step to “keep your tools tuned.” Sometimes I find myself going to my wife or key managers for an “ethics check” when I’m unsure about how I should approach a situation.

## #2: THE “I’LL MAKE IT HAPPEN” TOOL

Get out of a Warrior’s way, because Warriors never give up, wear out, or take no for an answer.

**Warriors Are Motivated.** Warriors are an unbelievably motivated lot. They tend to have boundless energy and an enormous capacity for hard work. Unlike most people, they naturally assume that they will be successful at whatever they apply themselves to. Warriors are optimistic by their very nature, looking at every situation as a potential opportunity. This is one of the main reasons that Warriors frequently make such great entrepreneurs. Although others may look at a potential opportunity with a jaundiced eye, seeking only the reasons *not* to move forward, the Warrior sees the upside to the situation. This stands in stark contrast to the Whiner, who tends to view every situation as a potential problem.

**Warriors Are Goal Oriented.** For both short- and long-term goals, Warriors have the ability to stay so focused on achieving their goals that their success ratio is much higher than the rest of the population. If Warriors are unsuccessful, they naturally surmise they didn’t work hard enough, and they resign themselves to do better on the next attempt. *This stands in stark contrast to most “non-Warriors,” who usually find someone else to blame or some other excuse for their failure.*

**Warriors Don’t Burn Out.** Warriors don’t really understand the concept of “working too hard” or “burning out,” until exhaustion legitimately begins to hamper their work. They never complain about their workload, as they see it all as an opportunity, and are usually just pleased that they are successful enough to have the work to perform. If they do believe that they are being treated unfairly or overworked in comparison to their compensation, they will go to their supervisors and clearly and calmly state

their case, which usually has positive results. In contrast, non-Warriors spend a lot of time focusing on their perception of their workload, and often take the conflict avoider approach, complaining to coworkers, spouses, and friends about how unjust their situation is instead of dealing with the situation directly.

**Warriors Work Harder and More Productively Than Others.** In many respects, Warriors are usually more successful than others simply because they work harder and are more productive with their work time. This is not to say that the Warrior's life then becomes totally work-focused drudgery—because Warriors also tend to take this aggressive approach toward their free time: working hard to have the “best vacations” or being the best at their hobbies and other pleasurable pursuits. The most successful Warriors also tend to work smarter, eventually transitioning out of the long hours of their early career into shorter, more productive bursts of energy. This becomes an incredibly important point. I know many people who are great Workers or Warriors-on-the-cusp, but don't make the transition to Warrior because they are ineffective with their work time. They put in the hours, but even with the best of intentions don't get much done in relation to the effort they expend. In contrast, as Warriors get more skillful at using their tools, they can accomplish more in a shorter period of time.

**Warriors Are Supremely Confident (and Sometimes Arrogant).** Thanks in part to their driven personalities and constant state of confidence, Warriors also tend to be extremely aggressive and often confrontational at almost everything they do. Although this aggressiveness can often be annoying (and is frequently misunderstood and mislabeled by many, with four-letter and longer adjectives not appropriate for this book), the truth is that Warriors are always in a hurry, and they don't have time for delays or chit chat. They have learned that their aggressiveness usually gets them what they want, and like Pavlov's dogs, as their aggression is continually rewarded, they tend to maintain their aggressive ways. Hence, “no” is seldom (if ever) an acceptable response to a Warrior's request. They persevere until they get the desired response.

**Warriors Know How to Negotiate to Get What They Want.** This perseverance becomes one of the Warrior's most profitable tools. Utilizing this tool, Warriors also enjoy the process of negotiation, because they have learned that directly asking for what you want, and making a compelling case for why you should have it, almost always results in the achievement of your goal. They also understand that most people dislike or are not good at the negotiation process (particularly conflict avoiders), so it is a talent that makes them stand apart. Sometimes, Warriors make more money, have better jobs, and enjoy more perks in life primarily because they just asked for it, when non-Warriors were just too inhibited to make the request.

For example, a good friend of mine has enjoyed a successful career over the last two decades heading business divisions of several major corporations. One of the most interesting things about Adam's career is that he is consistently able to negotiate salary and benefit packages at his new jobs that are literally *double or even triple* what the comparable job normally pays! Although he has been a great asset to his companies and has always made them money, he is the consummate Warrior in his negotiations, filled with self-confidence and armed with the right kind of data that allows him to negotiate enormous salaries. Certainly, most people encounter these kinds of situations in their business lives, but the Warrior in a workplace somehow manages to negotiate a salary far above everyone else's level.

I have personally found that the confidence to negotiate is one of my most useful tools as a Warrior, and I consequently tend to negotiate almost everything in business and my day-to-day life. For instance, I always negotiate when a vendor's delivery falls below reasonable expectations. Most people would be amazed to discover that if you have the confidence to negotiate, almost everything is negotiable. Because I travel a lot and because I spend a lot of money in the process, I especially negotiate with travel vendors. I am a believer in the axiom that "you get what you pay for," and I don't mind paying the appropriate premium price for premium service, but I also find that given my continual travel budgets and the frequency of travel vendors to fall below promised standards, it is an area of constant negotiations. In the past few months, I have negotiated several free round-trip airline tickets from major airlines, several first-class

upgrades, thousands of free frequent-flyer miles, and a \$1,000 flight credit—all negotiated settlements when their service was far below expectations. I constantly negotiate and receive car rental free days and upgrades, free hotel nights and upgrades to suites, free meals or sometimes wine or cocktails with dinner . . . the list goes on and on.

I also negotiate for many of my normal purchases. For instance, the other day, I negotiated at a big box retail store for the purchase of light fixtures, saving almost \$100. Last week, while buying a new watch for my wife at a high-end jewelry store, I negotiated 25 percent off the list price. Recently, when investing money into certified deposits at my bank, I easily negotiated a higher interest rate than publicized, just by making a call. I negotiated a reduction in my bill from the phone company because I was dissatisfied with the service. On my last purchase of a new car, I was able to negotiate more than \$5,000 off the initial best price I was given. Again, the list goes on and on, and I estimate that as a result of my negotiations I easily save \$10,000 or more per year!

The Warrior realizes that almost everything in life is negotiable (even in scenarios that you would not assume negotiation was possible), and that having the Warrior's confidence to negotiate opens doors, saves money, makes money, and allows the Warrior to generally live a better life than the non-Warrior.

**But Beware of Taking These Warrior Traits Too Far.** Of course, like many of the Warrior's tools, you can take the art of negotiation too far. Although you might be able to negotiate a lower price, a better deal, etc., the Warrior also needs to look at the bigger picture. Last year we were traveling with another couple overseas, and the man we were touring with (a strong and successful Warrior) went through a hard negotiation with a street vendor to save a few dollars. Though I knew it was his second-nature, and I have done similar negotiations in the past, I realized how ridiculous it was to beat up a poor street vendor to save a few dollars.

A lower price also may be negotiated in exchange for a lower level of service that ultimately ends up costing you more. Keep in mind that relationships are key to the Warrior, and it is short-term thinking to constantly be hammering on key relationships for a lower price. Relationships go both ways, and if you don't allow your key relationships to adequately

profit from their interaction with you, those relationships will soon implode and your profitability will be impacted. Over the years, I have refused to work with many businesses that I think I could really assist—due to their reputations for “nickel and diming” their vendors. While they might find that approach a legitimate business approach, they also need to judge whether they would be more successful working with properly compensated vendors dedicated to their success, as opposed to companies working with such slim margins that they cannot afford to adequately service them. The ideal negotiation ends happily for both parties.

Also, too much success in negotiations can sometimes lead to failure. For example, many years ago, I negotiated to sell a company I owned. I had an interested buyer, and after a month of heavy negotiations, the buyer flew into town for dinner to hammer out a few final details. We agreed on a deal, the lawyers went to work on the final paperwork that evening, and we agreed to meet the next morning to sign the deal. Unfortunately, the buyer never showed up. When I reached him that afternoon, he had already taken a flight home. “You negotiated too good of a deal,” he told me somewhat sheepishly. “Although I agreed in person, when I got back to my hotel, I felt you had run over me, and I just lost my incentive to do the deal.”

As a result, I was in a terrible position to negotiate with other buyers because I had spent a month with him. Ultimately, the company sold for a fraction of the deal I almost did with the first buyer. Had I been a little less aggressive in the final negotiations, I would have made much more money and suffered a lot less stress.

**Warriors Are Demanding of Others—and They Need to Know When to Let Up.** As the saying goes, Warriors also “don’t suffer fools lightly.” Warriors are not only demanding of themselves, but also of those they work with. This puts the Warrior’s team at a decisive advantage over non-Warrior competition, because they typically are just a more talented and driven group. However, this can make life in the Warrior’s shadow difficult for the Workers on their team.

Therefore, Warriors need to be on constant guard not to let their aggressive and confrontational personalities overwhelm themselves and the people around them. I’ve met many Warriors over the years who

allowed this potentially dark personality trait to develop too much (in fact, I personally have to keep this tool in check above all the others). They end up becoming a caricature of the Warrior: unhappy, screaming bosses who constantly berate everyone around them, driving people to unnatural pursuits of unnecessary perfection and creating unhappy environments. This is a trait that I personally battle more than most. It is a fine balance between having high expectations and driving those around you to share those expectations because of your aggressiveness and robbing those of incentive by pushing too hard.

Used judiciously, this “I’ll-make-it-happen tool” is one of the most powerful tools in the Warrior’s box, but used improperly, it can easily ruin Warriors and the Workers who surround them. Warriors should always emote power, holding the respect of those around them, and clearly communicating the subtle but direct threat to the Weasels of the world that they “should not fool with you,” because as a Warrior, you will fight back. But maintaining a constant state of anger doesn’t achieve this goal, and it often sends the wrong messages to the valuable Workers. I advise Warriors to take a periodic “drive and aggression” tune-up. Stand back and look at yourself from an anger-free perspective to make sure you aren’t punishing the Workers in your effort to eradicate the Weasels.

For many Warriors, the drive and aggression tool can be a valid replacement for intelligence or even talent. Society, business, politics, and the history books are full of Warriors who saw their vision to successful fruition not because they were great innovators or intellects, but simply because they refused to accept “no” as the answer. They persevered long after most people would give up.

Also, not ever accepting “no” as an answer is certainly one of the most crucial personality attributes of the Warrior. Most people give up the fight long before the Warrior would ever consider quitting. Drive and “no is never no” also give Warriors a decisive advantage in any negotiation, because they usually just persevere longer than their opponents, often simply wearing them down until the Warrior receives the outcome he or she desires. And unlike the more prevalent conflict avoiders, Warriors love to negotiate. They use their drive and aggression to constantly negotiate almost everything in their lives.

This drive and aggression is probably one of the most misunderstood

and frequently disliked tools by non-Warriors. Although most people seek a balance in their lives, Warriors are often fixated on specific goal achievement, and it is difficult for them to understand why everyone they are around would not share the same goal and be willing to totally dedicate themselves to it like the Warrior does.

Hence, it is easy for Warriors to “burn out” those around them. Warrior managers need to be cognizant of the fact that not everyone shares their drive, and their organization should also include Workers who are devoted to their jobs, but who also make their families and/or outside interests an equal priority to the achievement of specific business goals. It’s imperative that Warrior managers understand the motivations of the non-Warriors in their workplace and that they temper their teams accordingly.

### #3: THE SELF-RESPONSIBILITY TOOL

*“Warriors take the credit, and the blame.”* Self-responsibility is a vital component in the Warrior’s toolbox, as it is one of the main traits that immediately and obviously separate the Warrior from Workers, Whiners, and Weasels. Warriors take complete responsibility for everything good and bad that happens in their lives. There are no excuses for failure, just explanations that become learning experiences to improve performance in the future. *Warriors acknowledge that regardless of their backgrounds, education, financial situations, and other issues that might be perceived as initial advantages or disadvantages, they ultimately possess free will, so they ultimately control the good or bad that occurs in their lives.*

Great Warriors have come from horrific backgrounds, just as world-class Weasels have descended from society’s most elite and privileged ranks. And although wealth, education, and other early advantages can certainly smooth the way, ultimately it is the Warrior’s mind-set that sees him or her through to success.

**Warriors Admit Their Past Mistakes.** This particular tool (or the lack thereof) makes it quick and easy to spot the Warrior versus the non-Warrior in a job setting or in a personal setting. In conversation, or in more formalized situations such as a job interview, non-Warriors typically spend a lot of time assessing blame on others for their situation or lack of success.

They will discuss ad nauseam how a family situation, previous boss, spouse, coworker, parent, sibling, or other factor in their life has held them back. They are society's victims, usually expressing complete lack of control over the situations that brought them to present-day. They fail to acknowledge that once they reached adulthood, they made their own choices about their direction, their associations, and other factors that determined their current situation.

And worst of all, their inability to accept responsibility has much more far-reaching societal implications. They clog our legal system with frivolous actions designed to penalize everyone else for their situations. They slow productivity by concentrating on why things don't work, instead of how to make them work better.

In contrast, Warriors may point out difficulties in their pasts, but they will always acknowledge their mistakes—and the solutions they sought to improve the situations. Warriors who have not reached their goals will ask for opportunities—the simple chance to prove themselves—because they possess the Warrior's confidence, and they know that simply being given the opportunity is the first step to control their destiny and achieve their goals. In contrast, the non-Warrior seeks guarantees of stability, as opposed to opportunity.

**Warriors Want Rewards Tied to Their Performance.** Here is another quick “Warrior vs. non-Warrior” test. In a professional environment, Warriors always prefer to work on some kind of incentive-based compensation (e.g., commission, performance bonus, etc.) that is directly tied to individual performance. In contrast, non-Warriors prefer a more stable salary, or a bonus that is tied to group performance, so they can't be held individually accountable.

**Warriors Never Rely on Luck.** Although they may acknowledge that they were blessed with favorable timing in a situation, Warriors understand that they ultimately control their own destiny, and their success or failure is a reflection of their choices and performance.

In contrast, many Workers, Whiners, and Weasels spend their entire lives living a “lottery lifestyle,” a concept I touched on briefly in chapter 1 and will continue to talk about through the book. The lottery lifestyle is a

philosophy built on the foundation that success in life is more a function of luck than talent or the use of the Warrior's tools. Those living the lottery lifestyle frequently point at the circumstances surrounding someone else's success, as opposed to the fact that most people who are successful got that way by working hard and utilizing their talents to the best of their ability.

So, from the perspective of someone living the lottery lifestyle, Bill Gates is the richest man in the world because he happened to be in the right place at the right time—at the intersection of IBM and the dawning of personal computers. They would never surmise that he was actually instrumental in formulating this new age and that he is a brilliant visionary and businessman, and deserves his success. This would imply to people living the lottery lifestyle that they are destined to stay in their current situations unless they personally effect some change—a fact they don't want to hear. Instead, they prefer to believe that “their ship will come in” in the form of literally winning the lottery, owning a stock that takes off, having a great weekend in Vegas, getting “rear-ended” by someone wealthy who quickly offers a huge settlement, or some other form of luck that puts no personal responsibility on them.

People who hold these beliefs often tend to under-perform in their day-to-day lives. Instead of really applying themselves to improve their situation—perhaps earn a promotion, bonus, or some other incentive-based bonus based on their performance—they instead prefer to offer minimal effort, complain about their lot in life, and wait for the big payoff they think they deserve. American society is especially susceptible to the lottery lifestyle right now. The incredible stock market performance of the last decade, the real estate surge of this decade, and the instant millionaires and billionaires created by the technology boom have given people the misconception that wealth and success are easily achievable and almost a birthright for all. This is compounded by the barrage of reality shows that offer instant fame and wealth to a select few who did nothing but make it through the casting process. We also find the successful and wealthy a form of entertainment, with reality shows highlighting the rich and the chosen few they may deign to make rich, which then supports the incorrect belief that we all deserve success.

While Warriors are supremely optimistic about their own success, they

realize there is no easy road to achieving it. Warriors take a long-term value approach toward the future, and although they will certainly attempt to take advantage of market conditions, they build a stable base.

**Warriors Face Problems Head On.** The Warrior also understands that to be successful, it is essential to take responsibility when problems do occur, make the necessary changes to improve performance in the future, pay any appropriate penalty for mistakes that were made, and finally move on. Often, Warriors-on-the-cusp will spend too long lamenting and analyzing a situation gone wrong, instead of just moving on. Pay the price, but don't pay it twice, and move on to success. Consider the mistake, and the pain it caused, a kind of tuition payment to make sure you don't repeat what you did wrong.

#### **#4: THE INTUITION TOOL**

*Your gut is your biggest ally.* This is one of the most important—but perhaps most difficult—tools to use in the Warrior's toolbox. Unfortunately, you are either blessed with good intuition—or you aren't. Intuition cannot be taught; all I can do in this book is encourage you to access and understand the power of your intuition, trust it, and if it is one of your working tools, encourage you to use it.

**Warriors Know What's the Right Thing to Do.** Most Warriors possess a keen sense of the right action to take in almost any situation they confront (although it is still possible to have average or below-average intuition and still be a Warrior, if the rest of your tools are highly developed). Possessing good intuition is only part of the challenge; having the courage to use it is often the most difficult part of the process. Sometimes, your intuition will tell you that you have to make a difficult decision that on the surface may not look appropriate.

For instance, your intuition may tell you to avoid a potentially lucrative client or business deal, or not to hire a potentially talented employee. Good intuition takes many forms, but one of the Warrior's best uses of intuition is to spot Weasels. A Weasel business partner, vendor, employee, coworker, client, or a personal relationship with a Weasel can represent an enormous drain on emotional and financial resources. Having the intuitive sense to

spot the Weasel in advance and quickly take the appropriate action is a huge benefit. Almost without exception, anytime I have disregarded my intuition throughout my career, I have ended up making a mistake. On a few occasions, I ignored my intuition when it told me that a particular business investment was sound, and almost without exception, these missed opportunities have experienced incredible increases in value. Over the years, I went against my intuition on three memorable occasions when dealing with the hiring of key employees, and on all three occasions I ended up hiring Weasels who cost me untold heartache and personal aggravation, wasted time, and potentially millions of dollars.

On many occasions, I have disregarded my intuition in regard to clients, trusting them to pay a bill or follow through on a promise when my intuition said it would not happen, and in almost every case, I ended up losing money. And in most of these situations, when I analyzed why I ignored my intuition, there was one simple reason—greed. I took the calculated risk of dealing with a Weasel in the hope of bigger profits, and I ended up losing. Ignoring your intuition and trusting a Weasel is a bad odds bet.

**Warriors Trust Their Intuition.** Even when you feel you have really honed your Warrior tools and skills, it is still easy to doubt your intuition. For example, a few years ago, while CEO of a company, we made the decision to bring in a new CFO. On paper and initially in person, “Lurch”<sup>1</sup> as I will call him (in tribute to the character in *The Addams Family* TV show) seemed to be perfect for the job. (You will get to meet Lurch in detail later in the Weasel section of the book.) He had the strong financial background we were seeking, talked a good game, and at first seemed to be a consensus builder among the staff.

However, within a few weeks, my intuition told me there was something wrong. Lurch started exhibiting overly competitive traits that immediately spelled “WEASEL,” with capital letters to me. He immediately attempted to build “camps” within the organization to isolate any groups—and especially any Warriors—that he thought were not supportive of his goals.

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1. Throughout the book, I have changed names to protect the “not-so-innocent” and a few truly innocent souls who probably don’t want to be discussed here.

He filled key positions with “yes men” who blindly supported anything he said.

But Lurch was a hard worker, and he certainly was competent at many of his duties. Not initially trusting my instincts, I queried my employees about him. They had nothing but positive things to say about Lurch. Accordingly, I ignored my intuition—and ultimately allowed Lurch to ravage the company.

Within a few months, he had turned the operation upside down, built dissent among the board, and pushed the company in a direction that cost the shareholders millions of dollars. And the bottom line? It was my fault for not trusting my instincts.

Often intuition is just highly developed “Weasel radar,” which can be extremely beneficial to Workers as well as Warriors. If your intuition is telling you not to trust the person you are dealing with, chances are you should forego the enticing benefits of the relationship, because you are most likely right.

And in this age of “corporate research,” where business decisions are usually modeled, paraded out before focus groups, tested, and overanalyzed, a Warrior’s good intuition will still win out as the best guidepost for a company to follow in its development. Once you have established that your intuition is sound, you should follow it without hesitation, because in the long run, it will serve you well.

## **#5: THE PERSONAL BRAND TOOL**

Your reputation precedes you. A successful Warrior (and, for that matter, a Worker) ultimately develops a personal brand. (Please note that the concept of “personal brand” is not something I originated; it has been espoused by others in business circles. I just find it to be an essential Warrior tool.) Just as you trust that BMW is synonymous with world-class automobiles, that Wal-Mart means low prices, and that Nike shoes feature an athletic heritage, style, and quality—so should you have a positive “personal brand” that is synonymous with you and how you use your tools. Your personal brand (assuming it is positive) should precede you into many business and social situations. Regardless of where you fall in the scope of the Four W’s, you will have a personal brand whether you like it or not, so it is always best to take control and hone it in a positive way.

If you live life as a Warrior and utilize the Warrior's tools, you will develop a personal brand that is partially based on the integrity, honesty, and drive that are a regular part of your life. That is one of the advantages of being a Warrior—you tap into an existing positive basis for your personal brand, almost like buying into a franchise. But past this point, you should endeavor to develop a unique and compelling component of your personal brand that really separates you from the masses. Your personal brand might be simple, e.g., “Extremely Reliable,” or “Willing to Put in the Extra Work to Make a Project Really Special.” Or it can be more complex—e.g., “A Great Asset on Complex Deals.”

**Warriors Constantly Improve Their Personal Brand.** It's essential to take an accurate periodic assessment of your personal brand to make sure it hasn't taken a wrong turn—and to constantly try to find ways to improve your brand. Companies such as Procter & Gamble, which has built one of the world's most successful companies based on mega-brands like Tide and Dove, understand how essential it is to periodically tune up a brand—hence, the many “new and improved” advertisements that fill the airwaves.

I've had the opportunity to work with many world-class product and personal brands over the years, and the successful ones go to tremendous lengths to protect and enhance their brand. Great brands understand that it is essential to reinforce their brand message in every way they interact with the consumer. You should take the same approach to your personal brand—taking care to protect and enhance it—and to make sure that it remains consistent.

**Your Personal Brand Becomes Your Reputation—Good or Bad.** A personal brand establishes others' expectations of you even before they meet you, and if that brand is positive, it can expedite business deals and relationships. Warriors have personal brands like the following:

- “Nice person to deal with—always dependable”
- “Best salesman I've ever met”
- “Always keeps his word”

- “Incredible follow-up”
- “Smart and gets to the point”
- “Always does great work”
- “Great at customer service”

and even

- “Tough, but smart and fair”
- “Hope you don’t have to compete against her because she is good”
- “Picky and a bit difficult to deal with—but the end result is always worth it”
- “An artist”
- “Great date—a good listener and sexy”

These personal brands are all extremely beneficial calling cards to proceed you into any business or personal relationship.

A personal brand can also be enticing via a built-in selectivity that people find alluring such as:

- “Expensive, but if you want the best, they are worth it”
- “Temperamental—but a genius”
- “Slow—but the best and worth waiting for”

And, of course, a negative personal brand can have the opposite effect. Consider how many people you’ve met with personal brands like:

- “Doesn’t pay his bills”
- “Constantly overpromises”
- “Terrible date—cheap with bad breath”<sup>2</sup>

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2. Negative personal brands with any hygiene connotation should be dealt with immediately. For example, I have a business associate who developed the personal brand, “Likes to slip shoes off under conference table during meetings, resulting in horrible smell of rotten eggs.” Needless to say, his net worth has dropped precipitously since adopting this particular branding platform, plus he hasn’t dated much.

- “Way too expensive for what you receive”
- “Self-centered—always talks about himself and never listens”
- “Be careful—a real backstabber”
- “Nice guy—but a terrible gossip”
- “Arrogant and hard to work with”
- “A real weasel”

Sometimes, accomplished Warriors develop bad personal brands without even knowing it, for relatively minor offenses that are major in their respective industries and situations. For instance, I have a friend, a consummate Warrior in many respects, who is the president of a successful product marketing company. One of his company’s biggest challenges and expenses is locating new products. It spends millions per year advertising, attending trade shows, and calling on companies and inventors in an attempt to find new products.

But the problem begins after the company attracts the attention. Unbeknownst to my friend, he had developed the personal brand “Never returns phone calls and slow to do a deal.” After spending a fortune to attract new products, he chased them away through his lack of follow-up. Although he was aware that he had a reputation for not returning phone calls, he did not take it seriously at first. As a result, he was losing several deals a year, and he was wasting a tremendous amount of effort and marketing capital because his negative brand preceded him.

**How to Solve a Problem with a Negative Personal Brand.** After I explained the impact of my friend’s personal brand, the easy solution was for him to hire a competent assistant, whose primary purpose was to constantly return phone calls on his behalf and to keep clients apprised of developments pertaining to their deals. Although having someone make contact for you is not a full replacement for personal contact, in his case, it did solve a lot of problems that were hampering his organization. A \$28,000-per-year expense for the assistant changed his personal brand, resulting in millions per year in savings and added revenues.

Executives frequently develop bad brands simply because they are too

busy to handle the necessary details to keep their brand shining, so it's important to be cognizant of these issues, and if necessary and possible assign someone else to assist with some of the duties—sort of like a personal brand manager. Executives who are weak in certain areas should make sure their assistant has the skill set to bolster those areas in which they don't shine. Too often I have seen executives hire weak assistants that actually hurt their brand.

My assistant has been a great asset as part of my personal brand team. When I hired her, I explained some of the basic platforms of my personal brand that we both needed to adhere to. A few examples include:

- Our friendly “high touch” treatment of clients and vendors begins from the first time they call or communicate with us and continues throughout our relationship.
- All communication from clients or business partners will be returned within twenty-four hours—preferably within the same eight-hour day.
- All written and telephone communications follows a kind of “style book” that reflects the brand—for instance, make sure there are no misspellings and that letters and e-mails are formatted to be consistent with an approved design.
- Treat everyone as respectfully as possible. The annoying salesperson trying to get our business might some day be a client.
- We maintain a “personal communication” strategy with employees and clients so that I can stay in touch as much as possible.
- We never take no for an answer when we are seeking something important until every possible option to achieve success has been exhausted.
- We always attempt to get maximum value from our transactions.

My wife Michelle also plays an important role in my personal brand maintenance. Since we also work together professionally, she gets to see me in action (sometimes much to her dismay), and she can be much more direct with me than my employees. She is quick to point out when I need

a little brand tune-up due to my mishandling of situations. Having someone in your life that can be really direct (as in Michelle yelling, “You’re acting like a Whiner”) and forthright about how you might be slipping can be a great asset.

Often, a small investment in improving a personal brand will eliminate costly problems in other parts of your life or business, resulting in a major overhaul in cost savings and/or profitability.

**Be Aware of Your Personal Brand.** Frequently, an individual’s personal and professional life intersect, often resulting in negative and sometimes unjustified personal brands. Although these bad personal brands start out as malicious gossip (and Weasel competitors will often take this tack), you do need to be aware of what is happening to control it. Personal brands are much like product brands—they can often unjustifiably be harmed by consumer perception and even just out-and-out lies, and it is the individual’s responsibility to control his or her brand.

Consider the example of a president of a mid-sized company, who works hard and doesn’t get much time to vacation. When he attends the two large industry conventions every year, he utilizes the opportunity to take a few extra days off and really “let loose.” Unfortunately, others in the industry have seen him “letting loose,” which has included making drunken, late-night excursions to the hotel hot tub, leading loud and nearly incomprehensible singing in hotel bars and restaurants, and other activities that would be much more acceptable while vacationing with friends at a beachside resort than at a trade show. As a result, his personal brand in the industry contains the words “wild drunk,” which certainly doesn’t attract the kind of clientele most want.

Although you should enjoy your work—and I think it’s extremely valuable for a personal brand to contain adjectives like “fun,” “entertaining,” “a good person to spend an evening with”—it is important to isolate any aspects of your life from your brand that might be taken out of context and come to haunt you. The president who lets loose at conventions needs to head to Cabo when he wants to relax and let his hair down, and keep his business trips a little more business-focused for his own good.

**Your Personal Brand Can Help Your Company, Too.** Many of the

world-class companies we are all familiar with are simply extensions of the founder's personal brand, so entrepreneurs need to be acutely aware of their personal brands. For example, when you read about Sam Walton, founder of Wal-Mart and at the time of his death one of the richest men in history, the articles usually talk about Walton's homespun ways and conservative lifestyle. Wal-Mart's brand of "great values from nice folks" and Sam Walton's personal brand are ultimately one and the same. The articles will often point out that Walton usually drove a ten-year-old pickup instead of an ultra-expensive luxury car that he could certainly afford, and despite all his riches, he particularly enjoyed time in the country with his family. He believed in value, as do his stores. Those that make the trip to Bentonville to deal with Wal-Mart will confirm that his personal brand and the company brand remain one and the same, as the headquarters is a no-frills place and employees adopt a low-key persona. Now, I don't know if Walton's image was true, or a figment of a great publicist's imagination, but I suspect that Walton probably often drove his truck to the airport to board his private jet. Walton's personal brand worked well for him and his company.

At the opposite end of the spectrum, you have a businessman like Donald Trump, who revels successfully in a personal brand that is a conglomeration of greed, conceit, grandstanding, and many other negative attributes. However, the overriding component of "The Donald's" personal brand is *success*—and accordingly, his personal brand works. People who don't like Trump, and who therefore took pleasure in his financial troubles of a few years ago, usually have to grudgingly admit admiration at his resurrection as a real estate mogul.

A few months ago, I was riding in a cab in New York City. As we passed a new Trump building, the cabbie made the comment, "There's another of Donald's palaces." I inquired as to his opinion of Trump, and the cabbie replied that he "loved the guy. He gets stuff done. The city of New York couldn't even get an ice-skating rink built, and Trump took over the project and got it done in half the time for half the dough. I like guys that get stuff done." The cabbie concluded, "I'd even vote for the guy for president."

Like him or not, part of Trump's personal brand is "gets it done" and "never gives up"—both admirable and appropriate personal brands for a

Warrior. Most positive personal brands are, to a great extent, a reflection of how one utilizes the integrity tool, and in some way, they revolve around “doing what you say you’re going to do.”

**Your Personal Brand Includes Your Image and How You Look.** In business, it’s also important to consider the impact your “look” has on your personal brand, as it shouldn’t interfere with your message. Your image can be used to your tremendous advantage if you know how to control it. Now, I know many people particularly hate this part of the personal brand message, because we would all prefer to think that how we look should not impact our success, but unfortunately, that just isn’t the way it works. Good or bad, we all make our initial judgments based on appearance. People often unwittingly let a bad hairstyle or an unflattering wardrobe get in the way of their message. Like it or not, if you are overweight or have highly unusual features or physical characteristics, people are going to have perceptions or misconceptions about you—that’s just a problem you will have to deal with. Also, a look that is too slick or inconsistent with other parts of your personal brand can cause problems. A farm-implement salesman with greased-backed hair and dressed in a high-fashion suit most likely would not inspire confidence in his clientele.

Although perhaps it is sad that image is so important, the Warrior is aware of all these issues and deals with them. For example, I have two friends who work as account executives at an advertising agency. One is certainly competent at her job, but she’s not at all a star performer, just very much a competent Worker. However, she has a great flair for style. Her hair and wardrobe, although not exorbitantly expensive, make a nice statement to clients expecting their advertising agency to be a little “hip.” She knows the best restaurants to take a client to and the ideal place for a drink afterwards.

The other account executive, on the other hand, is much more competent at her job (in fact, she is a Warrior-rising). She works hard, and once her clients get to know her, they love her. But she hasn’t updated her wardrobe or hair since John Travolta had a television series. “So I’m a granola,” she explains, “I like to look this way.” That is certainly her right, and I applaud her choice as long as she is comfortable with the results, but the fact is, due to this issue, she has not risen through

the ranks the way she should. Management is concerned about the first impression she makes on a client, so she only works on established accounts, which minimizes her opportunities.

The fact is, company management has a right to make sure that employees in positions that have a lot of client interface reflect accurately the company's brand, and anyone who wants to progress within an organization would do themselves a favor by analyzing their company's brand and making sure they are in sync with it. Once again, it might not be fair, but it is reality, and Warriors deal with reality or change it so it works for them.

I personally have several wardrobes, each tailored for the type of client or individual with whom I am negotiating. Although each of them communicates the essence of my personal brand, I dress differently, for instance, for a group of conservative Midwesterners, than I do for a New York audience. Some may complain that this approach is disingenuous, but the fact is that in business all brands undergo slight alterations to better appeal to their target demographic, while still maintaining their core brand equity. Procter & Gamble's advertising in Mexico looks different than its advertising in New York City, but the core of the message is the same.

**Managing Your Personal Brand.** Great companies realize that managing their brands requires making sure the brand is consistent in every contact they have with a consumer. Individuals should also think about this in managing their personal brand. Do your e-mails, letters, even the message on your voice mail reflect how you want people to regard you? For example, a friend of mine—a law school-educated, high-level business executive—consistently sends out e-mails that are riddled with misspellings and grammatical errors. Although I love the guy and know what a brilliant fellow he is, I cannot help but wince every time I get an e-mail from him. His bad writing skills or his laziness in just not using a spell checker cast a pall on an otherwise wonderful personal brand.

**Your Personal Brand Mirrors Your Integrity.** Certainly, there are components of your personal brand that never change under any circumstances. They are usually core to your integrity, and your integrity tools should

stay consistent throughout your life. The development of your personal brand should never take you to a point where you are forced to sacrifice your integrity. A position that requires you to change your positive core beliefs, or mask your cultural, racial, or sexual identity is a position that should be avoided, as it espouses Weasel action.

But the Warrior also realizes that there are certain aspects to the brand that fall more into the realm of “theater,” and there is no reason not to use those components to your advantage. Ideally, a personal brand is a statement of core beliefs that most likely never change, and the less-important “surface appearances” of the brand that Warriors use to their advantage may vary by situation.

## #6: THE RELATIONSHIP TOOL

All of the above tools, if properly utilized and maintained, will result in a Warrior establishing a variety of valuable relationships that ultimately become one of the most dependable and powerful tools in the box. When a Warrior with a positive personal brand leaves his or her position with a company, it is almost always more traumatic for the company than the Warrior. Warriors have the self-confidence, toolbox, and relationships to move to a job as good as or better than the one they left, but the company is left with a big void to fill. Relationships are always primarily “person to person,” and good relationships are a Warrior’s (and company’s) greatest assets. In contrast, company-to-company relationships are always temporary and unstable.

**Your Network Is Critical to Your Success.** For example, when I start a new company now, it is not only much easier for me than it was twenty years ago because I am more experienced, better capitalized, and (hopefully) smarter—but also because I have a network of relationships that I can tap into. When I vacation or travel now, I almost always have a network of connections and/or relationships around the world ready to show me the sites, recommend a restaurant, or come to my aid if necessary. Many of these relationships are with other Warriors, but it’s essential to have connections that extend far beyond the “Warrior-to-Warrior” world.

These relationships stay in place at first glance because of my personal brand, and my personal brand is a conglomeration of my use of my Warrior

tools. But it takes more than just a positive personal brand to maintain long-term relationships. You must make a concerted effort to communicate with some regularity with those who have impacted your day-to-day life. There is sometimes a temptation not to communicate with people for fear you will disturb them, and certainly you can't build relationships if you are really just a pest that people don't want to hear from. But the reality is that most people welcome contact from old friends and business associates they enjoy being around, and Warriors cannot let their own potential shyness keep them from developing relationships.

**Technology Makes It Easy to Maintain Contact with Your Network.**

Luckily, technology has never made it easier to establish some form of easy communication, via e-mail and faxes. Regular communication also can vary tremendously, and I am certainly not advocating that a busy businessperson spend his or her entire day communicating with everyone he or she comes in contact with. (I also am not a fan of those "joke chain letters" that seem to be in endless circulation. Putting a friend or business associate on a time-wasting electronic junk mail list does not equate to communicating to maintain a relationship!) I have people with whom I only communicate every several years; others I contact once a year; and, of course, others with whom I speak on a weekly or even daily basis.

I make it a regular practice to maintain communication, and the truth is, it is one of my favorite aspects of my life. For my personal friends, I take time to make calls, drop notes, schedule lunches, or keep in touch in some way. Often, though it may seem awkward, it is rewarding. A few years ago, on a whim, I tracked down an old friend I had not seen in almost twenty years, and once we were both past the embarrassment of going so long without contact, we rebuilt a wonderful relationship that we now maintain.

In my business, I also utilize tools like a short periodic "e-mail newsletter" that contains useful current industry data. I send it to a list of current clients and industry contacts. I also regularly clip appropriate articles from publications and send them with a personal note to appropriate parties. I regularly send messages, cards, and/or gifts on client's and special contact's birthdays or for special events. This type of communication can almost be "automated" within your organization, with the contact list ever

expanding. For the minimal amount of time and effort it takes, it pays huge dividends.

**Don't Ignore Your Relationships Because You're "Too Busy."** Unfortunately, many of us fail to realize the value of accumulated relationships, and given today's especially mobile society, we move from job to job or personal relationship to personal relationship, frequently discarding the contacts and friends we've made along the way. This is a big mistake. Even though relationships you've built in your current job at first glance might not seem to be valuable in your new position, you will be surprised at how good relationships transcend industries. And keep in mind that relationships at every level can be important.

For example, early in my career, I made relationships while working in the petroleum equipment business—certainly one of the furthest possible industries from e-commerce and advertising that I now work in—but twenty years later, I still consistently find that some of the contacts I made early in my career are still active and valuable. Currently, one of my company's largest accounts came to us as result of a relationship I forged five years ago with the vice president of the company while he was at another company. Accordingly, it is essential that you regard everyone you come into contact with as having the potential to interface with you for the rest of your life.

**Invest in Your Relationships.** Regard your relationships as you would a bank or investment account. They should be guarded and added to on a regular basis, and they will pay dividends. If you find your "bank balance" of relationships declining, make the effort to build it up. Your good relationships will make introductions to new relationships, and your relationship account will grow. I regard my relationship account as one of my single most valuable assets—in many ways more important than money.

**Treat Everyone Equally.** It is also a mistake to attempt to constantly judge the *value* of each relationship and to only put your effort toward those that would most immediately benefit you. Aside from the fact that this quickly builds a negative personal brand, it is also a shortsighted approach toward life and business. Keep in mind that most of today's

celebrities, billionaires, and other powerful people used to work in parking lots, bookstores, and other low-level jobs (perhaps waiting on you). The funny-looking guy parking your car might be tomorrow's Bill Gates, so you don't want him to remember you as the "jerk who was always yelling."

It doesn't take any extra effort to offer a kind word to those you contact in your day-to-day life, building a relationship that can then be deposited in your bank account. Deposits, no matter how small, add up. And the kind words offer the benefit of an immediate payback to those delivering them, because there is certainly a good feeling from making someone else smile.

### #7: THE "TALK IS CHEAP" TOOL

Warriors don't pontificate about what they are going to do; they discuss what they've actually done.

All the above tools are worthless if not used, and one of the most important differences between a Warrior and a non-Warrior is simply *action*. The first step toward "getting the deal," "finding the perfect relationship," "improving your situation," and "getting a better job" is as basic as taking action. As simple as this sounds, it is extremely difficult for most people. They *think* about taking action, *plan* to take action, but they never actually make the steps, for a wide variety of reasons.

**What You Do Is Critical to Your Success.** Warriors are ultimately judged by the success of their actions, so it is only natural to them that they would be in almost perpetual motion. And it is lack of action that ultimately separates the Warrior from the Worker or the Whiner. Workers may legitimately decide not to take certain actions that would move them into a Warrior's position, because of the impact on the rest of their life. This is certainly a valid approach, for there is nothing wrong with being a satisfied Worker. The key to the Four W's is finding your comfort zone (without being a Whiner or Weasel).

For instance, for several years, I had a brilliant chief financial officer working for me. I had great plans for him as the organization progressed, but at a certain point in the company's development, he came to me and announced that he would be resigning within the next six months, and he would make the transition as easy as possible for the company. "I am only

really interested in working for a company until it reaches a certain size,” he announced, “because when it grows past that point, it would interfere with the time I want to spend with my family.” He was a wonderful “former Warrior turned Worker” who had established his priorities and decided not to take any actions that would jeopardize the lifestyle he really enjoyed, and I had tremendous respect that he was sticking to his plan.

**Whiners Talk But Don’t Take Action.** Whiners’ approach to action is to talk about what they *could* or *should* be doing, how much *better* they would be at it than those in the position, but they never actually take the action. In contrast, Warriors don’t concentrate on *talking* about what they are going to do—they spend their time *doing* it.

This attitude typically is as prevalent at home as well as work. Recently, I was at a dinner party, and I ended up in the kitchen having an in-depth discussion with one of the guests. She was sucking on a cigarette and downing her fourth or fifth drink while she related the details of her multiple health problems, all of which sounded like they would be greatly exacerbated by smoking and drinking.

The unfortunate truth is that her maladies had become her main reason to whine, and if she was proactive about her health, she would lose her primary and favorite subject to discuss.

**Don’t Become a Blowhard.** Here’s another important aspect to this tool. Talk “really is cheap,” and the Warrior needs to be careful not to diminish the value of talk even more by overutilizing it! I start or interrupt many internal meetings with the slogan “**TALK LESS—SAY MORE,**” which I think is extremely important advice for everyone. Unfortunately, many people tend to be bad listeners, with inflated opinions about the interest the crowd has for their stories.

It’s important to participate and add valuable input, but in business and social situations, you always need to be aware of the fine line between entertaining conversation, valuable input, and “just noise.”

**Avoid “Analysis Paralysis.”** Many non-Warriors also suffer from “analysis paralysis,” which causes them to overanalyze a situation, as opposed to just taking the appropriate action, or often any action at all. This affliction

has unfortunately also infected many major corporations. I consistently see mid- and upper-level corporate executives who will do anything possible to avoid making an accountable decision that would lead to action, for fear the action will be unsuccessful. In contrast, Warriors understand that advancement only comes through action, and if they don't make the decision, they are destined to remain a Worker.

This lack of action and analysis paralysis can eventually cripple a company, as Warriors will leave for situations not so laden with fear and politics. As a result, once-great companies wither and die. For example, eighty years ago, W.W. Woolworth was one of the most powerful retailers in the world. It paid cash to build one of the biggest buildings in New York at the time, and today, it doesn't even exist. The company failed to take the necessary actions to keep pace with the market, and it paid the price.

Lack of action and analysis paralysis also can lead to expensive delays and missed opportunities. For example, a few years ago, I was working with a major beauty company to introduce a new line of women's cosmetics. I told the client that it would cost approximately \$500,000 to produce an advertising and marketing campaign to judge whether or not the product would be successful in wide distribution. The client informed me that it was company policy to first do research on the viability of the product. Essentially, the product manager preferred to follow the company guidebook instead of making a decision.

Instead of actually taking proactive action to test the product with consumers, the company spent more than \$500,000 on consulting fees and focus groups in a laboratory setting to find out if consumers would buy. The "analysis" took so long that the market opportunity was over by the time the company decided to test the campaign, and the company not only wasted the \$500,000, but it also missed an opportunity to capitalize on a market worth hundreds of millions of dollars per year. Rather than take a Warrior's position, and risk testing its concept, this company preferred to spend the same amount of money the "safe" way, so if it failed, it didn't really fail: the research just showed it wouldn't work. Of course, although this kind of attitude may be safe, it also prevents success.

**Warriors Make Things Happen.** Warriors are crucial to society because they take the actions that make things happen. Although they might not

always be the scientists who invent the miracle drug, they are the ones who make sure the drug reaches the masses. Although they might not invent the best possible software for your computer, they are the ones who make computers accessible to everyone. Although *action without forethought* is always a bad idea, it is always preferable to *great planning with no action*.

## #8: THE TRUST TOOL

Find those you can trust, follow their advice, and most of all, strive to be someone who is trusted.

Although Warriors may be a bit suspicious by nature, and most would never be described as “trusting,” successful Warriors do constantly seek out those with knowledge, instincts, and acumen that they personally do not possess. There is usually a collaborative aspect to most Warriors’ successes—they know that to reach beyond a certain point, they require the help of others. Great companies are built on the fact that the founders, at least in the beginning, trusted each other and operated as a team. They extended the trust to their key employees, who then entrusted others to aid in the expansion. Trust is one of the reasons there are so many great family-owned companies, because despite how Aaron Spelling may portray family-run businesses on television, a family/business environment is usually much more conducive to trust, which allows for easier expansion.

**Hire People You Can Trust.** Of course, the key to all of this is finding people who are truly trustworthy, and unfortunately, the huge population of sneaky Weasels lurking around makes this difficult. In later chapters I will detail some Weasel-proofing techniques. There is certainly nothing wrong about withholding trust until someone earns your confidence—in fact, it should be standard practice. You also should not be surprised or insulted if someone places the same demands on you before delivering their trust. If you use your integrity tool properly, the trust of others will be a natural by-product.

The key for Warriors is making an honest assessment of their personal talents, and seeking out those who are trustworthy and who can supplement a Warrior’s expertise with a new level of competence. I know many

talented individuals who are stuck in a personal and professional “low gear” because they do not have the capacity to find trustworthy people who complement them well. Big success and personal happiness require the interaction of others.

## **#9: THE GUIDEPOST AND REWARD TOOL**

After all is said and done, Warriors need a guidepost to judge their success and periodic rewards for all their good work.

### **Warriors Continually Measure—and Celebrate—Their Successes.**

Warriors know that all action inevitably leads to an outcome, and it's especially important that Warriors establish some kind of measurement tool to tell them when they are reaching their goals. Otherwise, they run the risk of constant discontent—always dissatisfied because, without an established goal, they can never tell when they have reached their objective. Because Warriors are so driven and motivated, they can sometimes get caught up in their own energy, forgetting why they are working so hard and striving so hard to succeed. Warriors need to periodically step back and take pride in their accomplishments (and the accomplishments of those around them) and celebrate their successes.

This celebration may be simple or quite grandiose. For example, I know Warriors who benchmark their successes by buying themselves rewards as they achieve certain goals, ranging from a nice reward dinner to the much more elaborate “I will buy that Porsche or take that vacation if I close this account.”

Personally, I like to mark the achievement of certain professional and personal goals with treats ranging from a special bottle of wine for a minor victory to a vacation with my wife or an exotic fly-fishing excursion for a major achievement. When I first started my career, I promised myself that when I reached a certain point of financial success, I would reward myself with a country home on a river, where I could escape on the weekend with my family to recharge, fish, and enjoy the company of family and friends. A few years ago, I achieved that goal, and now I not only constantly enjoy the home, but it is also a motivator to keep working toward my future goals. My wife is also a Warrior, and we often set a joint guidepost to track our individual successes and our success as a family, with the appropriate rewards.

**Celebrations of Success Improve Your Relationships.** This “reward” phase also may be a good opportunity to improve the relationship tool, by sharing the reward with others that made the achievement of a goal possible, either through direct contribution or moral support. This could include rewarding coworkers, friends, clients, and family members for their help. Keep in mind that if you are a Warrior, chances are you are frequently a little difficult to be around when you are fervently trying to achieve something, and it may be appropriate to periodically reward people for just putting up with you!

**But Don’t Get Carried Away with the Trappings of Success.** Of course, the rewards shouldn’t overshadow the accomplishments. I know many Warriors who constantly overextend themselves, living in overpriced houses and driving cars and boats they can’t afford, simply because they incorrectly established these “toys” as their reward, often buying them before the reward had really been earned. But these kinds of rewards become short term, because they require constant feeding to maintain.

This “lifestyle feeding” ultimately becomes a burden, distracting Warriors from their core missions, and always presenting the possibility that Warriors will essentially become slaves to these possessions and potentially lose their status as Warriors by resorting to less-than-admirable traits to maintain their lifestyles. Instead, Warriors should seek the peace of stability in certain parts of their lives, to balance their other personality traits that tend to keep them moving all the time.

**Include Altruism as One of Your Goals.** Some Warriors, blessed with truly selfless hearts, set their goals and rewards based on how they can help others. Warriors in true public service may therefore receive their rewards as a natural extension of achieving their goals. For instance, someone striving to build housing for the homeless gets great satisfaction and his or her reward when the homeless move in.

**Don’t Lose Perspective on What’s Really Important in Life.** Without a guidepost and reward tool, it is easy for Warriors to find themselves in a state of constant dissatisfaction without really knowing why. And by

honestly assessing progress against a guidepost, it's easier for Warriors to tell if they are properly using their tools.

We've probably all seen examples of Warriors who lived life on a virtual treadmill, working hard and achieving career and/or financial success without any end in sight, or without taking any reward for their efforts. At some point, they lose perspective on their initial dreams and goals. They awake one day to determine that they are simply dissatisfied, that somehow in the midst of all their work and success, they have let their dreams slip away.

For example, when I was growing up, there was a prominent businessman in town who appeared to own half the state. He was constantly expanding his enterprises; building new companies, large real-estate developments, and office buildings. But the joke of the community was that, despite his riches, he lived life almost as a pauper. He lived in a bad part of town in an old run-down house he had inherited from his parents forty years earlier. He drove a twenty-five-year-old car, and he dressed in one of three black suits he had owned for over a decade. Although he was certainly not a miser to others and was generous to charities in town, he seemingly spent nothing on himself and his family.

After he died, his son informed me that during his entire upbringing, they had never taken a family vacation or done anything that capitalized or took advantage of the huge wealth his father endeavored to build. "Dad was never convinced or comfortable with the fact that he was a success, so he just kept going," he told me about his father, "driving himself harder and harder without any real end in sight." It's a sad situation when Warriors put all their tools to best use, and then don't enjoy the fruits of their labors.

## **#10: THE COMPASSION TOOL**

Count your blessings, and thank God everyone isn't a Warrior. We Warriors can be a grumpy and intolerant bunch! It's easy to have the unrealistic expectation that everyone should be as motivated as we are, and given our hefty egos, we can be pretty tough on those around us. But the Warrior should strive for more. Although it's perfectly acceptable, and in fact necessary, to have high expectations of your performance and those you work around, ideally, Warriors create benevolent and peaceful places for

their souls to reside. They have to keep in mind that luckily everyone isn't a Warrior; otherwise, society would be an awfully competitive and harried place.

**Keep Your Goals in Perspective.** Unfortunately, this can be one of the most difficult levels for a Warrior to reach. Part of achieving that goal is understanding that everyone isn't like you (a fact that really works to your advantage). It is also important to put everything into perspective. Warriors get so focused on achieving their goals that they often lose perspective about the overall importance of that achievement in the big scheme of things. Making that big bonus would pale in comparison to a major health problem or the loss of a loved one. Hence, I often meet Warriors who have overcome a serious disease or conquered some other major personal battle that gave them a completely new perspective on life. Warriors understand that, although many people's problems are of their own creation, there are equal amounts that happen through no fault of their own, and Warriors should strive to help, because they may need assistance someday.

Warriors tend to exist in some form in almost every culture, and one of my favorite cultural representations of the Warrior comes from Eastern teachings (though this is a state I am far from achieving). Such Warriors are at peace most of the time and are filled with compassion for the trials and tribulations that people often have no control over. Yet they possess a power that is always present and occasionally rises to the top. They realize that having a Warrior's power is a gift that was granted to them, and that it is also their responsibility to hone and develop the gift and to work with others who have been granted the gift to also develop it to its most positive form. They also have compassion for those who do not have the Warrior's power, and they protect them from the Weasels who would take advantage of them. Although unfortunately, all Warriors do not regard their "gift" in this manner, it is an admirable way for budding Warriors to channel their energies.



*In the next chapter, we'll take a look at some of the practical applications of the Warrior's tools, including case studies of a few well-known and not-so-well-known Warriors who have particularly excelled.*