

## Paul Glover of Paul Glover Coaching

**Speaker1:** [00:00:04] This is the Investor Connect podcast program. I'm Hall T. Martin and the host of the show in which we interview angel investors, venture capital, family offices, private equity. Many other investors for early stage and growth companies. Hope you enjoy this episode. Need help in finding investors for your startup fund range of group think capital provides funding as a service, helping you find investors contacting capital gain access to investors for angel and venture capital funds, family office rounds and syndication raises. To learn more, go to Tin Capital Group. Hello. This is Hall T. Martin of Investor Connect. today were here at Paul Glover, author of Workweek, and executive co-chair Paul Glover. Coaching is no work performance coach, a recovering trial lawyer in felon, an unabashed Starbucks addict, a Chicago Bears fanatic, the author of Work Quake, a speaker on business and Leadership Tactics, and a member of the Forbes Coaching Council. Paul, thank you for joining us.

**Speaker2:** [00:01:06] Oh, thank you so very much. I appreciate the invitation. And the opportunity is big.

**Speaker1:** [00:01:10] Yes, great. So tell us more about your background. Where do you come from?

**Speaker2:** [00:01:16] Well, you pretty much outlined I am a recovering trial lawyer. I practiced trial law and labor and employment law in the city of Chicago for approximately 30 years, and then at some point made that decision to seek another career. And I thought, based on my experience, that I had a very unique opportunity as to cultch. I've I've I've experienced most of what leaders are going to experience, especially when it comes to adversity and recovery. So I decided to give that a shot to started developing coaching practice. And now it's a national coaching practice for mid-level and C suite leaders. And it's all about performance. I tell people I'm the last guy you want to have for life coaching. But when it comes to performance coaching, I believe that I've got the the opportunity to develop a trust relationship with leaders and also give them the accountability that they need to reach the goals that we mutually set. And one final thing. I think every coach needs to put some skin in the game. My skin in the game is compensation. Once we've set the goals for our 12 month engagement at the end of that 12 month engagement, it's entirely up to the client to determine whether or not we reach the

goals. And my compensation is based on that determination. So it could be even though it never occurred, that I would get zero compensation for the entire year. So I believe that that makes me more accountable. But it also it also engages the other my client in a different type of relationship.

**Speaker1:** [00:02:58] So great, so you wrote the book *Workweek*. What inspired you to write it?

**Speaker2:** [00:03:02] Well, actually, it was based off of the fact that I give myself too much credit today, because the book actually was a production. And it's a prediction about what we're experiencing now in the workforce, in the workplace. I believe that we were still enmeshed in the industrial age approach in in both the 40 percent of the employees that work in the office. But the other 60 percent that are engaged in those essential services but are not in the office. And I looked at that, and based on my experience and based on my coaching, I decided that that I would be able to put together a book that predicted what leaders needed to do about the industrial age mindset. And then to the knowledge or information age mindset that was done way too many years ago, 2012. And I reread the book recently just because so many of the ideas that I put forth in the book are now being considered just because employers are suddenly faced with a tipping point of employee resentment. And lack of engagement and choice. So we all we've heard everyone has now heard the great resignation is upon us. And when I look at the great resignation, I can absolutely identify why.

**Speaker2:** [00:04:26] If you have not been treating your workforce the way they are supposed to be treated. And by the way, that's not the way they want to be treated, the way they need to be treated. What would you expect them to stay when they're given an opportunity to live? And I believe that we're now. We are now 40 years the the 40 years of mistreatment. And from that I mean that they froths based on that, I mean that we're not the concept of stakeholder capitalism is something that needs to be a reality. And your primary stakeholder, if you're a business owner, is your employee. And if you don't treat them like a stakeholder or a partner, they don't anticipate that they're going to treat you as a stakeholder and a partner. By the way, I backed that up by Gallup Gallup doing their annual engagement survey, which shows that only 36 percent of all employees are engaged. Seventeen percent are actively disengaged. And the remainder are just working for a paycheck. So if you expect you're going to hang around when somebody offers them something better. You're insane.

**Speaker1:** [00:05:31] Very true. Very true. We're witnessing that now. So tell us more about the book. What exactly did you want to do with that book as far as how did how did you present it?

**Speaker2:** [00:05:42] Well, I presented it in what I called a daily dose of espresso for your brain. So every day is a lesson that is available to read one or two pages and take something away from that as an action item. I hate I hate any advice. It doesn't have an actual title connected to it. And but that's how the book. The other half the book I called The Daily Mantra and the daily mantra was aimed at self care for Pieters. Leadership is extraordinarily difficult. People don't have any concept about because of the loneliness that you exist in, as well as the filters that surround you. My experience is that most leaders at three or four levels above the front line are getting such a filtered view of reality that it absolutely is not connected to reality. So I looked at that daily mantra as selfcare that would cause you to be better in the leadership position, but also developed the concept of psychological safety based on trust.

**Speaker1:** [00:06:56] Right, and so who is the primary audience for it? Who were you talking to when you wrote it?

**Speaker2:** [00:07:02] Business owners, obviously executives in the C suite, entrepreneurs. I believe that the lessons apply to everyone who is in a leadership position from team leaders at the and low level all the way to the executive team. So I think that there's something in the book for everyone in that level. And it was it was generalized, but you can pull a lesson from each lesson.

**Speaker1:** [00:07:31] And who else do you think could benefit from it? Aside from business leaders,

**Speaker2:** [00:07:34] Actually, I think that when we talk about business leaders, the book was written out for companies before organizations. It's all across the board. I believe that any organization that requires leadership also requires followers. And therefore, it is a book that's based on creating the dialogue that occurs between those two groups, those elite and those that follow and. Is based on the concept of turning teams into self directed teams. You know, I'm a I'm a strong believer in high performance work teams, but that's not the future work. The

future of work is self directed work teams, and we flirt with that idea. My book is all about taking the lessons of leadership and being able to share it with those that are capable of being in a self directed work team.

**Speaker1:** [00:08:26] Cool. And so what surprised you the most when you wrote the book? What did you discover that you didn't expect to see?

**Speaker2:** [00:08:32] Well, I guess I first I was I was shocked by how hard it was a book. If you haven't had the experience, see, I could talk forever. You're like a dog for the next four hours and I would miss a beat. You asked me to write 400 words and it kills me. So it was extraordinarily difficult. I'll tell you, I got there just as a side note. I actually had it published. It was not self published. So I had an editor and I labored over the material and I sent it to the editor and he said, all right, by the time I edit this down, you're going to need 50 more pages. And it was like a dagger in my heart. I was like, I thought I was done with this thing. It's back. And oddly, I felt like I was struggling with my own book. I said, well, this is crazy. I was going to do this. And the more I thought about it, I said, well, wait a minute, you're a performance coach. So you've got to set up something that is going to motivate you to do this 50 pages. And I figured out how I would do it because, by the way, performance is all about figuring out what motivates individuals. Everybody is everybody is a snowflake.

**Speaker2:** [00:09:42] We all are. We all are motivated by different things. So I contacted writing coaches, three of them, in fact. And I said, look. I don't want you to criticize, critique or tell me any information, feedback about what I'm sending you. I don't care. I know that sounds rude, but I don't care. All I'm interested in is the fact that I will send you this material. And the deal is this. Every day I will send you a page. And at 11, 59. And now if I haven't, I'm going to write you a check for a hundred dollars. Hundred dollars a page per day. Believe me, I have bodyboard paid. And I guarantee you that I was not going to investigate that page yet. So I paid them a flat rate for engaging because they didn't like it. Nobody who wants to be is a writing coach. They want to give you credit. And I just wasn't up for it. I was like pages. And I know what I'm going to write. I know what topics I just have to write. Guess what? The end of 50 days, I had 50 pages. So that's how arduous it was for me to write a book. And that that's what shocked me the most.

**Speaker1:** [00:10:57] So you didn't have to write any hundred dollar checks, is that correct?

**Speaker2:** [00:11:00] Not one. Well, we we had eleven fifty nine on such people. My coaching my coaching clients say that I'm an acquired taste, and that's absolutely true. One of them said like cyanide. So and so I, I am just got that character that that this was a challenge. And I was obviously not going to lose the challenge with myself. And and so at the end and I would wait till eleven fifty nine at night and I would set it and I would said no check today. And that was that motivated me as as rude as that sounds. To do what I felt I had to do within the time frame that I had to do it.

**Speaker1:** [00:11:42] Well, tell me about your writing process. You sit down and do research for a few hours and then take a break and then you write a rough draft for what exactly what type of day do you write and how many words do you normally write in a sitting?

**Speaker2:** [00:11:55] Well, it depends on the topic I'm writing. I write articles and forms as a member of the coaching of forms coaching community. And so I write with them and they excrete. They want lots of research to back up anything. So that's different writing, but and more difficult, by the way. And second to unfortunately, I'm a recovering warrior, which meant that I wrote trial briefs and trial briefs are structured and absolutely have to be limited and word count. I actually had a judge once I turned out a 12 refat and been a young lawyer and an. I knew what the links had to be. Right. It was 15 pages. And so, of course, I thought, well, there's so much information that you'll understand what I taught in more than 15 pages. So I turned in 17 pages, and the last page was about the relief I was seeking for my client. And so the next status call, the judge called me up and he said, well, I received the brief and I wrote it or I read it. But I'm curious, why didn't you ask for any relief? Less and I did. So I said, where? I said, well, on page 70, there is no page 17 at my court.

**Speaker2:** [00:13:13] So I'm by my right hand is extraordinarily structured. And I've had to break out of that because I'm really good at presenting the reality. There's a narrative to my writing that I need to develop before it will ever absolutely have any influence or impact on the reader. So so I'm really good. What I end up doing is I structure the writing all of the facts. Then I go back through and I add my story. It's, by the way, just like you. I've got a thousand stories. I've been doing this a long time. All I have to do is be willing to put a story and to match the facts. So it's actually a really a toupee, a two a two phase process. But my biggest problem is I'm a very

curious guy. So I'm always looking and I'm always finding one more thing that I think would be nice to put in there. The problem is, at some point you have to show I has found that I have to at some point turn myself off so I don't get any more information.

**Speaker1:** [00:14:18] Very good. So based on your experience with this book, what was the most important takeaway you found from it?

**Speaker2:** [00:14:25] Well, I think as someone who's a content creator. You want to you want to feel that you're going to have impact, otherwise the content is just doesn't matter. I don't believe you should write for me. I can't just write for a writing. I always like I joined a writing club and there were people out there who just love to write. And and my deal was, why have you sold anything, you know? But that's not the point. My point is, when someone buys my book, I know there's going to be impact. So it has to it has to have that level of impact and influence. And I found that it does. People who buy the buy the book contact me and tell me this is this is a lesson on page seven of the egg that resonated with me. And I was able to do something with the information.

**Speaker1:** [00:15:20] Right, so, yeah. So in this subject that you're going after in Work Quake, how did the book change the way you think about the subject matter? What did you come out differently thinking from when you went in?

**Speaker2:** [00:15:32] Well, I actually I actually was even more convinced. This sounds so self-serving. I was even more convinced at the end of writing it that I was at the beginning of writing, that what I had to say was was the way it should be, that that there does need to be stakeholder capitalism, that there does need to be a partnership. And I think in the beginning, when I went through that, I was like, are we ready for this? Is is American capitalism, American business, ready for the proposition? At this point, as I said at the very beginning, I think that the book has not only withstood the test of time, but actually was that prediction of what it was going to take for employers and employees to stop hit by the wave and hate those titles. When we talk about managers, I hate the title and there's nobody wants to be managed. So let's get over the terminology. We got this old school. Let's get over command and control leadership. Let's get to the point where there's a dialogue at the at the the frontline and the executive suite without the filters. And that's what I've ended up with. It's even more important now the

premises that I talk about. Even more important now to pay attention to, because we've got to that tipping point where employees are not they're mad as hell and they're not going to take it anymore.

**Speaker1:** [00:16:56] Right, so based on this experience, what are you considering to write next?

**Speaker2:** [00:17:00] I'm doing it update. I actually like my book, so why bother when I first when I first went to a publisher, I hated my book. It was like I just killed me. This book is terrible. I guess you know how it is. You know, I don't like going back and reading what you wrote. Does nothing but make me want to change it? I think that should have been better. Right. So I left my book alone and I came back to it. Maybe in 2019 when things started to change, I was like, you know something? I need to revisit what I had in that book, because I think that it's coming true. It took 10 years, but that's OK. And I went back and I said, you know something? It's time to update the book. So I'm absolutely getting ready to do the the the rewrite.

**Speaker1:** [00:17:48] Well, great. So you're rewriting it. You find this is what there's a lot of new information that's come out since you wrote the last one, or is it simply just saying, making a sharper, more pointed version of what you already know?

**Speaker2:** [00:18:00] Well, first it is the premises don't change because I don't think human beings change. However, the researchers is staggeringly better. And you're absolutely correct. I think that the message has to be home. I believe that, unfortunately, in that fortune. But in my coaching process, I believe in accountability. And I think that right now, business owners, business executives need to be held accountable. And I'm not sure that we're all kind of nibbling at that. But but it's time that that somebody say you are accountable. And by the way, if you're going to lose a third of your workforce, 40 percent of your workforce, to the great resignation, you understand that's on you. And we've known about this disengagement for decades, and you've done nothing about it. And now you're freaking out. Shame on you, and it serves you right. So how about if we now start to do what you should do instead of not doing it and hoping things are going to be OK?

**Speaker1:** [00:19:02] Good point. Well, the last few minutes that we have here, what else should we cover that we haven't

**Speaker2:** [00:19:07] I don't hope and you ask a couple of good questions, and I think I give you too much answer. But, you know, it's it's a part of me. And I appreciated the opportunity to talk to you.

**Speaker1:** [00:19:17] That's great. No, I think it's a timely book, timely topic for these days. And I think it's going to be well received. How best for the listener to obtain the book.

**Speaker2:** [00:19:27] Actually, Amazon right now has it gone? The title of the title of the book is The Word Quake. And even though I trademarked the term, a couple of other people are using it. Not that I'm going to sue anybody for it, but yeah, I accept the fact that it was a great term. But apparently, by the way, what they say is a knockoff, not copycatting, but but geez, I can't remember. But it's considered to be the greatest compliment. But it would sell words when someone copies what you do. So I've taken it that way rather than being angry. Well, I wish you could go on Amazon, do the work. The the the the the book and the subtitle is Making the seismic shift to a Knowledge Economy. And obviously, you look for Paul Glover, author.

**Speaker1:** [00:20:16] Right. We'll put that in the show notes. Well, thank you for joining us today and hope to have you back for a follow up soon.

[00:20:22] I absolutely appreciate the opportunity to host the whole.

**Speaker1:** [00:20:27] Vestre Canek helps investors interested in startup funding. In this podcast series Experience, investors share their experience and advice. You can learn more at Investor Canaccord. Hello. Martin is the director

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