

Jennifer Navarrete: Welcome to the show that shares insights into how you can **Build Your Business Once** With Hosts Sherry Lowry and Jennifer Navarrete.

Thanks for joining us today, I am joined here today by Sherry Lowry on what it takes to **Build Your Business Once**.

Over the course of the last week, we have been talking about setting the *mindset* foundation. Today, we will recap a week worth of knowledge into one show and I hope everyone is going to wish us luck on this, right, Sherry?

Sherry Lowry: That is right.

JN: On the first day we really needed to lay that foundation where you introduced it with this **Know Yourself First** session.

SL: Yes, true confession, I actually am coming in the back door of this because I didn't really know that in the very beginning, I learned it over time. But after I built six different businesses in six different industries, I have been told that there is no such thing as *Official Business ADD*, and that I wasn't on the verge of ill for having developed six businesses and all six. Though they worked and were successful, at some point each lost my full attention because I was always ready to do the next thing.

So, what we are going to talk about for the recap, and what we have been talking about this past week, is how do you more consciously than I did it, design and build a business platform once that you can stay interested in as well as interested in your industry and in your Clientbase. You have to know some things about yourself in order to be able to do that.

Jennifer, I am sure you have been learning all along the way this past week and your whole career span what you want to do more and more of and over and over and can do well and is still vibrant and vivid for you VS what you do not want to do repeatedly again.

JN: You are so right about that. A lot of times if I am not learning, I get bored, and I am not interested, I am not as excited, and so for me the projects that are fast-paced, do hold my interest and I like working on those types of projects. Whether they are self-directed projects or Client projects.

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But there was a period of time when I did not know that I did not know that was what fed my soul, what caught my energy, helped me to glow. I was doing work projects that were tasking things I could very well do, but gave me no pleasure and I was at a frustrated stage in my life. I didn't know why that was, but now I do.

A little bit of wisdom goes a long way.

SL: You just gave me a great lead-in for what it is we can do and can do well, might have a demand for, and it may pay well, or pay sufficiently but we don't know to ask the question early on — the way we can learn to do, is this mine to do?

A lot of what you are capable of especially at this career stage, you have had these stages these different types of stages along the line. Had you known from the get-go what was really and truly yours to do because you could do it distinctively and well, and also be recharged or kind of retrofitted each time you did it with a new challenge and new learning and experience. This was the hardest part for me.

When you are in your own business, you like to have a business, and even if it is not the right business, you will take it anyway.

There is a point in time that you do that. At some point you have to learn what part of that business you will keep and what parts you will help move on beyond you or when you will expand, or contract with more help or staff or that kind of thing. So, part of our recap now is how to actually do this from the beginning of a business design that will act for you in your favor both as a springboard and as your fall back safety net of comfort.

We want to allow the flexibility and freedom to do as much and more of what you love and also what is necessary but at the same time keeping conscious of what your real plan is with delegation, hiring, or contracting.

So, do you have any critical beliefs? I am going to talk a bit about critical beliefs because that has been part of the background of how I built my business. Do you have any critical beliefs at the very beginning you knew were things you would continue to believe in?

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JN: I have to say I am not sure that I did, because I was, I think I was, overwhelmed by what everyone else was doing. I think I have to go back to my 20's where I thought I needed to keep up with the Joneses. I think in my 30's, I hit my stride really knowing myself, and my 40's things were fantastic.

In the last five, six, seven, years what I have discovered my mantra is Be, Do, You. Whatever that is, however that is, if you stick to that you will never steer yourself wrong because you will be the core of whom you were built to be.

That will keep you centered probably my mantra I say to myself and also share with others. People who are conflicted about what should they do?

I am like: be yourself, do the things that make you stay true to yourself, and it is you. Formed that is what it is now

SL: What I discovered early on and has stayed critical to my career, like a very nice golden thread running through and it was a little bit counter culture at the start, I don't know if you recall the continuous improvement method.

I came into this business and helped build this industry at a time when continuous improvement a bit at a time was kind of the way, and what I had learned was I did not want to work with improvement. I had never needed mediocre weaknesses if it was a weakness it was a weakness and I could find someone almost always to delegate it to, to collaborate with, who loved that. Where something had depth in it where I had a little tiny bit so one of my first **Critical Beliefs** that became part of the backbone of this business to this day 23 years later, is I absolutely have never had a Client who needed a stronger weakness. All of my clients have had some sort of defined capabilities or skill sets and also loves for doing what they were good at. That was what we focus on and how could we build on the platform of already working.

That has informed a lot of what I have done in terms of drawing as founders and owners. I primarily contract more with the high potentials in the marketplace, and so I early on in Business Coaching in my field in my particular business could turn down or put a team together to handle the improvement issues. That is what companies and corporations like to refer to as the beginning. People were not doing something well according to the corporate requirements.

That was, for me, a place I had the capability to match them with a Coach, so I became the go-to person who should this other person be sent to work with, rather than will you personally do this work?

The answer for me quickly became: No. That opened up a whole world of opportunity of what people wanted to do next, not to improve on next.

JN: That ties into the intro for **Listening For The Big Five**. You have to be able to listen to everything in order to understand where you stand.

SL: What Jennifer is referencing, in **Listening For The Big Five**, we had one of our sessions talking about the five different things both to tap into yourself more that would inform you as the business founder or owner, or principle, and what's that **Big Five** you would want to listen to and for?

One is **Focus**. We went into detail on that and you can listen to a back-session on that. Another is **Mindset and Attitude**. With this we are talking about Mindset as your frame of mind as a founder-owner. Then, what skills and capabilities you need for that, or how can you bring the right type of that in to partner up with you.

Then what are **Habits and Practices** and what kind of **Patterns** develop out of that. Jennifer, we both have tracked **Patterns** for a long time. The most important one to me, usually without fail that is present, is what kind of energy does that hold for me or for my Client, or even what kind of **Energy** is the industry itself holding? Is there opportunity here?

Then, to go back over those from time to time and you will usually find one quite present, and may well find one quite *missing*. Sometimes two will team up which defines for you more about what is yours to do more of, or what is for you to do less of; Or to find somebody good that can cover that territory.

That brings me into the concept of partnership, too. Jennifer, I know you partner up very well, and I have become more of a go-to-person as whom to partner with because sometime I like connecting people.

JN: I think it does help to build those things. The key for me has been to understand myself better, knowing my strengths, knowing what I like to do, things I can do. More and more this past week I have been able to identify those things instinctively I was doing that, not really knowing there was reasoning for that. I

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have been able to find partners who have been able to work well with me. Analytics, those kinds of things, I know how to do them, but I don't enjoy doing them.

One of the people I have worked on in projects, they love that kind of stuff, and so we work really well together. I like the face to face, she can do that, but that is not her strength. So we match up together to work on projects together in a really great way and I think it is the benefit of having two people with a very diverse strength, but focus on a project that helps them move their mission forward.

SL: I agree 100%. You've led us directly into my **Second Critical Belief** that still is laced all the way through my business practices and how I developed my business. Related also now: how I keep it fresh, both for me, for the Client, plus how I keep up with the industry.

I had to learn early on how to define and do all this really specifically, as in *what is enough for me*. I like the Client to do that, too – identify what is going to be enough for them VS more than enough. Just because we like something doesn't mean we have to dive into the very center of it and get it all over us. The kinds of things I am talking about are we need to know what is enough **time, space, energy, availability, money, relationship, community, rest and recreation, stimulation and challenge**, VS, what is overkill. There are possibilities in those areas.

I am to a huge fan about preaching about balance, but I am a big fan about balance in action. For example, you might be active all day long, but you are active in enough different ways that everything is getting touched on that you consider crucial.

A lot of people get Client work and they dive right into that. Then they don't do anything at all about their potential new Client work or their pipeline. They come to the end of a project and they are kind of stranded. Repeatedly.

Because, they have not prepared the way along the way for potential Clients to join in and come to them who could be some of the best Client work they have ever done. So, that within that space is a **Mindset**, *a positive space of possibility* and what if VS the more linear of what next.

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That was my Achilles heel. I, like you, Jennifer, enjoy the shiny and new, and especially being on top and forefront of new trends. I am also an early adopter of hardware and gadgets and software.

I have a real, natural and logical interest in what next, what next, what next.

This business because it was my seventh, and I wanted it to endure, was the right time to go for more depth. Breadth was fine, the scope of it growing was fine, but what I was really interested in was building a strong platform that I could come back to and rest and endeavor upon, doing what I loved or I could also challenge forth and break new ground to expand an existing piece of this business at a time. This is what I have done every single year – identify some measure of my business to begin to let go, and develop a new piece of it each year as I was let something go.

Jennifer, Did you have a knowing at some point about what you had to become or you would come into next, or a knowing that it would be good for you, no matter what, to repeat over and over?

JN: Yeah, we talked about bandwidth earlier, I shared the story about at one point after the community here in San Antonio was built, my husband pulled me to one side and said it is built, there are other people here who can do it. You do not need to be at everything.

I was able to pause and step back. So what I did to kind of stop myself from over-committing is I identified five things that I was actually going to do, be it the Social Media Club or my related business; or San Antonio community, 5,000 events, and my business of podcasting.

So every time a new opportunity came to me, I paused and identified does this new opportunity fit into these five things. If it does, then “Yes!” But if it does not, you have to say “No.”

What do you want to do anyway? The rule I had to set for myself in this bandwidth piece is I have to decide which of the five things I was going to say goodbye to.

I stuck to that for many years and it was very helpful to me to stop myself from being over-committed, and overwhelmed and still allow myself to have time for

myself and my family, and stay on track with the things I had already identified were the core pieces between the community side and business side I was interested in.

But, Sherry, I have to ask you what advice you have for folks who are getting so much of what they love. except they are overwhelmed by the wonderfulness of having the great opportunity of doing what they love but it is fire-coded, meaning it is too much!

SL: Yeah, the more than enough kind of thing. Well, the first thing I would say to address: how important is it to you to discover how it is you want to be flexible in your schedule? When do you want to have time for yourself to plan, to dream, and to take stock and to reflect? That is where the chocolate tends to be for the future for most business people. That “white space” where they make it up and just spend time in it is a creativity zone. Similarly, they may want a road test - to give it the benefit of a pilot run because that is really where the creative edge sharpens and interests can rapidly truly clarify.

One of the things I would say is one of the things you need to make a decision about, though it feels and tastes like chocolate at the time, chocolate is not a full enough meal. So for their own self-preservation, and for the well being of their business, they need to be really clear about not just what their bandwidth is, but what their accessibility for others is going to be.

In my case, like you, I show up really extroverted when I am in a group. Most of the time that I am interacting, I like responding, initiating, but at the same time I have like a 49% introversion side; it is just not really visible when I am out but I know it is there and waiting for me.

I learned early on and I had to learn it though it was not natural, it was more like a forced learning, that for every 60% of the time I am out, I need to be making sure I have reserved 40% for more internal reflection and processing time. So for me, 60% out and about, 40% not so. For example, if I have a long extroverted outside day, I know I am going to be home around 5:00 or 6:00, I am not going to add something else in that night.

I also something else I had to develop, and we didn't talk about this yet, but this is a good time to bring it forward just to get it on the agenda for one of our future

sessions. I had to learn also about how many of the same type of business phase Clients I wanted. Say the state and stage of your business is well developed, but if you were at start-up, I would need to put a bit of a limiting bandwidth on how many start-ups at a time I was working with. I learned early on, and teach this now when training new people, we have to have variety related to both business stage – and the state of the condition of their own (and my own) Clientbase.

For me, mine ideally collects from across more than a few industries, but also I tend to benefit from the developmental stage of business that the person is bringing in with them. So, I need a mix of very seasoned businesses with very established business owners. I also love startup; I love working with high potential; but the main thing for me (and I have found this for most people) is to keep enough variety to keep our edges growing and sharp, and not get into too much repetition, Client to Client to Client. So take into consideration: temperament, or style, or level of business development.

Does this begin to answer or to address the question?

JN: It really does because that will begin to even if they are the same things, because they are at different phases, it doesn't feel like the same thing. It feeds different pieces of energy inside of you and it pushes you in a fun way that keeps you growing.

Yeah that does, I think that is great. So that kind of moves us over to the **Know Yourself First** area. What is your **High Road**? You have to know your **High Road** if you are going to be on this journey, as this will sustain it as you go and will help you build longevity into it.

SL: That is right. Let's define **High Road**. It is a little different for every single person. For me it turned out that I came upon this idea and concept driving into California via the Pacific area. There are some areas around Monterey that are very beautiful on very high roads you are looking down from within the mountain area. You have the whole architecture laid out in front of you. I was driving on one of those roads on a solo trip I was making. My young son and his family lived in LA at the time, and I lived in Houston.

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I made a driving trip because I wanted to have my car out there while on a three-week, part-business part-vacation, part-family, reunion trip.

I was on this beautiful high road looking down on the Monterey Peninsula. I saw something growing in this gorgeous field. Part of it was green, vibrant and verdant, and the other part was in flower. I was not able to see what the flowers were, and did not know what that plant was called. It was clearly forming some kind of growth-stage culture.

So, I made my way down the mountain. I pulled over on the side of the road, down beside that farmland, got out of the car, climbed a fence to identify what that plant was. This was the first time I had seen artichokes growing. Artichokes have different stages of their plant life when they look totally different than what we see in the grocery store and I didn't know that 'til I saw what the artichoke flower looked like growing. It is drop-dead gorgeous and you can see it in Central Market or Whole Foods sold as a whole flower and it is always the center piece and lasts a very long time.

Under the whole thing is an artichoke. The flower is when they let the vegetable go to seed and go to flower. Then it is not edible, it is just beautiful. Part of what I gained from that knowledge was there is a time and a season for every part of your business and the **High Road** to me is when you are up high enough to be part of the umbrella, the overarching whole, you can see above and below, but you can see what is below you, and in ways you may not otherwise know.

Because I love following paths and trails "down the proverbial Mountain" in my life otherwise, I have also developed a concept of a velvet and feather and tether-like ribbon that attaches briefly back to the **High Road** in concept. That's because I can get lost in the artichoke patch (theoretically) pretty easily and while I want my essential journey to be on the **High Road**.

So, the development of the feather and tether concept for me, because I do have an entrepreneurial nature, and I like shiny, and have a lot of curiosity, I have just enough velvet ribbon of a tether to let me off the **High Road** to go explore these artichokes and other magical possibilities, but at the same time I have not lost my path back to the **High Road**.

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When I diverged too far or too long, the velvet ribbon will tug me back to the **high road** and I need to remember that is really my vision. My main gift truly is vision and seeing the potential in other people and in seeing what is ahead potentially for them, often some time before they see it, and other times right in alignment with them.

The **High Road** to me – for you – is to know is where you want to spend most of your time, where you spend your best time, where it does give you a perception or experience of what is ahead, of what has just been behind, that you can then explore from there and venture out from a base.

JN: We actually did a recap in the time allowed. I am so excited!

That was Week 1. We have three more weeks of this amazing **Know Yourself** journey, talking about this **Build Your Business Once**.

Tomorrow, we start a new week and a new topic, Sherry, do you want to give our listeners a tease?

SL: Yes, ok, that is great! Tomorrow I will begin to talk about **Strategy** for us. We are eventually going to get into price-setting, raising rates, changing rates, all of that. What I want to take away from the **Mindset** and **Know Yourself** pieces is given all that, once you have some of that figured out, how do you set the **Big Strategy** for you?

Strategy is bottom line: *if you don't have a competitive advantage, don't compete*. I would like to talk a bit in overview tomorrow what is a poor to bad strategy also. How does that show up, how do you recognize it when you are off-course?

It feels like a stretch, sounds like a goal, sounds like a blue sky, but there are too many times it is just motivational rhetoric.

I want to build a template with you tomorrow about you crafting your next solid strategy so you can begin to put some underpinnings, plumbing, wiring underneath your business. I believe that will be enough for tomorrow.

I can also address any other questions. I want you to be able to be a good strategist, because you will have to do that to build a solid platform that will both protect you and springboard you.

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JN: Can't wait, thanks for joining us today. We will see you tomorrow at 9:30am Central in the morning.

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