



TODD BURRIER

# Leading with Heart

Powerful wisdoms for lasting  
Leadership in Network Marketing

The principles described in this book already helped many people succeed. But success is always an individual case. The author and the publisher specifically disclaim any liability resulting from the use of the information contained in this book.

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This book is available in English and German:

[www.balance-tools.com](http://www.balance-tools.com)

This is Todd's network marketing blog where he provides ongoing tips, education and podcasts:

[www.theprocesswins.com](http://www.theprocesswins.com)

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# Introduction

I started my journey in network marketing two weeks before my son was born. Three months ago he turned 26. It blows my mind when I stop to look back. How could it have been so long ago? If you had told me when I came out of college that I would have a career in network marketing, I would have looked at you like you had two heads. Well, first I would have said “what’s that?” And then after you told me, I would have looked at you like you had two heads!

The idea that I would be an entrepreneur? That I would be in a business where it was all about communicating and building relationships with people? Shy me? The guy with little self-esteem and zero discipline and a history of quitting everything? The guy who grew up putting electrical tape on his Chuck Taylors to cover the holes in them? What a preposterous idea that would have been for my brain to embrace.

If you would have gone further and said “not only will you have a career in the industry, but you will lead people and teach people. You will address crowds into the thousands at a time.” Me? The guy who is so afraid to speak in front of people that he begged the Dean of his Economics Department in College to let him take extra English classes so he didn’t have to take Public Speaking? The guy who is a true and proven lemming? The guy who is afraid to speak up to anyone and stand up for himself? I would no longer have been looking at your two heads, because at that point I would have been rolling on the ground laughing until I cried!

It's funny how life works out sometimes isn't it? So how did I get here? I'll give you the short version. After college, having little ambition at the time, I continued to work as a bartender because it was fun. After some years of that, it was time to get a "real job" (as my Mother called it) and I ended up in the real estate banking industry. About four years later, after getting laid off (by this time I was married with a child on the way), I was disillusioned and trying to figure out what to do next. I ended up in a network marketing opportunity meeting. It wasn't the first time I had ever been approached about network marketing, but it was the first time I was really open to learning about it. And my eyes were opened in a big way.

The business of network marketing has allowed me to live a life I never would have dreamed possible in my youth. Of course it hasn't always been easy, nothing of value is. But it has been an amazing blessing. Besides the cool lifestyle it has afforded, it helped me to discover many things about myself. One of the discoveries is my passion for teaching-and specifically, leadership. And even more specifically, network marketing leadership.

You see, when you build a successful and lasting network marketing business, it's not just a way to make money, it's a vehicle that can provide the free time to explore anything in life that is on your heart to explore. For many people this is why they CHOOSE network marketing, because there are other things they want to do in life and they don't want to have to worry about earning an income daily when they pursue those things.

Anyway, for several years I was working in a leadership capacity in my network marketing business and making lots of mistakes. So I began studying leadership, applying what I learned to see what worked practically, and then teaching what I was learning. Then I furthered my education (MBA), began getting invited to teach leadership to companies of all sizes in Corporate America, and continued teaching leadership across the globe in network marketing. I absolutely LOVE to teach people about how to lead or be a better leader. I can do this all day and it feels like it's only been a few hours to me. Because the possibility that maybe someone in the crowd could take even one nugget of something I say, and it could help to change their life, the lives of their family, the lives of those they lead, and the lives of *their* families, and on and on, is so fulfilling that it's difficult to put into words. I have never figured out a better way to feel good than giving of myself to help serve someone else. The Old Testament proverb says it all "He who waters, will himself be watered."(Prov. 11:25)

So that leads me to this book. I know there are lots of books available about how to build a network marketing business. When I say network marketing in this work, I am talking about, referral marketing, network marketing, Multi-level Marketing, party plans, and direct selling. While they all may have nuances that separate them a bit, from the perspective of leadership they are the same. However, there are very few books about the ins and outs of leading an organization. Once the seed of writing this started to germinate in my heart, I had no choice but to do it. I attempted to create this in such a way that you can pick it up and look at different sections when you want to or when they are applicable. I struggled greatly on

how much to include. This could be literally ten times the size it is, but I'm not trying to give you a leadership bible that is a huge, unwieldy, intimidating text book. I wanted you to have a practical, quickly applicable book that you could use immediately. So that's what I went for here. I hope it serves you and makes a difference.

So where does the process of becoming a leader start? It starts *in* you. You can not expect someone to follow you, if you are not certain *you* would follow you. Becoming a leader is a multi-faceted evolution. You have to do your part to *grow* as a leader, *demonstrate* that you are a leader, and then others have to choose to follow, and then you must *actually* lead.

The simple truth is this: *you are only a leader if others are choosing to follow you.*

In developing your leadership in network marketing you are cultivating the purest form of leadership. True leadership means there are “want-to” followers. You see, we all grow up in a world that is filled with structural hierarchy. We are constantly under the authority of those in a higher position and we *have* to do what they say. This occurs in our homes as a child, in school, at our job, in the government, the military, at church, and lots of other places. Most organizations of hierarchy are structural pyramids where each level down must do what is demanded by those above them. It's a normal, accepted part of life. We are accustomed to being under someone's position of authority, and to the extent of that authority, and within its context; we have to do what we are told. This is whether we agree or not, whether we like it or not and whether we feel like it or not.

Otherwise, there will be formal, predictable consequences. We don't feel as if we have a lot of choice.

Does this make those, whose rule we must follow, leaders? No.

It simply means they have a position of authority over us. They *might* be leaders, but that is not determined by the authority position. Whether or not they *are* leaders is determined by factors that inspire the person beneath them in the authority structure to *want* to follow. "Have to" versus "want to" is the primary distinction. In your network marketing business not a single person has to follow you. Everyone is their own boss. They will only follow you to the extent that they believe it will help them succeed in achieving their goals and they believe it's the best thing to do.

When you first sponsor someone, you are naturally looked to as a guide because most of the time you have been in the business at least a few days longer. It makes sense for the new person to want you to tell them what steps to take and where to find certain information. It's the closest thing to positional authority that exists. You are their sponsor, but you are not their leader. To be seen as a leader will take time and dedication. I'll walk you through the important aspects of the evolution through the pages that follow. My goal is to provide you with a concise and practical guide to building your ability to lead, such that as you develop your business, it is built on a foundation that will last a lifetime.

# Leadership is a Choice

Is it possible to build a large organization without being a leader? I love asking this question to groups and then watching the different reactions. There are usually as many emphatic head shakes (no) as there are head nods (yes). So what is the answer? Yes, but. At its core, the business side of networking is directly tied to numbers. You *could* recruit so many people that eventually you'd find people who would grow a large business without any input from you. So YES, but...would you want to do this?

Those taking this no leadership approach may end up making a lot of money for a time, but it will be a lonely road. Network marketing is relationship centered. It's truly *relationship* marketing. Ultimately, since they are doing nothing for the organization, the organization will grow to resent them and feel used. Without the relationships there is no loyalty, and therefore no long term stability. The most important thing in any business is the people, not the products, marketing plan, or company attributes. At times of adversity in the field, people will leave to find another opportunity in droves if there is no relationship connection to leadership.

The other downside to choosing the no leadership road is that it's empty. Ask any true leader in the industry and they will tell you that the money is great, but there is nothing like the feeling you get when you know you have made a huge difference in someone's life by helping them. When you receive a paycheck for your work, it feels good. If it's a big check, it might feel really good! That feeling will not last very long though, and the money will soon be spent. Now consider the feeling you get when someone shares with you, with

tears of joy in their eyes, the impact you have made on their life and the lives of those they care about! *This* feeling lasts for a long time. It fills you up. Each time you interact with this person you feel it. This is the true fruit. This is totally missed by the self-centered business builder (I didn't say self-centered leader because I believe that's an oxymoron!)



*Ask any true leader in the industry and they will tell you that the money is great, but there is nothing like the feeling you get when you know you have made a huge difference in someone's life by helping them.*



You *choose* to be a leader. It is not an easy choice, I admit, because it represents taking on enormous responsibility. But the fruit of the relationships and the lasting effects, on your business and life, are worth the choice. It is the same with anything else of value in life. The more of yourself you give, the more you receive, the more tears you cry, the more joy you have. If you want to build an organization for a lifetime, you must choose to become a leader.

The good news is that you *can* become a leader. Your DNA does not determine whether or not you can lead. You decide this personally. You will learn to lead in your own style, using your own set of gifts. You will learn to use your strengths as your foundation to thrive in leadership, and you will learn how to offset where you are weak. All leaders have both strengths and weaknesses.

Your decision to lead is the first step in *becoming* a leader. From there it's just a matter of putting in the time and effort. All leaders are born. But they are not born as leaders. They choose it.

**Are you ready to make the choice to be a leader?**

## It's all about Serving

The opportunity to lead is actually the opportunity to serve. True leadership is about serving others. And this is especially the case in leadership of *volunteer* organizations, which is exactly what a network marketing organization is. I have heard it said that to lead at the highest levels, you have to be willing to serve at the lowest. This is an absolute truth when leading volunteers. For example, a true network marketing leader doesn't think about how many levels deep a person is, they only recognize that someone needs help and support and provides it. They know helping anyone helps everyone. I've seen so many instances in my career of someone being ignored by "leaders" because they were too deep. I've supported people all over the world in sidelines because they couldn't get their upline "leaders" to return their phone call. If I use quotations around the word leader it means NOT LEADER! How can you ignore someone who is asking for help? I don't know. I can't relate. Leaders serve if they can.

If you are not familiar with this philosophy, it's called *Servant Leadership*. Some of the most powerful leaders in history that left a lasting legacy were servant leaders. Think about Mother Teresa for

example, and about how many people she positively impacted in her lifetime, and then many millions more after her lifetime, and into the future. I'm not inferring you should start living in the slums of Calcutta. I'm simply exemplifying how powerful a serving heart is.

Author and Leadership Guru, Ken Blanchard says "Servant leaders want to make a difference in the lives of their people and, in the process, impact the organization."\* Which in turn, leads to a pretty good life for the leader!



*"Servant leaders want to make a difference in the lives of their people and, in the process, impact the organization."*

*- Ken Blanchard*



Lots of people have the misconception that you work your way to the top and then, because you are the big leader, everyone will serve you. Not even close. This comes from the hierarchy conditioning I referred to earlier. Servant leadership flips the hierarchy upside down. The leader is at the bottom and the organization grows up and out on top of him or her. The bigger it gets the more the leader serves.

Remember everyone in the organization (downline) is choosing to be there, and choosing to follow you (if they do). Their primary interest is in getting where they are trying to go in the business. If they believe following you is the best way to do that, they will. But they have no interest in serving you. You must serve them. Think of it in this way. A shepherd is not served by his/her flock. The shepherd is tasked with the responsibility to take care of the sheep. It's the

purpose of the shepherd. You, as the leader, are the shepherd. Many of the most influential leaders in the networking industry are servant leaders.

**Consider some of the leaders you know in your life, which ones example a servant's heart?**

## Winning the Opportunity to Lead

You can choose to become a leader, but you can't make someone follow you. You have to be given the opportunity. It's like getting permission. Leadership expert Max De Pree, in his book *Leadership is an Art*, sums it up when he says "To be a leader means, especially, having the opportunity to make a meaningful difference in the lives of those who permit leaders to lead."\* So how do you win this opportunity to lead? It would be great if you could just say "Hey, I'm the ticket! Follow me and all your dreams will come true!" and then they just follow. That's not going to happen. You have to *demonstrate* that you are a person that is worthy of being followed. The key word is credibility. You cannot proclaim that you are credible. You must show that you are. As speaker and author John Maxwell says, "Credibility is a victory not a gift."



*“To be a leader means, especially, having the opportunity to make a meaningful difference in the lives of those who permit leaders to lead.” - Max De Pree*



The great thing about credibility is that anyone can develop it, starting today. My friend Paul Welliver says “repetition, repetition, repetition, *reputation*.” I don’t know where Paul heard that, I only know I heard it first from him, and I never forgot it, because it is exactly how you develop credibility. You repeatedly do the right thing the right way while treating people well, people notice, and you begin to develop the reputation for whatever right thing you are doing. Simple!

In general, developing your credibility is a result of demonstrating competency in the area being assessed, and displaying good character. Think of it this way, competency is related to what you do and how you do it, and character is associated with who you are. You have to have both or you won’t be credible. In network marketing you have to demonstrate competency in the areas that build a business. I call these the core competencies. These are the competencies of *The Process* which are used to build the business (making contacts, presenting information, etc.).

In order to be considered credible, you have to consistently demonstrate both competence *and* character. If you have one without the other, you will not be credible. For example, if I sponsor you and I am the nicest guy you ever met, but I’m clearly

incompetent in the skills of building the business (you only signed up because you could see the opportunity despite me!), am I credible in the business? On the other hand, if I'm highly skilled, so much so that you are in awe of how smooth I am, but I am pressuring you and it is clear that I only care about myself; do I have credibility with you? The answer is obviously no in both areas. You need both to become credible.

The more credible you become in life in general, the more opportunities you will have. The more credibility you have in network marketing, the more opportunity to lead you will have.

**Think about opportunities you have been offered in all aspects of your life. Were they a result of credibility you had already demonstrated in some way?**

### **Follow Todd at his Blogs:**

[www.toddburrier.com](http://www.toddburrier.com)

Here Todd talks about professional success which is about doing work that you love, to achieve your financial goals, without compromising your health, relationships, and values along the way.

[www.theprocesswins.com](http://www.theprocesswins.com)

This is Todd's network marketing blog where he provides ongoing tips, education and podcasts.

### **Balance Tools – Ingo Fechner**

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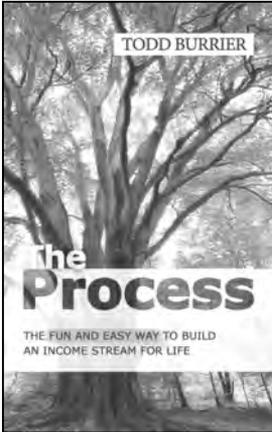


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## Other books by Todd Burrier:

### The Process

**The fun and easy way to build an income stream for life**



In this book the acclaimed writer and network marketing trainer Todd Burrier teaches you a step by step „Process“ that everybody can use to build a residual income from home. Todd Burrier is a top leader in the referral marketing industry. In addition he trains corporations of all sizes in leadership, and has authored numerous personal and professional development materials and books. Whether you are a beginner or an experienced networker you can benefit from his 25 years of experience in the business.

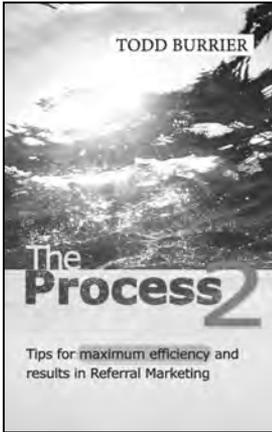
The Process shows you how to successfully develop your network in a natural way, regardless of your current situation. The key factors are authenticity and honesty. Honesty is the best policy and Todd is a living example how far one can get with just being real and respectful. Todd shows you how to follow up and gain the confidence of your potential customers and business partners.

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# The Process 2

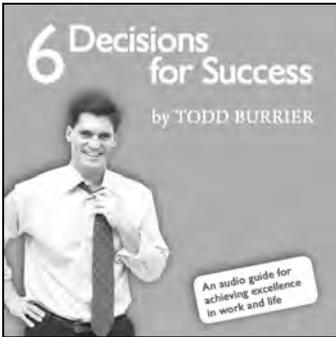
## Tips for maximum efficiency and results in Referral Marke



Enthusiasm and belief are the driving forces in referral marketing and approach, information, follow up and serve are the core activities. This book will help you to be as effective as possible in these activities. Don't let chance determine your success. This book provides answers to the most common challenges faced in the daily work of a networker.

- How to maximize your effectiveness when your time is limited
- Prioritize your work in the right way
- How to track your contacts for maximum results
- Open the right doors in your approaches
- Use your energy effectively and create momentum
- Transform your doubts
- How to provide outstanding service
- Leadership and soft skills

# 6 Decisions for Success



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Audio sample: <http://www.youtube.com/user/BalanceTools>

# Live Full, Live Well

**The balanced approach to kick out crisis and have more joy, fulfillment, and productivity**

“This is a work of passion for all the people who have sacrificed too much for far too little. It’s never too late to change the way you live your life. It’s for people who are trying to get it all done but know that every day is just not what it could be. This book is a real, honest, approach to life that can help anyone of any age to have more joy, fulfillment, and productivity in their life through the achievement of balance.

You are going to learn specifically how to develop a balanced lifestyle with this book. You will not read about work-life balance here, because I believe that work-life balance is a misnomer. To even acknowledge the idea of work-life balance is to say that work is equivalent to life. It is not. Life is bigger by miles. There are many aspects of your life that make up what you have to balance. Work happens to be one of them. Work is very important, but so are many other things. You will learn how to balance everything in a way that I have proven to work for over a decade. You will learn how to participate fully in the lives of your children and your spouse, your career, your personal wellbeing, the hobbies and causes you care about, the friendships that matter, and more.” – Todd Burrier