



Creating Transformational Leadership through the Wise Advocate

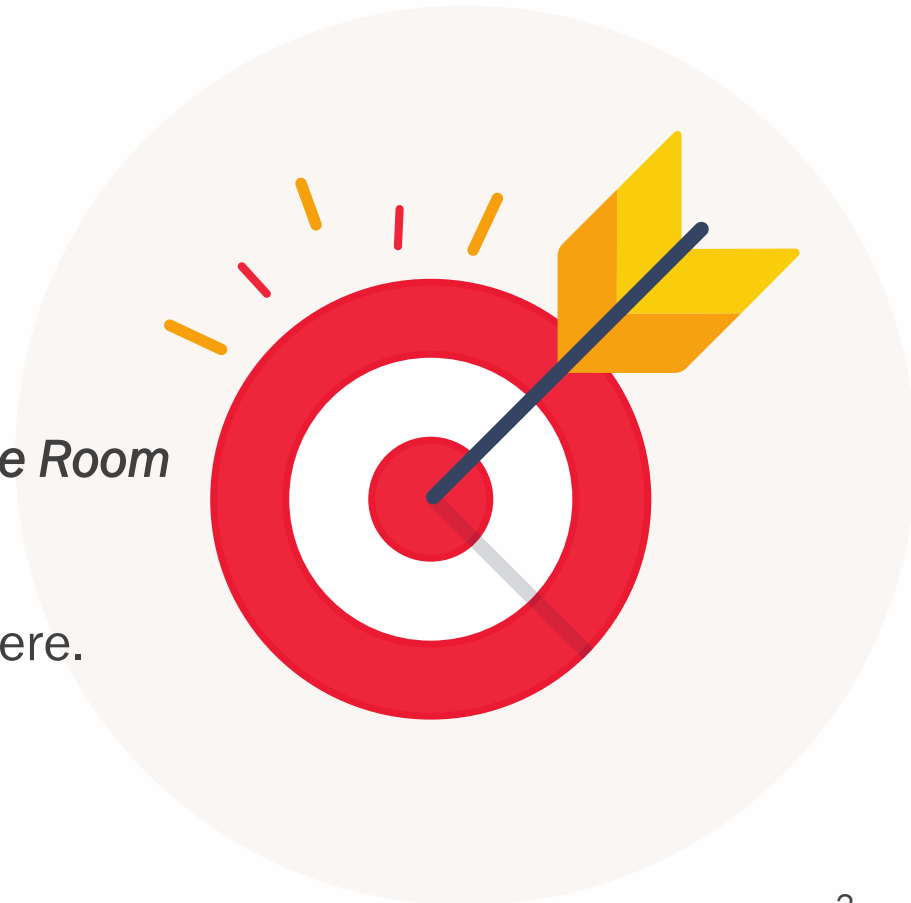
2020

Who We Are

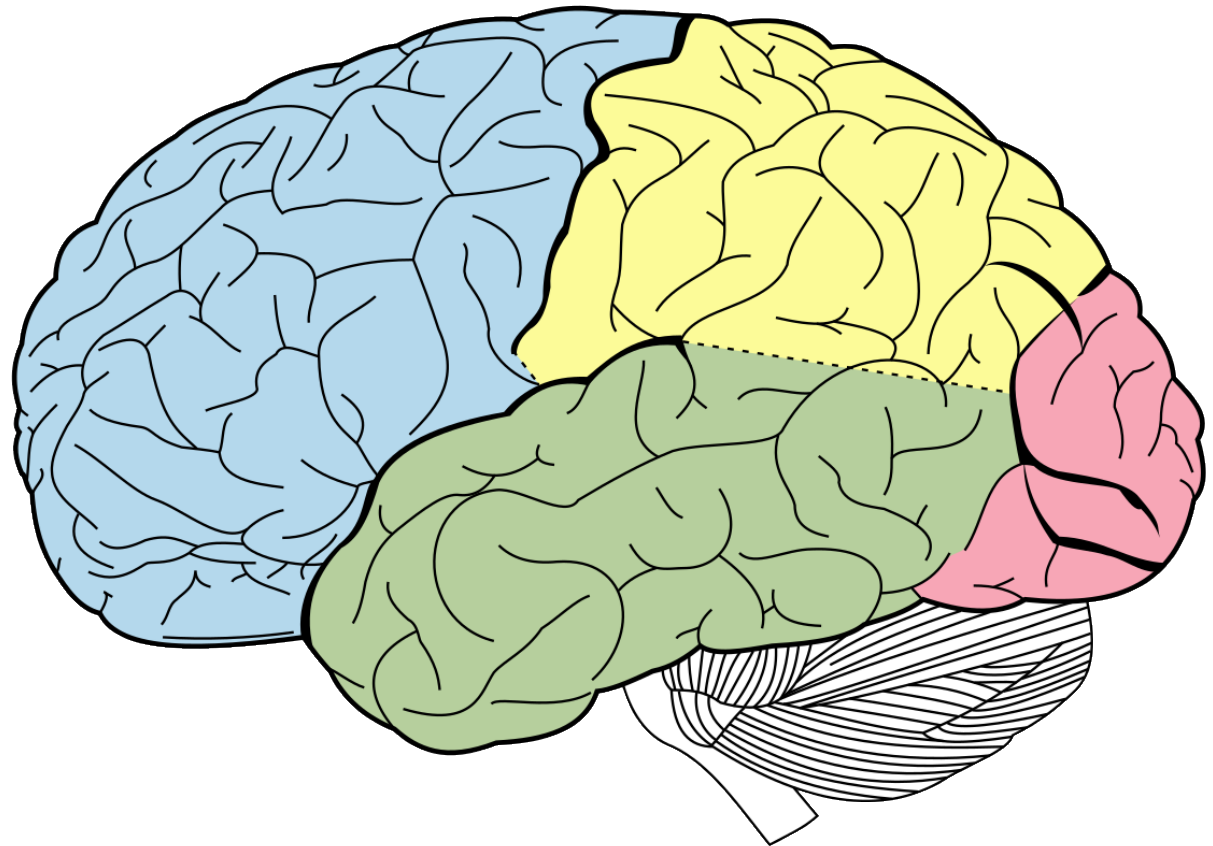
A second decade learning organization. We create relevant, rigorous learning solutions built to instill real change. We are *model agnostic* and believe great learning comes from focusing on the four pillars (our areas of passion) below:

1. *Context is King*
2. *Design matters*
3. *Embrace integration*
4. *There is Wisdom In and Out of the Room*

We are focusing on our fourth pillar here.
Wisdom out of the room.

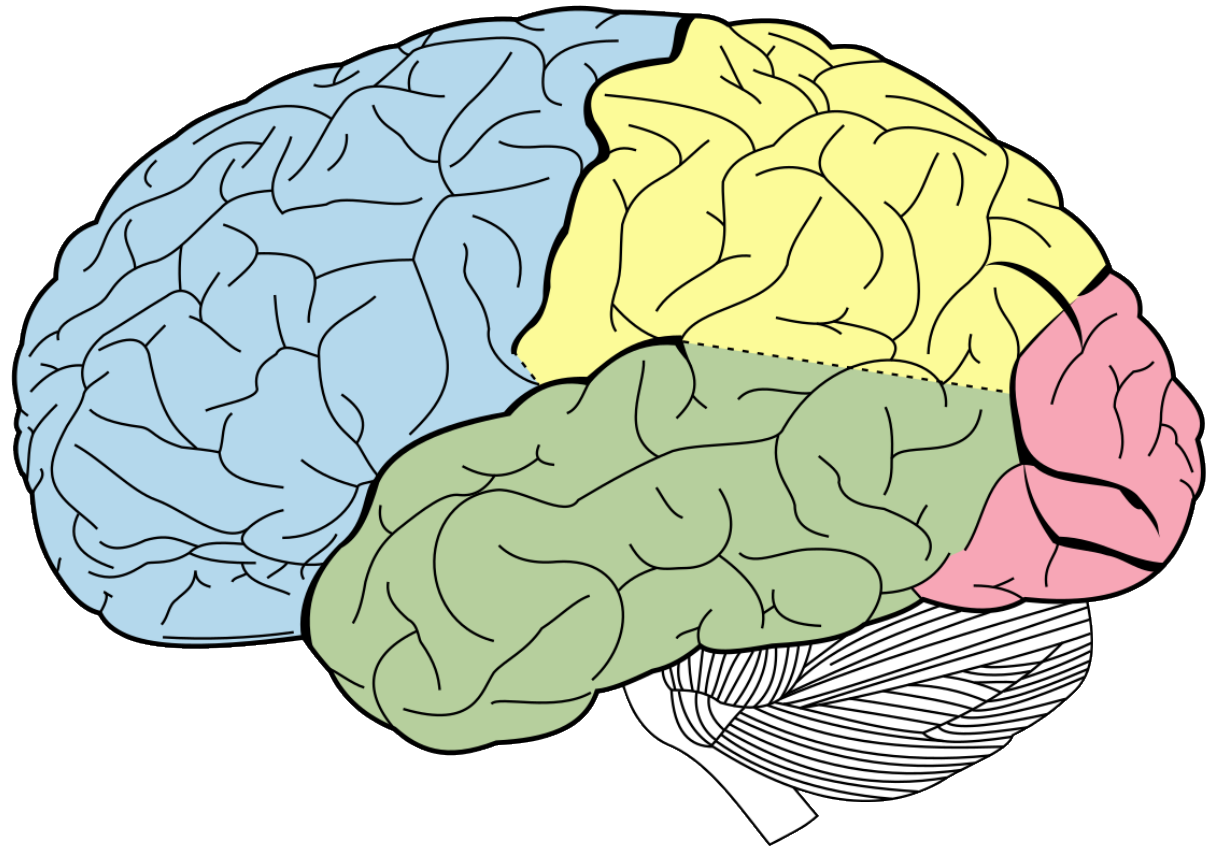


Steeped in Science



Steeped in Science

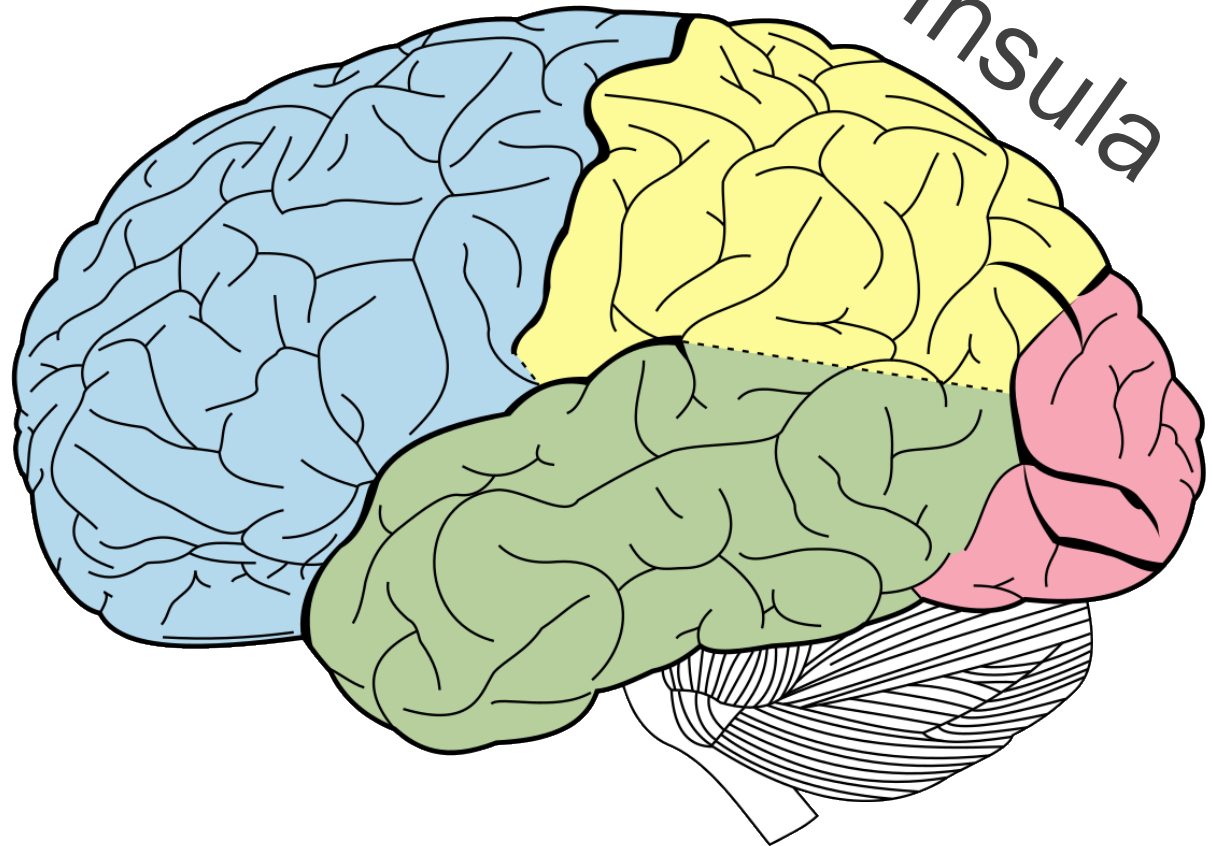
Lateral prefrontal cortex



Steeped in Science

Lateral prefrontal cortex

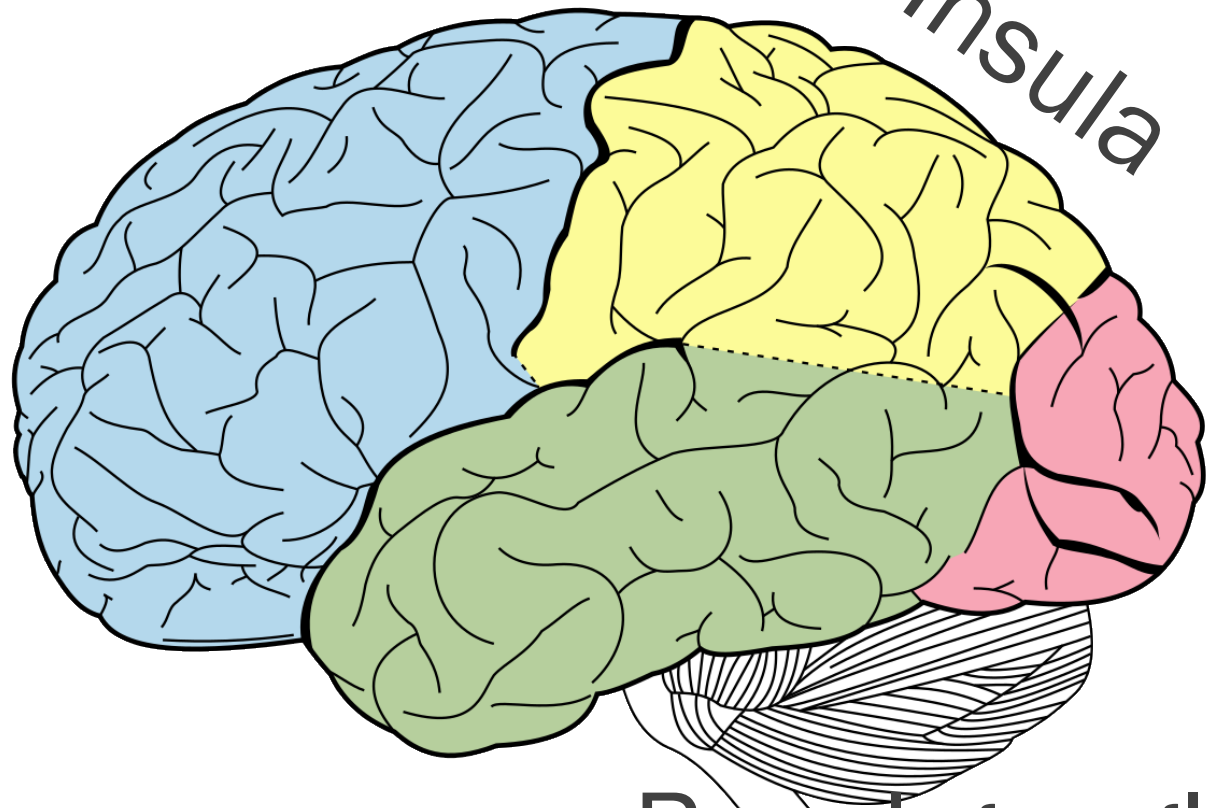
Insula



Steeped in Science

Lateral prefrontal cortex

Insula



Basal ganglia

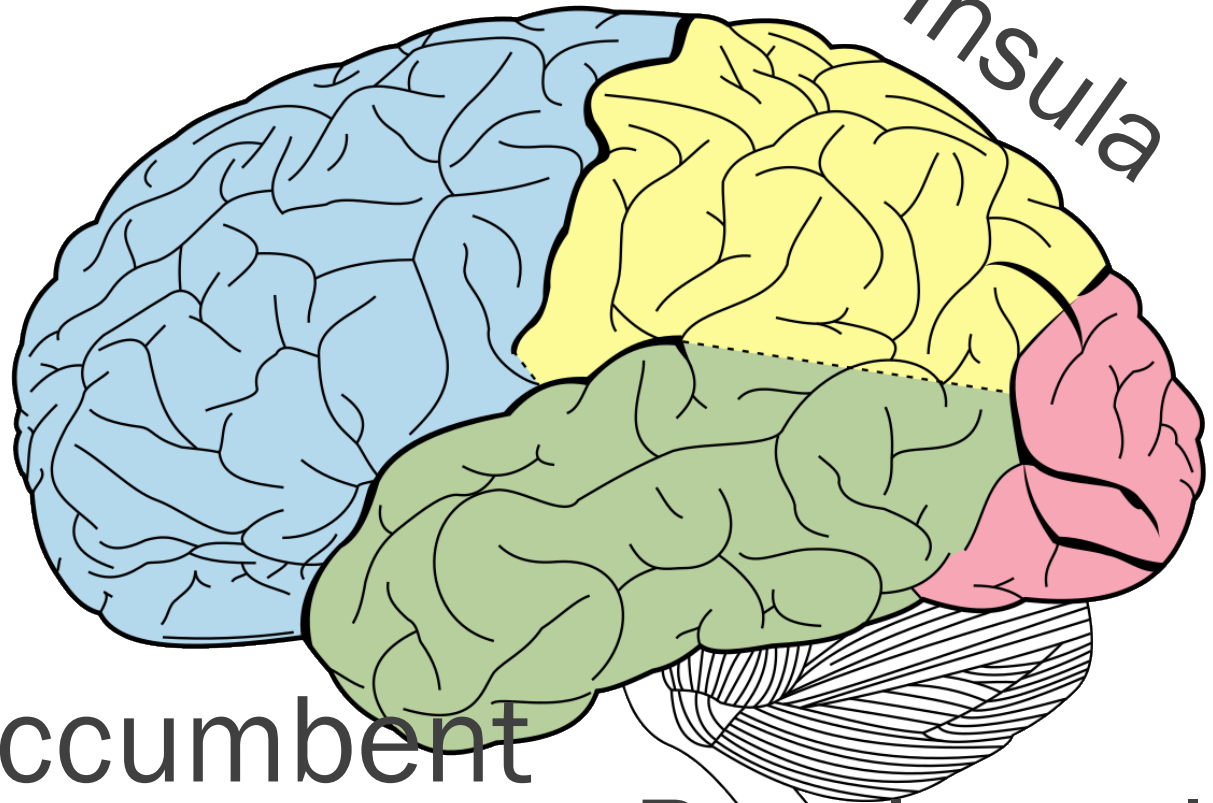
Steeped in Science

Lateral prefrontal cortex

Insula

Accumbent

Basal ganglia



Steeped in Science

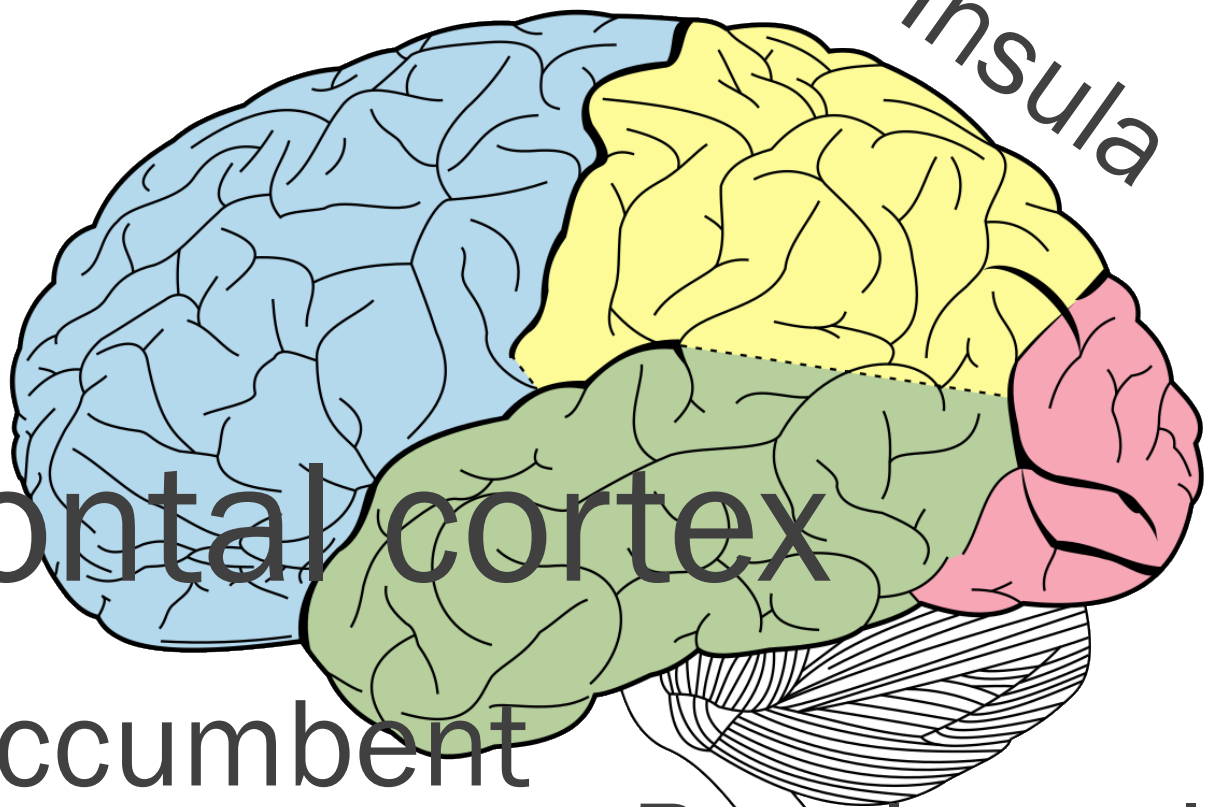
Lateral prefrontal cortex

Insula

Prefrontal cortex

Accumbent

Basal ganglia



Steeped in Science

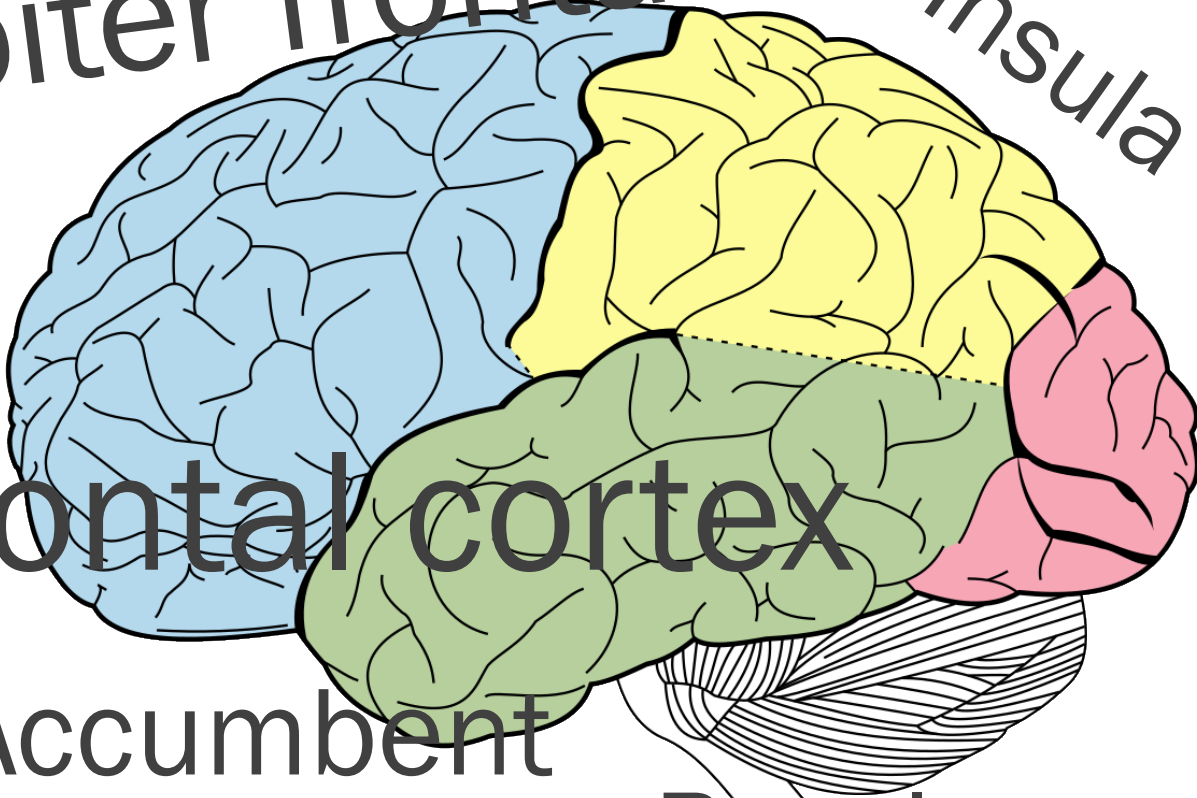
Lateral prefrontal cortex

Orbiter frontal cortex, Insula

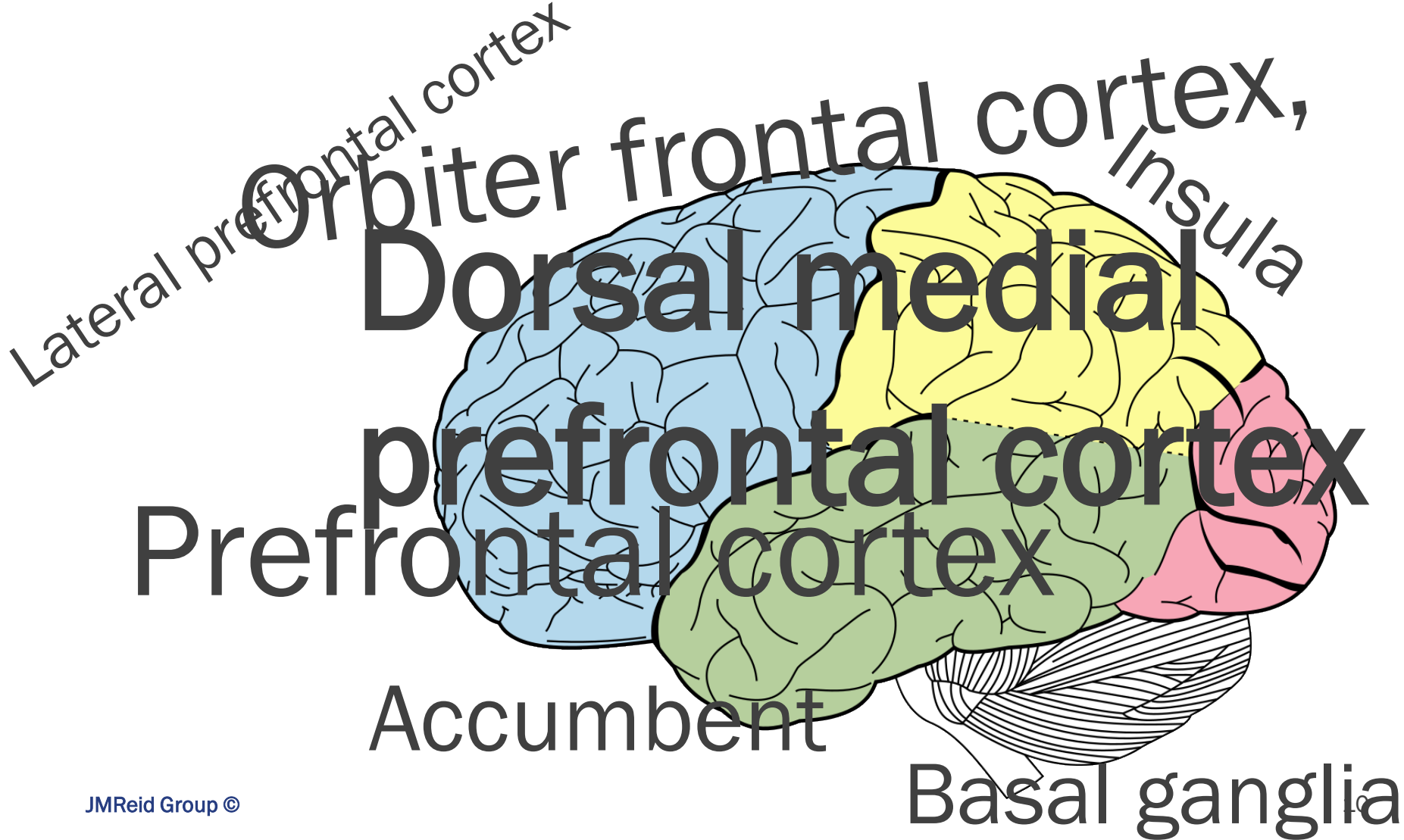
Prefrontal cortex

Accumbent

Basal ganglia

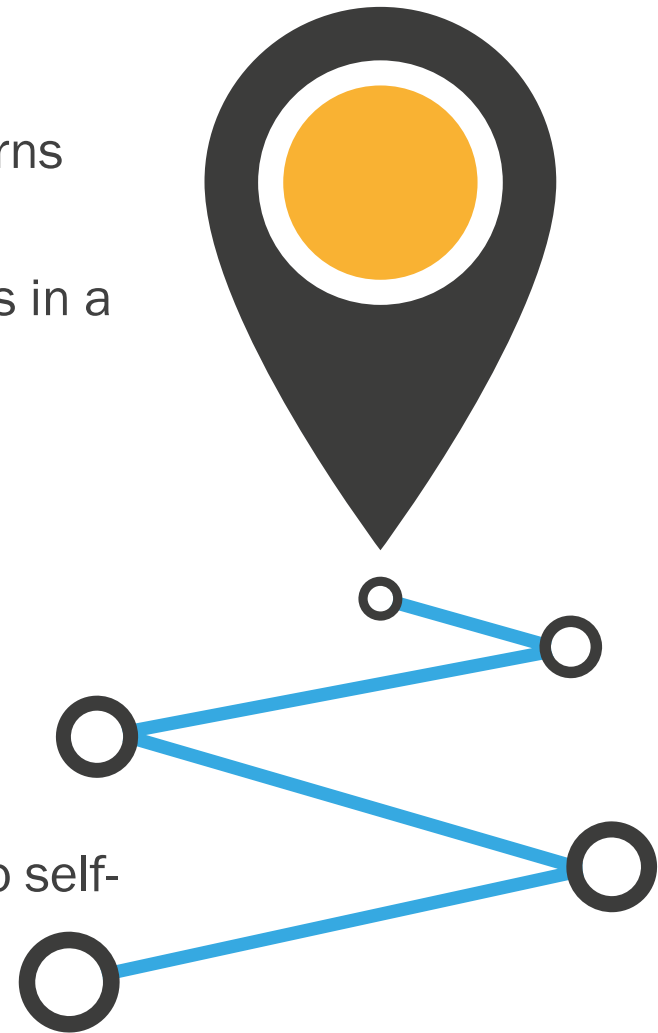


Steeped in Science



The Problem to Be Solved

- Inference and decision-making machines
- These decisions, over-time, create brain patterns (habits)
- Much of this activity involves making decisions in a manner have the following qualities:
 - Are expedient
 - Meet the decision makers immediate need
 - Reduce tension
 - Solve the presenting problem
- This brain activity is automatic
- The mind is an *“unreliable narrator”* leading to self-limiting thoughts



How the Problem is Presented to L & D

- "We need strategic thinking."
- "We need to overcome cognitive biases" (System One and Two)
- "Personal vision or leadership legacy work."
- "People need to be more mindful."
- "We need transformational leadership"

And on and on.




About Habitual Decisions

- Leaders make decisions all day long. These decisions are made on a **low ground/transactional path.**
- Low Ground (Warning Center, Habit Center, Reactive Self Referencing)
- Transactional thinking is not bad per se, since the focus is:
 - Solving problems
 - Making yourself and others happy (win/win)
 - Expedient – and identifies simple solutions and obvious rewards
 - Provides a sense of accomplishment/promotion
- The problem? - Highly subjective valuations (think biases) that fail to tap into our higher-level brain capability.
- Also many of the messages are self/organizationally defeating.




Self-Defeating Messages




1. All or Nothing Thinking:
Making polarized assessments that things are either perfect or terrible. Taking a black-or-white perspective.

Example: The meeting didn't go as well as it could have—it was a failure.




2. Catastrophizing:
Taking an event as evidence that disaster is about to strike. Worst-case scenario or “impending doom” thinking.

Example: The customer is going to catch that mistake I made yesterday and fire us—in reality, the customer is happy with your work.




3. Discounting the Positive:
Undervaluing your positive qualities, attributes or contributions. Failing to notice the positive reactions a manager or colleague has given you.

Example: I could have done more to support Arjun in the meeting. He seemed grateful, but I know I didn't do enough.




4. Emotional Reasoning:
Criticizing yourself because you're having uncomfortable responses, emotional or physical, to your self-defeating brain messages.

Example: If I feel like this, I must really be doing something wrong.




5. Mind Reading:
Assuming you know what someone thinks, feels or believes about your actions or words.

Example: When I said it was good to see him again, he looked away. He must not like seeing me.




6. “Should” Statements:
Indicating your belief that there are particular ways to behave. “Must” or “ought to” statements set up false expectations and— whether you're telling others or they're telling you—often cause anger, resentment or frustration.

Example: I should offer to help Tina, or I'm really not a good boss.



7. Faulty Comparisons:
Seeing yourself as inferior to someone else. In making such comparisons, you often disregard the positive and lean on “should” statements.

Example: She has a PhD.; I won't be able to add anything of value to the discussion...



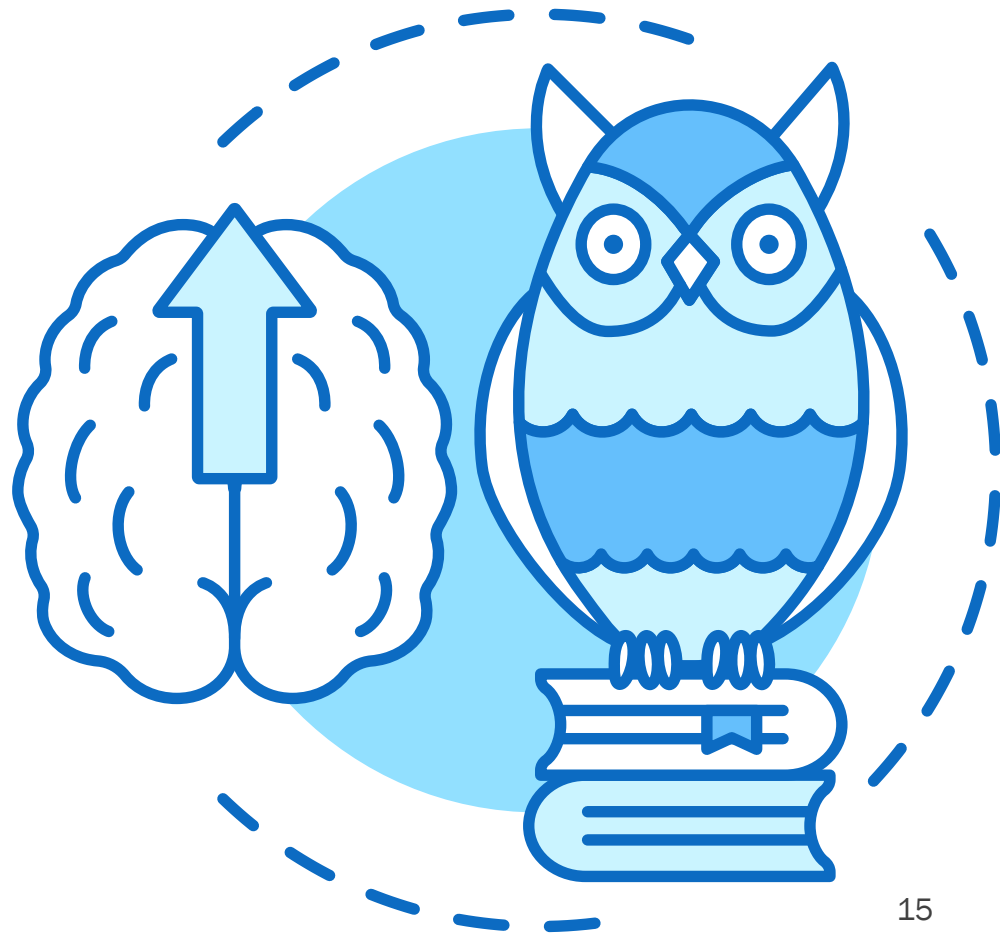
8. False Expectations:
Letting your desire for a certain outcome weaken your ability to see what happened. Often involve “should” statements but come from any of the thinking errors.

Example: I thought they'd be happy with the result. Why aren't they grateful?

One Answer – Tapping into your Wise Advocate

- The Greeks and Antigone . . .
- Christianity and Conscience
- Judaism “still small voice”
- Buddhists and Mindful Awareness
- Adam Smith and the Impartial Spectator

These all speak to an inner voice that when we seek it out – we can be our true best selves – we call this inner voice a Wise Advocate



High Ground Thinking

- Warning Center, Executive Center, Deliberative Self Referencing
- This circuit is invoked by mentalizing, applied mindfulness and meta-cognition
- The focus here is long-term value and a broad perspective
- Typical questions include:
 - What are all the consequences of this decision?
 - Is this decision consistent with my true self – for example, the leader I aspire to be?
- **Good News:** Self-Directed Neuroplasticity



Knowledge and Skills

- **Mindfulness** – Not the western version – but more the traditional approach of seeking Wise Action and compassion for self and others
- **Mentalizing** – The ability to understand the mental state of ourselves and others
- **Metacognition** – Thinking about how we think – asking ourselves high gain questions



The 4 R's: One Tool

4 S T E P S

The Four Steps to Overcome Self-Defeating Brain Messages in Relationships

Step 1: Re-label –

Become aware of your self-defeating brain messages. Identify your self-defeating brain messages and the disturbing sensations that come with them; call these what they truly are.

Step 2: Re-frame –

Recognize why self-defeating brain messages bother you so much and lead to thinking errors. Change your ideas about the significance of self-defeating brain messages; identify why these urges and impulses bother you: they are false brain messages. *It's not ME, it's just my BRAIN!*

Step 3: Re-focus –

Sharply focus your attention. Direct your attention toward an activity or mental process that is beneficial and productive, even while the false and self-defeating brain messages are still hammering at you.

Step 4: Re-value –

Change your perspective of yourself. Perceive the faults, urges, and impulses for what they are, sensations caused by self-defeating brain messages, which are untrue and without value. Don't focus on them; dismiss them.

The Learning Challenge

Most leaders are good and even successful, but they are just being good. They don't know they aren't operating at "great."

You want to really put them in a situation of choice for this learning. You want to get them to practice their high-ground and self-discover.



Design Principles

- Context is king
- Powerful learning encourages risk-taking
- Emotion is the seat of attention
- People remember what they say not what you say
- Use movement
- Engage the eye
- Take them on a journey



The Edge: Art and Science of Relationship Building

Day one: Building blocks of relationships

- Immersion activity
- Session introduction
- Choose a station I
- Cross-station discussion

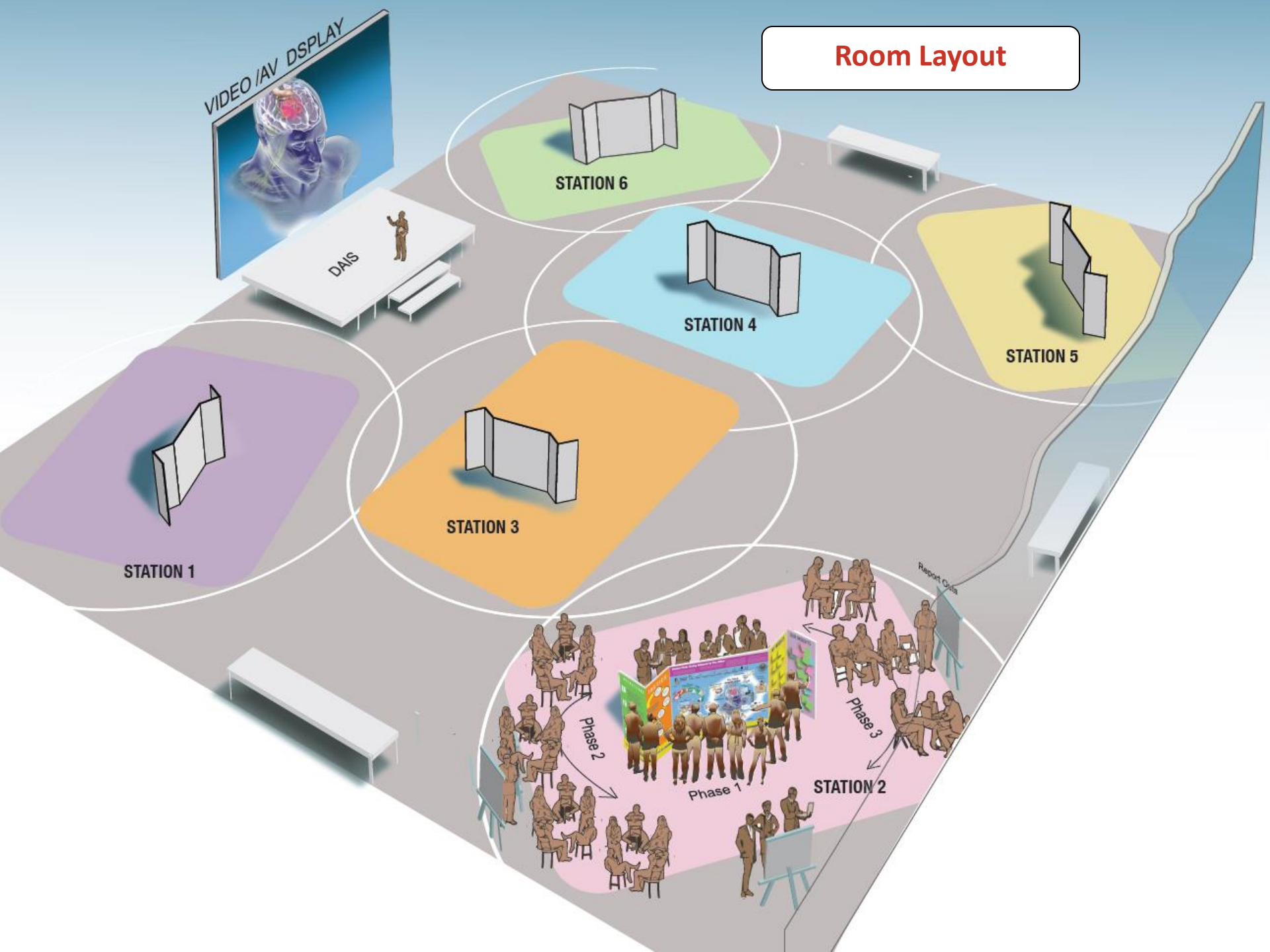
- Choose a station II
- Cross-station discussion
- Day one roll-up

Day two: Senior decision-maker relationships

- Apply day one to SDMs
- Day two introduction
- SDM station: Time apart
- Lean on the full firm

- SDM station: Time together
- Time apart strategies
- Session summary

Room Layout



The Edge: Five Stations

	Relationship Context	Headline	Lead Thinker
1	Being Fully Present in Relationships & Meetings	The precursor and foundation of strong relationships is being fully present. My full presence elicits that in others. Presence communicates confidence.	Dr. Jon Kabat-Zinn University of Massachusetts
2	Allowing Feelings into Relationships & Meetings	We used to believe we were thinking beings who happen to feel. The research clearly shows we are feeling beings who think.	Dr. Antonio Damasio MD, USC
3	Deepening Relationships through Vulnerability	Vulnerability sounds like truth and feels like courage. Vulnerability is the last thing I want you to see in me, yet the first thing you look for.	Dr. Brene Brown University of Houston
4	Overcoming Self-Defeating Thoughts in Relationships	Self-Directed Neuro Plasticity. The brain is not “fixed.” We can change deep-seated anxieties and fears. The four steps to manage self-defeating thoughts in relationships.	Dr. Jeffrey Schwartz, MD, UCLA Dr. Norman Doidge MD, Cornell
5	The Upside & Downside of My Expertise	System One (Intuition) and System Two (Thoughtful) are in competition. As experts we unconsciously rely on system one which can negatively impact relationships.	Daniel Kahnemann USA

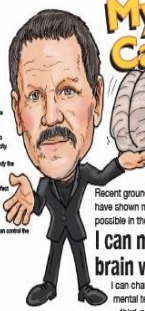
Overcoming Self-Defeating Thoughts in Relationships

Tactics

Insights

My Brain Can Change

Dr. Jeffrey M. Schwartz is a neuroscientist at the University of California at Los Angeles and one of the world's leading experts in neuroplasticity.



The human brain has a strong tendency to take things personally, and to take personal ownership for problems that may in reality be mental tendencies.

Recent ground-breaking studies in neuroplasticity have shown measurable, permanent change is possible in the human brain at any age. I can make my brain work for me. I can change even deep-seated mental tendencies—all without third-party support.

Making My Brain Work for Me

- The mind that can manage self-defeating thoughts: Wise Advocates; drawn on the Assessment Chart.
- Some call this "meta-awareness" or "the witness."
- The Wise Advocate observes what you're thinking, sees self-defeating brain messages for what they are,

understands how you feel physically and emotionally, and is aware of how unhelpful your habitual, automatic responses have been for you.

The Wise Advocate encourages you to make rational decisions that will result in your best self-interest in the long run.



Hebb's Law: Neurons that fire together, wire together.
When groups of nerve cells are often activated simultaneously, they form a circuit and "lock in" together.

Quantum Zero Effect:
Focused attention maintains brain circuits so that they can wire together via Hebb's law. Once they are locked in together, the brain will respond to such situations consistently (it's been hardwired).



Assessment Center: Rational decision-making and voluntary emotion management—the part of the brain that is recruited when you use the Four Steps.

Self Reference Center: Identifies which related to you, may prompt you to take something too personally.

Habits Center: Automatic responses, thoughts and actions.

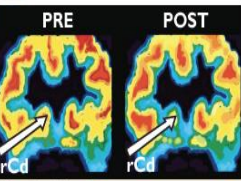
Neuro-plasticity is a two-edged sword that operates constantly. When you repeatedly engage in a behavior, you designate that action as preferred.



The Proof

1. Participants in an OCD research study either took medication or learned the Four Step approach to deal with distracting, self-defeating brain messages. The people who used the Four Step method had the same positive changes in their brains as those given medications. These measurable changes in the brain occurred because of the mind's ability to change the brain through focused attention. Study results shown at right.

2. This US research was later replicated in Germany, where the only treatment given to participants was an audio CD with an explanation of the Four Steps. Participant habits and behaviors all showed measurable and significant changes. In other words, the Four Steps are easy to understand and apply, without third-party support.



PRE shows the brain before using the Four Steps and POST shows it 10 weeks after. There is a noticeable decrease in the rCSL, a part of the brain that is overactive in OCD.

I Am Not My Brain

When we are stressed or feeling down, false thoughts can sneak into our brain and take up productive time.

- Stewing over problems or things you can't control
- Being immobilized or paralyzed by unforded fears
- Outlasting yourself for what is not your fault
- Relieving stress with debilitating behaviors

The Mind vs. the Brain

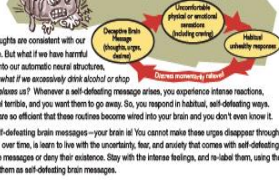
Biology is not destiny; we tend to think, "This is who I am. I will always be this person with this problem. What's the point?" I can't beat this thing. I've tried before and nothing has ever worked."

Many of us make no distinction between the mind and the brain. The brain is wired to be automatic and energy efficient; its primary goal is safety in the moment. The mind is able to see possibilities and to choose. The brain generates desires, impulses, thoughts, and sensations, but the mind can veto almost any action before it's taken.

The brain receives information: images, verbal cues, emotional reactions, physical sensations, and so on. It processes that information mechanically and appraises it to our conscious awareness.

The mind can determine what it would like to focus on; the information coming from the brain or the bigger picture. The attentive mind can take into account your present worth, capabilities, and accomplishments.

Cycle of Self-Defeating Brain Messages



Breaking the Cycle



Veto Power + Persistence = Success



How can I recognize self-defeating brain messages?

One of the best ways to see these is to be attentive to your "negative self-talk" – the insulting things you say to yourself automatically, things that are untrue and that others probably don't suspect you're thinking.

How can I differentiate a self-defeating brain message from a true message?

Any brain message that is not representative of your Best Self is a self-defeating message. Each of us has a Wise Advocate that can distinguish true from self-defeating messages. The Four Steps are a barcode you can place between your brain's false reality and your Wise Advocate's dashboard, mindful view.

The Four Steps to Overcome Self-Defeating Brain Messages in Relationships

4 STEPS

- Step 1: Re-label –**
Become aware of your self-defeating brain messages. Identify your self-defeating brain messages and the disturbing sensations that come with them; call these what they truly are.
- Step 2: Re-frame –**
Recognize why self-defeating brain messages bother you so much and lead to thinking errors. Change your ideas about the significance of self-defeating brain messages; identify why these urges and impulses bother you; they are false brain messages. It's not ME, it's just my BRAIN!
- Step 3: Re-focus –**
Sharply focus your attention. Direct your attention toward an activity or mental process that is beneficial and productive, even while the false and self-defeating brain messages are still hammering at you.
- Step 4: Re-value –**
Change your perspective of yourself. Perceive the faults, urges, and impulses for what they are, sensations caused by self-defeating brain messages, which are untrue and without value. Don't focus on them; dismiss them.

You do not need to do the steps PERFECTLY. All you really need to do is forth a sincere effort to do the steps every day. When dealing with self-defeating brain messages, what matters is not what you think or feel, it's what you DO.

Start by simply paying attention. For a week or two, you need only notice self-defeating brain messages, uncomfortable sensations, and the resulting habitual responses.

Getting Started on Step 1

Look for the thinking errors caused by Self-Defeating Brain Messages in the chart below.

What's self-defeating about this thought or feeling?	What are the assumptions underlying this assumption?	What's your habitual response?	What are the resulting feelings?
I'm not good enough.	Checking if I'm correct; ignoring my talent.	Look for reassurance from someone else.	C, D
Why do I have to do this? I'm not doing it.	Feeling lonely, empty, lonely.	After thinking it over, even though I'm not doing it, I do it later in the day.	A, B
I'm not smart; I'm not able.	Overanalyzing, "over-think."	Like a robot or like a puppet.	A, D
This is not my fault.	Automatic "blame."	Feel someone else is to blame; avoid the situation.	A, F
I'm going to mess up and let you all down.	Angry if you see, but get blamed.	Feel someone is angry with me or otherwise.	A, F
Let me see what you think about this.	Checking if you're correct; ignoring my talent.	Reassure me that I'm correct; let me do it.	C, F

- All or Nothing Thinking: making polarized assessments that things are either perfect or terrible. Taking a black-or-white perspective. Example: The meeting didn't go so well as it could have—it was a failure.
- Catastrophizing: taking an event as evidence that disaster is about to strike. Worst case scenario or " impending doom" thinking. Example: The client is going to catch that mistake I made yesterday and fire us—in reality, the client is happy with my work.
- Discounting the Positive: undervaluing your positive qualities, attributes, or contributions. Failing to notice the positive reactions a client or colleague has given you. Example: I could have done more to support Adam in the meeting. He seemed grateful, but I know I didn't do enough.
- Emotional Reasoning: criticizing yourself because you're having uncomfortable feelings, emotional or physical, to your self-defeating brain messages. Example: If I feel like this, I must really be doing something wrong.
- Mind Reading: assuming you know what someone thinks, feels, or believes about your actions or words. Example: When I said it was good to see him again, he looked away. He must not like seeing me.
- "Should" Statements: indicating your belief that there are particular ways to behave. "Must" or "ought to" statements set up false expectations and—whether you're telling others or they're telling you—often cause anger, resentment, or frustration. Example: I should offer to help Tim, or I'm really not a good boss.
- False Expectations: setting your goals for certain outcomes weaken your ability to see what happened. Often involve "should" statements but come from any of the thinking errors. Example: I thought they'd be happy with the result. Why aren't they grateful?

Station Agenda

- Intro; View Video **10 Min**
- Study Display **15 Min**
- Discuss Insights from Display **15 Min**
- Explore Real-Life Application **40 Min**
- Discuss Workbook Tactics **10 Min**

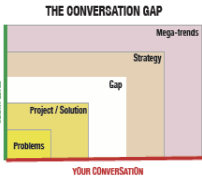
Why Would I Care?

What's This About?

Adapted from the book *You Are Not Your Brain: The 4-Step Solution for Changing Bad Habits, Ending Unhealthy Thinking, and Taking Control of Your Life* by Jeffrey M. Schwartz, MD, and Rebecca Gladding, MD.

"Be a Person of Interest."

"Know more to mean more."



"Find the Pebble in the Shoe."

"Don't accept No from someone who can't say Yes."

"Add Value for Time."

WHAT SDM CONCERNS WILL YOU PURSUE?



Power Questions

- A high impact Confirmation, New Information, Attitude, Commitment or Basic Issue
- Require the client to become mentally engaged and think before responding
- Provide information that you might hear if you were inside the client's organization
- Create the potential for larger and more meaningful relationships

Power questions provoke a thoughtful response:

- "Well that's a good question..."
- "I don't know, I never thought of that..."
- "Hmm, that's interesting; let me think for a minute..."

Power questions:

- Display genuine curiosity
- Cause SDM to think, evaluate, or speculate

Confirmation Questions

Questions that validate your data or point out inaccuracies in what you had thought was true.

Good:

When we last spoke you indicated that you needed to have a solution in place by the end of the month. Is that still the case?

Power:

During our last meeting you stated that the end of the month was your deadline for a _____ solution. Have any compelling events impacted that timeline since then?

New Information Questions

A question that forces you to listen and accept the reality of the current situation.

Good:

What is the one single thing that would have the greatest impact on your business?

Power:

If I were in your shoes, I would be torn between expense control and growth. Which would have the greatest impact on the results shareholders expect right now?

Good:

How have the current economic conditions affected your profitability?

Power:

Which of the recent perfect storm of economic factors have preyed upon your profitability the most?

Attitude Questions

Questions that identify the SDM's personal needs, values, and attitudes, and thus the urgency that the SDM feels about meeting his or her needs.

Good:

In your opinion, what impact has the latest restructuring had on your company's productivity?

Power:

If I overheard the typical front line manager, what would they say about the restructuring?

Good:

What are your feelings on M./Ms. Big's promotion to Senior Vios President?

Power:

I was thinking about M./Ms. Big's promotion to SVP? What concerns do you have about this move?

Commitment Questions

A question that helps you locate your current level or position and at the same time makes it possible for you to move toward the next higher level.

Good:

Are we in agreement that the next logical step is for you to set up a date when we can _____?

Power:

Based on where we are in the process, experience shows that the next logical step is to arrange a date when we can _____ How does that sound?

Basic Issue Questions

A question that will help you to understand your SDM's reasons for feeling that the situation is a Loss and uncover what still needs to be done to turn the situation into a Win.

Good:

Is there any part of our approach that you think might be a problem?

Power:

What is the "pebble in your shoe" that is leading to you not taking action?

Good:

Do you know of any reason our proposal would not be accepted?

Power:

What in your view are the strongest points of our proposal and where might we be a little weaker?

Focus: The SDM Conversation

In designing a conversation with a Senior Decision Maker (SDM), partners should leverage Miller Heiman question types. However, great questions are not enough . . . you have to bring great insights. More than a Whitepaper or a timely trade article, these are insights that the client's own resources and network have not uncovered.

Armed with these insights, the goal is to challenge the SDM's thinking in a collaborative way. The ultimate objective is to become a trusted thinking partner for the SDM.

Do You Have An Expert Mindset or A Relationship Mindset?

	The Expert Mindset	The Relationship Mindset
Take and give names	Where would you place yourself on the continuum?	Are you confident and brave
Is a goal	Is it truly possible?	Is it truly possible?
Is a goal or deadline	Is it truly possible? When will it be a goal or deadline or both?	Is it truly possible? When will it be a goal or deadline or both?
Work on our feedback	Build personal and professional trust	Build personal and professional trust
Take	Challenge a peer	Challenge a peer
Has a clearly defined team? Roles and tasks	Has an identified and defined team? Roles and tasks?	Has an identified and defined team? Roles and tasks?

MAI²

M = Market A = Account I = Individual leads to... I = Insight I will bring

Tactics See Workbook for:

- Expert Mindset/Relationship Mindset Continuum • MAI2
- Adding Value for Time • Gaining Access Checklist 1 & 2 • Relationship Opportunities
- Time Apart Strategy • Relationship Principles

The Company

- The company has a strong presence across the world with a diversified portfolio and end-user profiles.
- The company principally sells its products through

- authorized building distributors, who resell these products to installers and retailers.
- Armstrong has a substantial amount of debt.
- The company has the opportunity for expansion across emerging markets, including China.

- However it faces strong competition in all lines of its business from domestic and international manufacturers.
- In addition, environmental regulation both here and abroad is a growing concern.

Snapshot

Armstrong is a leader in the design and manufacture of floors and ceilings; its innovative residential and commercial product design, solutions and services enable its customers to deliver the exceptional interior spaces they envision for themselves and their clients. In 2013, Armstrong's consolidated net sales from continuing operations totaled approximately \$2.7 billion. Based in Lancaster, Pa., Armstrong operates 55 plants in 6 countries with approximately 6,700 employees and sells products in more than 80 countries.

	In Millions of USD	2013	2012
Revenue	\$2,700.0	\$2,700.0	\$2,700.0
Operating Profit	\$400.0	\$400.0	\$400.0
Operating Expenses	\$2,300.0	\$2,300.0	\$2,300.0
Other Operating Expenses	\$100.0	\$100.0	\$100.0
Other Operating Expenses	\$100.0	\$100.0	\$100.0



History

Our company and our brand are 150 years old. We believe one of the reasons we have stood the test of time is our devotion to our operating principles and our commitment to acting responsibly and with integrity everywhere we work. That commitment includes fundamental ethics about how we treat our people, our partners and our planet.

The Early Days

When it all began in a tiny two-man cork-cutting shop in 1860 in Pittsburgh, our national frontier barely reached beyond the western mountain range. Tom Armstrong's first deliveries of hand-carved corks were by wheelbarrow. The son of ordinary Scotch-Irish immigrants from Londonderry, Tom Armstrong entered his struggling company through the Civil War financial panics, disaster factory fire and a cutoff market place. He succeeded because he relied upon a family credo of hard work and faith, he attracted and held dedicated employees who shared the same values. He took pride in the production and sale of quality products that bore his family name. And he was determined that his company always act with fairness and in the "balanced best interests of customers, stockholders, employees, suppliers, community neighbors, government and the general public."

Pioneering Modern Business

Armstrong was among the first of American entrepreneurs to discard the old business maxim of caveat emptor, "Let the buyer beware," and practice a new principle - "Let the buyer have faith." He was a branding pioneer, too, starting "Armstrong" on each cork as early as 1864. And soon he was tacking a written guarantee into the butyl sacks of cork shipped from a big new factory on a Pittsburgh waterfront. As buyer confidence in the Armstrong brand of product and service grew, so did national sales. In the mid-1890s, Armstrong emerged as the world's largest cork company and was incorporated in 1891.



"We're cautiously optimistic about residential construction in the US. The recovery is a little spotty, but there are areas like the Bay Area and Texas. The commercial market has gotten tougher for us. However, we've been in Asia for 15 or 20 years but what we want to do is take it further. And we're building 3 new plants in China for Asian demand." 9/8/12

The Armstrong Team

- James A. O'Connor, Independent Chairman of the Board
- David S. Scholtz, Chief Financial Officer, Senior Vice President
- Victor D. Gitzke, Executive Vice President, Chief Executive Officer, Armstrong Building Products
- Thomas B. Mangan, Executive Vice President and Chief Executive Officer, Armstrong Floor Products
- Mark A. Harshay, Senior Vice President, Chief Compliance Officer, General Counsel, Secretary
- Thomas M. Kane, Senior Vice President - Human Resources and Government Relations
- Stephen F. Mollenauer, Vice President, Controller

Matthew Espe

President, Chief Executive Officer, Director of Armstrong World Industries Inc. Mr. Espe has been CEO and President since he joined the Company in July 2010. Previously, Mr. Espe was Chairman and CEO of Rich American Corporation, a provider of document management solutions and services.



Continuing Growth

Early on, the company began to find new uses for cork and let one product lead logically to another. Corkboards led to fiberboard, fiberboard led to ceiling board, cork tile and linoleum treading corkboard and brick, and then linoleum floors. A new factory rose from a cornfield on the edge of Lancaster, Pennsylvania, and in 1909, a year after Thomas Armstrong died, the company started making and selling linoleum, the first in a robust flooring product portfolio to come. The Armstrong formula for success became clear - stick to your core business and your core values but adapt to changing conditions as the market and your customer demand - a philosophy that's alive and well in the company today.

Station Agenda

Time Apart **MAI²** 70 Min

- Market and Account
- Individual
- Insight
- Gaining Access

Return to Group Discussion 45 Min

Lunch

Senior Decision Maker Conversation 60 Min

- Power Questions
- Preparing for the Conversation
- Application

Return to Plenary

Thank you!

We hope this was helpful and sparked your interest in the Wise Advocate and JMReid Group.

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