

ISSUE 02 • WINTER 2019

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GROWTH

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THAT MAKE
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Carla Moore

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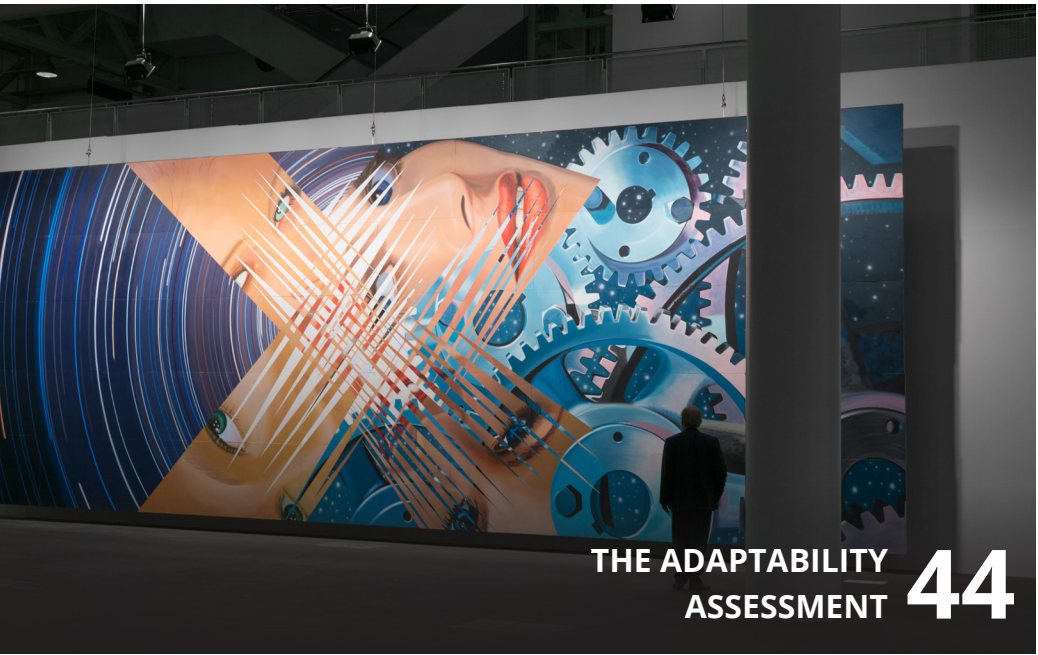
"Because of the public presence we've built, our service portfolio is growing every month. We expect to surpass our initial business plan goals. Thank you, Advantage|ForbesBooks, for believing in us and being such a great business growth partner!"

- J. Eduardo Campos, ForbesBooks Author & Founder of
Embedded-Knowledge, Inc.

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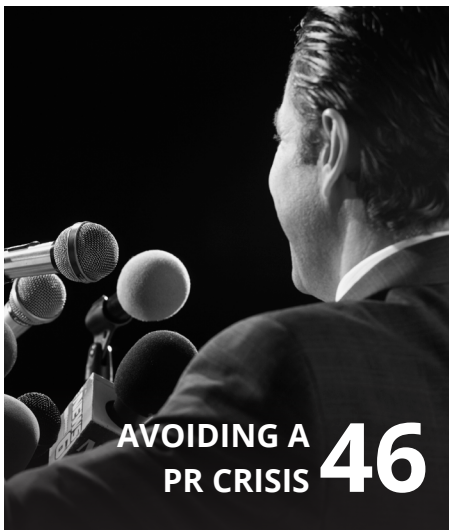
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SPEAKING OUT. THE POWER OF THE SPOKEN WORD IN BUILDING AUTHORITY

Picture it: You're on stage, facing a spellbound audience. You've just wrapped your first keynote speech, and there's a line of people wrapped around the stage, waiting to talk to you. Doesn't that sound pretty neat? For those of you who went all of 2018 without doing a speaking engagement, consider it the first item on your 2019 agenda. Speeches do more than share your passions and insights, they enhance your authority and drive business growth. There's a reason I named speaking as one of the Seven Pillars of Authority Marketing™.

For those of you who know me, you know that there's nothing I stress more than the importance of building your authority. And I can't think of a better way to showcase your authority, expertise, and hard-won knowledge than delivering a speech. (Unless, of course, it's publishing a book, which paves the path to speaking slots!) Suffice it to say, even though I'm in publishing, I'm a big fan of the spoken word. It has the power to convey knowledge, drive change, mobilize crowds, and move mountains.

But not everyone is leveraging that. I know a number of business owners who would make incredible speakers, but they haven't gathered up the resolve to start landing speaking slots. At Advantage|ForbesBooks, we're hoping to change that. We've teamed with *Forbes* to launch ForbesSpeakers. We want to broaden the scope of opportunities available to both established speakers and those who hope to kick-start their speaking career. By aligning with the *Forbes* brand, Members of ForbesSpeakers have an edge over their competitors, in addition to a toolbox of invaluable resources that we make available to them.

I couldn't be more excited about the launch of a business that puts so much stock in the spoken word. ForbesSpeakers will represent thought leaders across a wide range of industries, and I'm thrilled to hear what inspiring insights our Members will deliver in their speeches. I will gladly take a seat in the audience as they advance their careers from the stage. To learn more about ForbesSpeakers and apply to become our next Member, visit forbesspeakers.com/apply.

To your success,

Adam D. Witty
Founder & Chief Executive Officer
awitty@advantageww.com

P.S.: Members of the Advantage Family span the globe! I enjoyed this picture of Member Devin Schain with Steve Forbes.



ADAM WITTY
Founder & CEO

Adam is the Founder & Chief Executive Officer of the Advantage Family. He is also the author of nine books, including *Authority Marketing*, *Lead The Field*, and *Book The Business*.



Devin Schain with Steve Forbes.

THE WRITE STUFF: MEET KRISTIN HACKLER

What inspired you to pursue a career in writing?

I am in love with the written word; the way it can alter your mood in a heartbeat, manifest visions, take you on journeys unaffected by time or space, even change your understanding of the universe—there is nothing more magical or powerful in this world. And there is nothing more magical or powerful than an excellent writer.

Did you always know this was what you wanted to do?

I'm one of those odd ducks who always knew that I wanted to write. There's a snapshot of me at about 5 years old, curled up in my pajamas with a giant dictionary in my lap and a very studious look on my face. I still keep an old suitcase full of notebooks that I've filled front to back with all kinds of odd stories and snippets. To this day, I still love the smell of old paper and mimeograph carbon.

How have your past experiences guided your professional ambitions?

At 12 years old, I was the youngest journalist for our local newspaper, the *Post & Courier*, writing a column for their weekly kid's page called "Kristin's Corner." At 14 years old I attended the Governor's School for creative writing, and at 15 years old I was the youngest writer at the time to be accepted to the school's five-week summer program. By 25 I was the managing editor for three local newspapers covering seven of Charleston's sea islands.

Describe your professional experience at Advantage|ForbesBooks. How have you seen the company evolve since being hired?

I started here as Advantage's first and only in-house ghostwriter. I was on a team of six, including design, and every day was a brand-new experience, both for me and for Advantage as we learned how my role fit into the existing flow. Today, I've stepped into a brand-new role yet again—Ghostwriting Manager for all Advantage imprints. I work with a team of 16 in-house, and a bench of 120 world-class writers, all of whom impress me every day with the quality of their work and work presence.

How have you evolved professionally since coming on board?

Professionally, I've grown quite a bit from being a ghostwriting wallflower to spearheading such a significant force of literary talent. I've learned management skills—of both time and people—from the amazing leadership team here (especially Patti Boysen), and have had the privilege to travel quite a bit in the course of creating content for several exceptional Advantage and ForbesBooks authors. I've learned that there are no ceilings here—we are encouraged to grow in the direction of our strongest talents. It's been an amazing experience. I can't think of another company, or another role, in which my personal talents are such a unique and perfect fit. 🍷



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SEEING DOUBLE.



As twin brothers, Stephen and Sterling Carter are used to sharing a thing or two.

Now, these sibling executives are sharing the principles that powered the success of their own company, Sterling Staffing Solutions.

By Emily Fisher

As part from being twins, Stephen and Sterling Carter have cultivated distinct careers and ambitions, with each brother lauded in his respective industry. Raised by a single mother, the boys would eventually launch a pursuit of their own unique identity, the first step of which was joining the Armed Forces as a pathway to college. Both exhibited a keen interest in their academic careers, and now hold six advanced degrees between them. Sterling pursued a career in physical therapy, while Stephen sought out a path in finance.

While working in the health-care industry, Sterling would receive countless phone calls from peers looking for jobs and health-care agencies looking for therapists. Noting the lack of supply and extremely high demand, he dreamt up the idea of a health-care staffing company that could bridge the gap between job seekers and potential employers in the industry. Stephen was the go-to for financial guidance and had ample business savvy, so Sterling approached him with the idea of his staffing company. The two put their heads together and in 2011, Sterling Staffing Solutions was born.

To plan for growth in business, you have to be agile.”

After seven years of mega-growth and numerous awards, Stephen and Sterling Carter are lifting the lid on their tactics in their newest book, *Double Your Success*. We got the chance to sit down with the pair and dive into the secrets of their success.

A|FB: In your book, you state that starting a company takes confidence and heart, but most of all, it takes planning and understanding exactly what your business needs to succeed in its niche. Can you shed light on how someone can understand what exactly their business needs?

Stephen: It's so important to determine a great business idea, but also to vet that business idea and make sure it's actually viable and can work. First, you need to identify a desire, or serve your passion. For Sterling Staffing Solutions, we found a need that wasn't being provided and took that niche and vetted it out. We sat down and wrote a business plan, which forced us to think of competition and the market,

how to grow over the next five years, how to utilize capital, and how to hire staff to handle the work. Having a plan and having a great idea is just one part of it—you have to execute it.

Sterling: In addition to finding your niche, you need to find your “why” in the business you're going into. We've always been passionate about helping others, so providing an opportunity for others and making a difference in our community was really important. Opening up a health-care staffing company was perfect for us because we were able to touch so many people's lives in a lot of different ways. We're able to employ individuals that are then able to take care of family, pay their bills, and have the opportunity to mentor others.

A|FB: Your business has blossomed in growth. What has that journey been like, and how did you manage to keep afloat and maintain a positive attitude throughout the ups and downs?

Stephen: Growth is great, but unmanaged or unplanned growth becomes an issue from a quality standpoint. The worst thing that can happen is to reach an amount of growth but not be able to satisfy clients anymore. Growth for us meant staying focused and recognizing our “why.” We want to make sure [that throughout] our growth, [we] continue to deliver a quality product and take care of our community. Our growth was planned to be successful.

Sterling: To plan for growth in business you have to be agile. You have to be able to make quick decisions and quick changes. Don't be afraid to outsource. If you're growing and ramping up, make sure you medicate that growth—outsource it. There are several companies out there that can help with your growth.

A|FB: How has partnering and creating a business together strengthened your relationship and grown your business?

Stephen: The worst thing you can do [in business] is choose a bad partner. If you don't have the right partner, it doesn't matter how well you communicate, it's still not going to work. Business is a partnership and partnerships are like marriages, so choosing the right partner [means choosing] someone you know you can be with for a long time.

Sterling: After college, we made an effort to develop our own identity and path, and we did really well on our own. Coming back together, [we went] back to where we started, where it looks familiar, but it's also a challenge. It requires a



Stephen and Sterling Carter pose with their award.

lot of planning, communication, and patience. Stephen said business partnerships are like being married—you have to be able to share, be open to another person's opinion, and can't go off making decisions without consulting the other person.

A|FB: What do you encourage potential business owners to look for in new business ideas?

Stephen: There is nothing new under the sun. When you look at a lot of successful entrepreneurs, a lot of them took an idea and tweaked it somehow—packaged or marketed [it differently]—or found one small weakness in the current service model [that they could exploit to differentiate their product, making] themselves greater and more marketable. If your idea is working already in some form or fashion, figure out how to make it better in your competitive market, and go from there.

Sterling: Once you find out who your competitors are, go and talk to them. Go figure out their pain points, and sometimes you'll get your answer based on their pain point and what keeps them up at night.

A|FB: What has been your favorite part of this business journey?

Stephen: As an entrepreneur, there's always that fear of if you have what it takes to become a successful entrepreneur, making decisions and calling the shots. There's a bit of self doubt and hesitancy to jump out there. For me personally, it was the fulfillment of knowing that this great idea that we had, we made work. It's a nice sense of accomplishment and a confidence booster. Being able to set your own pace and set your own path is a really nice feeling.

Sterling: In life, everyone has dreams, goals, and aspirations. **When you're able to actually see your dreams come to fruition, there's just no better feeling than that.** Opening up this business and being able to touch as many people as possible is all the satisfaction [we need]. 🌟

HOW DR. DANIEL KLAUER FOCUSED ON A SPECIALTY THAT TURBO CHARGED THE GROWTH OF HIS BUSINESS

By Emily Fisher

With a physician for a father, two uncles in dentistry, and no less than 10 relatives in nursing or orthopaedic surgery, you could say that a flair for health-care runs in Daniel Klauer's family.

While Dr. Klauer is one of the nation's leading authorities on sleep apnea and TMD, he wasn't always so sure about which health-care path to pursue, until it came time for a routine cleaning. He petitioned to shadow his family dentist, which would ignite his passion for dentistry.

Graduating dental school in 2010, Dr. Klauer launched his career as a general dentist. This enabled him to experience a little bit of everything in the realm of teeth. However, he had yet to discover the exact niche that made him tick—until he happened upon one particular procedure, and immediately knew he'd found it.

"I took my first craniofacial and sleep medicine course in January 2013 and got hooked," he recalls. "In June of 2013 I closed down seeing general dentist patients and [exclusively began seeing] pain and sleep patients. In a six-month time frame, I educated myself as fast and as best as I could,

limited my practice to learn more, and kept going."

Limiting an already thriving practice is not an easy thing to do, especially when you have a growing family to support.

"I was basically hitting the brakes on what I was working toward for eight years to start something completely fresh," says Dr. Klauer. "It was definitely a feeling of butterflies, wondering if this is really going to pan out like I anticipated and be the right move."

In just one year, he devoted over 100 days to training and immersing himself in his newfound passion.

This meant over 100 days away from the office and his family—a true investment.

"It was the right timing with my current career," he says. "If I had been a senior doctor with an already established 20-year career, it would've been much more challenging."

Ever the sought-after lecturer, he now gets to speak to both the medical and dental communities—providing

practice, and a core focus."

One can craft core values and determine a core focus for their team, but in Dr. Klauer's eyes, if the business owner can't articulate and enforce them, they won't get their employees on board. For his team, Dr. Klauer demands open, honest, and transparent communication. He believes if your employees are open and honest, there shouldn't

CARVING OUT YOUR NICHE IS THE MOST POWERFUL WAY TO MAKE FOCUSED IMPACT.

literature, collaboration, and insight on this increasingly popular specialty.

In five years, Dr. Klauer's practice, the TMJ & Sleep Therapy Centre of Northern Indiana, has grown from a single employee to a staff of 14. The growth in team members required Dr. Klauer to take a step back, and truly focus on what he wanted his practice's culture to look like.

"In my journey, I identified mentors who pushed me to be better clinically and professionally," he says. "I surrounded myself with good coaches who knew what it meant to develop a team, set core values for my

be a problem that you can't solve or gradually work through. At the TMJ & Sleep Therapy Centre of Northern Indiana, Dr. Klauer's job, in part, is to keep a pulse on the practice, to ensure operations are running smoothly, with a healthy and positive team dynamic.

In his debut book, *Achieve Your Victory*, Dr. Klauer hopes to embolden readers who suffer from TMD/TMJ and sleep apnea symptoms to seek out help. He outlines everything patients need to know about what they're experiencing, why they're experiencing it, and how to overcome it.

Thus far, one of Dr. Klauer's greatest victories has been the development of a niche where he feels he can add tremendous value to his community. The rapid growth of the TMJ & Sleep Therapy Centre of Northern Indiana speaks to the firm's merit and allure with clientele, recalling the popular *Field of Dreams*



Dr. Daniel Klauer

phrase, "If you build it, they will come." And they did indeed.

"We were working out of three treatment rooms in 2016, and we doubled the space thinking it would take us a couple of years to grow into it. It only took us three months to grow into that space, and now we're going into the space that's next door; we didn't realize we needed that much space or staff. Everything really took off," Dr. Klauer reflects. Beyond a mere business endeavor, the centre has emerged as a veritable passion project. Having alleviated the pain and frustration of countless patients, his story illustrates that carving out your niche is perhaps the single most powerful way to make an impact. 🌟



Dr. Klauer's practice in Granger, IN

BIGGEST MEMBER WINS OF 2018

Phuong Tran was interviewed by Henry DeVries of Forbes.com to share her insights on competing with corporate giants.



Dr. Joe Galati was featured in an abundance of articles on POPSUGAR, Healthline, *The Epoch Times*, *The Hill*, *Elite Daily*, *The Virginian-Pilot*, Shape.com, and Everyday Health.



Dr. Victor Romano discussed tips for reducing arthritis symptoms on MSN, *Reader's Digest*, and Well+Good.



Beth Haddock's book, *Triple Bottom-Line Compliance: How To Deliver Protection, Productivity, and Impact*, received glowing reviews on Amazon and was featured in Goodreads and Newsmax.



Mother Nature Network featured Dr. Kerry White Brown in a popular article about fear of the dentist.



Dr. Tim Thayne shared parenting advice that was featured in popular articles in the *Washington Post*, *New York Daily News*, and the *Chicago Tribune*.



Entrepreneur.com, Business News Daily, *San Antonio Express News*, Connecticut Post Online, Open Forum AMEX, Rolling Out, and *Fast Company* featured Don Rheem's expert advice on employee engagement.



Dr. Steven Freeman shared his dental expertise with Mother Nature Network, Romper, and Well+Good.



Dr. Ramon Duran's expert dental advice ran in a popular article on *Elite Daily*.



Dr. Scott Shamblott discussed all things dentistry with *U.S. News & World Report* and *Elite Daily*.



Purely Patel



HOW A DENTISTRY DYNAMO BUILT AN ECO-CHIC PRACTICE

By Emily Fisher

Born in her family's living room in India, in a village consisting of only eight houses, Dr. Namrata Patel rose from humble beginnings. At just 5 years old, her family made the move to the United States, which brought a rainbow of new challenges. Facing cultural assimilation, the move forced Dr. Patel to figure out who she was and seek out guidance to inform her career path.

"As a child, I thought it was challenging, but in hindsight, I realized the skillsets I developed were [based in] self reliance," she explains. "Things don't always go exactly as we anticipate, but it's our job to figure how to best maneuver and fix the situation." And she did.

She sought a career that would not only fulfill her professional passions, but would allow her to help others. As a result, she turned her focus to dentistry. After turning down several "drill and fill" positions, she began

working toward her dream of building a green dental practice—literally from the ground up—at the ripe age of 25. She hoped to build a unique practice that could provide outstanding patient care, while being mindful of the environment.

Green Dentistry was founded in 2005, and was the first dental practice of its kind in San Francisco. The techniques and materials used in her dental care services were not only safe, but the building materials and furnishings were likewise chosen with care. Committed to providing a stellar patient experience, she arranged for Green Dentistry to offer spa amenities like aromatherapy. Patients were invited to relax, cozy up in a warm blanket, and listen to music with noise-cancelling headphones.

In as little as nine months, Green Dentistry, and Dr. Patel's dream, blossomed into a million-dollar business. Without any financial

assistance, she was able to reach her goal, by simply keeping her eye on the ball. This demanded 16-hour work days, where she would acquaint herself with every aspect of the business. After her first year, she saw 25 to 30 percent growth each succeeding year.

"I was committed and I had the passion and the drive. I would do whatever it took to take my practice and get it to a certain level," she says. "I'm not interested in being ordinary, I'm interested in being extraordinary. I'm interested in being the best. You may call it competitive, so be it, but it's just not in my DNA to do something subpar."

She is committed to helping patients achieve optimal results, and it is palpable in her work ethic.

"My focus has always been on giving back, purpose, and passion," Dr. Patel says. "In this day and age, with everything at our fingertips, my

[mission] is all about maintaining quality and exchange of energy. I'm always conscious about what I can do to make it better, faster, and easier on my patients."

Building and running her practice has helped Patel grow professionally,

"I'm not interested in being ordinary. I'm interested in being extraordinary. It's just not in my DNA to do something subpar."

spiritually, and financially. But the daily demands of entrepreneurship require a great deal of focused mental and physical energy. As a result, Patel partakes in a "Miracle Morning," where she meditates for 20 minutes,

reads for 20 minutes, and exercises for 20 minutes. These activities provide her with a sense of fulfillment and balance, so she can begin her day feeling full—not empty.

"I can handle a lot of things going on because I compartmentalize it

and focus on being fully present, on my patient's needs, and how they're doing," she explains.

Of course, starting your own business takes considerable grit and courage. Patel advises other

entrepreneurs to focus on solving a unique problem and being service oriented. She also insists that entrepreneurs need to trust themselves, making it more about a relationship and journey.

"In hindsight, 14 years later, I'm realizing 'Wow, that was a great ride.' I really enjoyed it and I was always supported," she says. Beyond mere financial gain, founding a business is an immense opportunity for learning and personal growth. "We all want to be rewarded, but we also want to accomplish things that are greater than us—outside of who we are and what we do."

With the establishment of Green Dentistry, Dr. Patel found, planned, and executed her passion. As patients flock back to her practice every day, her story serves as a source of empowerment for others to do the same. 🌱

TRAIL BLAZER

HOW LANCE TYSON STAYS ON HIS GAME IN THE SALES INDUSTRY

By Roya Rodieck



Whether speaking to a crowd of 10 or 10,000, Lance Tyson has taken the stage at least twice a week since he was 25 years old. The pursuit of his passion has led him, unwaveringly, to a microphone. A sales dynamo and the chief executive of Tyson Group, he synthesized his skills in speaking and sales to form a powerhouse career in sales training.

Tyson is fortunate to have always known where his strengths lay. “I was in love with being in front of people,” he says. Public speaking asserted itself as the career of choice, and from his early college days, he gravitated toward roles that allowed more substantial face-to-face interaction. The arena of sales quickly came into play.

His early sales career saw him

pitching everything from vacuum cleaners to radio ad spots—but a career with greater emphasis on public speaking remained at the forefront of his ambitions. This was when he happened upon Dale Carnegie, an industry leader in professional training programs. Early on, he exclusively sold their sales training programs, and was afforded a wider

organization’s leading salespeople. He rose through the ranks from salesperson to instructor to sales leader. Dale Carnegie is a franchise system, and Tyson was able to acquire partial ownership of the Philadelphia location at a very young age. He then swiftly acquired franchise ownership through most of Ohio, Indiana, and parts of Kentucky.

“JUST BECAUSE SOMEONE HAS EXPERIENCE, WHO’S TO SAY IT’S NOT BAD EXPERIENCE?”

breadth of responsibilities over time. It quickly became evident that Tyson possessed superior speaking skills and a dexterity with sales. This served to distinguish him as one of the

As one of their younger team members, Tyson’s early work at Dale Carnegie crystallized the notion that age is irrelevant, if you’re good at your craft. “I had a lot of people

that trusted me at a young age,” he recalls. Shouldering a great deal of responsibility, he quickly learned what it meant to hold the trust of his superiors, deliver on their expectations, and perform well even in high-pressure situations. This ingrained in him a staunch work ethic that he would carry over to his own company.

Tyson encourages other employers to not dismiss younger talent, rejecting the preconceived notion of ineptitude due to low experience level. He insists focus should be placed instead on a candidate’s raw

“...THE BIGGEST ROOM IN THE WORLD IS THE ROOM FOR IMPROVEMENT.”

skill, potential, and willingness to learn. Employers may lose out when they demand X years of experience. “Just because someone has experience, who’s to say it’s not bad experience?” he says with a chuckle. His endorsement of that principle reflected in the opportunities he gave to his own employees, some of whom he hired young, giving them “a lot of work to do and a lot of responsibility, because that’s what [he] was taught,” and watching them blossom over the course of their career. Per his philosophy, it comes down to the principle of investing in people. “Age really doesn’t matter, it’s the person, and [the question of] ‘Can they pull it off?’”

Speaking to his aptitude as a leader, Tyson’s Dale Carnegie franchise was the largest in the Western Hemisphere, with 900 percent growth through acquisition and 300 percent through organic sales while he was at the helm. With one of the largest staffs in the Dale Carnegie network,

Tyson had built something so big that it no longer made sense to operate in a franchise framework. His experience leading the Dale Carnegie franchise primed him to eventually found his own proprietary organization.

In 2010, he divested out and formed a company called PRSPX, safeguarding much of the infrastructure of his franchise but retooling the company focus. PRSPX brought in revenue from sales training and B2B demand generation. Its name derived from the fact that the company “prospected” leads for other businesses, among other endeavors. He recalls eventually sitting down with his board and posing the question, “What can we be the best in the world at?” After digging into the question, the team resoundingly agreed: “sales training.”

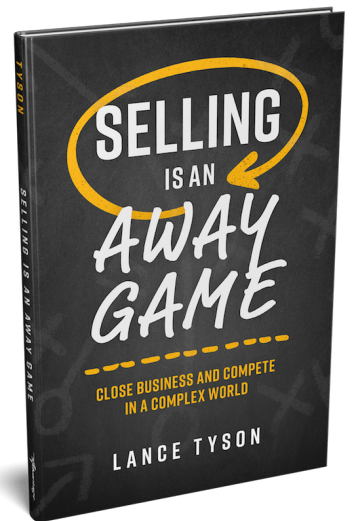
This marked a shift in the company’s central mission, at which point it was rechristened Tyson Group. “The mission of Tyson Group is to coach, train, and consult with sales leaders and organizations. [We then create a framework] to address challenges [in the realms of] skill, people, and the marketplace to help them compete in a complex world.”

Tyson Group recently spent two days on-site providing training to the sales team of Fenway Sports Management, proprietor of the Boston Red Sox and Liverpool F.C. Tyson Group offered potent instruction on presentation, personal branding, and the cultivation of credibility. They spent time with senior management assessing the team, designing training solutions, and creating a plan for ongoing coaching.

Reflecting on what distinguishes exceptional salespeople, Tyson believes that “the most successful salespeople—and business people—believe the biggest room in the world is the room for improvement.” No one can afford to hit the pause button on their professional growth or the innovation of their service offering. “I

have to be on my game,” Tyson says assertively. “Nobody wants to hear you talk about ‘how we used to do it.’”

When the company began to focus on sales training, the need to author a book came right behind it. A book would cement Tyson Group’s status as the utmost authority in the field of sales training, recalling that pursuit to be “the best in the world.” It would likewise serve as an invaluable branding tool. Elaborating on why he chose to publish with Advantage, Tyson explains: “I think your process was the most thorough. I think you thought of everything. Having a [cogent] approach to writing a book is critical.” Through the collaborative efforts of Tyson and his account



Selling is an Away Game

team at Advantage|ForbesBooks, he released his debut, *Selling is an Away Game*, in July of this year and has been, in his words, “crushing” book sales. The meaning of his title? As he explains, selling takes place entirely “in the mind of the buyer,” and for this reason, it can be likened to an “away game.” The book is rich in sports analogies, a nod to the company’s focus on working in the sporting industry. “Publish or perish,” Tyson opines. “You’re only as relevant as the last thing you wrote.”

Moore to Life

HBO EXECUTIVE CARLA MOORE PAVES THE PATH TO PURPOSE AND POWER

By Roya Rodieck

Thoughts, brace for provocation. Emotions, prepare to be stirred—because sitting down to a conversation with Carla Moore is an *experience*—at once rewarding, full-bodied, and nuanced. Tracing her career narrative, it becomes evident that somewhere along the way, Moore's professional journey was elevated to the status of spiritual. You can pinpoint the precise moment at which that shift occurred: a brutal collision with a concrete median in 2007. It would send Moore to the emergency room—and to the stratosphere of self-actualization.

The moment of impact was all but immortalized in her book title, *Crash! Leading Through the Wreckage*. Written over a decade after the

incident, *Crash!* explores the flood of realizations that washed over her in the aftermath. Miraculously uninjured, she slipped into a state of fierce introspection. In spite of her storied career, the HBO executive felt she was not living “the life she’d imagined.” The accident itself served as a blaring siren, a vigorous jolt—shaking her from the fog that had temporarily obscured her path to personal and professional enlightenment.

Moore turned her gaze inward to surmount longstanding struggles, then turned it outward, to the men and women she led. *Crash!* presents the notion of “enlightened leadership,” a leadership style rooted in professional selflessness. As the

architect of enlightened leadership, Moore can easily articulate her purpose: “To touch, connect, engage, and inspire others to live the lives they’ve imagined. At school, at church, at home, at work, at play, and in life.” Speaking with Moore, one can’t help but notice the radiance and intellectual illumination she exudes. It leads you to believe that clarity, as a state of being, is indeed quite palpable.

From a young age, Moore was aware of her talents, strengths, and interests. She was fascinated by TV commercials throughout her childhood. An inseparable trio, she and her sisters would “take commercial jingles and turn them into full-fledged songs; there was just something so



[appealing] about bringing brands to life,” she says. Her sisters, she adds, had an indelible impact on her growing up, helping to shape this marketing tour-de-force into who she is today.

Unlike many who put their wilder dreams on the backburner, Moore exclusively kept to a path forged by her passions. “I knew to stay connected to what I loved doing. And to choose opportunities that allowed me to deliver on the talents and gifts I’d been given,” she says, her tone warm and contemplative. The result? “A now 30-year career in media and entertainment,” mounted



Left to right: Carla Moore poses for photos with a fan; addressing a group of young entrepreneurs; Carla during a speaking engagement.

on the roles she strategically sought out. “You should choose roles that allow room for personal freedom. That allow you to create and ideate.” She fundamentally knew “how to make things pop; how to make them become electric and magical,” and craved a space to showcase that talent. Creativity, as she points out, has manifold applications—beyond the sphere of art and design, it extends to the art of problem-solving. At HBO, she has become widely known for her ability to find swift solutions to

problems, and is shrewd to note that many paths exist to a given solution. “Two plus two is four,” she says, almost dismissively, “but so is one and three.”

Moore honed a razor-sharp customer service instinct in the early leg of her career, working in call centers for Sprint and Comcast. These positions provided her with a sensibility for one-to-one relationship building. Call centers are, after all, a “people first” environment; they demand the ability to please and delight whoever you’re speaking to. Moore pocketed that skillset and still employs it in her leadership role today. She moved



through the ranks of Sprint and was promoted to Training Coordinator, prompting her first life-quaking move, in this case, to Kansas City. She would go on to live in Atlanta, Minneapolis, Chicago, and New York, ferried around the country in the name of her career. But she cites the move to Kansas City as perhaps the most transformative, because it was her first “big professional step in the unknown.”

Hailing from Centerville, Tennessee—

“population 3,000!”—Moore is a self-proclaimed country girl. That first move was jarring, but, as she quickly realized, “the beauty in risk-taking is that it builds the muscle that allows you to take more risks! It’s fear that keeps people in low vibration. After each move, it became easier and easier for me to say ‘Hey, I’m moving to Atlanta! Hey, I’m moving to Minneapolis! I’m ready for Chicago! And now, I’m in New York.’ All of those moves were instrumental in my development. I met amazing people, and they shaped who I was going to become. They helped me become strong.” Ruminating on the importance of people, she says:



“Growth and development is not a solo sport. It will behoove you to build mutually beneficial relationships, to find those you can help and those who can help you. There’s an African proverb I always share with my team. ‘If you want to go fast, go alone. But if you want to go far, go with others.’”

Moore’s first touchpoint with HBO came while employed at Comcast. Sensing her professional merit, an HBO rep urged her to apply there. Twenty-one years have elapsed

since she was first hired on as a sales trainer for customer service reps. Flourishing in that role for six years, she eventually returned to college to pursue her MBA. “I wanted to maximize my contributions to the company I loved,” she says. Her standing at HBO only continued to soar, from Sales Trainer to Manager to Director, and currently, Vice President of POS Strategy. “I’m now in my dream job, with a dream team, heading the department in which my career began.” On the topic of self-actualized success, Moore has this insight to share: “Your career growth and development is entirely up to you. Don’t wait for people to see you or tell you how good you are. Decide that for yourself, then go out and make yourself relevant.”

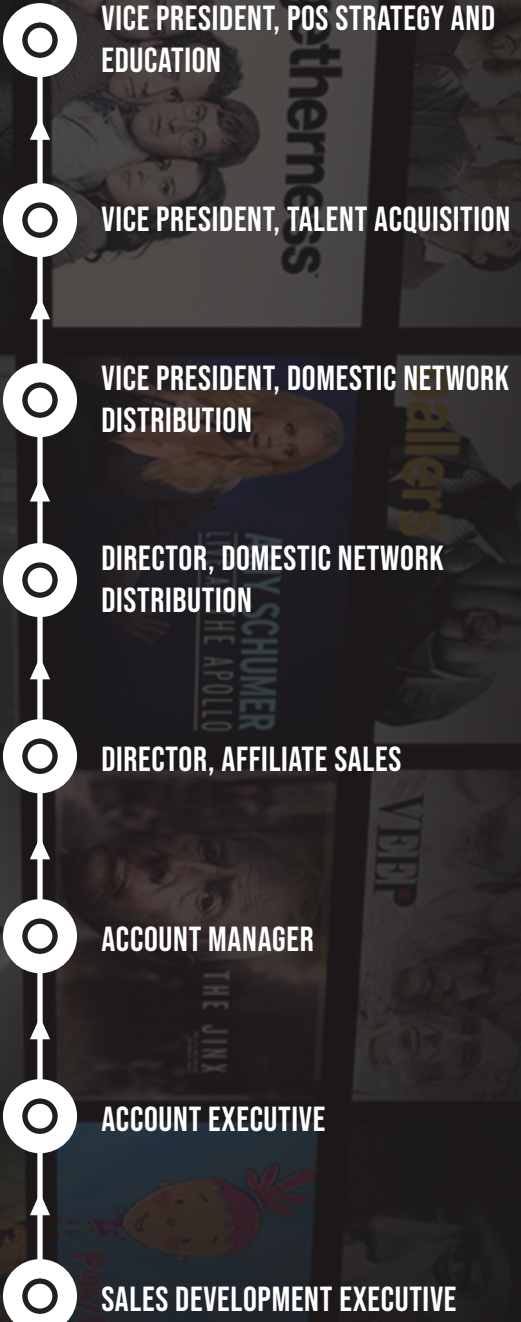
She recalls the first day she approached the HBO office in New York City. “I realized there were probably more people in that building than in my entire hometown. And

DESPITE HER STAGGERING CAREER SUCCESS, MOORE BELIEVES THAT SHE “WENT OVER 20 YEARS NOT KNOWING WHO I WAS, OR WHAT I WAS IN IT FOR.”

that... I’m here.” Moore pauses, her voice straining from the weight of her own emotion. “Because people prayed for me, rooted for me, and supported me ... for a little country girl. To make it to New York City.” Her words glisten, as though glazed in awe, humility, and a kind of trembling gratefulness. In today’s ultra-composed, stone-faced business world; the fact that she lets herself emote and express joy is a deeply welcome change of pace.

One could argue that Moore has masterfully, if not artfully, melded her work and personal life. Typically, work and life are positioned as two discrete paths, the division implied in expressions like “work-life balance.” And perhaps the chief differentiator is the presence of overt emotion. Work typically precludes it, while life demands it. Defying this framework, Moore has woven her passions, emotions, and affinities into her career path—and let her professional success inform her emotion, as well. In doing so, she’s effectively taken a wrecking ball to that Berlin Wall between “work” and “life.” The result is a shimmering red magnum opus. Red, because it is the color blazing across her book cover and personal brand. Despite her staggering success, Moore believes

THE RISE TO THE TOP



that she “went over 20 years not knowing who I was, or what I was in it for. I was on autopilot doing what I thought I was supposed to do. I could not have articulated to anyone what my passions and purpose were. In the absence of that kind of clarity of existence, you will find yourself floating. When the crash happened, that’s when I sat down and asked myself ‘*What are you doing?*’” She believes purpose and passion are the anchors that pull you from a “floating” existence and ground you in motivation. The idea is captured in her 3P Equation: Passion + Purpose = Power. When you are able to discover and pursue your purpose and passion, in turn, you will find your inner power.

The crash prompted an aggressive revision of her goals. She remembered dreamy conversations with her college roommate, discussing all the places

they hoped to travel to some day. In the aftermath of the crash, she realized that she hadn't visited a single one. “Had I died that day,” Moore thought to herself, “I would have died not living the life I’d imagined... so let me get to the business of living that life.” International travel was just one bullet point on a hefty list of things she sought to accomplish. And over the course of the following year, she completed *everything* on it. “I accepted no alternative for the future, other than what I wanted.” This included transforming from 300 lbs. to a triathlete, reactivating her civic duties, and seeing Rome—a city that captured her imagination in childhood and held it firmly ever since.

“Crash Moments” have become a critical part of the Moore equation. These moments could manifest in a thousand different forms, far less

brutal than the car crash she survived. Whether you’re dealt bankruptcy, loss of job, a scary health diagnosis, being passed over for a promotion, addiction, divorce, or heartbreak, you have to reposition these “Crash Moments” as transformations in disguise. They present you with a choice on how you’ll proceed, but more importantly, they serve as an opportunity to move closer to the truest version of yourself. “You have to decide that you’re going to use these moments to truly fuel your life,” she says.

Moore sought to formalize that raw, irrepressible desire to help others grow, seeking out the credentials to back her initiative. In turn, she became a Certified Transformation Coach. Her coaching services are not limited to an elite set of CEOs and business owners, but are widely

accessible to anyone who believes they’re stuck in transition and looking for a breakthrough.

“The beauty of coaching is this: people already have the answers. Coaches are there to ask the empowering questions.” This launches the thought process that will coax the answer from them. “My questions are tough. I invite people to step into those challenging parts of their lives

representative who had been in the audience. “Let’s write your book,” she told her. Such serendipitous events led Moore to conclude: “What you seek is seeking you. That’s why you have *state it*. Plan it. Chase it. You have to put it out there in the ether. So people and opportunities can come to you... And you know, there’s a risk to it! There’s a risk to sharing your hopes and dreams. But that is how you find

having five children. She sacrificed everything. She even sacrificed her own dreams *for ours*. She spent every penny on us to ensure we went to college. Momma knew. Education was what was going to lift us. All that I am and all that I hope to become, I owe to my mother.” Indeed, Moore’s mother was intentional about cultivating self-sufficiency in her children, and it started with little things. “We were

PASSION + PURPOSE = POWER

so we can talk about them.” That being said, Moore considers herself an accountability coach, above all. It is worth reflecting on the importance of accountability, “because what good is [a dream] in the absence of execution, and the accountability that drives it? How do you make it materialize, how do you make it manifest? That’s what I’m here to help you uncover.”

Prior to publishing *Crash!*, people would always approach Moore after speeches and seminars, urging her to commit her transformation principles to print. “There are so many people stuck in transition who you can help,” they implored her. There are only so many souls you can reach in the confines of a conference room or convention center. A book, by contrast, can proliferate a person’s ideas and maximize the number of people reached. “I like making a big impact, so I thought, let’s write a book! But I didn’t know the first thing about writing a book.”

During one particular keynote for business owners and CEOs, Moore expressed the desire to write a book. She was swiftly approached by an Advantage|ForbesBooks

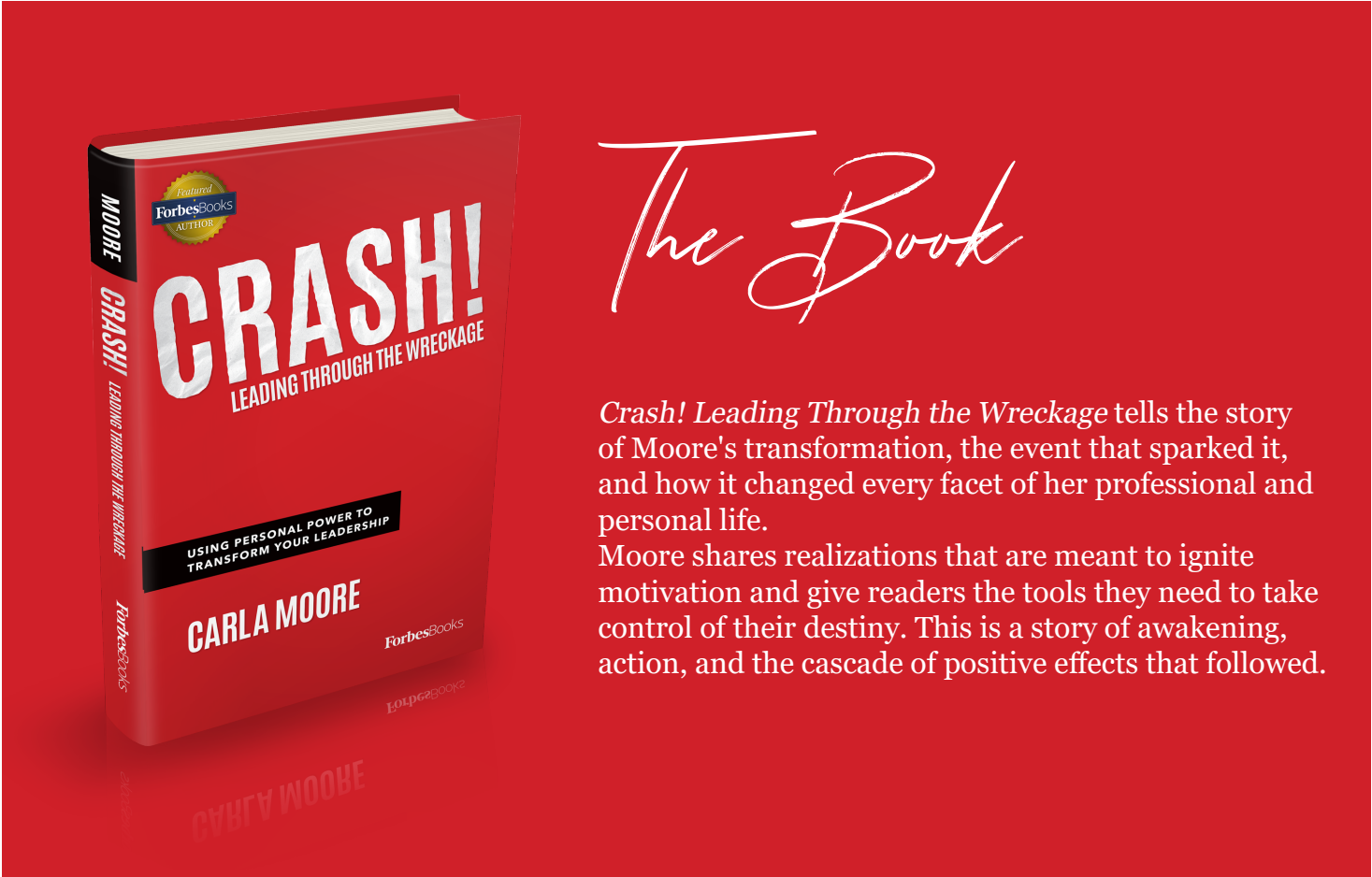
the next person who can help you get to the next level.” It’s a lesson worth remembering: whatever your wildest dream may be, don’t keep it hidden from the world, lest you risk never sharing it with those who can help you achieve it.

At present, when she’s not leading HBO to success, Moore spends much of her time promoting her book, giving keynote speeches, and coaching others through their personal transformations. She has been hard at work developing and filming *Life in 3D*, a business-lifestyle talk show that aims to influence, inspire, and empower everyday people to positive action in their lives, organizations, and communities. With co-hosts Netta Jenkins and Crystal Berger, *Life in 3D* offers a multigenerational perspective and drives conversation on hot-button issues.

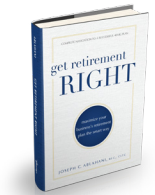
Moving to the topic of her mother, Moore’s composure evaporates, heartwarmingly so. “My mother,” she pauses to take a breath, “is the *single* most influential force in my life. She fought her way through poverty to get an associate’s degree in nursing, and went for her bachelor’s after

all very inquisitive children.” Moore says with a chuckle. She recalls asking things like, “Where do dodo birds live?” and “How far away is the moon?” When she and her siblings had such questions, her mother would direct them to the *World Book Encyclopedia*, where they could fulfill their curiosity and learn to seek answers for themselves. In the pages of the *World Book*, Moore made her first contact with Rome—as a city, a beacon, and a space where dreams materialize.

Rome had become a kind of emblem of all that which she’d achieved, and in the year following the crash, she made a pilgrimage there. “Standing on cobblestone older than the country in which I lived really is where the crux of my book was born. For 20 years I had carried a vision for what I wanted for my life. And in one year, I was *walking* in it. That’s when I knew that choices shape destiny and that we all possess the power to change our very own lives. I knew then I would tell this story for the rest of my life. That *whatever* life you imagine for yourself, you can *actually have it*.” 🍷



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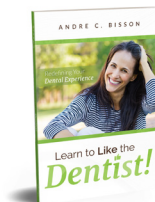
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Andy Bailey and the Petra Team



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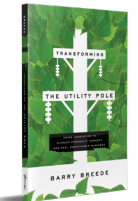
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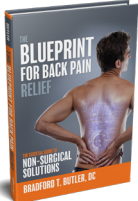
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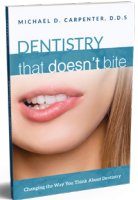
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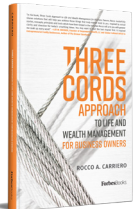
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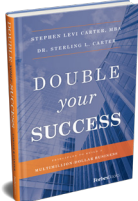
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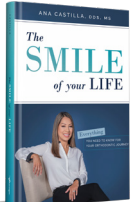
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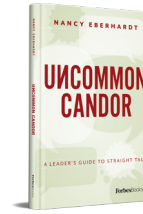




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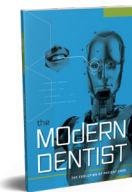
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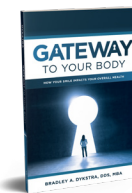
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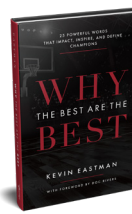
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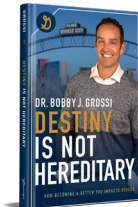
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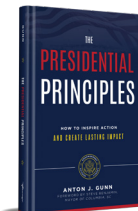
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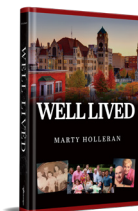
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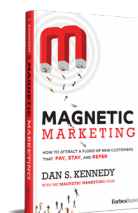
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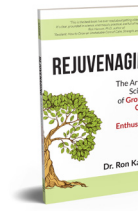
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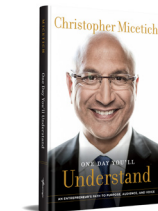
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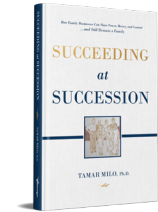
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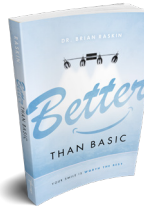
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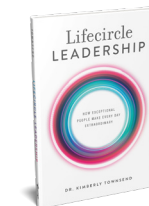
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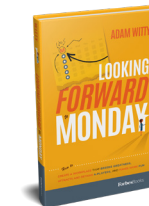
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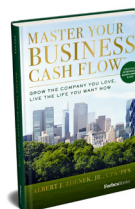
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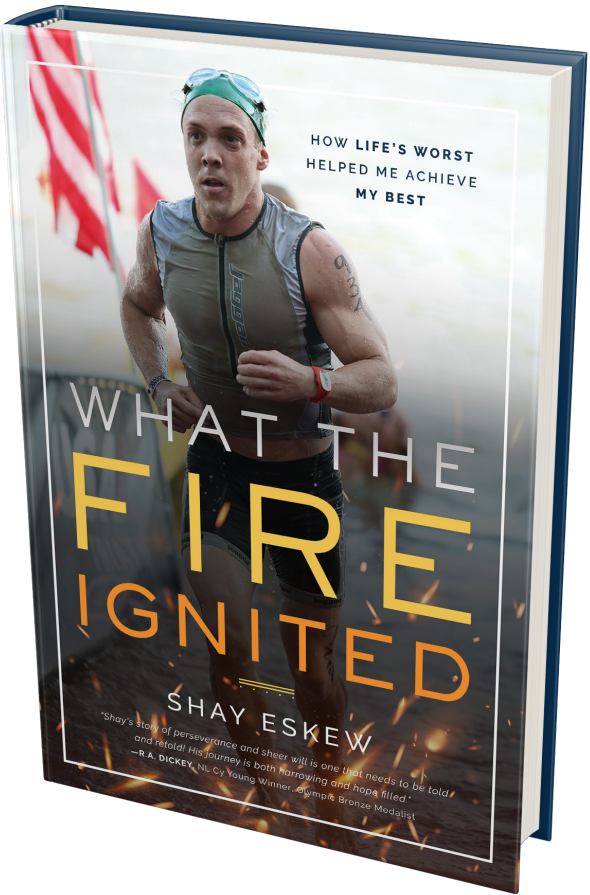
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EDITOR'S PICK FALL 2018



WHAT THE FIRE IGNITED: HOW LIFE'S WORST HELPED ME ACHIEVE MY BEST - SHAY ESKEW

We all face obstacles. Whether physical, spiritual, emotional, or financial, we are all working to overcome a roadblock ahead of us. When Shay Eskew’s roadblock—a splash of gasoline and a lit match that set his body ablaze—came as a child, he had the choice to either succumb to his injuries or to rise above them. In *What the Fire Ignited: How Life’s Worst Helped Me Achieve My Best*, Shay shares the trials and tribulations he was forced to face while recovering from his burns and reclaiming his life as an athlete. Despite being told to give up on sports, Shay began training for and competing in IRONMAN triathlons. By sharing his story, Shay hopes to help those struggling with life to realize the greatest tragedies are often our greatest blessings, if we have the faith to stay the course. We are all facing something; we all have the odds stacked against us in some way. In *What the Fire Ignited*, readers should take comfort in knowing others have been there and not only survived, but thrived.



5 Lies You've Been Told About Publishing

By Roya Rodieck

Think you know how book publication works for first-time business authors? Think again. We're here to debunk a few well-established misconceptions on book publishing, courtesy of the hybrid publishers who've transformed the industry and changed the game.

1. *The lie:* You need a finished manuscript in order to land a publishing deal.

Why it's false: You can (and should!) begin by simply pitching a great idea for a book, even if it's nothing more than an idea. Traditional publishers don't entertain "book ideas" because they have no guarantee that you'll actually write it. However amazing your idea may be, traditional publishers just don't want to hear about it. But forward-thinking hybrid publishers *want* to hear about it. But forward-thinking hybrid publishers *want* to hear about it. But forward-thinking hybrid publishers *want* to hear about it. Even if you're a long way from hitting the keyboard or coordinating with a ghostwriter—when you work with a hybrid publisher, you have the freedom to choose

either—hybrid publishers are still eager to chat with you about the book you hope to publish, your goals for that book, and your professional background. No manuscript necessary!

2. *The lie:* You need a literary agent in order to get noticed by a publisher.

Why it's false: Traditional publishers have institutionalized the practice of striking down hopeful writers who reach out directly, dreaming of publication. If you try, they will promptly inform you that all would-be authors need to go through a literary agent. Literary agents are publishers' way of weeding out low quality manuscripts. They act as the middleman, vetting unpublished books before anything even gets near the publisher. The agent's subjective opinion determines whether your book will land on a publisher's desk.

But here's the thing: You don't need a literary agent if you sidestep traditional publishers and go straight to a hybrid publisher. Hybrid publishers don't want a middleman deciding whether or not your book is worth publishing. They want to make that decision directly, after getting acquainted with you and your goals for the book. You are encouraged to reach out directly, no matter where you are in the process. Even if—especially if—you have yet to start.

3. *The lie:* It realistically takes one to three years before you will have a copy of your book in your hands.

Why it's false: While this may be true for an author who self-publishes or goes through a traditional publisher, those who opt for a hybrid publisher will have a polished, professionally designed book in as little as 180 days. For most business authors, roughly three years pass before they hold the hard copy in their hands. Writing the content is typically the largest time-suck, then come revisions and proofing. There is no telling how long it will take to secure an agent who believes in the merit of your work, much less find a publisher who sees fit to distribute it. With a hybrid publisher, you only need two things to publish a book in your field: the credentials of a successful business owner, and the desire to become an author. With these two things in place, a mere 180 days separates you from the moment you'll hold a hard copy in your hands.

4. *The lie:* Rights to the book will be surrendered to your publisher.

Why it's false: Many publishing houses have their authors sign contracts stipulating that the publisher will retain rights to the book, rather than the author who slaved over it. That hardly seems fair. By contrast, those who opt to work with hybrid publishers will:

- maintain full rights to the book and their intellectual property
- receive up to 65 percent of book royalties, unlike the 15 percent royalty rate that authors average when they work with traditional publishers

5. *The lie:* You will be responsible for marketing the book yourself.

Why it's false: Generally, traditional publishers will only offer marketing services to the top 6 percent of the authors they publish. But those who work with hybrid publisher Advantage|ForbesBooks are empowered to use the firm's world-class, in-house marketing agency: the Authority Institute. Business authors who opt to work with the Institute benefit from a dedicated account team—composed of a project manager, account manager, digital marketing strategist, content writer, and web developer—whose sole purpose is to market your book and build an online presence that presents you as the outright authority in your industry.

Advantage|ForbesBooks turns business owners into business authors. Taking less than 24 hours of your time, our team will ghostwrite, design, and distribute a business book—stamped with your name on the cover, brimming with your personal insights—the quality of which rivals the books found on the front tables of Barnes & Noble, guaranteed. 📖

Ready to discuss your book idea with a publisher? Request a publishing consultation at advantagefamily.com/book-idea.

THE ENGINEER OF SMILES

From Puerto Rico to Connecticut, Dr. Ramon Duran is making people smile.

By Roya Rodieck

Throughout his youth on the vivid shores of Puerto Rico, Ramon Duran knew he enjoyed working with his hands. “I loved to tinker,” he warmly recalls. “I tried to assemble and disassemble anything I could get my hands on.” From a young age, he toyed with the idea of becoming an engineer, but would serendipitously stumble upon a different path in his mid-teens. One innocuous incident—a mother’s toothache—would spur a chain of events that would direct much of Duran’s life thereafter, calling to mind the butterfly effect.

The dentist who treated Duran’s mother, Dr. Augusto Elias-Boneta, was exceedingly kind and

knowledgeable. Over time, the entire family was placed under his care. During Duran’s first checkup, Dr. Elias would pose the question, “What do you want to study?” To which Duran responded with hazy aspirations toward a career in engineering. “Why not dentistry?” Dr. Elias offered. The suggestion stuck, and in no time Duran was accompanying Elias to the University of Puerto Rico’s School of Dentistry, where Elias served as a professor. Duran would go on to graduate college and eventually dental school with a 4.0.

After the completion of dental school, he was whisked off to chilly New Haven, Conn.—the first time away from his native Puerto Rico—to complete a one year program at Yale New Haven Hospital. Yale, of

course, is nothing to sniff at, and Duran only has good things to say about his time there.

He eventually came under the mentorship of periodontist Dr. Robert Fazio while at Yale New Haven. His exposure to Dr. Fazio all but cemented the idea he would pursue periodontics, but a seminar in February of 1986 would steer his direction elsewhere, and hark back to that childhood fondness for all things mechanical. Conducted by one Ronald Goldstein, who is considered to be the father of



Dr. Ramon Duran

“CHANGE A SMILE, YOU CAN CHANGE A LIFE.”

esthetic dentistry, the seminar explored restorative and esthetic dentistry.

This area of the field, as explored by Dr. Goldstein, captured Duran’s interest so firmly that it has yet to let go. It was here that his inclination toward building things and his ambitions in dentistry began to sharpen and synthesize. He grew more interested in the reconstructive area of dentistry, whereby practitioners could restore patients’ ability to smile. “The mechanical [aspect has always fascinated me]... I said to myself, I cannot leave this area of dentistry,” Duran says. Dr. Goldstein, in effect, became the third and final mentor of his career, rounding out a well-balanced trinity of influences.

Shortly thereafter, he was getting involved with cosmetic and esthetic procedures. This marked the beginning of the modern era of his career. Thirty-some years on, his practice centers on reconstructive and cosmetic procedures. Duran himself went on to give lectures on restorative, esthetic, and implant dentistry at the national and international level.

So, now that all is said and done, how does Duran describe the nature of his current practice?

“Fun.”

“Change a smile, you can change a life. When we hand someone a mirror at the end of their procedure, and they see themselves—with the ability to smile—something they may not have done for a long, long time. I can’t tell you how it brightens my day. It’s so powerful.” With a chuckle, Dr. Duran reflects, “You can tell that I’m having a good time.” That kind of satisfaction and ease in one’s relationship with their own profession, is both rare and inspiring. “People notice when you enjoy what you’re doing,” he continues.

Having had such an empowering panel of mentors, the spirit of mentorship and passing along knowledge has long rested near and dear to Duran’s heart. In the book he published earlier this year with Advantage|ForbesBooks, *Your Best Smile... for a Lifetime*, the spirit of this goal was put to paper. Regarding the publication process, Duran tell us, “Advantage made it so easy. Even though I’d had the [idea to write a book] in my mind for a long time, it had stalled, until we found Advantage.” The book would serve as a kind of megaphone for their message, he explains. “I didn’t want it to be a



Your Best Smile... for a Lifetime

brochure or a promotion. I wanted to put our story together in a book.” And that is exactly what he and his team at Advantage were able to achieve. Now, the book is slated for a Spanish translation, with a longtime patient set to grace the cover. “Beyond just being happy with it,” he says, “I’m extremely proud of it.”

It is inspirational to see Duran’s childhood inclination toward engineering so efficiently woven into his health-care practice. Today, he considers himself “an engineer of smiles,” in more ways than one. 🌐

READY FOR TAKEOFF!

Dr. Ronit Molko is paving the way to a bright future for children with autism.

By Roya Rodieck

When your name becomes synonymous with the industry you serve, it denotes an incredible depth of passion—one not easily rivaled. After a nearly 30-year career in autism services, Dr. Ronit Molko has risen to the status of luminary. Her name evokes an instant association with the social advancement of autistic people. During her first encounter with a young autistic girl, Molko was moved by the breadth of her capabilities. She quickly found that autism could not stifle the talents and passions of those living with the condition. She endeavored to shine light on those gifts, and minimize the obstacles wrought by their condition.

Such is the implicit goal of the entire industry, but Molko noticed that some service providers fell short of it—especially as the number of diagnosed children grew. Reports by the CDC point to a sharp increase in autism prevalence over the last 15 years. Currently, the figure sits at 1 in 59 children, compared to just 1 in 166 in 2004. Thousands of companies

have since cropped up to meet the newfound demand for autism services. Many states adopted legislation requiring insurance companies to cover autism-related expenses. The industry flourished under these conditions, and began to attract the attention of investors. Nevertheless, it continues to have its share of practical flaws in school systems, center-based services, in-home services, and beyond. These shortcomings are where Molko and her business partner set their sights when they co-founded Autism Spectrum Therapies, Inc. in 2001.

They initially rooted their objectives in the California schooling system. Teachers of autistic children, in both general and special education classrooms, were in great need of support. For example, challenges arose when all special needs children were grouped together—dismissing gaps in the spectrum of cognitive ability, which frustrated parents. Molko and her partner were determined to conceive better methods, programs, and training. “A lot of kids had fallen through the



cracks,” Molko says, but through the focused efforts of AST, service providers, and parents who advocate tirelessly, the situation vastly improved. They worked to train therapists, school personnel, and general education teachers who, up until that point, were not wholly equipped to meet the unique needs of autistic students. AST was also a pioneer in making naturalistic, child-directed, in-home programs widely available to thousands of families.

Are children with autism being adequately prepared for their needs in adulthood?

Over the 14 years she led AST, Molko faced and overcame a number of challenges, both professional and personal. The '07 recession placed undue stress on the company, as the team worked to maintain the integrity and quality of services under far tighter financial conditions. All the while, Molko endeavored to balance her personal commitments as a working mother. A tried and true success story, the company initially operated out of her living room, before moving through and outgrowing different office spaces. Those humble beginnings sit in stark contrast to the eventual prosperity and scale that she and her colleagues achieved, with over 800 employees on staff and thousands of families impacted by their work. Having provided consulting to



Dr. Ronit Molko

investors for the last two years, Molko would eventually formalize her role as a liaison between autism service providers and would-be investors. “Investors were attending a lot of our industry conferences, looking for companies in which to invest, trying to infiltrate the market, and cold-calling providers,” she says. The two parties

often dealt with a degree of discord, not always able to communicate the goals and risks of a potential investment. Her knowledge of investor and provider perspectives would serve as the connective tissue between the two while investment opportunities were explored. In this new role, she could serve as a kind of “interpreter”

for each party.

In an effort to educate and inform investors on the autism services industry, Molko authored *Autism Matters: Empowering Investors, Providers, and the Autism Community to Advance Autism Services*, published by ForbesBooks in 2018. While the book is geared primarily toward investors, it explores a rich variety of topics pertaining to the condition, such as: the services available;

“Investors were attending a lot of our industry conferences, looking for companies in which to invest, trying to infiltrate the market, and cold-calling providers.”

understanding prevalence; which methodologies are evidence-based, which are not evidence-based; where the autism services market is heading; and what types of questions providers should pose to investors, and vice versa.

The book takes a critical look at the industry and some of the glaring issues it grapples with, such as long-term efficacy. Are children with autism being adequately prepared for their needs in adulthood? As Molko’s name grew eminent in the industry, she began receiving phone calls from autistic adults, enlisting her help for a whole manner of issues and concerns. This drove her attention to the plight of autistic adults, and the acute need to shine light on it. It appeared that the industry had failed to provide them with certain skills needed to live fulfilling adult lives. Armed with this insight, Molko explores how providers can team with investors to engineer more effective long-term outcomes for adults with

autism. As she fleshed out the content of her book, she came away from dialogues with colleagues with the same resounding sentiments: “We’ve done good work, but we can do better,” and, “We should be thinking more about the future.” These insights inform the spirit and mission of her book, which has proved an invaluable asset in attracting investors to the industry.

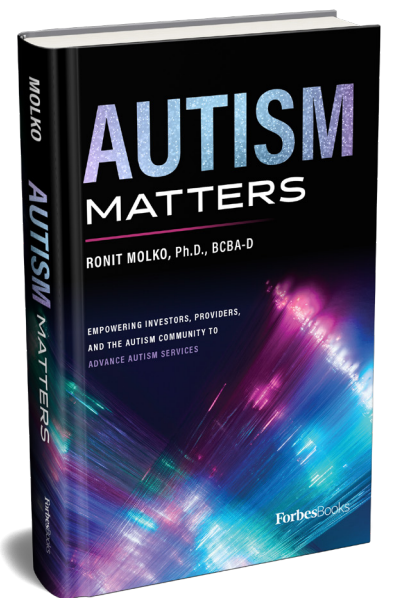
Her day-to-day work with providers

and investors keeps Molko abreast to changes in the industry, and the evolving needs of autistic individuals. She has maintained relationships with a number of families over the years, giving her a window into their journey with their children, from infancy to young adulthood. In so doing, she is regularly furnished with new perspectives on which programs work best for a child and which fall flat. Of note, Molko also serves on the board of Autism Society Los Angeles and the GALT Foundation. In recent years, her work with investors has taken her all over the US and Canada.

On February 12, 2019, Molko will be co-chairing the first Autism Investor Summit in Los Angeles. This exclusive event will provide participants with valuable insights on the outlook for financial investment in autism and behavioral health services. The summit will bring together an exclusive group of autism industry service providers, investors, and

professionals to discuss the autism services landscape, opportunities for investment, and what the future holds for autism services.

Over the course of her career, Molko has seen the irrevocable impact of quality services in the lives of autistic individuals. She’s observed the heartening evolution of children whose families, at one point in time, were forced to weigh institutionalization—and watched as those children blossomed into well-adapted adults with fulfilling and fruitful lives. Whether you are an investor, provider, advocate, family member, or observer, a turnaround like that demands a change in your perception of “limitation.” As the industry continues to advance—on account of tireless advocates like Molko and her peers—so too does the quality of life for those with autism, and that is no small feat. 🌟



Autism Matters

THE ADAPTABILITY ASSESSMENT

IMPROVE YOUR ADAPTABILITY. BECOME A BETTER LEADER.

1. How often do you rework, update, or add to your core business offering?

- A) Almost never, too many changes promote instability and internal confusion.
- B) Almost always. I systematically assess and update my product/service to see how I can make it better.
- C) Sporadically, and only when it seems absolutely necessary to stay up-to-date with our competitors.

2. When you scope out your competition, what do you look for?

- A) I like to see how they stack up against my strengths. If they are not better than me in what I am best at, I'm not worried.
- B) I try to see if their model highlights any weaknesses in mine; I look for things I haven't heard of or thought about, and things they may be doing better.
- C) I don't concern myself with my competition. I don't usually survey their websites, branding, or marketing.

3. How often do you get a "fresh pair of eyes" on your business to critique it and point out shortfalls?

- A) I believe my employees are the best source of intel about my company. I regularly solicit them for ideas and feedback.
- B) Rarely. I have faith in my own judgment and trust that I won't lead my company astray.
- C) I hire external consultants, form consumer focus groups, and solicit internal feedback to critique my company. Improvement is collaborative.

4. What does your leadership structure look like?

- A) Hierarchical, if not dictatorial. We follow a traditional leadership pyramid with tiered management, and myself at the helm.
- B) Authority is shared. I give my team autonomy and encourage collective decision making.
- C) There is a group of senior leaders including myself; the rest of the team reports to us, with minimal hierarchy among them.

5. What is your instinctual response to change?

- A) It's more than welcome. I get excited at the thought of scrapping my old ways and trying new ones on for size.
- B) Change makes me nervous. If it ain't broke, don't fix it! I have no way of knowing if new methods will fare better than old ones.
- C) Lukewarm. If there are errors in the way we do things, or our method can objectively be improved, change is welcome.

The ability to adapt is one of the most critical—and disregarded—asset for any business owner. Get a leg up on your competitors by taking our Adaptability Assessment and learn where you fall on the spectrum of corporate adaptability. Answer the questions on the previous page and use your score to ignite ideas and discussion with colleagues on the actions you can take right now to adapt your company to the changing marketplace. With your score in mind, visit advantagemagazine.com/aq and download our whitepaper, *Adapt or Die*, to better understand what steps you need to take to improve your leadership skills and strengthen your business plan.

ANSWER VALUES

- 1. A = 1, B = 3, C = 2
- 2. A = 1, B = 3, C = 0
- 3. A = 2, B = 0, C = 3
- 4. A = 0, B = 3, C = 1
- 5. A = 3, B = 1, C = 2

2 TO 5: SLUGGISH SENIOR LEADER

Jack, you need to be more nimble! Your stiff leadership and business model are inhibiting innovation within your company. Companies that fail to innovate in this day and age sink like still objects in quicksand. You're standing still on the StairMaster. You have to keep moving—or you will swiftly find yourself knocked to the bottom! Have the courage to relinquish some of your old processes, put your finger on the pulse of innovation, and see what you can change to adapt to the modern marketplace. It's time to get to work!

6 TO 12: PROGRESSIVE EXEC

You're on your way there, exec. While your warm disposition toward new things has helped you make the moves necessary to keep your company thriving, there is still a lot more to be done! Adaptation is a *studied* response to change, and adaptable executives are *aggressive* learners; you could stand to be more aggressive. Don't just react to change, be *proactive*. Lead your flock. Question the firmly-held assumptions about your industry to spark new ideas. Let your competitors study *you*.

13 TO 15: ADAPTABLE AUTHORITY

We could say "we have nothing to teach you," but you'd already know that's not true—because adaptation superstars are *always* learning new things! You are an agile leader who continuously tweaks and improves your product or service to stay in step with the market. You fully understand that you need to keep reinventing your core business offering in accordance with market conditions. You acknowledge that there is a lot to be learned from your competitors and predecessors. Someday, they'll be studying you!

AVOIDING A PR CRISIS



**"IF ONLY DADDY WOULD HAVE KNOWN
ABOUT THE POWER OF #PEPSI."**

By Roya Rodieck

Bernice King—daughter of the late Martin Luther—posted that piping-hot quip to Twitter in 2017, prompting an internet-wide burst of applause. Her voice joined the collective roar of outrage that came after one very controversial Pepsi advertisement. Arguably, the most memorable PR crisis of 2017.

In the ad, TV personality Kendall Jenner abandons a photoshoot to join what appears to be a race-related protest. Jenner hands off a frosty can of Pepsi to a grim-faced police officer. He accepts it with a smile; the crowd cheers. In so doing, Pepsi and Jenner have effectively ended racial injustice.

Commentators debated the presence of racial undertones in the ad, but the overt implication remained: *Just one sip of Pepsi can solve whatever complex social problems lay at the root of protests and rallies!* The ad was panned by critics, widely regarded as tone-deaf and pulled shortly after airing. Comments like Bernice King's rang loud in the ears of distraught Pepsi executives, who shouldered the weight of intense public scrutiny and ridicule during the PR crisis that followed.

In today's hyper-connected world, where every statement and action is written in the ink of the internet, careful reputation management is imperative to the livelihood of your business. The Pepsi ad debacle was just one of the many great PR blunders of 2017, but serves as a stellar case study in the archetypal PR crisis, offering lessons in what to do and what not to do in the wake of brand image catastrophe.



1. MAKE A STRONG STATEMENT TAKING IMMEDIATE, UNFLINCHING RESPONSIBILITY

Whether the entire company comes under fire or just one employee/executive, don't waste time drafting up excuses or justifications. Even if—especially if—you feel there is some kind of cogent defense to the controversial event.

The court of public opinion won't hear you out. Your swiftest route to the exit of controversy is simply accepting fault, as publicly as possible. Don't argue, bow your head and take the full weight of responsibility. The public warms to those who "fess up" and accept responsibility for their actions and the actions of those whom they're responsible for.

If public ire is shown toward a single person within your organization (e.g., Roseanne Barr, Matt Lauer, the Starbucks employee who asked two gentlemen to leave), express contempt over their actions and (given sufficient evidence), stand on the side of their accusers.



2. TAKE CONCRETE ACTION THAT GOES BEYOND MERE STATEMENT

When a Starbucks employee asked two young men of color to leave the store because they hadn't purchased anything, Starbucks took stock of the PR disaster that followed. The nature of their interaction or nuances of the situation were irrelevant. Starbucks executives let the public assessment of the incident guide how they responded to it. It was widely perceived as a racially ignorant and offensive act on the part of their employee. So after a public apology, Starbucks closed stores nationwide for one business day to conduct Racial Bias Training. When incriminated in the court of public opinion for a perceived wrongdoing—zealously rectify, never argue.

Over-rectify, if possible. When confronted with a racist tweet made by sitcom star, Roseanne Barr, ABC was not necessarily obliged to cancel the show on which she starred. They were obliged, at least, to condemn her tasteless words and maybe suspend her employment with the network. ABC's decision to cancel the entire show in response to Barr's racist remark was swift, absolutist, and "brutal"—a move many praised them for.

GREET CONTROVERSY WITH CONTRITION. THEN GREET IT WITH COLD, HARD ACTION.



3. CAREFULLY CONTROL EVERY RESPONSE MADE BY YOUR TEAM

In times of a PR crisis, take away everyone's proverbial microphone. **Do not** let anyone in your camp make unauthorized statements that have not been reviewed and vetted by a dedicated PR team. If you let executives and employees go rogue, release their own statements, or do interviews in the wake of a scandal—even with the best of intentions, you risk them saying something that fans the flames.

Brand image is critical. As they say, reputations take a lifetime to build and only seconds to destroy. While building your business brand is incredibly important, building your **personal brand** helps establish credibility at a more meaningful, human level. A strong personal brand gives your voice greater volume with the public, affording you more control over a PR crisis if and when one happens. 🌱

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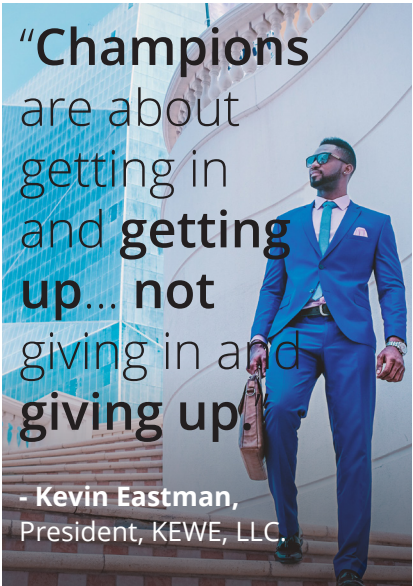
“PUTTING YOUR FOOT ON THE GAS—AS A MARKETING EXECUTIVE WHO’S THINKING LIKE THE CEO OF A HYPER-GROWTH BUSINESS—TAKES A COMBINATION OF COURAGE AND COMMITMENT.”

- Scott East, CEO, MSights



“Champions are about getting in and getting up... not giving in and giving up.”

- Kevin Eastman, President, KEWE, LLC.



“PROMOTING FOLLOWERSHIP, [THE CAPACITY TO ACTIVELY FOLLOW A LEADER], IS NOT SOMETHING MANY LEADERS AND ENTREPRENEURS UNDERSTAND OR ARE COMFORTABLE DISCUSSING. BUT IT DOES EXIST AND MAY BE THE MISSING INGREDIENT IN YOUR TEAM.”

- Tristan White, Founder, The Physio Co

“Now is a time to take charge of your well-being, whether you’re maintaining good health, or striving to achieve it.”

- Dr. Joseph Galati, Founder, Liver Specialists of Texas



“LETTING GO OF WHAT BUSINESS IS SUPPOSED TO BE ALLOWS YOUR TEAM TO MAKE IT INTO WHAT IT COULD BE.”

- Sue Hawkes, CEO, YESS!

“LEARNING SHOULD BE A CONSTANT PROCESS OF CLEARING THE FURNITURE OUT OF THE ROOM IN OUR MINDS AND THEN REARRANGING IT BASED ON THE NEW PIECES WE ACQUIRE.”

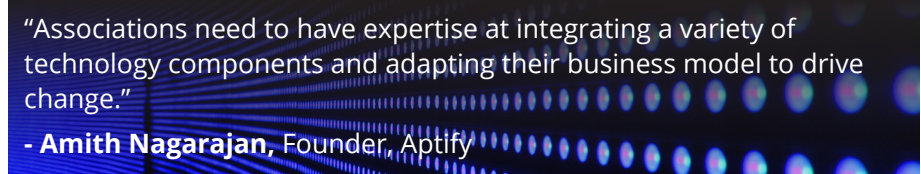
- Corey Kupfer, CEO, Authentic Enterprises, LLC

“ONE MUST ALSO LET GO OF JUDGMENT TO TRULY HAVE AN OPEN AND HONEST DISCUSSION ABOUT FINANCIAL DECISIONS AND THEIR IMPACT ON LIFE.”

- Kathy Longo, CFP®, Founder, Flourish Wealth Management

“Associations need to have expertise at integrating a variety of technology components and adapting their business model to drive change.”

- Amith Nagarajan, Founder, Aptify



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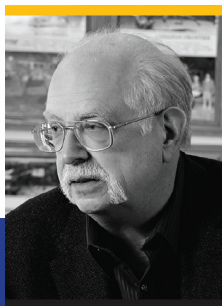
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