

Announcer (5s):

Welcome to the maximize business value podcast. This podcast is brought to you by mastery partners, where our mission is to equip business owners to maximize business value so they can transition their business on their terms. Our mission is born from the lessons we've learned from over 100 business transactions, which fuels our desire to share our experiences and wisdom so you can succeed. Now, here's your host, CEO of mastery partners, Tom Bronson.

Tom Bronson (35s):

Hi, this is Tom Bronson and welcome to maximize business value podcast for business owners who are passionate about building long term sustainable value in your business. This episode is part of our series. In fact, it's the last of our series on the value of assessment tools for any organization. Now, you've probably heard about the various assessments and chances are pretty good that you've had some exposure to one or more assessments during your career. This series explores the best way to use these assessments to improve your business. And today is not going to disappoint today.

Tom Bronson (1m 15s):

We're gonna talk about the executive 360 assessment. Now I'd like to welcome our guest Amanda Connolly, who is the senior vice president of leadership development for career management partners or CMP. She's a certified master coach certified executive coach certified leadership coach and certified master cognitive behavioral practitioner, certifiable. I'm guessing who offers a dynamic coaching approach coupled with this with assessment tools that promote authentic leadership and behavioral change in her clients. I love what she does.

Tom Bronson (1m 56s):

She uses her 20 plus years of, of leadership and executive level experience, including roles in companies, such as CVS health and raising Kane's restaurants to Institute a commitment to self discovery and professional growth. She combines validated assessments and proven techniques to create personalized performance driven coaching programs that result in increased enterprise leadership and acceleration of business goals. I love that about what they do. I was first introduced to Amanda by our good friends at HR catalyst, our partner who specializes in fractional HR work.

Tom Bronson (2m 37s):

So without further ado strap it in cuz we're in for a wild ride. Welcome to maximize business value. Amanda,

Amanda Connelly (2m 46s):

Thank you. Thank you so much for having me, Tom. I appreciate it.

Tom Bronson (2m 49s):

Sorry. I called you certifiable, you know, but that's a lot of certifications, right?

Amanda Connelly (2m 54s):

Oh yes, yes. I probably am certifiable at this point.

Tom Bronson (2m 59s):

Well, why don't you tell us a little bit about your background and how you got into this line of work?

Amanda Connelly (3m 4s):

Absolutely. So I started my career in change management in HR. About 20 years ago, I was in a master's program and back then change management was just starting to get some traction and the MBA programs were offering a change in management specialization. And I thought that sounded really interesting. And so I jumped on board and through that program was able to work with organizations such as NASA, which was such a wonderful experience to be able to see how they managed through change and how they manage their people and processes. And to know that there was an actual structure around change management was really exciting for me to learn.

Amanda Connelly (3m 48s):

So I started my career that route and really loved the people side, the HR side. I knew that I wanted to use neuroscience and proven leadership techniques and things of that nature to really help leaders become their authentic self through leadership. And so that's what I've been doing and for quite some time, and then about seven years ago, I joined CMP so that I could really work on that targeted focus around developing leaders and being able to support executive coaches and executive coaching programs and team development and such to really make sure that I'm doing what I love. And I'm so grateful to be able to do that every day.

Amanda Connelly (4m 28s):

Definitely a gift I would say

Tom Bronson (4m 31s):

From, from NASA to raising canes and everything in

Amanda Connelly (4m 36s):

That's what I became certifiable. Apparently

Tom Bronson (4m 39s):

I'm guessing, I'm guessing. Well, let's jump in and talk about the executive 360 assessment. What is a 360 and how does it work?

Amanda Connelly (4m 50s):

Sure. So if 360 really captures perception from various Raider groups at that moment in time. So it's a

snapshot of whoever that subject is for the 360 to make sure that how each individual Raider group defines success for them is the way that they're really living their life there at work. So how are they impacting towards success in the way that others define that for them, oftentimes with executives, you've got many different lenses of people looking at you and defining success very differently. So perception management's extremely important and it's important to have those items that are identified, be actionable coachable, be able to really move forward with whatever that information is that's received.

Amanda Connelly (5m 37s):

So we offer three different types of executive and 360 S around that. So it's not just the executive 360, but also a manager 360, for those that might not quite be at that executive level, but really maybe want to go there for succession planning purposes or individual contributors. We also have a 360 for them. They add so much value to the organization, but just might not be managing people yet. So we've got those three different types to make sure that how we identify success for competency selection of each of those is something that's attainable, something that's actionable for each different level within your organization. And so it's really important for us to look at each type of leader and each type of individual, as well as each different rate group.

Amanda Connelly (6m 25s):

So if we're having to manage perceptions from one group that might look quite different than a different group, such as direct reports to peers or board members, it's gonna look different for different individuals and we'll support each of those.

Tom Bronson (6m 38s):

So I didn't even realize it, you know, I've used 360 S and we'll talk about that in the second half in, in one of my businesses, but I didn't realize, of course I knew executive and manager. I didn't realize that you could do that for individual contributors as well.

Amanda Connelly (6m 52s):

Oh, absolutely. And the real value add to, to any 360 or those open comments at each of those levels. And the way that our 360 is set up is the same way that coaches will set up a coaching program of a start, stop, continue. What I wanna start doing that I'm not doing today, but will serve these different reader groups. Well, which do I wanna continue that I'm doing very well. And they really see that as a value add and want me to continue to provide, how do I enhance that a bit more? And then what do I wanna stop doing? What's not serving me well, what's not serving the organization so that it's truly coachable in that start, stop, continue mentality so that I know what I need to work on.

Amanda Connelly (7m 37s):

And with which trader group I need to really work through that with the portal tools really easy and, and simple too, for individuals to be able to provide those responses, which is key to any 360, in my opinion, and

in the HR world, we say every problem can be solved by a two by two grid. So we have a two by two grid in our 360 that condenses the information into what are my blind spots, what are my career barriers? What are my hidden treasures that others value that I might not even see as a gift that I have. And then where do I really want to add additional value to my strengths? So we break it down into that mentality as well, so that we can really make it coachable and actionable.

Tom Bronson (8m 23s):

I'd always heard of course, that you could solve any problem with a two by four, not a two by two, but it's a whole different,

Amanda Connelly (8m 29s):

Oh, different problems, different

Tom Bronson (8m 31s):

Problems, different different problems for sure. Bigger hammer. Right? So, so what are some of the greatest benefits to, to initiating a 360 program?

Amanda Connelly (8m 41s):

Well, it's really that ability to gain that insight from others' perspective so that we can adjust to it. Feedback's so difficult for leaders in any stage, whether it's giving feedback or receiving feedback, it's difficult to, to give and receive those. And so we call that feedback enablement and our 360 tool really allows that feedback enablement to grow many leaders are placed into leadership roles because they're the subject matter expert, right? And we don't give them a training sometimes to really hone in on what it means to be a leader, but we expect them to Excel in this next position and others expect them to Excel because they already have that title, whether it's manager, executive, whatever it may be.

Amanda Connelly (9m 27s):

And so a 360 says, here's truly what success looks like for you. Here's how we can get you there. And so being able to have that insight, I, I can't imagine at every stage in our careers, if we could really have that transparent feedback from others, that we don't normally get to be able to take action on it and move forward from our direct reports, going up from our peers, from board members, as I mentioned before, being able to have that insight to make sure that we're adjusting accordingly so we can reach excellence. That's what a 360 offers. It also offers that background of being anonymous. So it's not, you know, punitive, and it's also not something where we're going to be able to not see the good, bad and ugly that we really wanna see in some of those feedback opportunities too.

Amanda Connelly (10m 15s):

We wanna know what we're doing great, but we also wanna know how we can improve. And people don't have that fear when an outside firm is doing the 360 as much as they would, if it was just a manager, you

know, asking, Hey, how, how are we doing? How's it going? It's quite a different conversation

Tom Bronson (10m 32s):

For sure. You know, I, I love that concept of feedback enablement. I was just reading an article. I'm trying to remember where it was over the weekend that that managers friendly managers are the, are terrible at giving constructive feedback. So they want to be friends more than, than they want to give that kind of constructive feedback. Yeah. I'll have to go find the, the article that, that, that was written on. But, but this gives a way to kind of give that feedback in an anonymous kind of a format. And so, so I love that. And, and I'll tell a little bit in a few minutes about how I've used them, but is there a best type of participant to, for a 360?

Amanda Connelly (11m 15s):

Well, oftentimes people will say the best type of participant is one that's open to feedback when that, you know, will be receptive of whatever type of feedback, whether it's constructive or it's positive. But I have found the opposite to also be true and most exciting, and some of my best success stories, because those that are more resistant to feedback, people are not going to openly provide it. So they're a little bit more insular. Their group of feedback providers has become smaller as you continue to move into executive roles. And so to be able to open that door to direct reports, peers, consumers, whoever it may be that we want to include in that 360 is quite the gift for them.

Amanda Connelly (11m 59s):

We have quite a few physician leaders that we work with too in the healthcare space. And those individuals have not been given feedback in many cases and they're shocked by it. And so to be able to provide that to them at different seasons of their career, as well as any of these other leaders, to be able to say, but here's the true perception today and what do we want to do in order to leverage and also manage this? So I, I actually like both, I like the challenge of those that haven't been given that feedback in the past, that don't seem open to it. It allows them to become open I'm, I'm guilty of this myself. We're in leadership positions. I'll just say, you know, is there anything else I can do to support you? And we keep that kind of generic open ended statement.

Amanda Connelly (12m 42s):

And my team would say, no, no, I love, I love the support I'm getting. Everything's great. Right. But we don't really dive into each individual successful competency. And I don't ask them, how am I on emotional intelligence? How am I on, you know, integrity and communication. You're not gonna dive in and have those detailed conversations, typically one on one, but you can throw 360. You can give them the opportunity to really take the time and be very thoughtful in their responses, according to each competency, as it relates to success, as well as those open-ended comments at the end, too, it just provides more detail for us to be able to move forward with.

Tom Bronson (13m 22s):

Yeah, I've been told in the past that I am resistant to feedback and of course I deny that

Amanda Connelly (13m 29s):

As you should.

Tom Bronson (13m 31s):

That's so I think that's actually funny when I, when I approach someone and I'm trying to give 'em feedback and then they're throwing up walls and I go, you know, you're resistant to feedback. No, I'm not. I just think that's hilarious. So, so, so after someone completes a 360 kind of what's the next step to ensure the information is put together in a way that can be utilized and, and, and best coach that person.

Amanda Connelly (13m 59s):

Yes. I'm glad you asked this. So often I work with coaches that had a 360 9, 3, 4 years ago, and I'll ask them, what sort of actions did they put in place to make those changes? And they'll give me maybe little small actions that they did, or they'll say, honestly, I've gotta be transparent, nothing at all. I took it, took in the information and kind of tucked it away. And so I'll ask them to dust it off. Let's dust it off. And let's compare today's 360 without of the one that you received prior. Oftentimes it's the SIM very similar feedback. I won't say the same, but very similar feedback. So I'll say, what are we gonna do different this time and our 360 feedback. And one of the things that I, I like most about it is it's, it's very detailed in the action planning phase of it.

Amanda Connelly (14m 45s):

It's also very detailed in how to continue to have those conversations that are truly actionable for long-term success. If you partner with a CMP coach, which most of our clients do when we're debriefing a 360, we really are that accountability partner for them. We help them define the action step, which is all listed in our self debriefing 360. We being accountability partner, not only to achieving the metrics, but if we miss the mark, what are we going to do different at this point? How do we reframe behaviors? How do we reframe our thought patterns, which are typically what holds us back more often than not, and then we're able to measure it over time. And so we're able to really have a more coachable, actionable report based on this 360, how to have the conversations we'll talk about too.

Amanda Connelly (15m 32s):

And, and it just, it provides a higher degree of accountability with their leader as well. The way that it's framed out, it brings the leader into the conversation. So whoever that executive is, they're going to go to their direct leader. Whoever that manager is, they're gonna go to their direct leader. It's gonna be a continual conversation because they'll have different timeline metrics that they'll need to meet and making sure that we're addressing the appropriate things at the appropriate time.

Tom Bronson (16m 0s):

I love that. I love that an accountability plan that kind of helps you improve all along. One more quick question before we take a break. And that is same question that I've asked many of our other guests, you know, when asking employees or candidates to take an assessment course in this case, it's an employee. We're not asking a candidate to take a 360 because there's no valid data, right. But if we haven't used a, an assessment in the past, especially something like a 360, that really kind of exposes you quite a bit, it can create some anxiety among employees and managers, leaders. How can business owners minimize that anxiety when introducing something like a 360 into their company?

Amanda Connelly (16m 46s):

Yes. And you're right. Assessments do have a sense of anxiety, even if it's just a self-insight assessment where you're the only one taking it. And then a 360 opens up the door. And so what we really ask for companies when the company is hiring us to do so for a blanket amount of 360 \$ be transparent about the purpose, what is the intent of this 360? What, how are we going to use this information? Don't use it in a punitive form, use it in a leadership growth form. If you're investing in someone, it should be someone you want to stay within the organization, tell them that message. And then also with our 360, we make sure that each subject who is going to be rated on, they send an email to all of their Raiders, letting them know that they're the one asking for this to be administered so that they can enhance their leadership growth.

Amanda Connelly (17m 38s):

They're showing that humility and openness to feedback, which opens the door for amazing conversations to happen afterwards. So many company cultures are ingrained based upon the actions of the leader. You can change the way that that feedback enablement piece is by offering up humility, offering up transparency and really being able to have those conversations. Long after that 360 has been closed.

Tom Bronson (18m 5s):

I love that, that, that whole transparency about what is the purpose of this. I know that in big companies, and I've seen some of this happen before that all they're just using this cuz they want to get rid of a bunch of people kind of thing. But if you are transparent about what you're trying to accomplish and in my opinion, participate in what you're trying to accomplish. So, so I'll tell this story right after the break about, you know, I, I participated in the 360 as the CEO of a business because I wanted people to know that that, that it, it counts for me as well. So, so let's take a quick break. We're talking with Amanda Connelly.

Tom Bronson (18m 46s):

Quick break will be back in 30 seconds.

Announcer (18m 51s):

Business will eventually transition some internally to employees and managers and some externally to third party buyers, mastery partners, equips business owners to maximize business value so they can transition

their businesses on their terms. Using our four step process. We start with a snapshot of where your business is today. Then we help you understand where you want to be and design a custom strategy to get you there. Next, we help you execute that strategy with the assistance of our amazing resource network. And ultimately you'll be able to transition your business on your terms. What are you waiting for more time, more revenue, if you want to maximize your business value, it takes time.

Announcer (19m 32s):

Now is that time get started today by checking us out@www.dottedmasterypartners.com or emailusatinfomasterypartners.com.

Tom Bronson (19m 43s):

We're back with Amanda Connolly, who is the senior vice president of leadership development for career management partner CMP. And we're talking about 360 S. Now, if you've been listening to this series, you know that this is where we turn the focus back on my results. I've taken all the surveys, the, the assessments that have been on the, the program so far in this series so far, but we couldn't do that with really a 360 because we just wouldn't have enough useful data. You know, we're, we're a small organization, I suppose we could have made an attempt at it, but, but suffice it to say that I used 360 S in the past at my company.

Tom Bronson (20m 28s):

And I found them to be incredibly useful in leadership development. In fact, it was our friends at HR catalyst who introduced the concept of a 360 to us. And as I said before, the break, it was really important for our people to really understand what we were trying to accomplish here. We were always trying to push the envelope. We were always trying to figure out how we could be better at everything, right? And so we wanted to use 360 S to gather feedback. Most importantly, to me as the CEO about how we can better mesh the teams together in the organization, sales and marketing and, and, you know, sales and operations and support and, and project services, you know, professional services, things like that.

Tom Bronson (21m 17s):

I was looking for ways to kind of figure out how we could better weave these teams together. And so we used 360 S because we were getting a 360 degree survey from the folks that are, you know, like rank above, below, you know, all of the, the different folks. And it helped us to kind of figure out ways to be able to work better together. Now, of course there are individual development plans as Amanda alluded to at the beginning. So unfortunately, I didn't know about CMP and we used another tool, but the sample assessment looked so well organized that I must admit that I wish we'd used that one.

Tom Bronson (21m 60s):

I think it would've been better for us. And so if you're considering doing this, I consider, I, I would strongly recommend that you talk to the folks at CMP and consider using their 360 assessments. So what is different

about your CMP 360 from other assessments of the same type in the market?

Amanda Connelly (22m 20s):

Well, thank you, Tom, for that compliment. First and foremost, we put a lot of work into our 360 to make sure that it was truly actionable. And I think that's one of the key components that has made it so successful and does make it different than other 360 S that you see, we care most about the impact it's going to have from the actions that are created, the reha free framing of thoughts, changes of behavior, things of that nature really matter. And our report allows you to really walk through what that looks like. And also being able to recognize the fact that we weren't born knowing how to be leaders. We have to be trained. We have to be mentored. We have to have that guidance.

Amanda Connelly (23m 1s):

So I love what you said about bringing your team together and using 360 S as a team, we do also offer that team aggregate report too. So if there are a couple competencies that you have as a team might wanna work on, we look at that together and we say, as a team, we think you can move the needle the most by looking at competency a and B, and then we're able to have that targeted plan around your group, or we're able to have that for individuals. So it's a little bit different in the agility of how we customize the solution for our clients. And of course we have the off the shelf, like you mentioned, and you saw that we also offer, offer a customized solution. So if we have a client who already has competencies and they wanna use those to keep the vernacular the same, then we can absolutely do that as well.

Amanda Connelly (23m 46s):

So it's really our ability to be flexible, to ensure the implementation of the actions. That's really the goal, our goal for the way that we outline communications around the 360 S very important. And you can see how it even tells you how to have those conversations with those key stakeholders that participated. And that's because we wanna influence a culture of feedback. We wanna make sure that, like I mentioned before, when the 360 S closed, you're continuing to have those conversations, it becomes just a standard practice to open the door to that transparency going forward. You've got peers, giving feedback to peers. You have direct reports giving feedback to managers and which doesn't often happen. And so we wanna encourage that and make it actionable for you.

Tom Bronson (24m 30s):

I love that. And, and your report does exactly that. So without breaking any confidence, can you share a success story from one of your 360 debriefing sessions, perhaps?

Amanda Connelly (24m 44s):

Absolutely. This is one that really matters to me because of the individual who changed their professional, as well as their personal attributes, the way that they really showed up both personally and professionally, and after working with them, very talented individual multi-billion organization, very intelligent. But what we found

is that his emotional intelligence was holding him back. And what we've learned is that emotional intelligence really determines business outcomes. Some studies will say 75 to 80% of business outcomes are related to emotional intelligence versus 20 to 25%, 25% related to IQ.

Amanda Connelly (25m 28s):

So that EQ Ori is even more important than IQ. So we really wanna focus on emotional intelligence. And so he took a self inside assessment with another provider that I utilized for my coaching engagements, and we did verify emotional intelligence was the problem. So then we said, well, let's take this one step farther and see how this emotional intelligence gap that we have is affecting your work. So we wanna see an application, how are others perceiving you as it relates to emotional intelligence? What are they seeing in the workplace? So we dove in deeper. We did our 360, which includes an incompetency component of emotional intelligence. We made it very actionable.

Amanda Connelly (26m 9s):

So many different patterns of behavior were changed both on his personal life, as well as his professional life. Personally, he had been through several divorces, had some significant personal challenges. And so we reframed some thoughts. There changed some behaviors there as well as in the workplace. And then I worked with him for about a year. At the end of the year, we gave him that EQ assessment. Again, the emotional intelligence assessment, his score increased by 43%, 43%. And I would attribute that not only to the increase in scores that we saw with the 360 when we repeated it, which I normally don't do that after a year. But with him, we did cuz we wanted to see perception, differences, and he was managing different people, huge variance in the scores, huge variance in the comments and what his strengths were and what opportunities still existed.

Amanda Connelly (26m 58s):

And so it verified for me that that is a competency I want to continue to measure. And this is such a great way to see it from a self insight perspective and the way that we're wired, but also from how does it show up in the workplace? How does it show up at home? At the closing of my program with him, he said, this opportunity has made me a better leader, a better father, a better husband, and a better son. And there's nothing greater than that to be able to influence people so much so that their professional and personal lives now align more with their values. There's nothing better than that.

Tom Bronson (27m 33s):

That's amazing. I, that is what a great story. I love hearing that. And it's, and it's proof, you know, a lot of times, you know, they say zebra won't change its stripes, right? That in other words, you know, their behaviors are never gonna change. Their behavior is never gonna change their the way they are, but there is proof positive that, that with the right mindset, you can reframe things and you can learn and, and improve. I gotta tell you through the years in and taking various types of assessments and getting feedback and, and most importantly, kind of those one-on-one relationships that I've had with my mentors through the years,

once something is exposed to me and I can really think about it and, and, and internalize it and, and validate it for my myself, right?

Tom Bronson (28m 21s):

Because that's the problem we need to validate, you know, things for ourselves that once I do that and I, my, my awareness is heightened. I can make changes in my own behavior and, and I love that success story. What a great story. Thank you for sharing that. What is one key takeaway that you'd like our listeners to know regarding specifically 360 S

Amanda Connelly (28m 49s):

Okay. I would say that we're all hungry for feedback. So both a constructive, as well as the positive kind. So making sure that we open the door to that allows for, and I love that you just mentioned this validation. Validation is key to success and communication is validation. Being able to say what I'm doing is the right thing. I am adding value on a daily basis that matters that keeps our employees engaged. If we don't do that, they will find someone who will lead them in a way where they do feel validated. And so keeping that open feedback is a really important process. And honestly, it's our role as leaders and coaches to do so.

Tom Bronson (29m 31s):

I love that. I love that. That's so awesome. So before we go, I know that CMP does so much more than just 360 assessments, and I don't wanna leave the, the, the, everybody with the impression that you guys just do the 360. So before we go, let's give a shameless plug for your business. What sets CMP apart from other assessment and career development businesses.

Amanda Connelly (29m 55s):

Great, thank you for that opportunity. Yes, we're a minority and women own business, and we really support the full employee life cycle. So from our talent acquisition team who really offers pre-assessed candidates in a way that's very different and really helps that, that time to fill be accelerated, which I appreciated back in my days of HR. I can tell you that. So having this pre-assess candidates, we do that on the talent acquisition side, and then on the leadership development side, as we talked about executive coaching leadership, coaching team, building and development, as well as so many different validated assessments that really help that leadership development growth in a supportive environment all the way through outplacement.

Amanda Connelly (30m 39s):

We also have an out placement firm or placement department, I should say, as part of our firm. And that was really the foundation of CMP. As we started our career 21 years ago, our organization has been around for 21 years and founded on out placement to make sure that employees are able to leave an organization with dignity and with a path on what their next is going to be. So we really want to support employees and the people in the organization from each stage in their, in their life cycle of their, their business, their organization support.

Tom Bronson (31m 9s):

Well, I, like I said, I wish I'd known you guys, you know, years ago. I think that your tools are awesome. I think that the story is awesome and, and I'm hopeful that, that our readers and listeners will, will perk up and pay attention and, and reach out to you folks. Well, one last business question, this podcast is all about maximizing business value. So what's the one most important thing you recommend business owners do to build value in their business?

Amanda Connelly (31m 41s):

I think it's in the, the word value itself. I think it's incredibly important for an organization to bring in leaders that mirror the value proposition of the organization. If there's a misalignment there, or if there's not a leader who has identified what their values are, which is very often the case I have to say, then you're never gonna reach full success. So oftentimes when I coach an individual, it's one of the things I start with, what are your core values? I have a screensaver for myself with my core values on it. So making sure that we've identified, those is really important because if not, how can we ever live authentically both professionally and personally, if we're aligned with an organization that does not adhere to our core values, we're not gonna be able to give a hundred percent and the organization won't expect it either.

Amanda Connelly (32m 34s):

Unfortunately. So that efficiency level goes down. So making sure that that's part of your criteria when you're bringing leaders in measure what their value proposition is and how it aligns with your organization, I think is very critical. And from a individual development standpoint, allow that leader to really define what their values are. So often that's one of my first questions when in, in a coaching engagement and I get the, during the headlights look like, what, what are your values? What are your core values? And I have to give them time to really think about it, cuz they don't even know they haven't taken the time to really look inward to say, what is it that I value? What is it that I want because they're so busy kind of plug and play. And then they get voluntold to be in different roles and, and different responsibilities.

Amanda Connelly (33m 16s):

And they don't take that time to really think about how can I deliver the most for myself in the short time that we have on this planet. And so it's a nice opportunity to do so

Tom Bronson (33m 26s):

Well. So you've actually taken the time to write your own personal core values. In addition, yes. You can see that they line up then with CMPs core values, right? Yes. And

Amanda Connelly (33m 37s):

So absolutely.

Tom Bronson (33m 37s):

Wow. What a great exercise. So many, so many business owners that I talk to that's one of the things that to me are absolutely essential to driving value in the business is having core values and everybody understanding and everybody playing on the same page. So I love that advice. It's almost like, you know, pulling teeth to get 'em to, to write the core values for their business, much less having their employees go through a process and develop their own core values. So hats off to you kudos for doing your own personal core values. You know, the good news for me is the core values for mastery partners are the same as my core values because I'm the founder makes it so easy to, to do that.

Tom Bronson (34m 21s):

I'm really, I was really surprised when I wrote the core values. I don't have any of those. It's awesome. So I have to ask, you've been a great guest. This has been a lot of fun, great conversation, but I have to put you on the spot a little bit and ask you my bonus question. I ask it to everybody. Amanda, what personality trait has gotten you into the most trouble through the years?

Amanda Connelly (34m 44s):

Oh, just one.

Tom Bronson (34m 47s):

So many. Just one. This is not, this is, you know, as I always tell folks, don't ask, you can ask me, I can give you one, you ask my wife and you might as well have some time.

Amanda Connelly (34m 56s):

Yes, yes. I can understand that. I would say my sense of adventure. I have found myself lost in the rainforest in Panama on a personal note. Yes. And on a professional note, I'm always the one in the room that says, but what if, so we come to what they think is a resolution and I'm the one that says, but what if, what if we go that one step further? What if, what if, and so it's probably extremely annoying for some, and then for others, they get excited by it. So take me as I am.

Tom Bronson (35m 27s):

It's it's the same sense of adventure. Wow. You're the first person on 122 podcast episodes that told us that they've gotten lost in the rainforest. And so I've gotten lost in rainforest cafe, but not in the that's easy, not in the real rainforest, but that's what fun. So how can our viewers and listeners get in touch with you?

Amanda Connelly (35m 52s):

Yes, absolutely. Please go to our website@careermp.com and then of course the usual links of LinkedIn and Instagram and Facebook and all that were out there. But please check out our website and you can see all the wonderful work that all of our coaches do and, and just support our clients. And you can see our clients and everything too, which I'd love for you to see those highlighted clients. And please reach out to me if you

have any questions or any of us at CMP. And, and thank you Tom so much for the opportunity to share.

Tom Bronson (36m 20s):

This was a lot of fun. Thank you, Amanda. You've been a wonderful guest and thank you for talking to us about what I consider to be a really important type of assessment. The 360.

Amanda Connelly (36m 30s):

Thank you so much for the opportunity. Appreciate it.

Tom Bronson (36m 32s):

You can find Amanda Amanda connolly@www.career MP. So CMP career mp.com or on LinkedIn. And of course you can always reach out to me and I will be happy to make a warm introduction. Well, this brings us to the end of this series. I hope you've had as much fun as I have learning about the wide range of assessment tools out there that can really help you drive for results in your business and go and pick one won't you go pick one or two and start using them today. This is the maximized business value podcast, where we give practical advice to business owners on how to build long-term sustainable value in your business.

Tom Bronson (37m 19s):

Be sure to tune in each week and follow us wherever you found this podcast. Give us a comment or a suggestion for a future podcast and give us some feedback. We want to know how we're doing and if we're delivering you value. And so until next time, I'm Tom Bronson reminding you to find the right assessment for your business and use it while you maximize business value.

1 (37m 47s):

Thank

Announcer (37m 47s):

You for tuning into the maximized business value podcast with Tom Bronson. This podcast is brought to you by mastery partners, where our mission is to equip business owners to maximize business value so they can transition on their terms, learn more on how to build long term sustainable business value and get free value building tools by visiting our website, www.masterypartners.com that's master with a Y mastery partners.com. Check it out.

Tom Bronson (38m 32s):

That was perfect. I wouldn't make any changes on that.