



Rob 'Waldo' Waldman - *The Wingman* - delivers the message of maximizing performance in competitive environments. He teaches organizations how to build trusting, revenue producing relationships with their employees, partners, and customers while relaying his personal experiences as a combat decorated fighter pilot and businessman. He makes a striking parallel that is memorable and exciting and brings fighter-pilot energy and passion into each story and illustration.

His message is simple: Whether achieving greatness as a fighter pilot or in business, the same qualities that drive success apply: disciplined training, dedicated teamwork, impassioned leadership, and most of all...unwavering trust. More importantly, in business and life, we need **Wingmen** – *Trusted and Reliable Partners* – to win!

Waldo believes that the key to building a culture of trust lies with your wingmen – those trusted partners in life who help you to overcome obstacles, adapt to change, and achieve success. **In business and life, you should never fly solo!** The way to win when the heat is on lies in the ability of every wingman in your organization, regardless of their role, to give 110% and support the team!

A graduate of the U.S. Air Force Academy, Waldo also holds an MBA with a focus on Organizational Behavior. Having transitioned from Top Gun to top salesman and entrepreneur, Waldo evolved into a peak performance expert with a passionate ability to adapt to risky and demanding situations. His unique experiences in competitive and diverse environments both in the military and in corporate America enable him to genuinely relate to the challenges individuals face both in and out of the workplace.

Audiences love Waldo because he truly speaks from the heart and has an infectious passion for helping people. His captivating personal stories combined with dramatic jet fighter video footage and inspirational music (composed by him!) will encourage you to *prepare diligently for every mission, face challenges with courage, build more meaningful relationships, and maximize your potential both in business and in life.*

*Clients: Honeywell, Panasonic, Philips Medical Systems, New York Life Insurance, Honda, Baptist Health, SunTrust Banks, Outback Steakhouse, LandAmerica Financial, Alabama Power, Juniper Networks, CIT Financial, Federated Dep't Stores, the Marine Retailers Association, the National Association of Retail Marketing Services (NARMS), Associated Builders and Contractors, and the Pennsylvania Bankers Association.*

**Waldo Waldman**

P: 866-925-3616 F: 866-831-9739 [www.YourWingman.com](http://www.YourWingman.com) E-mail: [info@YourWingman.com](mailto:info@YourWingman.com)



## **PUSH IT UP!®**

### ***Transform Trust into Thrust in Business and Life***

Waldo Waldman is a professional speaker, leadership and sales consultant, author and a former combat decorated Air Force fighter pilot. In his inspirational keynote presentation, Waldo demonstrates how businesspersons like fighter pilots can achieve success and win in highly competitive environments through *disciplined training, dedicated teamwork, and passionate leadership*. When you combine these elements with an attitude and corporate culture that embraces **unwavering trust**, then your personal and organizational effectiveness will sky-rocket!

The key to building a culture of trust and winning in business and life lies with your **wingmen** – those trusted and reliable partners who passionately support the team and help you to **overcome obstacles, adapt to change, and achieve success**. When the mission really matters, you should never fly solo!

Waldo overcame a lifelong battle with claustrophobia and a fear of heights to become a highly decorated fighter pilot with over 65 real world combat missions. His experiences both in the military and in business have taught him that success in business and life is not about combat. Rather, it is about **courage, camaraderie, and a commitment to excellence**.

Audiences love Waldo because he truly speaks from the heart and has an infectious passion for helping people. His captivating personal stories combined with dramatic jet fighter video footage and inspirational music (composed by him!) will encourage you to *prepare diligently for every mission, face challenges and change with courage, build more meaningful relationships, and maximize your potential both in business and in life!*

#### **Audiences will learn to:**

- Employ Loyal "Wingmen" to Promote Communication, Integrity, and Trust
- "Check-6" to Develop a Culture of Teamwork and Mutual Support
- Execute a Business Game Plan to Survive and **WIN!**
- "Chair-Fly" Sales Missions to Vastly Increase Revenues
- Transform Relationships into Revenue
- Convert Fear into Focus
- Lead with Courage and Compassion

*Clients include Honeywell, Panasonic, SunTrust Banks, NY Life Insurance, Baptist Health, Outback Steakhouse, LandAmerica Financial, Alabama Power, Honda Marine, Juniper Networks, CIT Financial, Federated Dep't Stores, Meeting Professionals Int'l (MPI), the National Association of Retail Marketing Services (NARMS), Associated Builders and Contractors, and the Pennsylvania Bankers Association.*

# LEADERSHIP KEYNOTE OR WORKSHOP

## "Top Gun Leadership"

### *How to Build a Culture of Courage in Business...and Life!*

- How can you instill a climate of **ownership** in your organization so that every person feels like they are **accountable** and responsible for its success?
- What tools can you employ to motivate the members of your organization to **focus on the mission** rather than themselves?
- How can you help create an organization where change and innovation are not met with fear, but embraced with **courage** and respected as a tool to beat the competition?

The key to building a high powered organization that encourages **innovative thinking, loyalty to the mission, effective communication**, and a relentless **commitment to excellence** lies with its leadership. In this high energy, multimedia workshop, Waldo highlights the difference between managing people, and *leading* them to be responsible, empowered and confident wingmen! What results is a more productive and efficient organization with superior morale that can rapidly overcome challenges in a competitive marketplace.

Waldo discusses proven leadership principals based on his experience as a graduate of the US Air Force Academy, as a seasoned Air Force officer and combat decorated fighter pilot, and experienced businessman. **Relentless self-discipline, passion for the mission, dedicated teamwork**, and a **commitment to excellence** are just a few key elements of this engaging and highly interactive seminar.

Following this **highly interactive and fun session**, audiences will learn peak performance leadership tools based on 4 key concepts:

- I. **Shared Vision**
  - a. Each and every wingman in your organization must know exactly what they are fighting for. They must be committed to the mission, and understand exactly how their unique role in the organization is essential to its success.
- II. **Values Based Culture**
  - a. Integrity, accountability, mutual respect, and teamwork must serve as the foundation for all relationships between employees, and with partners and clients as well.
- III. **Effective Communication**
  - a. Leaders listen aggressively and communicate their vision with passion. They promote open communication and connect with the heart and soul of their wingmen.
- IV. **Train to Win Mindset**
  - a. Successful leaders command *flawless preparation, not flawless execution*. They encourage their wingmen to expand their capabilities, and consistently reward high performers who take calculated risks and 'push the envelope' in order to grow.

# SALES EXECUTION WORKSHOP

## "Top Gun Sales Execution"

### *Peak Performance Sales Strategies to Win in Business!*

When it comes down to the execution of an aerial combat mission, second place is never an option. Winning must be the primary objective, and every tactic and strategy has to support the overall vision of the entire unit. Regardless if it is a training mission or real world combat, fighter pilots plan, brief, execute, and de-brief each and every mission with the same commitment to excellence and passion for success. We "***Fight Like We Train,***" and every mission counts!

In business, the same rules for success apply. Winning or losing a sale may not cost you your life, but it can mean the life and death of a critical relationship with a key client or strategic partner that directly impacts your bottom line. In business, your **reputation** means everything, and each member of your sales force has to have the same dedication to the mission and train to win, every single day. Each sales mission must involve *detailed planning, relentless preparation, competitive analysis, briefing, and de-briefing* to maximize your chances for success in a rapidly changing environment. This is not about flawless execution, but rather **flawless preparation!**

#### **After participating in this session, your sales force will:**

- Cultivate a "Right Stuff" **winning attitude** based on accountability and mutual support.
- Develop *Top Gun* **Mission Planning** skills to gain and maintain a competitive advantage.
- Execute a comprehensive combat **Mission Briefing** to every sales wingman.
- Learn essential **De-briefing** skills critical to developing a winning sales force.

This program is designed to build camaraderie while challenging every member of your sales force to 'push the envelope' in their training. Attendees will **interact** with each other, share solutions to challenging missions, and have **fun** in an environment that stresses open communication.

# WINGMAN CLIENT LIST

## Manufacturing

Harris Corporation  
Lennar  
Rob Roy Industries  
National Manufacturing Week  
Honeywell  
Growmark  
Wheeled Coach  
ARINC  
Trimble, Inc.  
Fleet Pride  
Jack & Jill Ice Cream Company

## Electronics, IT, and Software

Panasonic (U.S. and Canada)  
TIDAL Software  
SAP User's Group  
Juniper Networks  
SilverBack Technologies  
Enterasys Networks  
MTM Technologies  
Affiliated Computer Services (ACS)  
PC Connection  
4Front Systems/DSI  
1NService

## Healthcare and Pharmaceutical

Enzymatic Therapy  
Senior Star Living  
Baptist Health  
ZLB Plasma Services  
Philips Medical Systems  
Medical Group Management Association (MGMA)

## National and State Associations

Meeting Professionals International  
Marine Retailers Association of America (MRAA)  
Professional School Photography Assoc. (PSPA)  
Nat'l Assoc'n of Retail Mktng Services (NARMS)  
Nat'l Assoc'n of Subrogation Professionals (NASP)  
MN Society of CPA's  
The National Rural Electrical Cooperative (NRECA)  
Associated Builders & Contractors (ABC)  
Association of Wall & Ceiling Industries (AWCI)  
Int'l Sanitary Supply Association (ISSA)  
Hospitality, Sales, and Mktng Assoc Int'l (HSMIAI)  
Texas Telephone Association  
The Society of Gov't Meeting Professionals (SGMP)  
The American Marketing Association (AMA)  
The Int'l Association of Exhibition Mgmt (IAEM)

## Financial Services

Pennsylvania Bankers Association  
SunTrust Banks  
InsurMark  
New York Life Insurance  
SAFECO Insurance  
TSYS Debt Management  
Resource Management Services  
CIT Financial  
LandAmerica Financial  
Amtrust Mortgage

## Retail

Leslie's Pools  
UPS  
CROSSMARK  
Performance Food Group  
Federated Department Stores  
SWATCH Group  
The duPont Registry  
Don Pablo's  
Outback Steakhouse  
Honda Marine  
Koons Toyota  
Names and Numbers  
Raymour & Flanigan Furniture

## Power, Utility & Contractors

Alabama Power  
World Fuel Services  
AGL Resources  
The Electric Power Conference  
Georgia Utility Contractors Association  
National Rural Electrical Cooperative Association  
John J. Kirlin

## Personnel Services and Government

LA County Management Council  
Atlanta Apartment Association  
Atlantic Relocation Systems  
Federal Judiciary Council  
MI Homeland Security Conference  
GA Association of Personnel Services  
Iowa Department of Homeland Defense  
Labor Ready Worldwide  
The Environmental Protection Agency  
UXO Countermining Forum  
LA County Employee Retirement Association  
Washington DECA  
Texas Workforce Commission  
American Society of Military Controllers

Waldo Waldman – Your Wingman

[www.YourWingman.com](http://www.YourWingman.com) [Waldo@YourWingman.com](mailto:Waldo@YourWingman.com) 1-866-925-3616



## The Wingman Teamwork Coin

Every US Air Force fighter squadron has its own unique squadron coin. This coin is a symbol of peak performance and serves as constant reminder of the mission. Every pilot has their own coin, and they are customized with the squadron mission statement and mascot on one side, and the headquarters logo on the other side.

Because the coin represents 100% mission readiness and a commitment to winning, **it must be carried at all times, regardless of location!** As such, if you happen to be at the gym, the bar, or even the restroom, and someone pulls out their coin and *slaps it down* – that's what's called a '**Coin Challenge**', meaning you and your wingmen have 10 seconds to pull out your coins and slap them down...thus proving you are indeed mission ready!

Here's the catch, if you don't have your coin, then guess who's buying a round of drinks or lunch for everyone present? However, if you do indeed have the coin and meet the challenge, then the person who initiated the challenge must bear the consequences and buy everyone a round of drinks, lunch, a soft drink, etc.

My wingman coins are a fun way to build '**esprit de corp.**' and **team unity**, and serve as a unique reminder of your corporate values and mission. Standard coins come wrapped in red or blue felt bags with an American flag on the back, along with the core values of teamwork, leadership, and trust, and my call to action – **PUSH IT UP!!**

You can also have your coins **customized** with **your organization's unique logo and/or core values** (one month lead time required).

Up to 150 coins:	\$6.50
151-250:	\$5.50
251-400:	\$4.50
401-700:	\$4.00
701-1000:	\$3.25
(add. .50 for custom coins)	

Feel free to call me to discuss this great incentive item in more detail!

**PUSH IT UP!**

**WALDO**

**1-866-Waldo-16 (925-3616)**

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

[Waldo@Yourwingman.com](mailto:Waldo@Yourwingman.com)

FROM INSIGHT PUBLISHING

# For Immediate Release




## Waldo Waldman joins best-selling authors Stephen R. Covey and Brian Tracy in new book on success!

~ SPECIAL 10TH EDITION ~

# MISSION Possible!

LEARN HOW TO REACH YOUR  
POTENTIAL FROM SOME OF  
THE WORLD'S MOST SUCCESSFUL  
POSSIBILITY THINKERS!

FEATURING

		
<b>STEPHEN R. COVEY</b> Best-selling author of <i>Seven Habits of Highly Effective People</i>	<b>WALDO WALDMAN</b> Peak Performance Expert, Keynote Speaker, and Author	<b>BRIAN TRACY</b> Personal Development Expert, Author of <i>Turbo Strategies</i>

Frank and intimate interviews with men and women whose  
passion and determination have helped them reach the top!

SEVIERVILLE, TENNESSEE— Waldo Waldman, fighter pilot, keynote speaker and author, has been selected from a nationwide search to be featured in the 10<sup>th</sup> Anniversary Edition of *Mission Possible*, a highly successful book series from Tennessee based Insight Publishing. The book features best-selling authors Stephen R. Covey (*Seven Habits of Highly Effective People*) and Brian Tracy (*Turbo Strategies*). Waldman, Tracy, and Covey, are joined by other well known authors and speakers, each offering time-tested strategies for success in frank and intimate interviews.

Waldo Waldman is a former combat decorated Air Force fighter pilot and professional sales and leadership speaker. Known nationally as “*The Wingman*”, he teaches associations and corporations how to build trusting, revenue producing relationships with their employees, partners, and customers. Clients include *SunTrust Banks, Panasonic, Baptist Health, Philips Medical Systems, and New York Life.*

For more information on Waldo Waldman and to order your copy of *Mission Possible*, call 866-925-3616, visit [www.yourwingman.com](http://www.yourwingman.com); or e-mail him at [info@YourWingman.com](mailto:info@YourWingman.com)

February 21, 2007



Waldo Waldman, MBA  
Lead Wingman  
[www.YourWingman.com](http://www.YourWingman.com)

Dear Waldo,

Your presentation at our 2007 NASP Conference, *It's A Jungle Out There*, in Orlando, Florida was simply outstanding! This was the first time the National Association of Subrogation Professionals had invited a speaker who not only presents a message, but is also motivational and I can truly say, we were more than pleased! Our 2007 Conference Committee members received numerous comments about the effectiveness of your message.

The National Association of Subrogation Professionals brings together a unique group of individuals made up of insurance claims professionals, subrogation attorneys, engineers and other subrogation service providers, a diverse group indeed! You did a great job of reaching the entire audience! One of the specific comments we heard from many attendees was that they were amazed at how your message was tailored to reach such a diverse group of people with so many different backgrounds!

In addition to the General Session the special management session was also very well received. Again, your background as a combat fighter pilot allowed you to share leadership lessons that made a lasting impression on the management attendees. I know several different managers asked for your contact information as they felt your message would have an impact on their companies and businesses as well.

Again, your preparation was fantastic and the impact on our attendees was tremendous.

Thanks, Waldo and remember.....Push It Up!!

John Foster  
2006 NASP Conference Chair  
Vice President, NASP

**NATIONAL ASSOCIATION OF SUBROGATION PROFESSIONALS (NASP)**  
**PO BOX 390197 ~ EDINA, MN 55439-0197**  
**PHONE: (952) 886-7236 ~ FAX: (952) 886-7237**

# PHILIPS

## Philips Medical Systems

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Rob "Waldo" Waldman  
Your Wingman  
2906 Woodruff Drive  
Atlanta, GA 30080

Wingman!

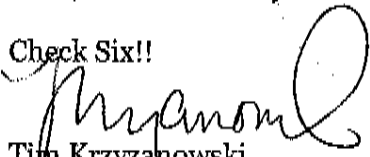
It's been 2 months since our annual meeting in San Diego and as I look at the custom coin you gave me, I have to reflect on the tremendous impact you've had on my team.

As you know, this was the first combined meeting of both the West and Central sales teams and expectations were high. With so many recent acquisitions and new faces in the crowd, Phil and I needed to stress the importance of working together in a rapidly changing, 'matrixed' organization. Your "one team, one fight" message totally aligned with our teamwork goal, and your philosophy of trusting your wingman and being mission ready was perfect for our theme.

I have to admit I was skeptical at first. I didn't want another motivational speaker telling me that *'business is like combat'* and the *'battle is for the sale,'* yadda yadda. Well, you proved me wrong! In all my years in business, I have to say that you were one of the most engaging speakers I have ever seen. More than that, you did your homework and showed up prepared! You knew our business inside and out, and your passion gave us all a shot of much needed adrenalin to close out the day. What more could I ask for?

It goes without saying that both Phil and I will recommend you to our wingmen at other Philips divisions. With all the change that is going on in our business today, your message needs to be heard! Thanks again for an outstanding mission and for all you do (and have done) for our country.

Check Six!!



Tim Krzyzanowski  
Vice President - West Zone Sales  
Philips Medical Systems, NAC



February 3, 2006

Waldo Waldman  
Lead Wingman  
2906 Woodruff Dr.  
Atlanta, GA 30080

To whom it may concern,

I wanted to take the time to share my experience about "Waldo" Waldman, my Wingman for the MTM Technologies Northeast Kick-Off Meeting, held in January 2006.

The whole process for obtaining a keynote speaker for my event started in a panic, as I had less than a month to come up with the focus and plan. After detailing my criteria to a trusted speaker agent, he found me a speaker who was above and beyond my expectations. He found me "Waldo" Waldman.

Waldo was right on schedule and in constant communication throughout the entire process. Seeing as that I was the "Master of Ceremonies" for this event, I was a ball of nerves, but not with Waldo. He could not have been more professional, punctual, and calming. He knew what he needed when he arrived and was a one man show as far as equipment and gadgets. What I envisioned taking 20 minutes took my professional Wingman 20 seconds!

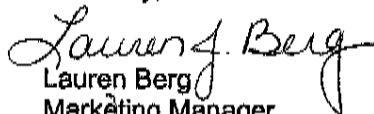
"That's great Lauren, but what about the actual engagement" you ask? It was more than I had hoped for. Waldo took my simple goal of *no success is an individual success*, and created an energetic, multi-media presentation and speech. But more than that, **he did his homework!** In the short time between finding him and the event, Waldo knew who the players were in the company and in the industry. **He knew the difficulties we faced as a newly merged company.** And he knew small tidbits of personal information about some key people in the company that he used to personalize the speech.

Bottom line - Waldo was not giving a canned speech on teamwork, change, and unity. He was giving a speech to MTM Technologies, about MTM Technologies.

I would highly recommend Waldo Waldman for any event where teamwork and peak performance are goals. **He makes people laugh, listen, and engage, and in the end remember.** They remember his words and his story, which permeates throughout the organization. I still hear people comment on Waldo, and we are almost one month out!

Please feel free to contact me if you would like a personal referral about Waldo. I guarantee he will exceed your expectations and turn you into a wingman as well!

Sincerely,

  
Lauren Berg  
Marketing Manager  
MTM Technologies



**INTERNATIONAL SERVICE LEADERSHIP INCORPORATED**  
**FOR CONTRACTORS | BY CONTRACTORS**

June 1, 2006

Mr. Rob "Waldo" Waldman  
2906 Woodruff Drive  
Atlanta, GA 30080

Dear Waldo,

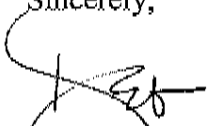
WOW! No other word(s) can quite describe your presentation at our Top Gun Retreat, recently held at the Cheyenne Mountain Resort. While your demo video definitely exuded some excitement, NOTHING could compare to the energy and high impact message you personally delivered to our group. Thank you!

Your training as a Top Gun pilot has certainly paved the way for your success as a speaker. The amount of planning you did prior to your presentation was the most thorough I have ever experienced as a seasoned event planner and manager! I was so impressed with your sincerity and dedication to making our event a success. The way you interview your clients down to the very last detail is truly awesome.

EVERYONE loved your presentation, and the energy you exuded was so contagious! So often folks can quickly forget the messages brought on by speakers at a conference. Because of your dedication to excellence, we will long remember the passionate message you brought.

Thanks again for making ME look good at this event. But more importantly, thanks to the man who brought a whole new perspective on three little words – PUSH IT UP! You will always be our Wingman!

Sincerely,

  
Deborah Bowen  
General Manager  
International Service Leadership



## Senior Star Living®

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February 20, 2007

Waldo Rob Waldman  
2906 Woodruff Drive  
Atlanta, GA 30080

Dear Waldo,

I am writing you this letter to formally express my appreciation for your tremendous contribution to our successful meeting last week in Tulsa. After talking with you on the telephone a few times, I was so excited about the passion, knowledge and talent you hold and how I believed they would impact our entire company. I just knew you would be terrific! Waldo, you were beyond terrific! You brought together our "message of moving toward excellence and teamwork" and ended it with such personal passion and enthusiasm that I was personally speechless.

We have received so many personal comments, emails and notes from employees that have been with us 3 days to 13+ years regarding the impression you made on our company. Coin checks are occurring in 4 states as our company strives for excellence in a little friendly competition! Everyone is looking for ways to Push it Up! ©

As you know, the success of the Summit Meeting was so important to me and I can't thank you enough for all of the time you gave to me and our Company. The amount of planning time and chair flying for our mission you dedicated reflected in presentation ten fold! Waldo, your ability to "speak our language"... "speak our priorities and objectives"...and "speak our fears" had the owners and management teams astounded! I felt from the first time I listened to your video on your website you would help us transform our company into greatness...thank you for helping solidify our success.

I ask myself, how will we top this meeting for our team in 2008...I know part of that answer may rest with Waldo Waldman...I look forward to our paths crossing again.

Best personal regards and always your wingmen,

Anja Rogers  
Senior Vice President  
Senior Star Living



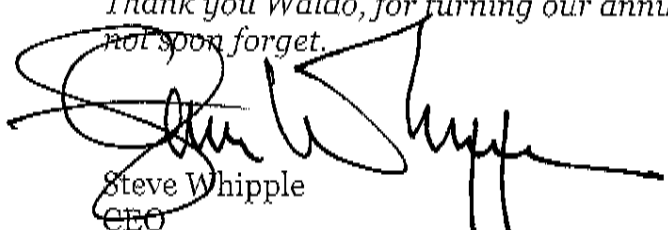
Greetings Waldo,

*The ideas of training, preparation, teamwork, leadership, and trust are not new to the mortgage industry. These traits help determine success not only of our brokers and originators, but also of our real estate partners. More importantly, they determine how we control our environment, and ultimately, our happiness.*

*As I look back on your keynote presentation at the annual sales and partners meeting for Amtrust Mortgage, I was truly inspired by your message that true success lies in those you surround yourself with, the people on the ground...your wingmen. You reminded us that no pilot ever flies alone and that if one person fails, then the whole mission fails. Could there have ever been a truer statement? I have been trying to get this message across to my staff this year and I admit it hasn't been easy. You put the pieces together and helped it all make sense.*

*Waldo, your passion for your message astounds me. And, of course, that is what's it's all about –**passion!** You challenged us to examine the passion deep within ourselves. I now ask my sales staff...Is your passion enough to carry you to new heights? Do you possess the discipline necessary to spread your passion to others at Amtrust mortgage, to your wingmen? If not, as you state, we need to find that passion within and **push it up**. We are the pilots of our own lives. But we also need our wingmen...not only to survive, but to win!*

*Thank you Waldo, for turning our annual meeting into an experience we will not soon forget.*

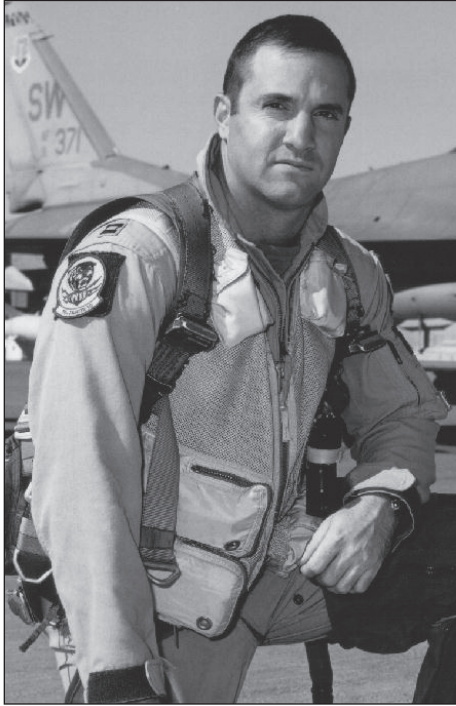


Steve Whipple  
CEO

Amtrust Mortgage Corporation

# The Definition of WIN!

By Waldo Waldman



When you look into the eyes of a winner, what do you see? Perhaps you notice a fire of passion, determination, resilience, and a sense of self-confidence that screams, "I can do it! Nothing can stop me from winning!"

We've all seen winners in our personal and professional lives. They are the determined ones with a strong resolve and unwavering sense of purpose in everything they do. Always able to face challenge and adapt to change, they see adversity and defeat as minor and temporary setbacks, recovering with an even stronger, more steadfast desire to win. They never wallow on the path of self-pity and consistently manage to stay focused on their ultimate objective. Winners are leaders with a mission, and they epitomize success in everything they do.

As I've worked with winners in the military and in business, I've noted an important similarity: whether the winners realize it or not, their success comes from their innate ability to **"Work It Now!"**

That's right! That is how winners define Win. They have a 'work it now' attitude about life, and approach every challenge with a resolute **commitment to excellence**. Winners undoubtedly recognize that it takes work to win, and they don't put it off until tomorrow. They do what is necessary to win today!

The foundation of a winner's state of mind is the realization that nothing in life worth fighting for comes easy. Sacrifice, effort, and

sweat are synonymous with success. If you look around your organization, see what the winners are doing, and observe how 'easy' they make it seem! It only appears easy because of all the time and energy they took developing their skills and sharpening the sword of success.

Winners are the ones who consistently:

- > Arrive early and stay late until the job gets done.
- > Volunteer for the tough projects when no one else will.
- > Take pride in their work and enjoy the daily journey towards success.
- > Take advantage of training seminars, ask questions, and read books to expand their knowledge base and expertise.

The same holds true for the top salespersons that repeatedly practice their presentations, the best pro golfers who perfect their swing, and the experienced surgeons who study the latest surgical equipment, drugs, and procedures.

In addition, winners not only work hard in their personal development, but also on developing trusting and productive relationships with their co-workers, friends, and families. They appreciate that to truly be successful you often need the assistance of those trusted and reliable partners in your life to accomplish your objectives. Fighter pilots call these trusted and reliable partners **wingmen**, as they fly on each other's wing in formation. Wingmen are used to back each other up, monitor safety, and successfully accomplish very dangerous and complicated missions.

The wingmen mentality of mutual support also applies to business and life, as we all need each other to help us overcome our daily challenges. While winners may not necessarily possess the inherent ability to 'do it all,' their success often stems from the fact that they know who to go to for help in getting the job done. Moreover, they are easy to get along with and have an innate ability to connect with people. They possess what Daniel Goleman coined in the early 90's - Emotional Intelligence.

As a former Air Force fighter pilot, my fellow wingmen and I lived by the credo – **"The more you sweat in peace, the less you bleed in war!"** In order to defeat the enemy and stay ahead of the threat, we needed to spend countless hours studying tactics, technology, and war fighting doctrine. We trained together relentlessly in various environments in order to maximize our ability to survive in hazardous and volatile conditions. There was no room for error. If we failed, our lives

# Sharing IDEAS

and the lives of our wingmen were at stake. Finally, we planned, briefed, and debriefed our missions as a unified, cohesive team, understanding that we could never fly a successful mission solo. We always had fly with wingmen to achieve our objectives...and win!

In addition to a 'work mindset,' winners operate on a 'now timeline.' In essence, they *never put off until tomorrow what should be done today!* There is no room for procrastination in a winner's daily regimen. Furthermore, they don't make excuses. In the stress and challenges of everyday life, it's so easy to become overwhelmed by the countless responsibilities we face. Quite often, these pressures and challenges strangle us. Rather than take the necessary action to face them head on, we may find ourselves immobilized and fearful. How 'easy' it is to give in to the pressure and wait until tomorrow to face today's challenges! Unfortunately, many tomorrows pass us by and the issues never get resolved. We remain uninspired and stagnant, and fail to grow in our personal and professional lives.

Winners, on the other hand, take action now! They possess a 'make it happen' approach to life, and "sweat now" in order to prevent "bleeding tomorrow." They tackle the toughest challenges first, and while their sacrifice may, at times, be burdensome, their ultimate reward is personal growth and the inherent satisfaction of a job well done.

The path to victory doesn't come easy. It is often strewn with defeat and frustration. Winning is a by-product of relentless **self-discipline**, consistent **training**, passionate **leadership**, and a **positive attitude**. This takes time, patience and perseverance to develop. In life, you often have to stumble or take a step back in order to make a great leap forward. Remember, hidden in every failure is a victory waiting to emerge.

Never give up in your quest to be the best. Work it Now<sup>SM</sup>...and WIN!

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*Waldo Waldman builds team unity within organizations as a high energy inspirational speaker and leadership consultant. A former combat-decorated fighter pilot, he brings an exciting and valuable message to companies by using fighter pilot strategies as building blocks for peak performance, teamwork, leadership, and trust. To book Waldo for your next meeting or to register for his newsletter, "The Wingman", visit [www.yourwingman.com](http://www.yourwingman.com) or call him at 1-866-WALDO-16 (925-3616).*

# train

A Hands-on Guide for Sales Managers

## your sales team



Based on  
an interview  
with  
Rob Waldman

This article is based on a conversation with Rob “Waldo” Waldman, founder and president of The Patriot Group, a sales and leadership consulting firm. As a professional speaker and consultant, Waldo uses his experience both in high-level sales and as a combat-decorated fighter pilot (with over 2,650 flight hours and 65 real-world combat missions in Iraq and Yugoslavia) to provide insights into the nature of leadership in the corporate setting. He can be reached at 2906 Woodruff Drive, Atlanta, GA 30080. Tel: 866/925-3616. Email: [Waldo@YourWingman.com](mailto:Waldo@YourWingman.com) Web: [www.YourWingman.com](http://www.YourWingman.com).

## How to Motivate Your Team

You may think that your sales job is worlds apart from the job of a fighter pilot. However, there are many similarities:

- You are both committed to short-term mission success and long-term corporate victory.
- In order to guarantee success, you both train to execute as perfectly as possible.
- You both operate amid intense conditions and under extreme pressure.
- The smallest mistake can be fatal.
- The consequences of failure, if not the loss of your life, can be at least the loss of your lifestyle.
- Each and every day, you are both fighting for your survival...and fighting to win!

Over the century that humans have taken to powered flights, military strategists have devised a highly effective method to ensure the success of flight missions. The principles behind that method are applicable, step by step, to a successful sales mission. Here are ten steps to flying your next sales mission like a jet fighter pilot.

### Phase One: Preparation

**Step 1: Achieve the right attitude (attitude determines altitude).** You may have heard the term “the right stuff.”

That refers to the attitude of confidence that a jet pilot needs to strap himself or herself into a vehicle that moves faster than the speed of sound and then start dodging airborne missiles. In sales, “the right stuff” comes from knowing your objective for the call, relentlessly preparing for the call, and getting focused on the primary mission objective, which is helping the customer. Get enthusiastic about this opportunity to be of service. Enthusiasm breeds confidence and confidence absorbs fear, which is the greatest deterrent to sales success. Remember: Fear prevents you from taking risks, and prospects never buy from fearful salespersons. Rather than worry about your commission or quota, turn the focus away from yourself and focus instead on your customer and what you need to do to help them solve their problems. In essence, when you help your customer to win, you’ve achieved victory in your mission.

**Step 2: Gather intelligence.** Before any flight mission, pilots gather every bit of information they can about the environment into which their jets will be flying – not just

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## Reps' Frequently Asked Questions

**Q:** How do I handle a question or objection for which I haven't prepared?

**A:** Use the three most powerful words that a sales rep knows: "I don't know." Admitting that you don't know the answer to something actually increases your credibility – as long as you add that you'll find out the answer and get back to them. And then do that, as quickly as you possibly can.

**Q:** When I make a sales call I'm alone, so why do I need to think about wingmen?

**A:** While it's possible to think of a single sales call as a mission, the overall sales process is the actual campaign. Your wingmen – the rest of your organization – will determine whether or not you can really deliver on your promises to the customer. They are your trusted and reliable partners (tech support, customer service, IT, administration, etc.) It is best if you know what they're capable of achieving – before you go on a sales call.

**Q:** When is it appropriate to ask my "wingmen" for help?

**A:** The first time that you encounter a problem that you can't solve, you should consult your corporate wingmen – such as your sales manager and others – to get the help you need. Your organization should embrace an environment where it's ok to ask for help. However, part of your mission debriefing is to learn from the experience...which means that you shouldn't need to call for help on the same subject more than once.

enemy positions, but every aspect of the situation that might have an effect on the mission. Intelligence ultimately determines tactics and it has to be on time, from various sources, and as accurate as possible. In sales, you gather intelligence by studying the customer's Website, press releases, current vendors, and your competition. Find out what clients you currently have who are in that customer's industry or located in that customer's region. Decide what questions you will need to ask that will help qualify or disqualify this lead. Decide how you are going to differentiate yourself from the competition.

### Step 3: Devise contingency plans.

Successful flight missions require pilots to expect the unexpected. Even reams of competitive intelligence can't totally dispel the "fog of war," the fact that the real world and combat conditions are likely to change, sometimes radically, from moment to moment. In sales, you build a contingency plan by asking yourself "what-if" questions: What if they challenge me with price? What if they are currently engaged with another vendor? What if they ask for a referral? Have answers to these objections ready and waiting, BEFORE picking up the phone or walking in to see the client!

### Step 4: Mentally rehearse the call.

Jet pilots always "chair fly" a mission, multiple times, before they ever come near their aircraft. They rehearse everything because it is the secret to being a Top Gun. The reason is simple: The mind doesn't know the difference between a real event and an imagined event. Therefore, envisioning the entire mission, including the effective handling of unexpected events and the final outcome, acclimatizes the mind to successful execution in the real world. In sales, this means envisioning the call in your mind – delivering your value proposal, asking the right questions, and rebutting concerns. Remember: Don't just envision a smooth mission with no problems. Instead, envision the mistakes and objections (i.e., missile launches) that might come up and mentally rehearse how you will handle them. (By the way, if you don't have a plan to handle these challenges, it's time to gather more intelligence, seek more training, or ask for help. The goal is to convince your subconscious that you've already succeeded in a perfect mission. Then, when you actually make the call, you will have the confidence that comes from feeling, in your gut, that success is a foregone conclusion.

**Step 5: Brief the mission.** Immediately prior to a mission, jet pilots always review and confirm their mission objectives, roles and responsibilities, latest intelligence, and contingencies. The purpose of this final review process is not just to mentally prepare the pilot, but also to reinforce the right attitude of confidence both individually and as a team! In sales, you should spend at least 15 minutes prior to any sales call going over everything you know about the customer, your overall plan for the sales call, your responses to objections and – this is important – the condition of your equipment. The last thing you want is for your laptop to fail at a critical moment during your presentation. More often than not, a well-executed briefing leads to a well-executed mission.

## Phase Two: Execution

### Step 6: Build Situational Awareness...

**remain aware of your situation.** Jet pilots know that the success of a mission depends upon their Situational Awareness (SA), which is their ability to perceive what's actually going on at any moment in time, such as weather, enemy threat, airspeed, location of wingmen, fuel state, and terrain. In the context of a sales call, SA means listening to the customer. Remember that listening allows you to learn about the prospect and facilitate trust. Ask questions based upon research and then listen to the responses. Continually adapt to your sales environment as it changes with every uncovering of your prospect's challenges. Remember that stress and tension reduce your ability to sense what's really going on, so remind yourself to relax and smile. Let calm and confidence direct your flight path – your customer will lead you into a safe landing.

### Step 7: Document what happens.

Jet fighters always have flight recorders that track exactly what happened at every moment of the mission. This information often proves invaluable after the flight, allowing a pilot to more easily replicate success and avoid future problems. In a sales call, your "flight recorder" is a pen and paper, your sales assistant, or a quiet keyboard if you're on the phone. Record every important detail of the call. You'll need this intelligence to refer to next time you make your call to follow up.

### Step 8: Make your go/no-go decision.

There comes a point in every flight mission where the fighter pilot needs to

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# At Your Next Sales Meeting

**Below are 12 practical steps to help your sales team better prepare for sales missions. This sales meeting should take about 45 minutes.**

- 1.** Prior to the meeting, prepare a slide summarizing the 10 steps to a successful sales mission. Send an email to everyone on the team, asking them to write down a few sentences describing a challenging sales call that they expect to make within the next two weeks.
- 2.** Open the meeting by explaining that you're going to try a sales skill exercise that's based upon the way that the military helps fighter pilots to be successful. Ask everyone to participate fully and to help the session be successful.
- 3.** Present the information on the slide, explaining how the flight mission paradigm applies to sales situations. Emphasize that this is a proven method for getting individuals to work through their fear and perform as near-to-perfect as possible. You should now be 15 minutes into the meeting.
- 4.** Ask for a volunteer. Have the volunteer read his or her description of an upcoming sales call. Note the emotional state of the volunteer during this step. Ask the volunteer what he or she is feeling after describing the difficult but impending call.
- 5.** Have the volunteer sit at the front of the room, facing you. Have three other team members sit behind the volunteer. Explain that these are the volunteer's "wingmen" who are there to help make the sales mission successful.
- 6.** Ask the volunteer to close his or her eyes and imagine that he or she has spent several hours researching the customer and the competition and now understands the customer's business thoroughly. Ask the volunteer if there has been any change in the volunteer's emotional state.
- 7.** Ask the volunteer why he or she thought the sales call would be difficult. As the volunteer surfaces any problems, objections, or unknowns, ask the "wingmen" to come up with suggestions for handling them.
- 8.** While the volunteer still has his or her eyes closed, verbally walk through the sales call, step by step. Raise the problems and objections and have the volunteer explain how he or she intends to handle them.
- 9.** Bring the role-play to a close. Ask the volunteer how he or she now feels about the impending sales call. The volunteer will almost undoubtedly have a more positive attitude about the call. This entire process should take about 15 minutes.
- 10.** Spend five minutes "de-briefing" by asking the rest of the team members for suggestions and comments. Suggest that the volunteer use these suggestions and comments to improve performance during the actual sales call.
- 11.** Repeat steps 4 through 10 with another volunteer.
- 12.** Wrap the meeting up by reviewing the 10 steps and obtain a commitment from the sales team to work through the three phases of this method for at least three sales calls over the next month. At the next sales meeting, review the results of this process.

### Quick Tips for Your Next Sales Meeting

A major key to being a successful fighter pilot, or a successful sales rep, is the ability to overcome fear. Here are three fundamental principles for achieving victory over your fear:

**Focus on your mission.** Ask yourself, "What am I fighting for?" Why are you needed, and who is depending on you to get the job done? Perhaps it is your organization, your family, or the customers you are serving. What are the positive benefits that can result from accomplishing the difficult mission ahead? When you take the focus off of yourself and away from your fear, and direct it toward how your mission will positively impact the lives of others, your fear diminishes.

**Focus on your wingmen.** Who is on your team that you can trust to get

the job done? Who are the trusted and reliable partners in your personal and professional life? Who can you turn to for love, inspiration, advice, and courage? Perhaps it is your spouse, best friend, business partner, or even a co-worker. By focusing on your teammates and all the wonderful, supporting relationships you have, you become more courageous and confident about tackling life's challenges.

**Focus on winning.** See the success you want in your imagination first. Experience the exhilaration of winning in your mind. Remember, the body achieves what the mind has rehearsed! If your mind thinks failure, you are setting yourself up to fail. But if you train your thoughts to envision winning, if you imagine with perfect clarity overcoming your challenges with courage and achieving victory, then you are destined to win.

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decide whether the mission, if pursued, will succeed or fail. Just like a pilot, you need to know when to press on with a call, and when to abort it. Don't get shot down! If you're going after a target that is impossible to take out, you are wasting valuable time and energy when you can be engaging an alternate target. When your objective is met or when you feel the prospect is no longer willing to listen, end the call. Make sure you come up with a follow-up objective/plan for what to do after the call. You may need to wait for the environment to change before calling again.

### Phase Three: Mission Complete

**Step 9: Debrief the mission.** Fighter pilots always debrief a mission, in order to determine what can be learned and how the team can improve. After every sales call, take off your 'rank' so that everyone is on an even playing field. This facilitates open communication and allows your wingmen to admit their mistakes. Review the positive and negative events that took place. Ask yourself: What

went right or wrong? What were the lessons learned? Why did the call develop the way that it did? How can you and your training be improved to ensure better success next time? Finally, share lessons learned and best practices with your sales wingmen so that your entire company can benefit from your mission.

### Step 10: Execute the follow-up/follow-through.

Fighter pilots complete their mission by filing a report, requesting service on the aircraft, expanding their training commitments, and so forth. The idea is to make each mission part of a process of constant improvement. In sales, the follow-through is doing whatever it takes to develop the ongoing customer relationship. It means delivering on your promises! If you really want to win in the future, exceed the customer's expectations. Send information, articles and/or referrals to your prospect that can help them. Be on time and on target for the next step in the sales process. Remember: Keep the focus on the customer!

— GEOFFREY JAMES

## Quick Tips for Your Next Training Session

A top jet fighter pilot is often called an "ace." While that historically refers to the playing card, it's also an excellent acronym for remembering what's important while preparing for a sales mission:

**A is for ATTITUDE.** The right attitude comes from preparation. The attitude that breeds confidence is a by-product of all your disciplined training, intelligence gathering, and chair flying. Not only should you be researching the customer and competition and preparing yourself for each mission, but you should also be laying the groundwork for your future success and growth by studying the sales process, reading sales books, and — especially — understanding and integrating specific sales skills.

**C is for CUSTOMER.** Successful selling is not about you, your company, your sales manager, or your products. It's about servicing the customer. It's about trust! Just as a fighter pilot commits to his customer — the government/citizens that he or she serves — you must commit to meeting the customer's needs, no matter what it takes. If you're not focused on your target — your customer — you shouldn't strap into your jet to fly the mission.

**E is for ENVIRONMENT.** You must constantly improve your Situational Awareness by increasing your understanding of the customer, the customer's business, the customer's industry, the impact of the economy on your customers, your competition, and the ability to bring every part of your organization (your wingmen) to bear in order to help the customer be successful.