

[00:00:02.180] - Aileen Day

Welcome to the Value Driven Brand Podcast, where you'll learn insights on how to communicate with authenticity, deliver genuine value, and create a memorable experience across your entire customer journey, helping your business become a sought after leader in your industry. I'm your host, Aileen Day. Now onto the show.

[00:00:31.890] - Aileen Day

G'day, everybody, and welcome back to another episode of the Value Driven Brand Podcast, I am your host Aileen Day. And today I am joined with an old friend of mine, the one the only Danny Ginsberg from the Arbinger Institute Arbinger Institute, I'm going to slow down, that's how excited I am

[00:00:58.020] - Aileen Day

from the Arbinger Institute, Danny Ginsberg. Welcome to the Value Driven Brand podcast. Thank you for joining us.

[00:01:05.920] - Danny Ginsberg

Aileen, thank you very much for having us. I'm not so sure about the old friends. It means we've been we've known each other for a long time, not the world.

[00:01:14.020] - Aileen Day

Is that right? That's correct. Yes. We are young at heart. That's right. Now, for those of you who might not know who Danny is, Danny is absolutely one of the most passionate development consultants that I've ever met. He has a strong for organisational needs and workforce competencies. He successfully has a background in the creation and execution of leadership and professional development programs that have been fantastic to experience. I can vouch for them myself and implementing creative solutions to meet every business's needs.

[00:01:52.660] - Aileen Day

Now, I'm going to let him tell you the rest, because I love learning about each of my guests and their the paths and their journeys that have brought them to where they are today or fill in the gaps for me. Danny, what has got you to where you are right now?

[00:02:10.690] - Danny Ginsberg

I'd kind of forgotten that you've been one of my participants. Yes, of course, there are many courses.

[00:02:16.530] - Danny Ginsberg

Well, that's probably a good place to start, because before that there was probably lots of world of retail, working retail, working in training and development, had a big stint at IKEA, which was awesome before we met at the illustrious red hammer place, the big the big Bunnings, big red box, green box and yes, the great big green shed.

[00:02:36.850] - Danny Ginsberg

And we both had an amazing time and experience there. And really, I guess my career in training moved into learning and development there where we really helped leaders develop into awesome leaders of the future. You're one of them. And that was awesome. Looked after a leadership development team there, which was great, kind of learnt new ways of giving, learning out to awesome participants, helping people not just in the training course, but out and coaching and doing store visits and dealing with the real problems rather than just here's a PowerPoint and learn off it.

[00:03:12.790] - Danny Ginsberg

Yeah. And then out of that was a short stint in the government. Local government can't talk about it. It's a secret one.

[00:03:23.080] - Danny Ginsberg

And then into the world of some consulting with a consulting organisation, again, working with some awesome retail brands, delivering some awesome programs from induction all the way up to high end leadership stuff.

[00:03:36.340] - Danny Ginsberg

And then probably the big stint after that was SpecSavers an amazing brand and value driven brand as well. Oh, these are all values like IKEA, Bunnings, SpecSavers, all value driven brand and was amazing. Seven, seven and a half years with them had a team of thirty six in my learning and development teams. That was huge. We produced all of our own content. We did get everything from induction sales skills all the way up to high end leadership training.

[00:04:03.040] - Danny Ginsberg

Through my career, I've been able to pick up awesome tools, leadership tools, be trained up and a whole bunch of stuff, whether it's emotional intelligence tools, things like Disc TMS, profiling tools, leadership skills, leadership capability skills, people, culture, sales skills, all of that, being able to sort of add to my toolkit as we go on through and most recently gone out on my own.

[00:04:27.850] - Danny Ginsberg

I think that I can add some value to organisations and really sort of say what I've learned through all of that through my world of retail, people development, franchising a whole bunch of different stuff. I'm very happy to talk, as you might be able to tell. And more recently, I've been working with the Arbinger Institute and I met them back at SpecSavers days and that was an amazing experience and now very lucky to work with them and help deliver this awesome content, which I just have fell in love with the first time I came across it and kind of have been here holding it close to my chest and been very passionately talking about this stuff for the last couple of years.

[00:05:05.710] - Danny Ginsberg

And just to see the impact of it is absolutely awesome. So, yeah, that's where I am. Obviously we're here and, you know, this current global pandemic, which has caused all sorts of problems and challenges for everybody. But seeing some of this stuff go to work in this environment is awesome. Just absolutely.

[00:05:23.260] - Aileen Day

Yeah. And we're definitely going to touch on exactly that stuff very, very shortly. Give me give me a little bit of insight into what it is that makes you froth over developing people.

[00:05:43.780] - Danny Ginsberg

It's really interesting because it's probably the basis of outward mindset, too. I remember many years ago standing in front of a training, you know, standing in a room facilitating training and kind of get to the end of the eight hours of running an induction or workshop or whatever. And I did a good job. Well done me.

[00:06:01.330] - Danny Ginsberg

I'm feeling really, you know, I'm feeling really good. Everyone had to stare at me for eight hours. It was awesome. I was the centre of attention. And then it kind of shifted in actually, really understanding is nothing about me, and it's actually all about the other.

[00:06:15.660] - Danny Ginsberg

It's all about what the person got out of the workshop and. We are presenting but death by PowerPoint, I'm doing really well, but they're glazing over or they're not getting it or they're saying not as being a value add to them and their work life, the business life, the learning journey and I completely switched.

[00:06:36.800] - Danny Ginsberg

And everything that we've kind of done now is it's nothing about you. You are literally the facilitator of the learning. And to see people grow and develop and to see them bring their best work to their best at work, love what they're doing. That's the stuff that's really important to make people like you. Year after year after year, we've probably lost track for five years, come touch base. But that is so amazingly inspiring to me to see people grow.

[00:07:06.680] - Danny Ginsberg

And you hear about this story and the fact that you've got like a little part, like a part, a little part in there somewhere. Yeah, that's just an absolute thrill. That gets me excited.

[00:07:16.190] - Danny Ginsberg

That gets me out of bed in the morning when you really have that understanding of it's it's actually nothing to do with you, but it's the value you can give to others and then that gives stuff back to you.

[00:07:27.620] - Aileen Day

It's so funny that you say that I've spent most of my life being told by my parents, it's not about you all the time Aileen.

[00:07:36.620] - Aileen Day

And I'm like, why not? What is this?

[00:07:41.020] - Danny Ginsberg

Who said that, I'll find them.

[00:07:41.020] - Aileen Day

Of course it is.

[00:07:44.420] - Aileen Day

But I agree with you that at some point there is a twist in the story in the plot and you go, ohhh, hang on a minute. I actually am feeling more rewarded watching someone take what I've given them and turn it into this amazing outcome. Than the validation that came with me versus the validation that came with me teaching them I'm like, wow, look what they've done with that. They're fantastic.

[00:08:20.580] - Danny Ginsberg

And I think that permeates through like almost every organisation.

[00:08:25.530] - Danny Ginsberg

It's not we don't sell a widget. It's what the widget does is why we do what we do whether that's an accounting agency that are passionate about what they do because they're helping people deal with the accounting stuff so they can go and live their best life.

[00:08:41.010] - Danny Ginsberg

Or if it's we do sell. Pencils, that it's not it's not just about making money and selling the pencil, it's actually what the pencil. The pencil is a creative tool for people to write, draw and get their brand out there or whatever it is.

[00:08:54.080] - Danny Ginsberg

You know, that's that's when you see success. That's when you see passion. That's when you see longevity. That's when you see value. That's when you see an amazing brand is because they're actually it's about what we deliver to the to the others, not what we're just trying to sell for ourselves. And you probably say more businesses fail because it's just like, let's push this widget out onto the market and sell as much as we can as quickly as we can with no consideration of what the other actually wants or needs.

[00:09:25.220] - Aileen Day

Yeah, yeah, absolutely.

[00:09:27.260] - Aileen Day

Now, Danny Ginsberg, this is Value Driven Brand Podcast, and because it is the Value Driven Brand Podcast, every time we have a wonderful guest join us, they also come with their own set of value driven brand tactics. And I know that with all of your years experience that you have got a few up your sleeve and I want to learn what you know. So talk to me about how Danny Ginsberg would prescribe to business owners, to leaders, to entrepreneurs, to people just wanting to do better in life.

[00:10:13.850] - Aileen Day

How do you create your own value driven brand?

[00:10:18.710] - Danny Ginsberg

Good question. That's deep. The the biggest success that I have seen in individuals and organisations across my time is when we focus on our mindset being outward, that if we try and just drive behaviours, if we can try and just change behaviours to change results, it doesn't last.

[00:10:44.900] - Danny Ginsberg

It doesn't happen. It doesn't have long lasting impact or value impact. So you're wasting time, effort, energy. If you have to shift the mindset underneath it. First, I'll give I'll give you an example. You could very easily roll out a sales skills program to increase the sales capability of your sales team. You could run a two hour online workshop. A two day workshop like the delivery doesn't matter. You could run a sales workshop to say, let's up skill everyone in how to behave in sales, seven steps to selling, whatever it is.

[00:11:24.020] - Danny Ginsberg

You know, here's our magical statements to sales to sell and but also everyone sits through this class or sits for this course or understands these behaviours. And you've probably seen it before this kind of this initial shift, and then there's this kind of this pull back to where we were that didn't work, it didn't have the impact we wanted.

[00:11:44.410] - Danny Ginsberg

Our sales went up for a bit and then they've come back down to where they are again today. You know, I very rarely have seen someone roll out a sales course that has had an impact that is then taken them through to the next years and change things. The problem is that we don't shift in mindset and we don't and we don't shift mindset in the right way, because if we if we shift mindset in the right way, then we're going to have the change of behaviours in the right way, which is going to change the results in the right way.

[00:12:15.900] - Danny Ginsberg

So if you're talking about how do I drive value, I drive. I drive value and brand by delivering, by shifting our mindset into the right outward focus, right, and I can explain that if you want me to.

[00:12:29.400] - Aileen Day

Yes, do. What does that mean?

[00:12:33.300] - Danny Ginsberg

So we want to shift so the if you think about anything about anything, there's under behaviours, so what you see on the surface, like a like an iceberg, what you see on the surface is driven by a bunch of stuff that is under the surface that might be your values, your cultural background, your motivators and your mindset.

[00:12:53.490] - Danny Ginsberg

And people often say, yes, we need to shift our mindset, we need to shift our mindset, be better to deliver better on our results.

[00:12:59.880] - Danny Ginsberg

Cause that behaviour will only shift once the mindset shift to have long lasting good value added benefits? What we talk about at the Arbinger Institute is we're going to shift to an outward mindset. So there is a difference between inward and outward. And you've probably seen and experienced both of these in your life and it kind of makes sense and it's pretty easy to understand. So I'll explain it to that fairly briefly.

[00:13:23.220] - Danny Ginsberg

Inward mindset is it's all about me.

[00:13:25.860] - Danny Ginsberg

Like I was sitting at the front of the training is all about it's all about being the centre of attention, probably at the cost of the other.

[00:13:32.680] - Danny Ginsberg

I don't care whether you're learning or not, just it's about me. It's about delivering my results and what you can do to help me deliver it or make me what I can make you to do to deliver my results. What can I manipulate you into? Force you into, cajole you into, passively aggressively make you do. So inward mindset is where I focus solely on me and my results at the probably at the expense of the other. To do that, I probably need to see the other as an object because it's hard to hurt people.

[00:14:07.320] - Danny Ginsberg

It's really easy to hurt an object. If I want to hurt the pencil, I can. If I want to snap my siblings in half, then it's going to hurt. Right.

[00:14:16.120] - Danny Ginsberg

So weird metaphor, but it's easier to hurt objects.

[00:14:19.650] - Danny Ginsberg

than it is people.

[00:14:19.650] - Aileen Day

I have 5 siblings, I get it.

[00:14:23.880] - Danny Ginsberg

So we almost objectify the other that we use as a vehicle, an obstacle or they're completely irrelevant. Like when these pencils down, it's irrelevant. Like I'm sure you've experienced in your time when you felt irrelevant by people or ignored by people, that you just don't exist even in a workplace.

[00:14:41.490] - Danny Ginsberg

You get walked past or you hear meetings happening. Why wasn't I invited to that? You know, those sort of things? You know, you kind of feel like I'm not being valued here.

[00:14:50.340] - Danny Ginsberg

I'm not. I'm being objectified. Yeah. In a different connotation.

[00:14:54.960] - Aileen Day

Yeah, yeah, yeah, yeah. We get being object. Object -A- Fied. Yeah.

[00:15:01.510] - Danny Ginsberg

And so that's that's about me, that's very much the finger point I blame I, I look at the others. I say they need to change. I say I can be really harsh in my criticism. I can also be like, if I'm all about me, I can also be really passive and not have some of the hard conversations because actually I'm more concerned about my feelings. And so I'm not going to give you that tough feedback so I can be some really soft behaviours, weak behaviours that you can see in there as well.

[00:15:28.060] - Danny Ginsberg

If I'm thinking inwardly I won't deal with that performance today, I'll I'll do it end of the day because I don't want to have that conversation because it's uncomfortable and I don't want to feel uncomfortable. And I'll tell them tomorrow. It's Wednesday. I'll tell them on Friday because then they'll have the weekend to think, oh I've missed the opportunity. I'll let that behaviour go. I'll pick up next time they to do it again.

[00:15:48.860] - Aileen Day

Feels like. Yeah, right. I feel so seen.

[00:15:49.960] - Danny Ginsberg
So that's very inward thinking.

[00:15:55.750] - Danny Ginsberg
That's very inward thinking because it's about me and my feelings and my emotions and at the expense of the other. You probably need to hear this feedback. You're probably going to be better by this feedback. But so yeah.

[00:16:07.960] - Danny Ginsberg
So that's sort of some really can be sort of some soft, weak, passive stuff happening there as well. So it's all about being you to blame. I'm going to yell at you and scream at you at the cost of that's very inward thinking. You've probably experienced organisation, has seen people like that experienced stuff like that. Outward thinking is where I actually take into consideration, OUR. I'm focused on our results, not my results, our results, and I'm actually focused on your results.

[00:16:34.380] - Danny Ginsberg
You want to achieve. Yeah. What do you want to do? What are you going to get out of this? What does what does the other need to achieve as well? What does what do we need to achieve together? And if I can make you look good and help you achieve your goals and actions, guess what? That's probably going to help me achieve my goals and actions as well. So we'll all working towards the same thing.

[00:16:56.980] - Danny Ginsberg
I see you here's the here's the kicker of that word. I see you as a person.

[00:17:01.770] - Danny Ginsberg
Oh, you've got, crazy, I know. Fancy that. I've got hopes, dreams, ambitions.

[00:17:07.480] - Danny Ginsberg
You've got hopes, dreams, ambitions that could be completely different. But we've both got them because I see that you matter like I matter. And so, therefore, I'm concerned more about our results than my results, I'm thinking outwardly, I'm thinking about the other the good old finger point. When you're pointing the finger and blaming and saying it's all your fault is the good old three fingers pointing back at you, understanding the part that you play.

[00:17:31.660] - Aileen Day
I only heard that. As a matter of weeks ago, how good's that. Yeah, such a good analogy.

[00:17:42.920] - Danny Ginsberg
Three, I think the one's pointing up, I'm not sure if that means someone else has got something to play in it though, but three fingers are pointing back at you, which is really an understanding of what part do I play in this problem?

[00:17:54.140] - Danny Ginsberg
And if I'm really inward focused, I don't say I blame the other. Everything will be better when the staff get the B.S together. The leaders need to change in this organisation. The board have no idea what they're doing. The customers are stupid. I wish they'd just do this. My clients have no idea what they're doing. That's all finger pointing activity rather than understanding.

[00:18:13.880] - Danny Ginsberg
What do I play in this? What part do I have to do to help drive value? Do I actually understand what the other want to get out of this? I was saying before, like a widget, because we want to make sales, make money so I can go live on a boat is completely inward thinking.

[00:18:29.030] - Danny Ginsberg
What this widget does for the other. An understanding that helps me drive my value actually gives value to what it is that I'm driving. So there are two differences between inward and outward, and just shifting between those mindsets is a massive win and is a massive gain in relationships.

[00:18:49.970] - Danny Ginsberg
Organisations, KPIs like actually making money and earning money.

[00:18:57.650] - Danny Ginsberg
There's some awesome outcomes of just starting to think outwardly.

[00:19:01.750] - Danny Ginsberg
Yeah, I hope that gives you a brief on it.

[00:19:04.840] - Aileen Day
I love that, I really, really love that and. It is so funny when I say I feel seen. It's not necessarily that I am the one who isn't willing to have the hard conversations, but many, many, many times in my career, which spans decades, there have been you know, I just look good. It has certainly been a consistent situation. But it's happened a multitude of times where I've learned on a Friday afternoon at four fifty five that, you know, someone didn't like a decision that I made or that my manager didn't feel like I consulted him enough before going off and taking action on something, you know?

[00:20:06.990] - Aileen Day
So you're like, why are you waiting till Friday? This happened on Tuesday.

[00:20:11.150] - Aileen Day
Yeah. Yeah. So you've been sitting on this festering, festering.

[00:20:17.460] - Danny Ginsberg
Oh, this is going to go badly and this is going to go wrong rather than just having the conversation, because I see you as a person that adds value and needs to hear this feedback.

[00:20:25.630] - Danny Ginsberg
Yes. I love Brene Brown's work where if you say that Brene Brown's Netflix special. How goods that? And she talks about.

[00:20:33.120] - Danny Ginsberg
Oh, yeah, yeah. Brene Brown's got a Netflix special. Awesome. OK, that should go down. Write that down right there. In that she talks about why why is your comfort level in this difficult conversation important? Like, if you have to have a different why is your comfort level important? Think about like I'm sure you've had the good old you know, what's a difficult conversation you have to have in business? Someone's got B.O and we need to deal with it.

[00:20:59.980] - Danny Ginsberg
I don't want to talk about it.

[00:21:01.810] - Danny Ginsberg
You know, I feel uncomfortable. Well, imagine how that poor person's feeling.

[00:21:07.570] - Danny Ginsberg
So your why is your comfort level, even playing a part in that conversation, suck it up out of the tough conversation and say what you need to say because you're going to help that other person not feel put down by others, not feel poked on poked at by others, not feel like they're doing it. Even just give them awareness is awesome.

[00:21:27.790] - Danny Ginsberg
It's really funny. A lot of organisations say the people are our best asset, but I call B.S on that too, because they're also our biggest cost. Our biggest worry. The thing that keeps us up at night, it's the biggest challenges that we have. It's the biggest success. It's the biggest trigger of success or failure is the people that work with us, especially in sales environments and things like that that are going out there and making your money or not making your money.

[00:21:54.910] - Danny Ginsberg

So people are our best asset. I don't agree with you. It's the relationship between your people. It's the stuff in between. So when you said you feel valued, you feel seen. When I when I'm feeling valued and feeling seen as an organisation, when my relationships between individuals in an organisation are working, it's the stuff in between.

[00:22:13.560] - Danny Ginsberg

It's not the individual's relationship when sales are working with marketing, that are working with the people that are doing the latest generation, that are working with accounting, that are working with their other sales people, that are working well with their customers, that are working well with their bosses, that are working.

[00:22:27.250] - Danny Ginsberg

That's when you're feeling valued, your feeling seen, yeah, that's when you're delivering your best, that's when people are your best asset. So it's not people are our best asset when the relationships between our people are our best asset when they're working.

[00:22:41.530] - Aileen Day

It's interesting how you fix relationships.

[00:22:44.020] - Aileen Day

Yeah, it's interesting that you actually bring up the you know, what's a hard conversation someone got B.O. Exactly. That happened in one of the stores that I used to work at and. I had the conversation and I was very glad that I had the conversation because taking that outward mindset actually allowed me to understand from that person's point of view and learn about why that was a problem for them. And what I learned was that they were in a position of financial hardship.

[00:23:31.670] - Aileen Day

And deodorant was the last thing on their priority list, it was seven dollars for a can of deodorant or seven dollars worth of food for their children. Yeah. So what that did amazing to create a better relationship was I said, well, you know what? This is an amazing opportunity, because if there is one person in financial hardship, the likelihood is that there is more. Right. So what can we as business do to facilitate a culture that cares?

[00:24:10.640] - Aileen Day

And every store that I ever worked in after that I installed I went to Coles and I wrote off what I went and bought personal hygiene products for men and women. And we wrote off little vanity units. And every team bathroom had a vanity unit always stocked with personal hygiene products.

[00:24:39.320] - Danny Ginsberg

That's great. And when I said that it's also not as in that poor person, that was yeah, but imagine.

[00:24:46.550] - Danny Ginsberg

How awesome is that conversation? Yeah, correct. And here's what here's what happens in other organisations that I've seen. Let's have a team meeting and all stand around. And we all know the problem over here, but we're not going to say it. We're going to just say, hey, guys, we know we all get a bit stinky at the end of the day.

[00:25:05.540] - Danny Ginsberg

So we're just going to have a generic conversation. I'm really talking about this guy.

[00:25:10.670] - Danny Ginsberg

We're going to have a generic conversation about how we should all just use personal deodorant. We all good and everyone's all standing around going. That guy. It's all about him, isn't it? It's all about it's all about that guy. Yeah, yeah. We should use deodorant, yeah we should. And this guy's down there going. Oh my God.

[00:25:30.460] - Danny Ginsberg

I wish I could afford deodorant, how horrible would that situation be for that individual standing there thinking, I would love to wear deodorant, but I can't afford it.

[00:25:39.310] - Danny Ginsberg

Or they're sitting there going yeah they do need to do it completely oblivious. I believe that's completely oblivious to the conversation that's going on. Everyone's thinking it's good ol' Danny over there that stinks, whatever. And Danny is standing there. Yeah, they do they do. You know like how value add is that to a team? And then and then there's the generic you know, we put the can of spray out the back with the sign over, please use for walking on the floor and everyone's going geez Danny needs to use it, but he doesn't. All this work.

[00:26:10.060] - Danny Ginsberg

And effort and energy that's going in to causing this and this angst that's been caused by the team and all the team pointing the finger and lots of stuff, whether it's just a conversation like you take your side, hey girlfriend, what's up? What's going on? We need to have a conversation here. What's up with the bit of the stink that's coming from you? You might want to say it a bit nicer than that, OK, you know what I mean?

[00:26:32.320] - Danny Ginsberg

And what's going how like even how you're like what's going on?

[00:26:36.340] - Danny Ginsberg

Like, just understanding that how much value does add to the relationship dealing with a problem quickly. A lot of people say, oh, outward mindset, this whole seeing other people, people in consulting and innovation and collaboration, it takes so long. It doesn't like.

[00:26:54.730] - Danny Ginsberg

That's a perfect example of just seeing the person you dealt with it in, what, three minutes, four minutes done. Hard conversation had. I've dealt with this situation. I saw you as a person. You add value to this organisation. I want to have this chat with you. We had the chat. We had the conversation. It's done compared to how much time, effort and energy would be. Let's have a team meeting. Let's make posters. Let's send everyone through training.

[00:27:18.610] - Danny Ginsberg

Let's have conversations about the person. Let's create a culture where everyone's picking on poor Danny that stinks. The effort and energy to the rigmarole.

[00:27:26.740] - Danny Ginsberg

So it was oh outward mindset takes too long boh boh, it takes the right amount of time. Not too long.

[00:27:33.520] - Aileen Day

Yeah. Yeah, absolutely. I, I love that you are such an amazing advocate for teaming up with the Arbinger Institute for, you know, for this way of thinking because, you know, to be honest, when people say customers are our most important asset and I go pffttt, that's not me disagreeing. They are, you know our team and our customers are our most important assets. And as you explained earlier, that to get them to shift behaviour, you actually need to shift mindset.

[00:28:12.910] - Aileen Day

And it's funny that you talk about things like blame and deflection and all those things, because what they are at the core of it is our ego. It's all about me, right, it's our ego. And and don't get me wrong. Our ego plays a part and it is there to help us get through certain situations. But it can also be an evil little bugger, and it isn't always there with our best intentions at heart. And I think when we as human beings can create a human experience, you know, I talk about human experience quite a lot, but that human experience doesn't need to include a vicious ego.

[00:29:05.780] - Aileen Day

You know, that human experience needs to protect you. Yes. But as Danny said, you know, if you're out there pointing the finger while you've got one finger pointed at whoever it is you think is to blame, there's three more pointing back at you. And back in my day, we used to call that the mirror. You know, if something's going wrong, go stand in front of a mirror and you'll have your answer.

[00:29:31.510] - Danny Ginsberg

Yeah, you know, there's a there's a commonality of all of your problems, that's you.

[00:29:37.500] - Aileen Day

Yes.

[00:29:40.220] - Aileen Day

And to be honest, you know, for a long, long time, I had a pretty and probably still do a little bit. You know I have an inflated ego. I you know, and I will admit that. But one of the core differences that you can see in somebody is if they at least are aware. Oh, hang on a minute. I'm blaming them. That's my ego. You know, what can I do to change that? Yes, people might have an ego and people might blame and whatnot.

[00:30:16.060] - Aileen Day

But then with people like Danny out in the world helping us to understand how we can actually. Yes. Be aware of why I feel like this, but what now? Do I need to shift? To create, right impact.

[00:30:36.730] - Danny Ginsberg

There's probably two really good points. I love the word blame because the when I when I blame others, I excuse myself. Yes, that's one end of the scale. When I blame others, I excuse myself.

[00:30:51.020] - Danny Ginsberg

I don't have one. I didn't do that. It was all their fault. Is the other flipside of that. When I blame myself, I excuse others. Yes, that's true. So when I blame others, I excuse myself and I blame myself. I excuse the others. It's not their fault I did it.

[00:31:06.440] - Danny Ginsberg

So you've got to be careful here and thinking outwardly about me taking all of the blame. Yes. No, it's about understanding what part I may play. I love the word may play. What part might you play or have you played in this problem? There's this big, dirty problem that's in front of us now, whether that's a breakdown in relationship with marketing and sales or a customer that that is demanding a refund or whatever it is, this is the problem that's in front of me.

[00:31:34.220] - Danny Ginsberg

What part do you play in? This whole big problem is not yours. You just don't pick up that big cinder block and put it on your lap and go, oh, it's all about me, because that's inward thinking, oh, it was oh, my problem. Yeah. What part do you play in what of this giant cinder block are you going to chip away this corner and go, actually, I own this part. This is the part where I stuffed up.

[00:31:53.330] - Danny Ginsberg

This is the part where I got from. This is the part where I didn't do what I was supposed to do. I might have lead you poorly. I might have not given you the right instruction. I might not have given you the right freedom to do what it is. By me owning that part of the problem there's still as big of a problem is then hopefully the other will pick up their part of the problem as well. And go actually, hey, boss, thanks for saying that.

[00:32:13.970] - Danny Ginsberg

Here's what I did in this, rather than just pushing the cinder block over to you. And this is all your problem. You're pulling the cinder block. Yeah.

[00:32:21.650] - Danny Ginsberg

Or, pulling the cinder block over and putting it on your lap. Yeah. Because what are they going to do?

[00:32:26.150] - Danny Ginsberg

You push the problem to them. What are they going to do. They're just going to ignore it or say, OK, push it to someone else or it's going to fall on the floor I didn't do it.

[00:32:37.220] - Aileen Day

Sounds like children. Yeah. Not mine.

[00:32:39.350] - Danny Ginsberg

I didn't do it. Not me. No. What part did you play or might you play because you did play a part in it and it's not all your fault, but some of it may be your fault for having that awareness, that outward awareness is just. Just a breath like it's like it's just understanding hey I wonder what I'm doing here. It's the red flag that kind of waves its head and goes, Hey, Danny, you're being a bit of an asshole here, having think about who you are and what you're doing in this situation.

[00:33:08.780] - Danny Ginsberg

Yeah, I call the Arbinger work. The Arbinger work is the leg rope on the surfboard. If we're up and surfing and everything is going well and we're surfing the wave and our relationships are great. I don't need it. I don't need to start think because I'm already seeing you as a person we've got a great relationship. We're understanding each other's value, understanding what each other brings to the party. Everything, we're surf'n, all good. When that relationship fails.

[00:33:33.710] - Danny Ginsberg

When we start to tumble, when we start to fall out of rhythm, when things start to we we're in that wave getting chucked around when we're looking for survival. That leg rope that's attached to our ankle tugs at it going this way to freedom, this way to air, this way to a surfboard that's going to save your life.

[00:33:51.590] - Danny Ginsberg

And that's what this work is, is kind of that I can feel that I'm that this relationship's getting out of hand. I can feel that we're in this tumble. I need to I need oxygen and breath. How do I get to that point? Ding, ding, ding. Ask yourself some questions and there's so many tools and models and theories and concepts in here to help with that.

[00:34:10.310] - Danny Ginsberg

Yeah. To just get you out of that relationship. What do you call it when you're caught in a wave? Spin cycle? Spin cycle, relationships spin cycle.

[00:34:24.110] - Aileen Day

You know what I love, like just listening to you how easily transitioned this can be, not just in business.

[00:34:31.790] - Aileen Day

This is just this is relationships. This is relationships in business, relationships in life. You know, it is so transferable to every aspect of your, of your existence that, you know, like, why wouldn't you want to learn how to be a better human. Yeah.

[00:34:54.590] - Danny Ginsberg

And it's some simple human truths to help us be better humans and help in our relationships because we're all waiting for the other to change. We're husbands waiting for wives to change, wives waiting for husbands to change. We're waiting for our kids to change kids. Kids are waiting for parents, students, teachers, teachers, students, politicians, constituents.

[00:35:12.530] - Danny Ginsberg

Constituent politics could be waiting a while. Coronaviruses, everyone's pointing the finger, waiting for the other to change.

[00:35:19.790] - Danny Ginsberg

What is it that we can do to change? We rolled this out and we had a whole bunch of store owners and still leaders in the room. And then this one woman said to this lovely lady, she said Danny, It hasn't helped anything in business, but the soccer mums that I have to deal with on a Saturday, you've just changed my whole relationship with them. She went home because it was a two day course. She went out that night, called them, came back the next morning and said, that woman that I've got a huge issue with that other soccer mum and I've got a huge issue with she was lovely.

[00:35:51.480] - Danny Ginsberg

We had a great conversation. So, yeah, I've seen it play out. I've seen it play out in businesses and organisations and individuals and stuff. It's been great working with one I.T. Director and he was talking about a relationship that he had with one of his direct reports. And this guy had 20 direct reports, one of his direct reports he had an issue with. And I said, how much is that relationship costing you? He said, about seven hundred grand.

[00:36:17.970]

I said, wow, that's a big. That's annually, seven hundred grand annually. That relationship is broken. It's costing us seven hundred grand annually. OK, wow, that's that's a lot of money. So in my mind,

[00:36:30.650] - Aileen Day

For those listening. I'm sitting here a little bit stunned, blinking my eyelids furiously. So make sure you come back and watch this on YouTube. Yeah, yeah. OK. Seven hundred grand.

[00:36:44.910] - Danny Ginsberg

If you fix seven hundred.

[00:36:47.280] - Danny Ginsberg

And I said, if you fix that relationship, how much would it make you. And he said would make us about a million bucks and I said, so you'd get the 700 grand back plus the three, four grand back on top of that because. No, no, no. On top of.

[00:37:04.950] - Danny Ginsberg

So I said, if you fix this relationship, you could almost be making saving seven hundred and making a million. So it's a million dollar relationship. I said, is it worth fixing now? Probably.

[00:37:16.830] - Danny Ginsberg

So it's it's got some dollar figures attached to this.

[00:37:20.700] - Danny Ginsberg

That's one relationship. And he had 20 direct reports. Wow. But you can exponentially increase that cost and value. And how much that's those fixing those relationships could save his organisation and make his organisation. Absolutely.

[00:37:38.040] - Aileen Day

What an ROI that is. Yeah.

[00:37:42.300] - Danny Ginsberg

That's the best one. That's the that's the most expensive one I've seen.

[00:37:45.640] - Aileen Day

For those who like numbers. That's a pretty impressive return on investment. Wasn't bad.

[00:37:51.500] - Aileen Day

Oh Danny. We are nearly out of time. But I just want to quickly ask you talk to us very quickly about, so when I have guests on the show. One of the questions that I ask them is to tell me what book they're reading and I said that very excitedly didn't I? Book they're reading. What book are you reading at the

moment? It sounds very interesting to me.

[00:38:17.700] - Danny Ginsberg

I can I can promote two. I can promote two and then I'll tell you about the one that I'm reading at the moment. Yes. These are the two that that one must read in regards to outward mindsets. So there is the outward mindset by the Arbinger Institute, but this one is Leadership and Self-Deception. This is on the bestseller list a lot. It's on audible.com. It's a really good read. Leadership and Self-Deception is awesome. It's written as a narrative.

[00:38:38.370] - Danny Ginsberg

So it's really easy to write a really quick, quick read with some great concepts in there and really understanding what the difference between seeing people as objects and seeing people as people is and about how I might just see myself. So that's the one I'm writing in the moment called The Shift, the Shift.

[00:38:55.320] - Danny Ginsberg

And it's really a story around Plum Health Care.

[00:38:59.100] - Danny Ginsberg

So Plum Health Care, an American organisation that go in and buy up failing health organisations and and fix them and they fix them with taking outward mindset into the organisation. And what's cool about it is that the they've gone like what's cool about it is two things. One is how relevant is it today to a health industry, to an aged care network, to a bunch of stuff that probably needs have a really good, hard look at the cultures that they're creating and environments that they're creating because that is a tough gig for anyone.

[00:39:30.600] - Danny Ginsberg

Yeah, that's a tough environment to be in with finances and blame. And also so it's just such an inward cultures created there. But what's really cool about it is kind of this story that when they went in, any time they went into an they bought a new organisation, the new business. The leaving party, the owners and the bosses that were being bought out would kind of produce a list to them and say, here's the here's the top 10 people that you need to get rid of in this in an organisation for it to be successful.

[00:40:06.350] - Danny Ginsberg

They would take that list and not go out and fire them, but actually go out and have conversations with them. And actually say, what is it that we're not doing right here and what is it that we need to fix? What is it that we need to. Like, what's the fire, what's the freeze like, what do we need to get going more and what do we need to stop doing? My friend, Luke Mathers, talks about control, alt, delete which I love.

[00:40:31.690] - Danny Ginsberg

What do we need to control? What do we need to alternate and what do we need to delete? That's right.

[00:40:37.240] - Danny Ginsberg

Yeah. You should get Luke on this podcast. Oh, he's written a couple of books. Is great. Recommend Luke.

[00:40:44.840] - Danny Ginsberg

He can give me 10 percent ahhh.. Like a 10 percent of nothing. But they said that would go into these organisations and say, give us that list and we'll go and talk to them, and those 10 people that were on the final list ended up being the best advocates because they would know what's going on. They're probably bucking the system because they cared about where they worked, if they could see everything that was going wrong. So these people in your organisation that are sometimes your biggest nightmare could be the ones that are giving you the biggest.

[00:41:19.330] - Danny Ginsberg

Information and the biggest wow moments and the biggest things that we need to look at. So, yeah, it's a great book around around that fascinating that's the story, so it's a good one.

[00:41:29.300] - Aileen Day

I'm going to certainly be downloading a few more books onto Audible. So what was that? What was the other one? Self-Deception, Leadership and Self-Deception, The Outward Mindset. Leadership.

[00:41:44.980] - Danny Ginsberg

All by the Arbinger Institute, which I love, that they don't kind of say this was written by Danny Ginsberg. This is written by us as a as a collective, as a group. It's written by the institute, not by an individual.

[00:41:56.320] - Danny Ginsberg

And they've also written the Anatomy of Peace, which I don't have a copy of with me but there's. So they've got three books. It's all on us on our website, which will be the show notes. Yeah. So but if you wanted to just a quick read, a good read.

[00:42:10.120] - Danny Ginsberg

If you wanted to just jump in quickly and really understand this. This is the one that's had probably had the most impact on my life and people that have read this, I know I've just gone, wow, and that's Leadership and Self-Deception. It's just really awesome around that. How do we make that mind set? How do we you know, one of the things is when you're thinking inwardly you're justifying your actions because, you know, you haven't done right.

[00:42:31.300] - Danny Ginsberg

So when you're justifying and seeking others to help you, you know, it's probably something you've probably just a part of the problem you might have played.

[00:42:38.500] - Danny Ginsberg

And that's what Leadership and Self-Deception is all about, is who is really good at lying to?

[00:42:43.120] - Aileen Day

Ourselves.

[00:42:45.430] - Danny Ginsberg

Bingo. Yeah, and it talks about why and how to get out of that. So how do you how do you shift from being inward to outward, which is some cool stuff, which is just as simple as seeing people, as people asking some good questions, setting up some good processes. Yeah, it's good.

[00:43:00.730] - Aileen Day

And working towards creating some of my favourite things. Better customer experience, better employee experience and most importantly, a better human experience. That's right, it is, that's all we got left that is going to make the most of it now. Before I let you go, every one of my guests gets to also tell me what it is that. Which song? It is that pump them up for anything and you, because you're amazing, have given me a song.

[00:43:39.730] - Aileen Day

Do you know do you remember what you told me?

[00:43:43.230] - Danny Ginsberg

Yes, it's raining men, but I'm not sure what was is that that's Homer Simpson's favourite song as well. Oh no.

[00:43:53.160] - Danny Ginsberg

It's raining men. Why don't I give you a completely gone blank?

[00:44:00.070] - Aileen Day

OK, I will I will remind you did put it's Raining Men and then in brackets, big capital lolol.

[00:44:08.880] - Aileen Day

The second song you gave me. P.S, It's Running Man is a great song, it is a great song. What a tune. The second song you gave me was Everybody by the Blues Brothers.

[00:44:20.140] - Danny Ginsberg

Oh yeah.

[00:44:21.870] - Aileen Day

See, there's that excitement, see he's pumped ready for anything just at the thought of it. Now, you might not be aware, but what I have been doing is with every participating contribution to the songs. So every time a guest tells me which song gets me pumped up for anything, I add that to my very own Spotify playlist that I have made available for everyone who listens to the podcast and goes and checks out the website valuedrivenbrand.com

[00:45:00.330] - Danny Ginsberg

So Danny Ginsberg, amazing gentleman, your song. Can I have two songs on your podcast?

[00:45:07.200] - Aileen Day

You can, I'm going to throw it in there. I'm even going to try and find the Homer Simpson version. I'm adding those to the playlist. So when this goes live, your songs will also be added into the Spotify playlist. And at this point, it is started to say it is one of the most eclectic playlists I've ever, we have techno.

[00:45:35.640] - Aileen Day

We have 70's, we have 80's, we have you, you name it. We have some classical. Yeah. We have like Mozart or someone in there as well. Like it. Oh wow. Yeah, it's off the chain. So thank you so much for your contribution to our Spotify playlist is great to look into this is greatly appreciated.

[00:45:58.770] - Aileen Day

Yeah. You can have a blast, I tell you what. What I want to also say to anybody listening or watching this podcast that if you like, I do froth over what Danny's discussed with us today, the outward mindset. Danny is available to consult to your company. And in times like these, you know, it can be a digital. Digital consultation or if you're interested in learning more about the Arbinger Institute, I will be providing Danny's contact details and website details on the post for this podcast.

[00:46:45.890] - Aileen Day

So if you would like more information, all you need to do is head over to valuedrivenbrand.com/podcast-series. That's valuedrivenbrand.com/podcast-series. And all of this amazing content is going to be there. We will make sure that the details on the books that Danny has discussed with us is also available. And any contact details so that you can become the advocate in your industry for outward mindset as well. Because that, my friends, is how we create a value driven brand.

[00:47:31.370] - Danny Ginsberg

Danny Ginsberg, thank you as always. Thank you. It's been fun.

[00:47:35.360] - Aileen Day

Such a pleasure to catch up with you. I love hanging out. I learned so much new information and it's so wonderful to see that you are the, you know, the absolute epitome of an advocate of an outward mindset. And

[00:47:53.000] - Danny Ginsberg

I try.

[00:47:53.960] - Aileen Day

Thank you so much for joining us.

[00:47:55.940] - Danny Ginsberg

Thank you for the time. It's been fantastic. What a great way to catch up. And congratulations on the podcast and keep going. And I look forward to the playlist.

[00:48:03.320] - Aileen Day

I certainly will for everyone else, as I mentioned before, head over to valuedrivenbrand.com for more information on this podcast and how you can create your own value driven brand and until next week, go out and create value for somebody else in your life because what goes around comes around. I'm Aileen Day and this is the Value Driven Brand Podcast, have a fantastic week.