

[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 the sought-after leader in your industry. I'm your host, Aileen Day, now onto the show.

[00:00:31.730] - 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, like every other episode, I am joined by another very cool and intellectually, intelligent, amazing human. Today we are joined by none other than leadership guru himself, Shane Hatton, thank you so much for joining me today, Shane.

[00:00:59.870] - Shane Hatton

You've set that bar so extraordinarily high by introducing me like that, but it is an absolute privilege to be with you.

[00:01:07.190] - Aileen Day

Thank you, look, I am the queen of, I at one point thought when I was creating a business card, maybe my title should just be Professional Cheerleader.

[00:01:20.210] - Shane Hatton

Well, I think that's an accurate description of the kind of person that you are, so if you are doing a reprint, definitely include it somewhere on there.

[00:01:27.560] - Aileen Day

I'll let my graphic designer know, she was onto something. Now, for those of you who might not know who she is and I tell you, there's probably not many because he is out there in the greater world of business doing some amazing things, Shane is a Queenslander by birth, so but, he lives in Melbourne. He's well, some might say why, but...

[00:01:51.730] - Shane Hatton

Melbournian by choice.

[00:01:52.760] - Aileen Day

Melbournian by choice, absolutely and curious by nature, and creative at heart, which I absolutely love. He spent the last decade developing remarkable leaders and teams and just couldn't, couldn't absolutely go past not having you on this podcast to learn about how you do that. And he's an expert in leader communication, blending his experience and business in psychology to help leaders communicate, connect and collaborate more effectively in order to bring out the best in those they lead, which is absolutely the key to my heart. He's a speaker, a coach, a trainer, and he's partnered with some of Australia's most well known and loved businesses across the NFP public and private sectors, with his work being featured in a number of Australian and global publications, including Forbes, The Australian Marketing HRD, In The Black and so many more. Now he's coaching of individuals and teams, helps him better understand what makes them exceptional and how they can leverage that to achieve individual and collective outcomes, which we need in business and in life, can I just add.

[00:03:08.410] - Shane Hatton

Very true.

[00:03:09.410] - Aileen Day

I'm all about a value-driven brand, but you've got to get the value-driven brand so you can have the value-driven life. Now, on top of that, this is the bit that I absolutely love. Here's a Gallop certified strength coach, a member of the Forbes Global Coaches Council, sorry, if he didn't think he was legit before, he bloody well is now, founder of the People's Leaders Network, and the author, that's right he's an author too write books that's how smart he is. Lead the Room; is his book to communicate, to communicate, a message that counts in the moments that matter, which I was just mentioning to

Shane I used to write an article in one of my roles called The Moments that Matter and, there are so many moments that if we stop and take a breath that really do matter, we just have to appreciate them for what they are.

[00:04:03.350] - Aileen Day

So, Shane Hatton, thank you so much for joining us, it is an absolute pleasure, I have been watching you for many, many years now, actually, and it's only in the last few months that we've actually got to finally connect and start hanging out a bit more, which has been very cool. But and that is an amazing bio, like I love learning about people.

[00:04:28.070] - Shane Hatton

I had to sit here and pretend like I didn't write it and send it to you, and so that's always the awkward part about any bio right, so like you see glimpses and I think we've been in each other's orbit for a little while and we see glimpses of each other and then you get to kind of get to know each other a little bit better and you start to see all these facets of, of each other and you're like, oh my gosh, I didn't know that about you and it is, look it's really fun just being in your world.

[00:04:52.040] - Aileen Day

And yours as well, but that's why I, you know, I love reading and learning about people's bios. But I also, in addition to that, love learning what it was that actually got you, how did you like, wake up one day and go, you know what? I'm going to become Shane Hatton, the leadership guru in Australia and around the globe, how does that happen? Talk to me about where that comes from.

[00:05:19.380] - Shane Hatton

It's so funny because I feel like my life in many ways is this collision of all these different worlds coming together that has kind of birthed who I am and what I do. And I always find it funny, I definitely, I feel very valued when other people would describe me as a leadership expert or a leadership guru, because in many ways I think leadership is so big and complex. And if you were to say, like, what do you do and you say leadership, and you're like I mean, what does that even mean? Like, what does it even look like?

[00:05:44.670] - Shane Hatton

And I think most of our biggest challenges, I think John Maxwell said, that everything rises and falls on leadership. And I kind of think that most of our biggest leadership challenges are a result of communication and can be resolved through more effective communication, so if you dig below the surface of leadership, there's always a communication challenge somewhere in there, there's always a communication solution somewhere. And so I think that has shaped my lens and view on the kind of leadership space that I play in and dabble in.

[00:06:17.630] - Shane Hatton

And I think it kind of has collided these different worlds so my background was that I, I started in doing my degree in marketing, and so marketing was like my passion and now, I say it was my passion, but I kind of fell into it. I originally wanted to be an electrician and then I spent a day on a job site and realised I was very, very bad at electrical work, and so I am genuinely concerned at some of the places that I wired up in that work experience and so...

[00:06:44.190] - Aileen Day

Ok, very Queensland.

[00:06:46.320] - Shane Hatton

They are in Queensland, and I was so mortified at how bad I was at it that at the time it was a couple of days before the university course submissions needed to be in. And I just went, you know what, I'm going to enrol in business and I'll just see what happens, and I kind of fell into marketing, but I just love this idea of being able to, I guess, communicate and influence through messaging and through marketing and it was not so much the, you know, the manipulative side of marketing.

[00:07:13.410] - Shane Hatton

It was just that ability to be able to get messaging that cuts through and so I got really excited about marketing. Went and did some consulting for a little while and then always found myself falling into comms and marketing roles. I ended doing a massive shift in terms of career and went into a not-for-profit, still did some marketing in that ended up doing postgrad counselling and psychology, and so I started getting really fascinated by people. So I had this kind of fascination towards messaging, then I had this fascination towards people and the experiences in life and then realised in the process of that that, you know, there are there's definitely a place for people in the world who have this energy around helping people navigate really challenging and life-controlling issues.

[00:07:52.660] - Shane Hatton

What I've discovered that I loved was helping people who had this incredible potential to leverage that and maximise that, and I think that's how I fell maybe into coaching. And so my life is this intersection between people, business, psychology, counselling, messaging, marketing, and it all kind of collided together now and what I'm doing in leadership and communication.

[00:08:12.270] - Aileen Day

I love that, and I couldn't agree with you more. I too, did my degree in public relations and marketing, and the majority of the stuff around the marketing learning was really like the bit that made me froth in those classes was how can you use good communication and, and find ways to cut through that psychology that you were talking about.

[00:08:41.790] - Aileen Day

I joke to my friends and colleagues and clients often that I did 12 weeks of Psychology 100, not even Psychology 101, Psychology 100 as part of my degree. So I am fully qualified, I know all there is to know about your brain and why you do what you do. They're like I don't think you do, I'm like try me. But yeah, I was very similar to you, I really loved the way in which you could influence in a, in a positive way to, to get through to people, that's such a fantastic thing.

[00:09:25.950] - Shane Hatton

That's the key in this right? It's this positive influence. I can when you think about leadership at its core, leadership at its core is about positive influence. And why does someone go into their own business? Why does someone start a company? Why do they want to grow? It is because at the end of the day, we want to have positive influence on the world, whether that's our own individual world. And we're starting a business because we want to live a more a life by design or whether we're starting a business that has global reach and influence and impact, then, you know, we all kind of at the core desire this positive influence in the world.

[00:09:54.340] - Aileen Day

Yeah, absolutely. And if you don't, maybe don't be in business for yourself.

[00:10:00.090] - Shane Hatton

Well, it's going to be challenging in business if you don't have the desire to want to have have some impact that goes beyond just a financial outcome. Yeah, it'll be hard to sustain.

[00:10:09.240] - Aileen Day

Yeah. Yeah, that is very true. That is a fascinating I'm curious, where did you go to uni.

[00:10:17.570] - Shane Hatton

I went to university at CQ University in Australia, which was originally Central Queensland University. I graduated from there, spent some time in event management for local government, and ended up sitting on a tourism board with the Dean of the university. I graduated from and they poached me back to go back to work in that division of marketing. So it was kind of a bit of a full circle moment going back into the university, working for them, as well as studying the.

[00:10:41.930] - Aileen Day

Oh, that's very cool. Reason I ask is I actually. So I did my degree with Swinburne, but I ended up having to do a couple of my public relations classes through University of Queensland. So very odd.

Yeah, I think it was great.

[00:10:58.700] - Shane Hatton
Things come out of Queensland.

[00:11:00.260] - Aileen Day
Yeah, I know, right? I got high distinctions. They were like, you're amazing. I was like, oh, I should have gone here much earlier.

[00:11:10.600] - Shane Hatton
Was it that the bar was set much lower in Queensland?

[00:11:13.160] - Aileen Day
Is that maybe not that way. They were fantastic. I did I really enjoyed my my lessons with University of Queensland. So if you're if you're out there listening and you went there, feel free to come in and agree with me. So, that is such a fantastic insight into what got you where you are today and say you wouldn't get that in a bio. Right. That's, that's, that's true.

[00:11:40.040] - Shane Hatton
That's very true. Yeah. You're better at telling your story than anybody, but I have got you here because apart from the fact that you are a really cool guy and you are doing amazing things in the realm of leadership and communication, I know that, you know some really amazing insights on how to create a value driven brand and you're going to give us some tips and tricks on what you know and what you've learnt over the years on how to do exactly that.

[00:12:11.090] - Shane Hatton
So talk to me about positioning and the power of positioning.

[00:12:17.230] - Shane Hatton
Yeah, I mean, if you it's it kind of goes back into the story where my journey started, it started in marketing and marketing really early on was where this obsession around, you know, positioning came into play. And, you know, most of the time we hear the word positioning. We kind of understand to an extent what it is. But for people who are listening, who might be not really familiar with the concept, I mean, positioning has been a marketing term that's been around for a long time to talk about organisations, how they essentially position themselves within a market and their idea they ultimately working towards is what I would describe as mental.

[00:12:52.690] - Shane Hatton
Real estate is like how do we occupy the mental real estate of our audience? And so whether you're a personal brand with your company, with your small business, big business, we're all in the business of positioning because what we're doing is we're fighting for that mental real estate in the mind of our audience. And the mental real estate is essentially what's the imagery, what's the words, what's the stories? What are the things that come up in your audience's mind when your name comes up in conversation?

[00:13:16.670] - Shane Hatton
So I'm a personal brand, so I certainly imagine. Well, that's the thing, right? What would come up in the mind of people when they hear your name come up in conversation and they may never say these things out loud, but they're thinking it right. So maybe they're thinking about an experience they had with you. Maybe they're thinking about a story somebody told them. Maybe they're just thinking about the fact that they've never heard of you before.

[00:13:37.690] - Shane Hatton
Even that has its own mental real estate attached to it. And so there is always this gap between how we would like to be known as a brand or as a business and how we're actually known. And I think most of our job in terms of positioning is about closing that gap. It's closing the gap between how we'd like to be known and how we actually currently known.

[00:13:56.030] - Aileen Day

Yeah, and so I understand that you have some framework around the power and the value of positioning. Can you talk me through what does that framework look like? And then tactically, how do I apply that? You know, I've heard people talk about and, you know, if you go to the Internet, oh, my goodness, if there was a dollar for every time an article or a blog was written about creating your personal brand or position yourself.

[00:14:26.770] - Aileen Day

Right. And you're like, oh, my God, it's so overwhelming. But you I have done it and be teaching it and see live it. So what does that framework look like?

[00:14:39.820] - Shane Hatton

Yeah, I think I think that probably the first point is really worth looking at is, is y positioning like why would you choose positioning as a strategy? I mean, you could always go and go, well, I'm going to put all of my intention in my effort and my energy and my budget into advertising and go, OK, well, that's what I'm going to work on doing and advertising. You know, we have a mutual mentor match. She talks about the distinction between push and pull, where it's like we positioning helps us move out of this space where we're pushing our ideas on other people, where we pull we actually the positioning and the mental real estate that we occupy is such that it attracts people to us.

[00:15:14.320] - Shane Hatton

And I know as a small business, what I really want more of is people coming to me and people approaching me being recognised for knowing something rather than just telling people this is what I know. Yeah, I think about it and talk about it a lot in leadership as it's almost like the difference between just speaking and being a trusted voice as a leader. You can get out and you can go. I've got something to say. You should listen to what I have to say more.

[00:15:38.920] - Shane Hatton

You should get out. And before you even say something, people are hanging on the words you have to say because they trust your voice. And that's our goal. And positioning is to how do I become a brand that's mental. Real estate is so positive that people listen to what we have to say. And they they come to us because we're known for that space that we occupy in their mind. So that's first and foremost the why. And so the question then becomes, well, how do you do that?

[00:16:02.980] - Shane Hatton

Like, this is the challenge. And I think there's a distinction between this is not the kind of thing that you I'm going to wake up and I'm going to position myself tomorrow and then we're done like it's you know, it's an activity. It's a checklist. I think positioning is it is like a dripping tap rather than a fire hose. I think we go I'm going to pull out the fire hose. I'm going to spray it on this and hope it's going to work.

[00:16:21.910] - Shane Hatton

I'm like, it is a consistent process over time to build positioning Chinese water torture.

[00:16:27.730] - Shane Hatton

It it feels like that sometimes. Does it just us? You don't necessarily see the results overnight. And you probably felt this right. You see it when you're building your own brand. You don't just wake up tomorrow and go, oh, I'm now known for the person who's exceptional at this. I'm like, you have to demonstrate over time with consistency that you actually know what you're talking about.

[00:16:47.650] - Aileen Day

Yes, absolutely.

[00:16:50.730] - Shane Hatton

Yeah, so I think from from my perspective, I generally break it down to four different, I guess, positioning activities that you could engage in, and I think if you were to imagine them, think about

kind of fall for like a quadrant model as an example, I think there is that we could break it down to the elements of our business or our personal leadership brand that are backstage. And there are things that are front stage. There are things that we do and that we say and that we hear that nobody else sees.

[00:17:18.540] - Shane Hatton

And this is the behind the scenes of a business. And then there's the front stage, which is the thing that is seen, observed, heard about, talked about by everybody else. So if you imagine, I often described as the front stage and back stage of leadership. So there are things that we are responsible for and there are things that are influencing the flow on and the impact of that. I can remember who it was. It was one of the American presidents who said, like, if you were to think about it as the tree and its shadow, there are things that are the real and the reality of things.

[00:17:44.760] - Shane Hatton

And then there are the shadows that they cast. So I think about this in terms of like backstage in front stage leadership, there are things that are the real thing and there are things that are the shadow of the real thing. And so the consequences of the decisions we make. So if we were then divided again between, say, front stage and back stage and then the more descriptive qualities, the things that other people might say and then the more observable qualities, which are the things that people won't be able to see and notice, that's generally the kind of framework that I have around this.

[00:18:11.060] - Shane Hatton

So let's look at the things like first and foremost that are the behind the scenes, the backstage of leadership and the things that are observable qualities. I would say that that really just comes down to your character. So it could be your brand. It could be a personal character, whatever that is. It's the essence of who you really are. And I think this is probably one of the areas that people skip over because they haven't taken the time to dig deep and go, who am I as an individual or who am I as a brand without the internal without the input of other people into this?

[00:18:43.080] - Shane Hatton

And it's that sense of who am I at my core when nobody's watching? Yeah, that's a leadership characteristic. It's a brand characteristic. But who am I at my core? And then the other side of it is the more descriptive qualities. And this is what I would describe as a narrative. So the narrative, the leadership, the narrative, the brand, the narrative, your organisation, and this is what you say about yourself. It's all about you.

[00:19:03.060] - Shane Hatton

And so these are the stories that you tell to yourself, which we understand is so powerful, and they're also the stories that we tell about ourselves. So I think this backstage of leadership is this balance between who am I when nobody's watching? Who is my brand at its core? What are the values that I stand for? And then what are the stories that I want to start to leave into the marketplace? Like what's the story that I want to tell?

[00:19:22.860] - Shane Hatton

Like, what's the story that I tell myself about our company and about our brand? And how is that influencing the kind of brand or the person that I am? This is the stuff that kind of really shows up backstage.

[00:19:32.550] - Aileen Day

Yeah. So if you were to use yourself as an example, how would you answer those questions?

[00:19:42.020] - Shane Hatton

Yeah, I mean, great questions, I mean, when it comes to character, I generally think character. Excuse me, sorry, as a character is made up of a few different things, I think character is around what are your own personal values. And so for me, it's going, hey, what is it that I value that makes me who I am? So why do I do what I do? I think it comes down to your own individual strengths, which is what am I good at?

[00:20:04.430] - Shane Hatton

Like, what are what's the uniqueness and edge that I bring to my business and to the market? And I think it also comes down to my regular habits, which is around what are the things that I do when nobody else is watching that is sustainable for the long term in business. So what am I? My personal habits, what my business habits, how do I make sure that this isn't just something that's going to wear me out or burn me out?

[00:20:24.500] - Shane Hatton

So those are the questions that I'm reflecting on. Yeah, the narrative pace for me is more around. Like if I was to be known for something or known as someone, what would those things be? So for me, it's going OK. Well, I want to be known as someone who has a really unique perspective on communication and leadership. So what are the stories that I would want to be telling on a regular basis, or what's the the stories that I want to put out to the world that would reinforce that as opposed to going, well, who am I?

[00:20:51.350] - Shane Hatton

What do people say about me? And then letting the other people's stories dictate my own narrative about myself. I mean, you've had experience in this, right, building a brand like how many times have you put something out into the world and received criticism or negative feedback that has really like if you're not strong in understanding, like your own personal conviction in your content, that stuff can sway you left and right. Right.

[00:21:11.780] - Aileen Day

Oh, absolutely. Perfect example. You can see behind me, I very, very publicly talk about the joy of CEHX (pr. seh-x) and I love it. It is the customer, employee and the human experience. But when you say it together, it's sex. Right. And I remember when I first kind of came across it and started thinking, hang on a minute, this is this is where I'm at. And this is I love this. And it works so nicely and aligns to everything I want to be known for for developing customer experience and employee experience and ultimately the human experience.

[00:21:51.500] - Aileen Day

And I remember starting to put it out to the public and I would watch people recoil and and and freak out. And they're like, you can't say that. And I'm like, why not? I just did. And it was it was actually probably the first few months of doing it consistently. And I had people un-following me. I had people messaging me saying, I think you're being too provocative. I had people saying, I think you need to change it.

[00:22:25.160] - Aileen Day

I got suggested, why can't you make it CHEX? And I said, that's the brand of cereal in America or it doesn't work and it doesn't make you get angry and passionate about what I'm saying. So why would I and I think if I didn't have that personal resilience or understand where I wanted to see my brand go and what I wanted to be known for, that I could have been swayed to change the way I went about doing that. And I'm sure there's, you know, some people who probably still sit there and go OMG I can't believe she stuck with that.

[00:23:06.860] - Aileen Day

But there's other people who you know, I do full day planning workshops, for example. And by the end of the planning workshop, I have teams jumping up, screaming the joy of CEHX. We're going to get CEHX-y. We're going to have great CEHX in our business, you know, so they I've actually learnt that it is a great way to find my my people if they if they can get excited and curious. You know, you say you're naturally curious.

[00:23:37.910] - Aileen Day

I love curious people and I love people who ask questions. And instead of just instantly recoiling, go hang on a minute. What's that about? And so I'm very glad that I in my personal brand, I stuck with it. But yeah if you didn't have that resolution about what you wanted to be known for or how you wanted

to be putting yourself out there, I could see how you could be very easily swayed by other people's perceptions of what you should be to them.

[00:24:12.770] - Shane Hatton

Yeah, stories and the stories that other people would tell you would influence the stories you tell yourself. I mean, how many times? I mean, I'm writing my second book at the moment, and it's on a topic around culture. And I think about culture and the amount of times that I've gone out and just what I would describe culture crusaders. Everyone has an opinion on culture, what it is, what it's not, what it should be, what it shouldn't be.

[00:24:33.350] - Shane Hatton

And I had to get really clear on what's my narrative that I'm leading in this space, because if I'm not clear on it, then I'm going to be literally influenced by every person that I talk to and I'll end up not doing the work. I'll end up not doing and following through on it because it's challenging, overwhelming. Yeah, overwhelming, scary one on one of my favourite quotes on this is actually from Dolly Parton and she says, Discover who you are and then be it on purpose.

[00:24:59.970] - Shane Hatton

And I think for me, the backstage of leadership, character and narrative is about you. Before you go to market, get really, really clear on who do I want to be. And once you're clear on who you want to be, then the front side of leadership is doing it on purpose and it's being intentional around what you do.

[00:25:18.950] - Aileen Day

Yeah, I love that good. All right.

[00:25:22.370] - Shane Hatton

She's good on Dolly. Dolly has some pearls of wisdom. She's phenomenal. And so, again, what we're talking about here is, is the really unseen elements of business. And I think it's the stuff that goes into it's the real it's the substance of thing. It's the tree. It's not the shadow. And I think if we get that bit right, then the shadow that shows up is what most people tend to chase. So if we look at the top left of this quadrant model, the top left is the things that other people say that are the observable qualities.

[00:25:49.820] - Shane Hatton

And I would talk about that is your credibility. Right? So credibility is what other people say. Character is what you say. So if you maintain a life of character and you show up with consistency, you build credibility. And that's what other people will often describe it as. Where is the descriptive qualities of this that other people talk about is what I would say is your reputation and reputation is what other people say about you. So we often go off to how do I build a really good reputation and build this credibility?

[00:26:17.720] - Shane Hatton

And it's all front stage. I'm like, yeah, it's fine. That's the shadow. I said, first and foremost, get the tree, which is actually make sure that you've got the story that you want to tell and make sure it aligns with who you really are as a person. And I think you can show up. I think one of the challenges of positioning, which is often reflected in personal brand, is people will say, well, I want to be this and I want to be known for this.

[00:26:37.760] - Shane Hatton

And I go, well, great, is that who you are? And they go, well, it's not. And I said, well, great, you can be that for a short period of time, but eventually who you really are will shine through it.

[00:26:46.370] - Aileen Day

Isn't that one of my very first experiences in business consulting was exactly that. Working with an organisation who said they hired me for my my public relations skill set and they said, OK, sir, we want to tell everybody that this is who we are. And I was like, I use that there when they were like, yeah, oh yeah. Like, oh, well, I may not get it, but like we will we aspire to be that.

[00:27:19.330] - Aileen Day

I was like, well then you can't do that. And then we're like, no, no, it'll be fine. I said, no, no it won't, because you will fall on your own sword in a matter of time and it won't even take that long. And the repercussions, you know, the shadow, like you said, the shadow that what people say is is just going to be so dire that you will not recover. I said, how about we actually put some effort into aligning the way you do business to make sure that it is it is it is integrity at the forefront that when you say you are this type of person or this type of business, an organisation that you actually are, and then we like all, but we don't really have time, it's like, well, you're going to have plenty of time when your business goes out of business, which isn't going to be.

[00:28:14.120] - Aileen Day

And they they actually blow my mind. They actually decided not to do the work. I should actually find out if you can still in business.

[00:28:25.580] - Shane Hatton

It's pretty fascinating. I think there's something about often cited people like a spotlight doesn't make you into a leader. It reveals the kind of leader that you already are. And that's why I'm always really terrified when people say that they really they want to chase that spotlight. They want to kind of become more known. And like, if you like, society is anything to go by. The more attention and the more spotlight a person gets. It only reveals more of the essence of who they already are.

[00:28:53.330] - Shane Hatton

And that's why we see so many people who struggle with success or fame or notoriety is because the stuff that was behind the scenes is still there. When you're in the public eye now, all of a sudden it gets a spotlight on it. And so my thing is just going, how do I make sure that I'm consistently trying to identify those areas that are behind the scenes, that are the backstage of leadership that I can get? Right. So that when I do get opportunity or platform or any exposure, it just amplifies who I already am rather than in shaping me, who I am.

[00:29:25.370] - Aileen Day

Yeah, I am. I am in the back of my mind just thinking of high school when you used to come across those people who were so adamant that they wanted to be seen as somebody that they weren't and the kids around them would go, or you're such a try hard. And that that is I don't want to be a try hard. I want to be I want to work hard. I want to work smart, but I want to be me.

[00:29:57.200] - Aileen Day

I don't want to have to try to be something I'm not. And I think you're so right. When you put a spotlight on people, they think, oh, yeah, I've made it and I'm going to be famous, I'm going to be known for things. But the reality is they've tried so hard to be something that I can't sustain and. That concerns me that that's when things like mental health start taking a toll, when families start kind of pulling back during this isn't you see all these reports like a closed source reports that X, Y, Z is nothing like this.

[00:30:37.160] - Aileen Day

Like, well, that's not a great surprise, right. Sorry, I don't want in my own positioning. I don't want to be try hard and to be honest. And it probably grates people. I know it grates my mother. She says, why do you have to swear so much? Because that's me, I, I literally, you know, I try I do try hard in some instances not to let my mouth, my potty mouth get the better of me.

[00:31:11.690] - Aileen Day

But in some instances I'm like, you know what? It's just me. And I'm just I'm unashamedly going to just be myself. And if that upsets people because they think women shouldn't swear or that, you know, I am too liberal with my vocabulary, then they're not my people. And I think also at 41, I'm a little bit okay with that more than I was maybe when I was a bit younger as well.

[00:31:39.990] - Shane Hatton

It's definitely something you adjust to and the stories that you tell about yourself, again, it comes down to the narrative, which is we're always really cautious around what stories we tell because they they create them into real estate in the mind about the people. And so there are stories that are inherently who we are that demonstrate the values that we carry. And we withhold those stories in business because we go, oh, if I share that story, I might put these people aside or they might disconnect from me here.

[00:32:05.370] - Shane Hatton

And I think that's focussing on an outward influence rather than that story, that leading that narrative. You're kind of being led by other people's stories. And you're right. Once you start to step into that place of authenticity and I hate using that word because it's a bit of a buzzword, but it's not aligned place between the narrative and the story that tell about myself. You find your people and those people become your your biggest advocates within your network. And so it is really important to make sure that when you're when you're doing work around business, the question I often ask myself is when I get to where I want to be, which is every business owner has aspirations, like when I get to where I want to be, who do I want to be when I get there?

[00:32:48.150] - Shane Hatton

And I reckon that question should require some deep work. When I get to where I want to be, who do I want to be when I get there?

[00:32:56.540] - Aileen Day

Oh, oh, I got butterflies.

[00:33:01.960] - Shane Hatton

Oh, I think it's a hard question to answer, but it's an important one, I think even potentially it's a hard question to answer, because sometimes I find that the concept of even getting there is is a hard. Not a pill to swallow, hard thing to actualise. It's like, what does getting the even really look like I have on my bathroom mirror and many times people have walked into my bathroom and read I have a vision statement on my on my bathroom mirror and people read my vision statement and they walk out laughing.

[00:33:48.380] - Shane Hatton

Are you for real? I'm like, why are you going to be laughing when it's a real thing, when it's actually how I live? And then we're like, oh, oh, no, no, no, good on you. But the reality is, even though it's it's a vision for me to actualise it, to think, wow, this has actually occurred, still makes me feel a little bit sick in my stomach.

[00:34:14.540] - Shane Hatton

So what I think a good vision.

[00:34:16.310] - Aileen Day

Well, yes, absolutely. And but to think what do I want to be like when that actually occurs is wow, that I mean, in an ideal world, I want to say I'm going to be myself. I'm going to be what I am today. But I think also we going on this journey of development and leadership, we evolve. I know that I am a very different leader to how I was when I started in my leadership journey twenty years ago.

[00:34:49.040] - Aileen Day

If I was to go back and lead a group of people who I used to lead 20 years ago, they would probably go, whoa, when she come from. So I kind of hope that there's always that positive evolution, but I'm still the same person.

[00:35:07.790] - Shane Hatton

Yeah, and it's worth considering, I think you talk about the necessity for the idea of just when I get there, wherever there is, I think one of the dangers that we can easily fall into in business is that I go when I get there, you know, then I'll feel like I have made it or I've arrived. And then you get there and you realise there is just not here. And the same person who is here where you are now is here when

you are there.

[00:35:30.260] - Shane Hatton

And so everything around you can change. But the one person that you're going to have to stick with when you get to wherever it is that you want to be is you. So wherever you are, there you are. So you better make sure that you like the person that you're becoming in the process of becoming that. And I think that will shape the activity that you do. Right. It shapes the things that you show up and do every day because it allows you to determine, is this a vote for the kind of person that I want to become?

[00:35:52.790] - Shane Hatton

Is this activity helping me position and close that gap between how I'd like to be known in the future and how I'm currently known as a leader right now?

[00:36:00.170] - Aileen Day

Yeah, I think that's a fantastic question. So if you are listening or watching, make sure you go and write that down. And I, I do have got a few things to go away and think I hopefully work and good work.

[00:36:17.120] - Aileen Day

Yeah, absolutely. I think generally speaking, I'm in a place where, you know, I'm, I'm happy with myself. You know, everyone could sit there and go, oh, I want to fix this or I want to do that. And there's always that opportunity for growth and development and as I said, evolving into a more value driven person, human experience, all that stuff. But I'm if I had to be stuck with myself right now, I'd be OK with that.

[00:36:46.070] - Aileen Day

And I'm bloody hilarious. Put me in a box, put me in a box with nothing, and I'll probably still find something to laugh about. So I'd be OK with that saying. They are some amazing insights. And the framework that you're talking about that is actually in your book *The Room*, isn't it?

[00:37:10.010] - Shane Hatton

It is, yes, so the book's broken down into three parts, which is around positioning, messaging and developing, and where it came from was this idea that most of the time when we think about presenting your ideas or your communication is generally just through the lens of messaging, which is what do I want to say? And I think the missing ingredient in most of this was the positioning, which is to people even trust me when I say it. So I think first think trust, then think how do I deliver value through my message and then think experience, which is the delivery side of it, which is how do I develop the experience for people?

[00:37:40.070] - Shane Hatton

So it's trust, it's got value and it's about experience.

[00:37:43.010] - Aileen Day

The people say, I told you that was the reason he came on the podcast. So bloody amazing. I love it. Now, if you actually would like to get a copy of *Lead Through* by Shane, how you can hit him up at his website, which is shanehatton.com and shanemhatton.com, shanemhatton.com. Sorry, my apologies. Do you,

[00:38:08.390] - Shane Hatton

I'm pretty sure both will go there? But I'm pretty sure Shane M Hatton is the one where you can find me on everything.

[00:38:13.580] - Aileen Day

It's so funny because I remember when I very first started following you on Instagram that your your handle says Shane M Hatton. And I thought for years. I thought for years. Your name was Shane, Shane Mahatton.

[00:38:31.610] - Shane Hatton

Well, I'm pretty sure there's a golfer whose name is Shane Hatton. And I generally have put all of my book and everything under Shane Michael Hatton, which is my full name, because it's just much easier for people to find me. So pretty much anything that has Shane M Hatton in it, you find me pretty much anywhere you can search, say, that's good.

[00:38:48.170] - Aileen Day

I have this unusual predicament where my maiden name is Portarianos and when I was Aileen Portarianos, there was not a single Aileen Portarianos except me in the whole world.

[00:39:04.580] - Aileen Day

And then when I got married and became Aileen Day, it turns out Aileen Day is such a common name, who knew? And so I couldn't even get I couldn't even get aileenday.com. Somebody's already got it. What. And then when you type in Aileen in to Google, you generally come face first with Aileen Wuornos, the serial killer. Oh my. I think I mentioned this earlier to somebody else. My personal branding and positioning mission is that you can type in Aileen and nothing else and I will come up before Aileen Wournos.

[00:39:53.270] - Shane Hatton

Well, you got two ways you can do it, you need to build a really successful brand or you just become a worse serial killer. So let's go with the first one.

[00:40:09.930] - Aileen Day

I never thought of that. I feel like I feel like you're right. I feel like let's go with the bit of a personal branding. But to be honest, she's she's done an amazing job at her own branding. SEO up the brass razoo. Fantastic. Oh, that is so good. Now, Shane, before I let you go and be freed into the world, I want to ask you a question, because if you haven't joined us before on the Value Driven Brand podcast, you might not know that every guest that joins us gets requested very kindly to fill out a guest profile.

[00:40:51.150] - Aileen Day

And on the guest profile, I ask them, what is the one song that they use to get themselves pumped up for anything and Shane? Do you remember the first song that you sent me?

[00:41:05.900] - Shane Hatton

I do, I do. it's my karaoke song. So it's Bohemian Rhapsody by Queen. That goes on in a party you can guarantee I'm on the dance floor.

[00:41:16.100] - Aileen Day

Oh my God. I am going to have a party and invite you just to see that. That is brilliant. Now, originally, I actually said I needed a second runner-up song because I thought I thought that might have already been taken. Turns out it hasn't. And the reason it might have been taken Shane, in case you don't know, is that every every I sound like a Kiwi. Every guest that comes on to the podcast and sends in the song that pumps them up for anything.

[00:41:47.180] - Aileen Day

It gets put onto the Aileen Day Official Spotify playlist. So when you really love it. Yeah, absolutely. And I say this at the end of every podcast now because it has become such the most epic playlist. It is so eclectic. We've got a classic. We've got rock, we've got pop, we've got techno, trance, orchestras. It's out of this world. Yeah.

[00:42:16.010] - Shane Hatton

And I and I do love the idea of somebody pumping themselves up with classical music, though.

[00:42:21.020] - Shane Hatton

I could definitely get in the headspace of someone doing that.

[00:42:23.750] - Aileen Day

Yeah, absolutely. And it's it's a tune like it's not it's not a very known one. But when I went searching for it to add it onto the playlist, I was like this is a banger, I could see why.

[00:42:38.180] - Shane Hatton

So I always show the classical people, the classical musicians will just be loving the music described as a banger!

[00:42:45.710] - Aileen Day

Absolutely, they'll be like, oh, that woman, so classy. But yes, ah, basically I've said to people, if this, if this playlist can't get you pumped up for anything, go back to bed and start again.

[00:42:59.180] - Aileen Day

That's how insane it is. So, Shane Hatton, thank you for your contribution, because Bohemian Rhapsody by Queen will now be added to the playlist. So when this play or when this podcast goes live, you can head to valuedrivenbrand.com/podcast-series and you can find all of the resources for Shane. You can find old ways to connect with Shane. You can find details about Lead the Room and then you can also get the link to your official Spotify playlist for the Value Driven Brand podcast. Shane Hatton.

[00:43:38.360] - Aileen Day

You are a damn treasure. I am so, so pleased and grateful to have you join me today. Thank you so much for all of your wisdom and knowledge and insight. And we definitely have to do another one of these in some way, shape or form.

[00:43:57.760] - Shane Hatton

Agreed, agreed, I'll just keep spamming you until you bring me back on again, because it was an absolute joy and privilege.

[00:44:04.320] - Aileen Day

Well, thank you. It was actually quite funny because before we started recording the first take, I actually mistakenly said I was the guest and not the host. And I joked maybe we should do a takeover.

[00:44:17.950] - Shane Hatton

I am going to do an interview because you have so much to add to this conversation. So we will do this. I'm going to hijack your podcast and get you to kind of be the guest on it, because I reckon you'll just have so much value over and above what you already do in podcasting.

[00:44:31.900] - Aileen Day

Oh, you're so sweet and you're on, I'm booking you in. Let's do it. That that sounds like so much fun. Guys and girls, ladies and gents, everyone in between. It has been such a pleasure to bring you today's podcast. And we will be back again next time. But until then, please go out and deliver value to somebody else in your life because what goes around comes around. I'm Aileen Day with Shane Hatton. Thanks. See you next time.

[00:45:04.920] - Aileen Day

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