



shift to tomorrow

WITH HOST DIRK BEVERIDGE



Now's The Time To Demand The Best Of Yourself

WITH GUEST

MONTE SALSMAN

PRESIDENT, WINSUPPLY ACQUISITION GROUP

Dirk: Thanks for being here, guys, let me... Let me introduce my guest to you, and I gotta tell you, I am absolutely thrilled that Monte with us. Where am I going here? So guys, Monte is the President Winsupply Acquisition Group, and this... I gotta tell you something, I have the most amazing respect for ideals, and as I see my team, I don't know anybody who over the last three decades, 30-plus years has focused on study to really understand what it takes to fulfill one's potential, like you and every time you and I talk, I get inspired.

Dirk: And we really got to know each other real well. I guess we could say Monte during the 2015 Courage Classic, I think Michael Werner is actually on right now, where he got a lot of people from the plumbing industry together and go ride their bikes over Vail Pass and I absolutely died. Thanks for being here.

Monte: It's my pleasure. Thanks for the invitation. I appreciate what you're doing for people and for the industry.

Dirk: Thanks. Thanks, I appreciate that. So if you don't mind, talk about some beliefs you have, I know that I... Winsupply over the last four or five years, you've started this thing called the Leadership Academy, and one of the things that you have done there is you have actually created a coin that... I've got up on the screen here. Can you tell the group, everybody about this coin and the Leadership Academy, and then maybe we'll just spend some time talking about some of your thoughts on this coin, is that alright?

Monte: Yeah, sure. Well, there's a little bit of a long story, so hopefully this doesn't ramble too much, but actually, it's funny how things come to be in your life that you didn't know these things. Get connected. So when I was even actually my family moved from California up to Oregon, and we really hit the skids financially, in fact, we became what you would probably call today homeless, we lived in tent a couple of times, lived in long-term hotels. Eventually, we upgraded to a single wide 1500 mobile home that blew up the day we moved it, my mom got third degree burns, and so I was living on the Oregon Coast, and really, we were in dire dire straits as a family, and at one point we lived in a shed, all seven of us, and we hung up sheets, and so I used to hear the stress of my parents and the financial stress, and so I was always, always curious about, is there a way that if you do things enable way that it would guarantee a good financial outcome. And I had... Back at that time, it was working class people, and we lived in the shed of my uncle's property, and my uncle actually ran the glue line of a plywood plant incubate errand.

Monte: So he was a little crazy. And as a seminary, I just to play in the sand dunes, and so I'm coils to tell me this desire to get rich, he would always say, You know, there's treasure buried in those sand us, and so I would go out and play with my talk A trucks and my match box cars, just looking for these gold coins, it turns out I never found what one post, but since then, **I've kinda made it a life-long pursuit to find out are there repeatable exercises that if we do them, they're likely to ensure the long-term success of us as individuals, and then if you fill an organization with those individuals, the organization would thrive,** and so that's really what the coin represents is the... I was the fourth out of five kids, so rather than make a lot of mistakes, I was always a really good listener and learner, I

let my older siblings make the mistakes on the coin is just me asking a lot of questions, looking at what a lot of people have done and then pulling that all together, and so it's really... You talk about values, it's really the values that Win has and that I have when it comes to how do you succeed under the harshest of conditions, and so I put this together about four years ago, probably inspired by a lot of what you were talking to us about Dirk with the need to change.

Monte: And at that time, I was the CEO or the COO of the company, so I had 600 local companies that I was working with. And Win has this amazing purpose, and that is... It goes all the way back to 1956 of **helping entrepreneurs succeed. And I had a personal mission statement of helping a thousand people become financially free**, and so I really wanted to challenge myself to say, Okay, if somebody really pushed me to say, Okay, how do you really do it? Would I be able to give them the specifics and the things that are represented on that coin are a lifetime of study, going all the way back to being even meeting with so many people, some of the best CEOs of the country. To just an amazing group of people. I've had a chance, and that's really the collective wisdom that I've been able to see over that career.

Dirk: Yeah, man, thanks for sharing that story, just... It's fascinating, and it has me ask a question, Do you believe... I love what you say, how do you succeed under the harshest conditions, these disciplines that we're gonna talk about now, and do you believe from all the people that you've worked with, you lived in the harshest of conditions, homeless is basically right. Do you believe that we need to be in the harshest of conditions, do you believe there needs to be a wolf at the door in order to motivate stimulates individuals into action into finding or we're in those situations now is if the answer at... I think that's okay, but do we need something like this to move us or not?

Monte: I think it's a very individual choice, because I think that people can choose to behave and prepare for harsh conditions without having to be in them, and I think that that's really a choice and that we're in them now, so this will force innovation and change up on us, but you can prepare for harsh conditions, if you look at the elite in any level of certainly sports, athletes compare for the harshest conditions possible, and rarely are we in the harshest conditions, but if you prepare for that, you're ready, and then if you don't ever achieve that not ever in the harshest conditions, and you're probably gonna thrive more when you're not in those...

Dirk: Yeah, so how many different groups have you had in your leadership academy over the years?

Monte: So I've done four, and that's a total about 100, a little over 100 people that I've run through this. So we have about 600 people, 600, you would call them branch as we call them local companies, 'cause they're all rated, so I had about roughly 16%, 20% of our people who go through this and the results have been amazing.

Dirk: So tell us about those results, tell us about those results... Yeah.

Monte: It's one thing to do things that feel good now, but ultimately we all want to get results, and in particular at Win... **Win is a company of owners, so our people get rewarded not for hard work,**

but entirely for the results they produce under their roof top. So ultimately, this had to not only just sound it feel good, but it had to produce results in the four sessions that we've done, we partnered with a vendor to really take a product group and a product line to see if we could massively accelerate the growth and success of that line. So the overall results across 100 people are year over year change to the bottom line has been 30% net earnings in one year. Fantastic. And then the most recent vendor that we did this with, and it was one of our larger vendors, and we're in a product line, plumbing and whole plumbing and electrical that doesn't grow much faster than GDP, and the folks that went through this grew, the sales of this product line year over year, 65% in 12 months and

Dirk: 65% in 12 months. Right.

Monte: And then the soft ideas, and frankly, the soft side is more rewarding to anything, it's the number of people who come up to us who teach this and say, Wow, this changed my life, and even better than that, Dirk, is one of the things that we... Key on is communication, and the specific thing that we key on in communication is the importance of listening, in that I believe in... **I believe the first act of capitalism is listening**, so

Dirk: So you believe the first act of capitalism is listening, tell me what you mean a...

Monte: Well, I think that if we're gonna demand the best of ourselves and we all have a purpose here, our purpose, I believe, is that we've been gifted something special from birth and, it is our individual journey and responsibility to identify that one, it make it just as great and vibrant that skill as it possibly can be, and then go serve people with that, and the capitalist, we wanna get rewarded for that exchange... **I would like to get some money for that, and I believe the first act of capitalism is listening, because if I don't know what you need, how can I put my skills in place to help you get what you need? Listening is very selfless.** To me, it also goes with, there's three things that I think at a fundamental level, really drive relationships, we talk about a lot in relationship and the blasted it there. **But there's three major motivations that every human being has in every relationships, and those are, I wanna know, do you care about me? I wanna know, can you help me? And can I trust you.** And it turns out that the act of listening, and there's more to it in relationship, it doesn't sound...

Monte: If you don't have... It's like fire, you gotta have three things to create fire, you have to have all three of those uncommon, caring, incredible, trustworthy, now send, Supreme ability to help people. And if you have all three of those and you've got the basis of an effective relationship, but listening, it turns out causes people to feel all three of those. Yeah, yeah. So the coolest thing about the academy is not only the people who have gone through it, but typically their spouses came back and said, Wow, I don't know what money's teaching you, but you become a much better listener.

Dirk: I love it, I love it. I think my wife Gail would like to send me to your academy that the...

Monte: I need to go over and over and over because it's the easiest thing to forget to listen so hard, I think about the percentage of time really, when I'm really honest with myself and ask how often what percentage of my interaction am I genuinely listening to another person? It's embarrassingly low.

Dirk: Yeah, but having that discipline to continue to look at yourself and remind yourself to... That is absolutely wonderful. I love it. So I think... Let's take that. So as we shift to tomorrow, I'm gonna read here just a little bit as we shift to tomorrow, one of the things I'm gonna take from you is the first act of capitalism is listening. Now, are we listening to our employees with those three criteria, you said, Are we listening to the market with those three criteria, are we listening to our customers with the criteria going forward, and I think it's something that we can build upon from that...

Monte: Dirk, I can just tell you right now, with 600 locations, we are... I believe that we're probably feeling this economic downturn less than most... We have a very entrepreneurial culture, we actually have some people who are having record months, even in the month of April, who aren't selling... We're selling our products, and when we dig into what's their main focus, well, **they are just passionately committed to listening to their customers, so even under these conditions in this month, right now, we're seeing the effectiveness of uncommon listening.**

Dirk: So... Let me go there. So if you can drill down on that for a little bit more, 'cause the business is around those that you've just described is having record months, if you will, are being hit harder than the individual who you're... You're referring to... And you're attributing that to this listening, is that fair

Monte: Part... It's not just listening, but also it's listening so that you can do something to do something different... Serves them better. So to me, it's the first act is to listen more thoroughly and usually it's not just the words, it's a deeper listening to really understand what a person is feeling, needing, anticipating what they might not even know that they need themselves. So our folks are out doing that, are seeing success, even this month.

Dirk: I love it. Thank Monte. Ask you, let's take... Let's put our two premises together, if you don't mind. **My premise is, we gotta go beyond just leading through this pandemic crisis, we've gotta lift our eyes up, look to the horizon and start shifting to tomorrow, to use this moment to come out of this... crisis stronger than we went in,** if we want to do that, what can I learn from this premise of the first act of capitalism is listening, what can I, should I be doing right now? Not only to have a record month now, but to ensure my organization like people come out of this stronger afterwards. Any thoughts there?

Monte: Well, I, **I think listening really begins with self-awareness, and one of the questions that we teach people is to really evaluate, am I listening with the intent to understand or with some other intent,** such as the intent to correct or the intent to... More often, it's the intent to reply, and when you become really clear on getting present in your intent of listening, it just changes everything, and I am very guilty of listening with the intent to reply, or the intent and persuade, or the intent to correct or make my point, that's my fundamental, I've gotta overcome not by nature in almost every interaction, and to learn something new, how often do we genuinely say the purpose of this interaction with this person is to learn something new about them that I didn't know.

Dirk: Yeah, yeah, I would say generally speaking. But very often, I love it. Yeah, so I love it, thank

you. Can I pick it just a little bit, I'm looking at one side of your coin, and the top of it is entrepreneurial courage. Can you tell me about entrepreneurial courage? What it is and what we should be thinking about. Entrepreneurial courage now. And as you're getting ready to respond, guys, if anybody online has a question for Monte about the things we're talking about, please go ahead and put it in the questions, and the four of you... The experiment is the mad scientist. Let me know if you have something as well, and you do the question or the chat.

Monte: So, entrepreneurial courage plays when supply, actually, that is a founding principle of Winsupply, entrepreneurial courage or the things I think is so amazing about Winsupply is that **I totally believe that it's vital to live a life of purpose, and we really don't come a lot across a lot of people who have super clarity on their purposes** and then business is real, super clarity that something beyond something you can get out of a textbook, but when actually had purpose before, it was cool and that could... 156, it was this amazing group of people who started when with no awareness of distribution and wholesale even on there, even on their mindset, there was a group of a very smart individuals who essentially started an investment club who had... We wanna start an investment club with the thesis, **we wanna help people who have entrepreneurial courage succeed**, we wanna give them a chance at ownership, and so from the beginning, when have this love for and deep commitment to help locally on business to succeed. And for the most part, we are a group of people who grew up very frankly, I'm not unique it when supply from where I came, or group of people who came from very, very, typically meager beginnings.

Monte: And we help people like that, get ownership in their business and starting a business or taking over business as you know personally, requires tremendous courage. It is very difficult to leave the safety of, Hey, I've got a job. It pays me X per month, I know the company is big, to going out and saying, You know what, I have to go do this for myself, I have to be an owner, I have to have control over my rooftop to run my business my way, put my my team together, and it's not for the faint of heart, because there are fewer guarantees when you step in... I like that now Winsupply provides a safety net, but that's really a Winsupply purpose from day one is entrepreneurial Courage and ownership.

Dirk: Yeah, love it. Thank you. So when you think about courage today, you think about the environment that we're in right now, what role do you think courage plays as we start thinking about shifting to tomorrow, I...

Monte: Yeah, **I don't think courage is the absence of fear by any means**, sometimes I think we might think that courage is, Oh, he never feel fear. I think courage, the ability to act in the face of fear, and so for us, if you think about the way that our... We've got a lot of entrepreneurs, I'm sure on the phone, but we have 600 locations who are co-owned by an entrepreneur, so think about the fear they've got like every entrepreneur, there is no revenue, if there's not revenue greater than expenses, they don't get it, so they are facing fear every day, but it is that combination of ownership and courage that goes together that causes the best of us to take that additional action.

Dirk: Is there anything that you have found that... So I received a email last week from a sales manager

who was appreciative for these types of conversations that we've been having, and what he said is Dirk, he says he's found inspiration would have to out of these conversations when at times he felt like going into a hole and waiting until this passes, so let's choose that as a premise that you and I are, this sales manager or anybody on here, cut at times you feel that urge to just, if not give up, just back off a little bit and start waiting for a better time. What have you found over the years... My team that says, You know what? Don't give in, don't.

Monte: So I think it begins it probably more time than we have about this, but... So one of the things that we do in my class is we start with Winsupply is a company of ownership, but you can at ownership in a business, and then every one of us can take extreme ownership, and I believe that most of success and **most of what we do with our lives, begins with taking ownership of our focus, the clarity of our lives, our purpose,** those kinds of things. And so one of the things that I do in the master Academy is I help people get very, very clear on this, and I would tell you for me, it really came down... I had an amazing mentor about 20 years ago, I had a coach who had been through chemotherapy about six times, the first exercise, and so this man had a very close proximity to death, and so that confronting heart de causes us to sort through a lot of stuff. As this Dirk, this is probably causing a lot of us to think through what's very important... Yeah, this amazing gentleman that I worked with in the first exercise, Dirk, that he assigned to me was...

Monte: Write your own obituary, I don't know you've ever done that or not, or people on the phone have, but it's an amazingly powerful thing to get clarity of what you want your life to stand for, and I think... And that's not a one and done thing, it's something that... Coming back to that multiple times. Sometimes multiple times in a day, coming back to your purpose, but some exercise like that where we take the time and realize there's not gonna be purpose landed on our lives, it's actually something we can take ownership of, **We can take ownership of the purpose of our lives and get on that path, and I see people who have done that, who are super clear about what they intend to do with their lives, having just an advantage when it comes to overcoming that natural that we have wanting to retreat.** So that would be one. **The other thing that I think is just so important is taking ownership of our network of people,** and for instance, how many of us have... I think if you study weight loss, it is... I think it's proven that your own weight is dictated by your five people around you or you're over best friend, and it's true of so many things are our lives of what we achieve as a result of the people that we surround ourselves.

Monte: So do we actively take ownership of saying, I'm gonna have at least one, two, three people in my life, and I'm going to invite them in with this conversation that says, This is what I wanna accomplish in my life, will you be in a relationship with me? To help me stay on that path, because I know I'm gonna have weak moments, I'm gonna have days where I wanna crawl into bed, I need to rely on you, and then I will be there for you, so that's a conversation that we rarely say, but create your network with intentionality. And you're doing this for all of us. Thank you, you are serving that role for us, but having people intentionally in your network that remind you to say, Dirk, you said you wanted to do this. You still was important to you. I know you want to sit there and I get it. It's how it feels. Yeah, well, do you really want this? And now is the time where I'm gonna challenge you and I'm not gonna go soft on you told me not to, so you know we all need that kind of help.

Dirk: I love it, I thank you Monte, if you wanna try to turn on your video, let's give this first experiment a try here. Tyson has a question for you, Montane, if he can sign on here, and as Tyson's doing it, Steve, I see that you do as well, so whoever signs on their video first might get a chance to see the... Alright, so let me see, okay, so I'm not sure they're gonna get on here, can I ask... I'll ask for Tysons question for you. Here comes somebody. Hey, Steve Stricker from Graybar. Why don't you go ahead and real quick, your question, if you don't mind me

Steve: On... Are you doing today? Good. Or you see, I'm expecting an electrifying question from an electrical wholesale to be on the spot, did on listening and being a great advocate for that, which is a great focus that we all need to do better. Is there anything that you and or when is doing today to even enhance that more with your teams, to give them a platform to speak, especially when they do have concerns and fears, and being able to be that sounding board for them... Well, I think that we've got our equivalent of a regional staff, which I'm sure you do too, **we call them Area leaders, and so a big part of what they do and we're coaching them, they're essentially business coaches. And the big part of what we ask them to do is just check in on people and say, Hey, how are you doing? So it's nothing super formal, but really trying to put heart into this, to ask that, not how is the business first, but how are you... How is your family?** And I think modeling that internally then creates this momentum that goes out to the broader group of people that we touch.

Dirk: Okay, Steve, thank you, buddy. Thanks, and then Monte quick here, and I'll ask the question and guys, we're gonna have to be signing off with Monte here in just about three minutes or so much, so would you do me a favor? Your Questions, Your thanks for my team. And what you thought about, what might I shared with you? I really appreciate that. But Steve asked her, Monte, what does biggest take away from the current crisis, and how is he moving forward with this takeaway...

Monte: My takeaway is, years ago, I had... This is probably a... In 1996, or it happened to be a plant, electric supply, and Cutler Hammer had just purchased Westinghouse, which was a small company buying a big one that happened to be a man named Sandy color, one of my very early mentors, he was a CEO of Cutler Hammer - a super dynamic guy. Just timing. And so here's a small-ish company buying a big behemoth in Westinghouse, and I had a chance, a very young age to ask and talk to Sandy about change, and I always remembered what **he said, and he said in times of massive change, peers, we absolutely need to tell people what's going to change**, but this was the piece that I've always remembered and everybody knows that, and this is the piece that I loved that was new to me, but he said, Here's what I've learned, **I also have to tell people what won't change**. Yeah, and that is the piece that is hard because how many of us know what won't change, and so I don't know what I won't change, but I do know this as you study, as you study human existence for millennia, one thing that has not changed throughout all the crises and human kind has endured many crises, what we know is that human beings still respond to essentially the golden rule, Treat people the way you wanna be treated, and that has survived is part of every religious and ethical text ever written.

Monte: It's a millennia-old concept, and so essentially, when we talk about... And distribution, to me, is the ultimate people business, I think technology is going to change, or the role, but man, I hope that

people emerge even better, and there's more heart in this business than ever, and so we need more great people doing more great things showing up and showing uncommon caring, being amazingly trustworthy, being the ability to serve and help people, and I don't think that will change, so to me, that's the thing that I hold on to to say, Yeah, a lot's going to change, but the essence of relationships... I don't see that changing currently, and we can all do better at that, I...

Dirk: Yeah, I appreciate that. One of the things Jeff Bezos says, just like he said, he says, Everybody asks What's gonna change? A few people ask what it's not going to change, and you can build a strategy around what's not going to change, and maybe just like you said, if we believe that that golden rule has lived for all time, can we build our personal and our company's strategy around that. In moments of crisis, I think it's a great, great insight. Yeah, thank you so much. Unfortunately, we're up against the wall. So guys, let me know what you think about Monte and I really appreciate it. Thank you, Monte. I wanna say thank you so very much. You and I, even when you said entrepreneurial courage, you got a lot more there and the like... And guys, so you know who the tech person, Monte, and I were on the phone talking about coming on on Sunday, and I said, Monte... I gotta tell you something, I'm going to expand my ask of you, and I asked Monte if he would come back for one of our deep dive Wednesday conversation. So guys, I want you to know, I think it's May 6th, the third, Wednesday from now.

Dirk: Monte gonna be back with us for an entire hour from three to four, and we've titled this a play book for thriving today, as Monte and I were talking and I said, You know, there's no playbook for this. So Monte, stoped me said Dirk, I think there is a playbook for this... And so we talked about that, and Monte's gonna come back and share with us for over an hour or for an hour, this playbook for thriving today, my day, I gotta tell you something that is always... You educate, you inspire, you give of yourself, and for that, I'm deeply grateful.