

The Million-Dollar Mindset: Secrets of Top Performers

with Stephen Harvill

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Announcer: Why do some companies stand out while others seem to merely show up? That's what we'll explore with leaders across multiple industries to hear how they're creating better experiences by design. And now your host, Susan Quinn.

Susan Quinn: Today we're diving into the mindset and habits of high performers, especially those who know how to build relationships and grow revenue in a way that feels anything but transactional. My guest is Steve Harvill. He's the author of *21 Secrets of Million Dollar Sellers*, and he's a nationally recognized expert in sales performance, leadership, and the science of human behavior. Steve has spent many years studying what sets the best apart. What do they think? What do they do? How do they show up? If you're in professional services, if you're a seller, doer, or you simply are someone looking to elevate your business development game, this episode is packed with insights that you can put to work immediately. From the power of storytelling to the secret behind elite salespeople and how they actually are resilient in the face of being rejected. Let's jump in. Steve, welcome to the show. I am so delighted to dig into your area of expertise today because everyone in our audience needs the magic that you have a lot of information on.

Stephen Harvill: Well, I am quite honored to be here. Anytime someone gives you the opportunity to share ideas, it's about as privileged as you can be, so thank you.

Susan Quinn: So, what we are going to be talking about today, and I know you've written several books, but the one we're going to zero in on is *21 Secrets of Million Dollar Sellers*. And if you exist in a business or run a business or own a business, we're always looking to find the next client, the next customer. And give us a sense of your background that led you to studying the top earners and what they were doing differently? So, just want to set that up before we dig into what the secrets are.

Stephen Harvill: Well, it started with attending a meeting, I was the keynote speaker at a large sales function, and I went to a bunch of breakout sessions, and then they had the big sales dinner where everybody was getting their sales awards, and then at the end, there was a woman who was the National Salesperson of the Year, and she got a really large bonus check. And it was like a kind of a Tiger Woods, you know, big bonus check that she held up, and I looked at the total and I went, holy Moses. And I turned to the guy next to me and I said, how did she get that? How did she win that? And the guy said, well, she sold more X than anybody else in the company. And I turned to him and I said, you know, I'm pretty smart. I kind of had figured that part out. But how did she do that? And the guy goes, I don't know. And I turned to the guy next to me and he said, I don't know. Not only did they say it, they didn't care. And I thought, wow, I would really like to know what she did.

And that kind of launched the idea of finding out what the top people in any field, I've done leadership, entrepreneurship and sales, what they do, what do they do that's different than what everybody else is doing? What do they share if they sold something different? If you were a top salesperson in real estate and I was selling Ferraris, what do we do that's the same? And so, on the flight home, I started sketching out an idea that I was just going to turn into what we call a strategic platform, a platform of ideas. And one thing led to another, and the next thing you know, it became an idea that maybe I could write a book about it. Then the next thing you know is you start interviewing, you figure out a methodology, you discover a process for finding patterns of behavior, and that's kind of how the book happened.

Susan Quinn: I think a lot of people think great salespeople are just born with this natural talent, but your books suggest otherwise. What skills can any person develop to reach these elite levels?

Stephen Harvill: I think there are people that are born, some people with innate skill sets, right? They're just drawn to it. You know, like Eric Clapton is drawn to the guitar or Tom Hanks is drawn to the stage, but building a career is a construction project. You build skill sets, you gain knowledge, you gain experience, and that pathway is open to anybody. And so, when you start looking at it, you look at core skill sets. What are the skills I need to be good at what I do? And what is the... kind of philosophy around how I approach those skill sets? And that's open to anybody that's got the one mindset you need, which is willingness, right? The willingness to learn something, the willingness to be open to experience, the willingness to gain knowledge. And that aspect makes it if you've got the right attitude, you can learn anything.

Susan Quinn: I love that. Were there any huge surprises? We don't have time to go through 21, we need to encourage people to read this book, which it is a masterful book.

Stephen Harvill: [Laughs]

Susan Quinn: But were there any real surprises? I mean, I might be able to pick out several of them. Yeah, you need to have good relationships. Yeah, you need to have a skill set of understanding what your company does, but was there a huge surprise for you on any of them?

Stephen Harvill: You know, I'm not a professional salesperson. I'm not good at it. Even to this day, so anytime I would run into something where I went, holy Moses, this is just a brilliant idea that you're doing, along lines like that were always a little surprising to me. And they were things like, how hard they worked. Here's a big difference. Some people look at sales as a job and others look at it as a profession.

Susan Quinn: Mm.

Stephen Harvill: And the people in the book were professional salespeople. They were proud of what they did. It was their profession. They were constantly learning. They were being rewarded by good activities. They were learning from their mistakes. That end of it was a little surprising to me because I guess most people, when you say you're in sales, they think of used car salespeople. And even that model isn't real. It's just something we built from watching bad television commercials or a movie or something. So, I was surprised at the high level of professionalism that they that they shared and their level of commitment to sales as a profession. One of the people during the interview said, you know, there's a lot of businesses you can make money in, but the

business that there's no ceiling to it is sales, and I thought that was also a really interesting perspective.

Susan Quinn: Yeah, Steve, a lot of people who listen in to Better Experiences by Design, they're in the professional services industry. So, think, engineers and construction and CPA firms, and there is a term that they use a lot, the seller doer, and they expect everyone in the firm to have that mindset. I find that incredibly hard that you're either doing it or you're selling. And I think once you have a client, if you are the one working on it, yeah, continue to find ways to bring in more business. But for the people bringing in new business, it needs to be your profession, not a part-time job. Is that what I'm hearing you say?

Stephen Harvill: Yeah, all of those aspects from it. You know, there are only two types of customers on the planet. There's the ones you have and the ones you want.

Susan Quinn: [Laughs]

Stephen Harvill: That's it. So, you have to have a strategy based upon your existing clientele in which you treat them like kings, and then you have to have another strategy about the acquisition of new clients, of new sales, of filling the pipeline. Those are two separate strategic ways of thinking, and great salespeople hold both of those in their head at the same time.

Susan Quinn: Mm. I want to get into their mindset, but let's talk about an elite salesperson. How does their day differ from the every-now-and-then salesperson who's treating it more like a job versus their profession?

Stephen Harvill: That's an interesting question. I mean, at least in the experience that I had, and I got to do quite a few ride-alongs. One of the things about great salespeople is they don't want to sit down and spend their time talking to somebody who's interviewing them. So many times, in order to gain access to the sales professional, I had to ride around with them on their sales day. I'll give you one great example. They're not in the office a lot. They're out. And they're making personal connections. They're having personal meetings. They're not spending their time on the phone. They're spending their time face to face when they can get it. They're not spending their time in emails. They're spending their time talking to other people. That whole idea is a big separator between someone who sits and sends out tons of cold emails versus a person that's out there engaged in what they're doing. And I think that's kind of a big difference between the two.

Susan Quinn: Wow. I love that. I mean, that's how you, you build the deeper relationships and emails one thing, but that face-to-face, I hope that never ever goes away where it builds the deeper relationships.

Stephen Harvill: It really won't. It won't if you're building a book of business that is something that a professional would build. It won't go away. They know that. They've learned that. They've been experienced it. They've increased their knowledge. They focus intently on skill sets. And all of those things are differentiators and separators from the job and the profession.

Susan Quinn: You talk about in your book, the power of storytelling. Can you give us an example of how that would live with the elite salespeople?

Stephen Harvill: I cannot tell you how important that is. If you look at mankind, the oldest strategy we have at 60,000 years old is the strategy of story. It's how we understand things. It's how we build social connections. And the better you are at story, the better you are at sales, period. Now, there's a couple of elements within that, right? One element of story is you can't let a story get away, so what will happen is you'll be with a client, you'll be talking, there'll be something that will come up that you'll say to yourself in your head, oh, I could use that in my next sales call. That's a great story, right? Great professionals don't lose that. They don't let it get away. They immediately write it down. They immediately make, maybe it's a two word note for them to refer to later, but they never let a good story escape. And stories are ethereal. They're like fog. If you don't capture it, it's gone. And you'll be at two hours later trying to remember, what was, what was that thing that they said?

I'll give you a quick example. I'm doing a keynote somewhere or doing something. I can't remember what it was exactly, but we're sitting at a dinner. And during the day, the company was launching a new software package and they had these little 10-minute roundtables where, you know, it's like speed dating. They would go from one table to the other and learn a piece of the new program. And we're sitting at the dinner and there was a woman at the table who turned around to the CEO of the company who was sitting next to me and said, you know what was worth this entire meeting for me? Were the 10-minute speed things that I got to do, where I learned the software package, actually doing it for 10 minutes at a time. And then the conversation went along. And afterwards, I turned to the CEO and I go, did you get did you capture that? Did you get that? And he goes, did I get what? I said, the story that she told, because if you want to do this again, that's the person you talk to. She is the keeper of the story. And don't let her get away. And don't let that story get away because you've got to capture them. Story is so important. And once you get the hang of it, once you get the hang of capturing an idea and then building it into your sales process or using it to connect one problem with a solution, it'll become one of the most valuable elements you have in your toolbox.

Susan Quinn: So, storytelling, solving the problem through storytelling. I mean, how does that work?

Stephen Harvill: First of all, it's a learned skillset. Anybody can learn how to do it. It means that I'm sitting with you and you're telling me your problem. I've heard that problem twice before and I've solved it twice before. So let me tell you a story about how that happened and how that worked. That's a great example of connecting a solution to an existing client who's told you their, they've told you their problem in a story. They've told you a story, right? So let me give you that the two words that are the only two words you ever need to use to engage someone in story. And the two words are tell me. If you start every interrogatory with tell me, they will someone will tell you a story every time. Tell me a little bit about your background. Tell me how this works. Tell me what you're seeing. And they will tell you a story. And in their stories are the answers you're looking for.

Susan Quinn: That's awesome.

Stephen Harvill: That's how powerful a tool it is.

Susan Quinn: Well, and we remember stories. We don't remember the bullet points on a presentation deck. And I mean, data, yeah, you need to have it, but we're wired to understand

and be connected to stories. So perfect your storytelling skills. There's also in terms of relationship building, and I know in some of the work that we've done, there is surface level relationships, but do you see that developing deeper relationships and really creating that core amount of trust is something that these elite salespeople do really well?

Stephen Harvill: If you've solved a problem for someone, you have the foundation of the relationship right there. If you just know somebody, they're really an acquaintance. That's not really a relationship. The depth of how much you know about someone is the value in which you share. You share value with each other. That's where the depth of relationship comes from. It's not just me bringing value to you, it's you bringing value to me, so it's this building of a value bridge of a connected element of value. And when you do that, that's not only the foundation, that's the continued running element of a deep relationship.

Susan Quinn: Do you have any great examples as you did your research that would illuminate that?

Stephen Harvill: I'm in the middle of writing the third book, and so the I'm trying to come up with some examples of how that worked. You know, different products have different sales cycles, right? Some have short sales cycles, some have really long, if you're selling robotic surgery equipment, you have a long sales cycle. You've introduced it, you're going through all this stuff, how it's used, how the doctor interacts with it, right? But at the end of the day, if you go in and you're talking to your doctors and you're saying, tell me how you deal with this problem. So, you started with tell me, you open the door for them to tell you the story of their problem, which then opens the door to you to show how what you've got solves that problem. I didn't put the problem in their mouth. I didn't say I know what your problem is. They told me that's the value door that opens. Then my solutions open my value door and then it's just back and forth.

One of the guys in it was a robotic surgical equipment salesperson. And he talked about the amount of time that it takes to make a sale and how that amount of time has made him sensitive to how he deals with all the issues. He knows I'm not going in and selling you a Big Mac. I'm selling you a gazillion dollar piece of robotic surgery equipment [laughter] that's gonna go inside somebody's body and take something out or fix something or something along those lines. So, one of the things that in his value element, is he valued the amount of time. He never hurried it. He knew this is what it takes to get that done. But at the end of the day, all that is, is an exchange of value. That's where it comes from. It's not a one-sided deal. If it's a one-sided deal, all you'll have are sales acquaintances. You won't have sales relationships.

Susan Quinn: That's beautifully said. When we work on brand development with the companies we have the privilege of working with, it's always you've got to get the right value proposition down that's going to stand out, and is that something that is easier? How do you see a value prop showing up with the salespeople? Because everyone says you've got to have an elevator speech or you've got to be able to say what you do, but it's the value to who you're selling to. Do you have any thoughts on a value proposition statement as you develop your team?

Stephen Harvill: You're just telling a story. Whether it's a three-minute story, a five-minute story, when you're talking about value propositions, all you're simply saying is, what's the story you're telling somebody, right? Does it have beginning, middles, and ends? You don't write a story. You don't build a good story. You craft a good story. And there's really only two pieces to it. There's

crafting and telling. And those are two different skill sets.

Susan Quinn: So, are they asking for the sale in the end?

Stephen Harvill: I would say your value prop probably has a couple different versions. One of the versions is you ask for the sale. One of the versions of it is that it's such a powerful story that you won't even have to ask. Secondly, it's timing. Am I delivering the value prop just at the beginning to go to step two? Step one isn't about closing a sale. Step one is familiarity. It's I'm becoming familiar. We're becoming familiar with each other. I'm not asking for the sale. If it happens spectacular, I'll ring a bell. And if it doesn't, that's just the first part. Great salespeople are process driven. They're not event driven.

Susan Quinn: That's a good differentiator there. Well, we track for our own company, and I'm sure a lot of firms do, the win rate. And I'm sure for the elite ones, they're exceptional. But when there's rejection, is rejection just not part of their vocabulary and they find a new way or they're just like, okay, fine.

Stephen Harvill: They call a duck a duck. They know what a no is. The issue with sales from a psychological standpoint is that you spend almost your entire career in no, and you have moments of yes. And so, they handle the no's better. I'll give you one of my favorite no ones. This was a car salesperson. Very ritzy. Might have been Ferrari, if my memory serves me. And on the wall in his office, he just had the no wall. Every objection he ever got, he filled a three by five card, and he had an entire board that was a cork wall. The wall was just corkboard. And he had him pinned up there. Every rejection, every no was written up on a small little card, a sentence probably at a time, and he had them just push pinned all over this board. It was his rejection board, his no board. And while we were doing the interview, a guy walked in and said, oh, I'm sorry. I didn't know you had somebody in here. I just wanted to come and look at the board. Because what the other salesman wanted to do, he wanted to see what rejections might come my way that I might not be familiar with and that he's collected already. And so, before he would do a sales element on anything, he would go to the no wall, and he would just stand there and look at all the different reasons people rejected the sale. And each one of those prepared him to position his story differently.

Now, Stephen King, the author, did the same thing. I think he had something like 150 rejection letters on his bulletin board before he sold his first story. And so, I think that using them as learning tools are maybe the difference between a person whose job is sales and a person whose profession is sales, is they utilize negative energy. They learn from it. They're ready for it. And the more you collect and the more you know, and the more you've had no said, you'll see a pattern. There'll be a no pattern. And what do I do to break the pattern? And that's what that wall did for him. He collected all of his rejections. So they deal with it a little differently psychologically.

Susan Quinn: That's fascinating. Well, you learn from your mistakes or you learn from, you start to read the tea leaves of what are people saying no to? What are they rejecting? Is it you? Is it your approach? Is it, and if you can see that pattern, then change the pattern or give a different approach to it, so they're a little more thick skin. They don't view it as failure, but the opportunity to see it and look at it differently.

Stephen Harvill: Yeah, there's a great Albert Einstein story and it's just a story because I don't

think it was true. Einstein's the most misquoted person on the planet. And he was teaching a class and he decided to do the nine times tables, like nine times one is nine, nine times two is 18. And he progressed up until he got to nine times 10 and he goes, nine times 10 is 91. And he wrote it on the board and the class started laughing and they said, Professor Einstein, you've made a mistake. And he goes, that's kind of strange. I got nine of them right in a row and I missed the 10th one and you focused on the 10th one. So let me show you what it means to focus on error while appreciating success. I just wrote an article using that story as the opening part, and I think that's kind of how you look at it, right? Those mistakes are just part of the deal. You learn from them, you absorb them. And you know at the beginning, if you've had a good mentor and you've got a good company that works hard on making you better and giving you the opportunities to be better, they'll tell you immediately, get used to it. It's the natural way of things.

Susan Quinn: I had someone on the show last year who talks about the business development side of things through a thought leadership lens, which is a lot of how we approach it. He says, if you want people to be interested in your firm, you have to be interesting. So, I'm taking this interesting context to, you have to know how to build the deeper relationship. You have to know how to build that value bridge. You have to be able to solve problems. You have to be a good storyteller. And how much preparation are these elite salespeople doing to craft that story, to educate themselves on the potential person they're hoping to do work for. Is it, well, you said they're professionals, it's their full-time job.

Stephen Harvill: It's a huge deal. Sales is built around the three pillars of any career, experience, knowledge, and skills. And so, they're constantly working on skill sets. And the companies that they work with and for, encourage that, right? They provide methodologies and opportunities for them to continue their journey. That's a big deal. We are hungry creatures to learn. We actually love it. And I think the rub is time. And it's saying, how much of my time can I devote to getting better?

Susan Quinn: Mm-hmm.

Stephen Harvill: How much do I take away from my sales, right, of the time I'm selling? And so, they find a balance between that. They are encouraging new skill sets because they know that makes them better. But they also have a career that they know what they're doing that has put them in the position of being a top salesperson, so they battle time, but they're always learning. They're reading, they're going to conferences, they're attending classes, they're watching YouTube videos [laughter], they're reading newsletters, they're spending a very focused amount of their time on building, on taking the foundation and building on it. I think that's true, not just in sales, in just about anything. If you're an artist, you're looking at new color combinations or how does this idea work? Oh, oh look at that guy. I never thought of doing it that way. I could do it that way. If you're a musician, you're looking at new licks that somebody showed you and you go, God I never saw, I never heard that before. How is that developed? If you want to be a songwriter, you better be following really good songwriters, you better figure out how they're doing what they're doing, and that'll help you get better. And they recognize that.

Susan Quinn: You're making a really good point. And I think about it within our own company, the full-time versus part-time effort to developing business and building the relationships with not only our existing clients, but the new ones that we don't even know who's out there. It's not a part-time job. And the great musicians don't just practice the major and minor keys and riff

every now and then. No, they're doing it every day. So, what is one thing you would offer to the professional services firm if they don't have dedicated, meaning it's 75% of their time, which... It's not billable. And in the professional service, everything is around the billable hour. But yet, you're not going to have a billable hour unless you have someone selling and bringing the work in [laughter]. What advice would you provide to professional service firms if they really don't have dedicated salespeople in each of their business units or areas of expertise? Should they consider doing that?

Stephen Harvill: There's a bunch of different sales models, some sales models are flood models. You just constant stream of calls and emails. They're just flooding it. You don't need a sales professional for flood work. But you need a sales professional to tap into good clients for you, elite clients, clients that do repeat business, clients that do referrals, clients that help you grow your business by what you've done for them. That is a very distinct model. And companies that use that model appreciate the model. So, they know that they're building a team of professionals. And, you know there's only two ways that a company ever gets better. They make their existing people better or they get rid of their existing people, and they bring in better people [laughter]. That's it. There's no other way for a company to get better. And if you're committed to the people, you've done a good job of interviewing. You've done a good job of development. I think sales is more like leadership. It's kind of a development philosophy, not a training philosophy. And so, if they've done a good job, they'll recognize that space that you just described between billable hours and the work towards creating a billable hour, the space between cause and effect. They want causational elements, not effect elements. And that takes a little more time. It takes a little more effort.

Susan Quinn: Well, you're hitting on traits that we talk about in our book, *Better Experiences by Design*, and why some companies show up and others stand out.

Stephen Harvill: Exactly right.

Susan Quinn: I'm a senior person in a company. I've been out there, and this is, I'm pretending now that I'm a really good business development person. How do I help train or guide? Let's say culture is good. We're building the next tier of sales developers. What should they start thinking about implementing? Mindset. How does that process begin if you really don't know what you're doing?

Stephen Harvill: That is one of the three pillars, right? That's the pillar of experience. It's the hardest of the three pillars to build your career around. There is an absolute direct connection between experience and success and mentoring and success. Companies that have legitimate, not half-assed programs, but legitimate mentoring programs, especially around sales, find their people grow faster than companies that don't, right?

Susan Quinn: Yeah.

Stephen Harvill: So, what you want to be able to do, experience is time-based. It plans in the future but occurs in the past. All the experiences that you have happened in the past. And so, to gain experience and you have someone helping you do that, it's like an astronomical kickstarter to success, right? How do I gain experience? And I don't mean throwing you in the pool and expecting you to swim. That's not experience. That's survival. Experience is when

someone who's really good at what they do invites you along and says, hey, sit back, take a look, ask me questions. You know, they have a legitimate process, a systemic approach to leveraging experience. That's a big deal in the three pillars of building a career. It's something that a company has to recognize might not be as objective as you want. It's probably the most subjective of the three pillars, is experience. And if you're building something like you just described, you need to have a legitimate focus on experience.

Susan Quinn: So, I love the three pillars, experience, knowledge, skills. They all make sense. They all need to work in a congruent manner [laughter] to be an elite person. If you had to choose just one secret that most sales professionals overlook, what would that be?

Stephen Harvill: For me, that's a prejudicial question because I will be prejudicial in my response. I think it is the one defining factor that in almost every aspect of anything. And that is, do you have the capability of simplifying to its core what you're doing?

Susan Quinn: Mm.

Stephen Harvill: If you know a lot about what you do, the psychological assumption is that I am right there with you. And I'm not. I cannot engage in the level of complexity that you're talking about. I had a call yesterday about a project that's coming up, but as they described what they were looking for, I sat there on a Zoom call and I was going, and they're saying, they're done. They go, do you have any questions? I said, yeah, can you go back to everything that came after hello? Because I'm not quite sure who you think I am.

Susan Quinn: [Laughs]

Stephen Harvill: But I'm not that familiar with your company. I'm not that familiar with what you're talking about. I have an extensive vocabulary and there were probably three words that you use that I wasn't even sure what they were. So, how about we go back, and you let me ask you a few questions and then we can do it that way. Because what you just gave me, I was trying to take notes and then I just put my pad down and I let them go and they were looking at my face. They obviously knew I didn't know what the hell was going on. And I just sat there, it was like a machine gun of stuff. And I finally I had to say that's not going to help me at all. I think what happens is we reach the assumption of our knowledge, and we believe that assumption of knowledge passes to our client. It doesn't. You need to have a methodology of simplifying what you're doing. It needs to be an intense strategic focus. Intense.

Susan Quinn: I like the humility of that. Someone asks a question you don't really know. You know, I don't know, but what a great question. May I follow up with you on that? As you begin, tell me, fill in the blank, and listen to what they have to say. So, the example you just gave with the machine gun, I've seen it in firms where they are the self-proclaimed smartest people in the world and they want you to believe the same thing and they want to wow you with their knowledge, it ends up having the opposite effect. Just like what you did, you put your pen down, you're like, we need to go back to hello. If people don't have a moment to pause, and I do this as I help people who do speeches on stage and help them perfect it. I said, think about your voice as a musical instrument and what piece of music doesn't have a rest in it? What piece of music doesn't have and all the different cadences of it. And if you come out talking incessantly, there's never a rest. I think you turn people off pretty quickly.

Stephen Harvill: You check out.

Susan Quinn: You do.

Stephen Harvill: Happens all the time. It could happen when you're reading a book and that you go back and you go, what the heck? I have to go back and read those last two pages again. I've checked out. It's why being a good listener is so important. One of those skill sets in the book is active listening. We called it WAIT. Why Am I Talking? An acronym for why am I talking? Active listening is a really important skill set for sales professionals.

Susan Quinn: Active listening, keeping it simple, know how to create your value proposition, keep it interesting so that they will be interested in you, and build this bridge of value and trust. And it's your profession, not your part-time gig is a bit of a summary of what I've heard today. And to get all of the secrets uncovered and to understand them. I want people to read this book. We will certainly include it in the show notes, but is there anything you would want to close us out with any words of wisdom as you have spent time with these amazing salespeople?

Stephen Harvill: You know, we are learning machines. We have the capability of lifelong learning. And so, I think that if you bring three mindsets to whatever you do, here are the three mindsets. Willingness. I'm willing to learn. The second one is simplicity. I'm willing to make something simple. And the last one is I'm curious. You have to be, curious, willing, and understand what it means to be simple. You do those three things, and I don't care what business you're in, you're going to be successful.

Susan Quinn: I love it. So I think you, in that response, answered how I like to end each one of my podcasts. What do you do to keep bettering your best and what you do in your profession?

Stephen Harvill: I'm an idea collector because those ideas fit into what I consider strategic imperatives, right? Their strategy. So I'm constantly collecting ideas. I'm looking, I'm seeing, I'm stopping and interviewing, talking to people. It's just that idea that there's always something out there just waiting to be discovered. And my job is to discover it, to make it simple and to create value for you in the idea.

Susan Quinn: That's awesome. Willing to learn, simplify, eliminate the complexity, remain curious. I have enjoyed every minute with you. You've got another book coming out soon. I don't know if you want to talk about that briefly.

Stephen Harvill: Yeah, it's working title is *Anybody, Anywhere*, and it's called about the entrepreneurial spirit in everyone. And it'll be the 10 key patterns of behavior of successful entrepreneurs.

Susan Quinn: That's awesome. Well, thank you again for your wisdom.

Stephen Harvill: Thank you. And anytime you want to do it again, just let me know.

Susan Quinn: Yeah, I will be in touch soon. You take care.

Announcer: Thank you for being part of our best in class community. And until next time, keep bettering your best.

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Lasting business success isn't about one big secret—it's about consistently mastering small, strategic actions, and this book reveals nine key traits that help companies stand out and grow. In the new book ***Does Your Business Show Up or STAND OUT?***, Susan Quinn distills the nine key traits of high-performing companies into a roadmap to success. [Available now on Amazon.](#)