



HOW TO CREATE IMPACT IN YOUR BUSINESS

An Interview exploring influence and impact with Kristen Domingue

Introduction

(KD) Welcome to the bonus call for Rocket and Live Your Brand with Jennifer Russell, President of the California Leadership Institute. Today we're going to have Jennifer on talking with us about having an orientation for impact: how to know when you're making a difference.

Jennifer, thank you so much for being here. I'm really, really excited to have you onboard.

It's my pleasure, Kristen. You know me well enough to know that talking about impact; this is one of my favorite topics. I'm really excited to talk to you.

(KD) Thank you. I figured as much and I've prepared a short bio for you. It's published on your website, but you are a dyed-in-the-wool entrepreneur. I love that term. What does that mean dyed-in-the-wool?

It basically means that from birth I came out of my parents and was already industrious and wanting to start new things. I started little mini businesses when I was a young child and that would be how I would play with my friends.

We'd all get together and we'd setup lemonade stands. In other words, from a very young age I was really interested in creating new things and the idea of business. That carried on through my career.

I've been part of probably a dozen different businesses. I've been part of building those businesses as an entrepreneur. Now I have the lucky fortune of teaching entrepreneurs how to be successful, how to scale their businesses, how to have impact, and that's what I do now.

I do it both in a corporate setting and in a group setting as the cofounder and co-creator of a series of programs called Mind, Money, and Meaning where we work with entrepreneurs for a year on how to do all that.

That's what I mean by dyed-in-the-wool.

(KD) I love that. That's really incredible and in particular you've had some background in the technology and environmental science.

I do. Very early on, as you might be able to tell from how I introduce myself, I was a very curious soul. I was really curious about how the world worked, why it worked the way it did. I went very, very deep both into science. What could science tell me about how the universe works? I went equally deep into the area of metaphysics.

I was just saying that I went equally deep into both science and into metaphysics. Science and spirituality in my effort to understand and learn about people. How they work. How the universe works. What my place was in it.

That brought me in and I studied biochemistry and went into the biotech sector where I was part of my first three or four different companies that I ran. Yes, I have a background there.

(KD) Amazing. That's a pretty difficult land in which to dine if you're a woman entrepreneur in a leadership position. Kudos to you.

Thank you.

(KD) I saw on your website and I wanted to kick the call off with this. A quote from your page at California Leadership. It says, 'There's a word for me that sticks out and is one of the most important in my life.'

When I have this in my life I am on fire. I am happy. I am living my purpose and that word is Impact.

If I'm living a life where I'm impacting myself, you, and others there is a ripple effect happening. The world is a little different, someone who we've reached is a little bit happier, freer, or more successful because we interacted and I am absolutely living my purpose.

Well put.

3 Aspects of Impact

(KD) If we could start off a little bit, talk to me about the word impact. What does that actually mean to you?

Impact is about being able to create an experience in another human being. When you're able to create and experience in another person, you're able to impact them in a profound way.

Having that super power is impact. For me it's about not just doing it to be successful, but doing it to be significant in the world.

I often talk about the idea of going from success to significance in your life such that what you're up to in the world is more than just adding another dollar to your bank account. Or even just creating a lifestyle that's comfortable, but it's about creating a difference in the world that other people can feel.

Where you don't leave the future unscathed by your presence is another way I've said it. I like to think of impact in three ways:

- 1) what you choose to do
- 2) who you choose to do it with
- 3) and finally when you have the who, it's how you do it.

I thought we might talk about each of those three. Talk about impact in terms of the what and then the who and then the how so that people get a sense of it.

What You Choose to Do? Have A Calling

Let's start with the what. For me, what you choose to do is really about finding your calling or your purpose in life.

I was really impacted. I was at the summit series. It's an event for successful, interesting and fun entrepreneurs. They brought several thousand of us together and lots of really neat guest speakers.

I was really impacted by Gary Vaynerchuk. He's an author.

(KD) I love Gary Vaynerchuk. We talked about him on our first call.

Fantastic. You know him. He wrote "Crush It!"

He got up and gave a talk and he was great. He started to talk about these cultural changes that he'd been observing. He started with some really simple ones like, "10 or 20 years ago," he said, "It would have been normal, let's say, for you to be in a grocery store and seeing a parent punishing their child. Physically hitting their child. That would have been normal 10 or 20 years ago.

"10 or 20 years ago it would have been normal for you to be in that same grocery store and walk to the checkout line and see the checkout person smoking a cigarette in the store.

"10 or 20 years ago it would have been also normal for you to be driving home from that grocery store and see people chucking garbage out the window onto the street.

"Although these things are impossible to see today, it's just not normal. It would be somewhat absurd to see these things today."

I'm hearing him talk about all of these cultural changes and looking at what would be absurd today. I started thinking, 'Wow. That's a really important question to ask.'

What cultural shift do you want to make in the world?

When I talk to people about what it is they do, I often ask this question. I say, "**What do you want to make absurd in 10 years that's normal today?**"

Often when you get people to think of that question, the what do they want to make absurd with respect to what they're up to in the world, it draws out of people the most incredible answers and helps them focus in on a real calling.

When you have a calling and what you do is aligned with that calling, aligned with what you want to make absurd in 10 years that's normal today, then that's part of what gives you the energy and the fire power to keep going.

Because **it's not just a transactional thing you're up to day-to-day. It's this larger vision, a vision that's bigger than you...**that you're a big part of, a big voice in, that's fueling you forward.

I think of it also like this. **What I have noticed about the people that are most successful in life and especially in business is they've literally merged their very identity with what it is they do in life.**

It isn't like the thing that they do from nine to five, when they're in their office or at their job, whatever that might look like. It is just who they are and what they do such that if you get into a conversation with them, it comes up.

It's in how they interact with their friends. It's in how they interact at the Starbucks line, in the grocery line. It's part of who they are and when you've merged your identity, it doesn't matter when things go off track because you know it's part of who you are.

You don't get sidetracked. Something didn't happen on time. You didn't get the customer you thought you would. Doesn't matter. You know you're going that direction and it just keeps people on track.

I've noticed the biggest and best entrepreneurs have that sense of a calling and they're merged with it.

Merging Your Identity: The Business Owner vs The Entrepreneur

I think of it metaphorically like this. I like to distinguish a business owner, someone who has a business, and an entrepreneur like this.

Imagine the business owner and the entrepreneur, the entrepreneur that's merged their identity, walking down a riverbank. As they walk down the riverbank, they're walking and they look across and they see this beautiful Eden. This amazing place on the other side of the river.

Both of them are going to see opportunity over there. Both of them are going to see the value of creating a bridge to get across. That isn't what's different about someone who just simply has a business, owns a business, and a true entrepreneur with a calling.

Where the difference lies is in what happens next. A business owner, in seeing the opportunity on the other side, will do something like this. See if this sounds familiar.

They'll start to create a plan. They'll start to look and get architects. They'll start to look and source for building materials. They have the whole thing planned out and begin a whole process to create this bridge. That seems pretty logical and a normal way of going about it.

Bringing in all of the players, getting all of the materials in, creating a plan, and going forward. That's how a business owner would think of it.

A true entrepreneur with a calling that's fueled by that, they will instead lay themselves down and become the bridge and have everyone in their sphere help build a bridge around them.

It's fundamentally different because what happens with the business owner if something goes wrong, like the architects don't like it or the materials were faulty and the bridge starts to collapse. What happens there is you lose steam and you don't have a bridge anymore if some of these materials or some of these things fall out of place.

But if you have the same cataclysmic events, you still have the bridge because you are that bridge. It doesn't take you off track.

That's the difference. **It's both knowing what your calling is, knowing what you want to make absurd in 10 years, and having that merge with your very identity such that you're fueled to continue to go.** We have to do in our businesses things we don't like to do. Things that are scary to us. Things that are unknown, that are unsafe.

You have to have comfort with that and the only way I've seen to have comfort with that if it's something bigger than you and you're merged with it. Otherwise we give up too easily.

(KD) You have to choose the thing that you want to change, but then you have to surrender to who you are and the way that you'll change it. You can't change it in a way that's out of alignment with who you actually are.

For us, as an example, one of the things that Bryan and I are up to – Bryan is my business partner. We want to make it absurd that the ROI on a college education is now decades and decades and there's more college debt than there is credit card debt in this country.

We want to make that absurd. We want to teach people entrepreneurship and educate them in a hyper relevant, hyper interactive environment where the ROI is literally days or weeks instead of decades and people are not going into debt.

We want to make that absurd and create an education for entrepreneurs that is designed for what they're up to, what's relevant to them, taught by people that know and are in it instead of the academic.

We don't want people to learn in a passive environment where they're spooning in knowledge straight into their heads. We want them to learn in an active environment where they're literally working on their businesses and learning by surrounding themselves in a community that can help them and contribute to them.

That's our calling. That's what we want to make absurd. This idea of how education happens and specifically how entrepreneurial education happens.

That's an example of what I mean by a calling. **It expands your creativity in how you do it because it's not just about the product anymore.**

If your product isn't doing it or your service, depending on if you're a product or service business, it's about your calling and you might think, 'Oh, if this product isn't doing it, maybe I ought to try something else.'

(KD) Another product.

Another product or a service or start collaborating with someone else. Your creativity is unbound if you know that it's about the calling and not about is your product any good.

That's what I think about what you choose to do.

(KD) The merging of your identity with it or the merging of who you are with it, can you give me a few more examples of how people are doing that well as you see it.

I think of Peter Thiel's example. We were hearing him speak at another event. Let me tell you who Peter Thiel is.

Peter Thiel is a fairly famous, especially here where I live in the Silicon Valley area. He's a famous investor. He founded and invested in PayPal and was one of the famous investors in Facebook and has created a whole foundation around it.

He's famous for building and investing in companies that completely change the way that we do something. The way PayPal is and the way Facebook is. Those two companies have changed how we interact, how commerce happens, how we connect to our friends.

It's even changing the way we market. Facebook ads and all of that are starting to really gain popularity with Google AdWords and other ways of doing it.

These are companies that have really changed the face of our world and he's famous for knowing what those companies are.

What he said was, "If you want to have a Facebook style company or a PayPal style company, instead of an app that has maybe a couple of hundred people downloading it, you want to create a company around something that you think is true that everyone else thinks is false. Or something you think is false that everyone else thinks is true.

Those big ideas. It's the absurd ideas. What's normal today that you want to make absurd. When you can have something that's foundationally around that kind of thing, then you'll be successful. Then you'll really be changing the world in a positive way making huge impact.

Rather than another me too about something that is obvious that people already know what they need to know and you're not creating anything new in the world.

To me impact is about having that thing you want to make absurd. Having something that you know is false that everyone else thinks is true or vice versa.

Maybe it's in branding. Maybe there's a counterintuitive concept, Kristen, that you want people to know about branding. It's something that they think is the way it works and you want them to realize that it's going to be absurd that people think of branding that way.

In 10 years you want to make a big difference in what that looks like. That might be an example.

(KD) When I think of the personality part, there are a lot of people with a calling and many people with the same calling, but the thing that I'm really taking away from this is you have to merge your identity with your calling.

While there are a lot of business coaches out there, the way, for example, Marie Forleo does business coaching is she has merged it with her identity around loving to be on camera, loving hip-hop, loving dance, and really infusing pop culture into her work.

Absolutely. That's totally it.

(KD) The other example if have is Richard Branson. Just having read a little bit of the story. He loves the high life. He loves good living. He loves pop culture as well. When you think of Virgin Airlines – for those of you who have flown Virgin, you know that their branding is very slick.

It's very young. Being on one of their planes is like being on something out of Star Trek. It has that feel to it. When you're with their product, when you're with Marie's video or at one of her events, when you're on a Virgin plane, you feel like you're with that person.

Exactly and when you do it that way, it's natural. You've got the energy to keep going. I'll even go a step farther. I talk about, with my entrepreneurs, the idea of shrink wrapping your commitments.

It's a funny phrase. It's a funny way of saying shrink wrap your business around what you'll actually do rather than what you think you should do and that as a means of success.

For instance, Bryan and I were having trouble getting videos out for our virtual course. We have a virtual course where there are just videos that we were going to release every other week.

We were finding that whole process so difficult. It was taking us forever and we kept putting it off and going down and scripting our videos. It was taking days and days and days and then cutting them and editing them.

It was just a mess. We realized that we could shrink wrap our commitments around what we love to do, what's actually natural for us. What was natural for us would just be to have a coaching call with someone and then use them and our interaction with them to literally create the resource for us.

Because we found that when we were in front of another person, it brought out our brilliance. Then we could create a video from something that we naturally do. We'll do coaching calls or coaching meetings with people all day long.

All of a sudden it went from pulling teeth, because it just wasn't natural for us to be sitting in a studio creating a script without an audience, to something simple. We can have a phone call and hit record and make a video out of it and make some slides afterward and there we are.

This is the concept of shrink wrapping around who you really are. Merging your identity such that you're not always pushing yourself uphill.

That's part of it. It's not even just your personality. It's also looking at what you'll actually do and aligning your business around that.

(KD) I love that. That's exactly what we're doing in this program. So aligned.

That's the what. That's how to choose what. I'd encourage everyone to write down that question. What do you want to make absurd in 10 years that's normal today? See if it aligns with what you're already doing and how you might talk about it.

How you might take a step to make whatever business you're running one step closer to whatever that calling is. If it's not already a bulls-eye, what are one or two things you can take to get your business to feel more like your calling?

I guarantee you'll be more inspired. I would take some time to write out your answer to that question.

Who You Choose to Impact: Play A High Stakes Game

(KD) Excellent. Lovely homework assignment. That's perfect. Then there's who you choose to do it with.

Here's a really important one. In order to have impact, who you play with is important. What we've noticed in people that are really successful is they play a high stakes game. They're playing with people that have the most at stake given their product or service.

Taking a look at who it is you serve and looking not just at whom you're serving now, but who literally would have the most at stake to have whatever problem that you're helping solve solved.

I'll often make the joke of the best business to be in would be saving the lives of billionaires.

Billionaires who have the most to save because their life is at risk and that's a silly example, yet what I'm trying to do is illustrate the point.

Let me give you a few examples and then make a distinction.

In our entrepreneurs program, we had someone who had a business and he was called the knee pain guru. He was selling \$47 products to help people end knee pain. These were people that were debilitated with knee pain.

He was able to help people avoid knee surgeries, like \$10,000, \$20,000, \$30,000 knee surgeries through some simple methods and he was selling a \$47 product to people.

When he came to us, he was a little burnt out because he had a huge list, but he couldn't seem to really make enough money to get by. You might say, "No wonder. How many \$47 products do you have to sell and how big does your list have to be in order to be sustainable?" The answer is pretty huge.

That's not a very high stakes or winnable game. Who do you think has the most at stake if they've got knee pain?

In the case of someone who's a knee pain guru, who comes to mind to you, Kristen, who would have a lot at stake if they had knee pain?

(KD) Athletes for sure.

Absolutely. That's a great one.

(KD) Anyone who needs to use their body in any other way to earn a living. Anyone who's got the rest of their life ahead of them, but has suddenly lost mobility in their knees.

Those are all great answers. Let me give you one more really good one, which is insurance companies. Insurance companies are paying \$10,000, \$20,000, \$30,000 for knee surgery. He has something that can have them avoid knee surgery for a few hundred dollars.

We had him go into the insurance companies to start to have them go out to all of their clientele and support his program. Anyone getting a knee surgery or thinking about that can go to him first.

They stand to save cumulatively probably hundreds of millions of dollars when you take all of the knee surgeries that they're paying out year-to-year.

It's that kind of thinking. Either he wants to align himself with some athletes or dancers and/or perhaps both. Align himself with insurance companies that have a lot to gain by avoiding a knee surgery and getting rid of knee pain.

He might even go to the coaches, but it's that kind of thinking that we want you all to have. How can you align yourself with the people that have the most at stake?

We had another example. We had a woman whose service was getting women right with their sexual power and having them be really powerful in the world. This is a relevant topic.

She was doing this and we asked her the question, "Who has the most at stake for having their sexual power really integrated into who they are?" We, of course, came up with actresses.

She has now started working with several very famous actresses, specifically the ones that want to be leading ladies, but aren't yet. Supporting actresses that really want bigger roles.

They would stand to gain from really having their sexual power aligned. She's now doing really, really well approaching that market. All it takes is to not have fear in approaching people that have a lot at stake.

For those of you that might be thinking, 'Gosh. Well, people in my industry that have the most at stake, maybe I don't have enough credibility or maybe I won't be able to help them or maybe I'd be scared that they'd want a refund.'

My experience is that people that have more at stake are way easier to help.

(KD) Tell me what you mean by that.

I can't even tell you.

(KD) It's almost counterintuitive.

It's almost counterintuitive and you probably won't trust me until you try it yourself, but let me see if any of this sounds familiar.

I've been in a room with people. I had one room where everyone was struggling. Nobody had had any success in business and they were trying, for the first time, to be an entrepreneur. To try to get their business going and were very early stage.

I've been in a room trying to help them versus being in a room trying to help people that already had some success and were wanting to really multiply their success and scale their businesses.

What happened in the room of people that had always been struggling, and this was their first time trying to get a business off the ground, is the amount of centrifugal force holding them where they were was so high that it was really difficult for me to get them to take any step. Let alone the big ideas. Let alone integrating some of the big stuff that I wanted them to do.

Really, really hard to get them moving and they tended to take for granted a lot of the really brilliant and amazing concepts, ideas, mindsets, strategies that they were learning. That other companies, when we're in corporate settings, they're paying us hundreds of thousands of dollars for the same information.

When they get the information, they're like, "Oh my God. That's incredible. That's brilliant." They put it into action immediately and end up making millions of dollars with it.

My experience is the people with more at stake, because they have more at stake, are willing to do near anything that you say. The pain point for them in not doing it is huge.

(KD) Because there's loss involved.

Right and it's both. Both the pain point of what could happen if they don't solve this issue and the pleasure point of what is the upside if they got this thing solved. It could be money. It could be true love. It could be their body being healthy because they're diseased.

Whether it's health or sex or money, these are three of the big ones. If you can help solve any of the big issues in those areas with someone who has a lot at stake.

Imagine if you had someone who was about to die because of their health. They would do everything you said versus someone who's mostly OK. They've got a few extra pounds. Feel the difference in helping one versus the other.

It's actually easier. It's not about just the credibility. It's about knowing that you can guide them towards it.

Play the game with people that have the most at stake. That may seem obvious, but let me tell you the not obvious part.

(KD) Go for it.

The not obvious part is that **timing is everything**. Stakes often have to do with timing, not just on what you're doing.

Here's a fun example. I bet many of you have flown in airplanes. We brought up Virgin a minute ago. Maybe some of you are even frequent flyers where you've been on planes a lot.

If you've been on planes a lot or more than at least a couple of times, you've heard the safety briefing. Maybe, if you've flown a lot, you've heard it hundreds or even thousands of times in your life.

I bet even some of you might even be able to repeat parts of it, if you were sitting here.

(KD) Now?

Right. I know you're a flyer, so you've been on a flight and you know the safety briefing. You've heard it hundreds of times.

Given that you've already heard it several times, how much of your attention are you putting on that safety briefing when you're on a plane? Is it high? Is it medium? Is it low? You tell me.

(KD) It's pretty low.

It's pretty low. Practically none. Often everybody is still talking and they're rummaging around or they just staring off listening, but barely taking it in.

(KD) If you're like me, you put the headphones back in. It's horrible.

That safety briefing for you is very low impact at that time.

(KD) Exactly.

The person's talking and most of us are basically ignoring him. But let's say once you're in the air, the pilot comes on and says, "This plane is going to crash. We're going to have to do a crash landing. In preparation for that crash landing, the flight attendant is going to review the safety briefing."

In that scenario, even if you've heard it a hundred times, then what level of attention are you giving the flight attendant?

(KD) 100 percent undivided.

Undivided because the timing of that right then is very high stakes. Your life is literally in the balance and maybe there's something that you hadn't really paid attention to. How does that life vest work? Where is this exit? Let me find it.

You're going to be paying a lot of attention. Timing is everything with impact.

If you told a billionaire – I said saving billionaires – that you wanted to save his life when he's sitting around sipping Mai Tais on this private island, you're not going to have his attention.

But if you tell a billionaire you can save his life when he's got some disease that's about to kill him, then he will pay attention.

Timing is part of the high stakes game. You need to know who has the most at stake and when it's most relevant. When it's literally the biggest issue in their mind. You'll have huge impact on that person if you can find out those points in order to interface.

(KD) My instinct on that is to ask people other than yourself, "Who do you think has the most at stake when it comes to the service that I'm offering?" In particular if you've been in some way in your business stuck or not making the money that you want. Not being sustainable.

Really taking a look outside of the frame of reference that you currently have and borrow somebody else's frame around who has the most at stake. Would you say that that's a good idea?

I think that's a good idea. I want everyone to write that down. Who has the most at stake? First try to answer it yourself and then start having conversations with people to see what creative thinking you left out.

(KD) I would have never thought of insurance people. That would not have crossed my mind.

Right, but now that you hear it, you're like, "Oh, of course."

(KD) Of course. Duh. Totally.

Get some more creative thinking on it and just imagine everyone in the chain of events that interfaces with the person around the issue you have.

For knee pain, who is he interacting with? He's interacting with his wife. He's interacting with whatever sport he's taking part in. If he's going to get the surgery, he's got to interact with the insurance company. He's got to interact with doctors and hospitals.

Look at the life history of the person and the product or service that you're providing and who else is interfacing with them around that. That will help expand your thinking. Write down who's got the most at stake.

I'll often have people write down the top 10 most influential people that would have the biggest impact on their businesses today. Write them down. Big names, small names, people you know, people you don't know. Write down 10 of those names and see if you can get yourself to reach out and connect with those 10 and see what happens.

That way you really are having impact. You are playing a high stakes game. You're connected with the people that are going to make a big impact, that have the bigger lists, that know the people you need to know.

If you're an author, for instance, and you have a book, an idea you want to spread. It used to be that you wanted to know Oprah because Oprah has this book club and there are huge parts of the population that read Oprah's book recommendations.

That might be someone you would include on your list, if you were an author. There might be several people between you and Oprah that might be easier for you to have access to that you might also list.

Then it's the idea that you actually begin the process of reaching out or you talk to the people in your current network and let them know, "I'm looking to get connected to people like this, X, Y, Z. People that promote authors that have a big audience."

We are all so well connected that you probably already either know the people you need to know or you know someone that does that would help you. Having an impact and reaching out to those people that have a lot at stake. Reaching out to those people that are connectors in our lives.

I'd write down 10 of these names and see how many of these 10 you can actually reach out to and connect with.

(KD) You're speaking specifically about 10 people for whom what you're selling is high stakes and 10 people in your world they just happen to be connectors. It could be either/or.

Either/or and there'll probably be overlap. If they're connectors in your industry, they might have a lot at stake because the people that they have in their list would really benefit from what you've got, if you think about it from that standpoint.

They could be categories of people. They could be actual names or categorical people. People in this business who are in this position and then it's up to you to find those people. That's who.

How you Choose to Impact?

Let's end with how. Here I'm going to get a little more esoteric. The first two were real solid business strategies. This is what Bryan and I have observed as we've coached Fortune 100 C suite executives who've been some of the most exciting in the Silicon Valley.

This is what we've observed in companies that have grown from startup to billions. Those two first points are the things that they get, but now I want to move into the inner game. Internally, how you do it within your being as you're in front of a person.

Aligning your parts

It starts with alignment. If you think of your power or your influence as alignment – in other words, we are all a conflagration of parts. We have parts of us that are young, petulant children.

We have parts of us that are wise. We have parts of us that are calm. We have parts that are bitchy. We have parts of us that are all sorts of different ways.

We've got the sexy, fun parts. We've got the really serious parts. We're a conflagration of an incredible vast array of parts inside of us.

Power is about having all of those parts aligned in one direction, which is in the direction of the way that you want to influence the person in front of you or the people in front of you, if you're in front of groups.

I want to talk a little bit more about that alignment because as you have your parts aligned, it's like these vectors are additive. **If you have one part of you that's going in one direction and another part that's going in the opposite direction, people can feel that conflict that's going on inside of you.**

You come off less powerful. You come off less influential when you have all of these vectors of parts in different directions.

(KD) Can you give an illustration of what that would mean if somebody had vectors going in different directions?

Yeah, exactly. It's like the person who's talking about their product or service. They want you to buy it, but they don't really believe it's very good. Or they're not sure they can really help you.

What you're hearing, you're hearing their words saying, "You should really buy my product. It's really great," but what you're feeling intuitively is somehow in you you're like, "I don't know if I believe they can really help me."

You may not even assign it to them. You may not even know that it's their conflict that you're feeling, but it is. That's what it looks like.

If you don't believe about your product or service that **every qualified person should have what you have to offer**, then you're not fully aligned around what you do. That's a really important mindset what I just said. You should believe that every qualified person – qualified meaning they're a match.

You're not going to sell a two-piece bikini to a guy. He's not a match unless he's a transvestite, but he's probably not a match. You're not going to sell tanning lotion to an Eskimo.

If they're a match, if they're a qualified person, you should believe about your product or service that every qualified person should have it. That's an example of being aligned.

You can feel that in a person and you can feel it when someone's trying to sell you, for instance, because you'll be starting to question their credibility. You'll start to question can they do it. You'll get questions like, "What's your experience and who have you worked with before? Do you have any success stories?"

All of these are indications that you're not fully congruent because they're not all the way with you. They do not believe your words and it's probably because you aren't. That's a piece of it.

Let me say a little bit more because I get walked up to a lot. People say, "God, Jennifer. You're so powerful. What is it?" I'll tell you it's two other pieces of alignment that I have going very deliberately.

One is my masculine and feminine. I am very right with and balanced around both my masculine and my feminine. I can speak through both of those at the same time.

People both get the feeling that I am strong. I am goal oriented. I'm results oriented. I'm going to help them get where they want to go. And they feel my feminine in my ability to listen to them, understand them, and get who they are and where they're coming from.

Aligning Your Masculine + Feminine: Integration of both Polarities

Those are masculine and feminine properties. I think you really need to have both. When someone is way too masculine or way too feminine, we distrust it. Someone who's all about the goal, all about the end result, but you feel like they don't care about you and they don't have compassion for you and can't even listen to you. It just doesn't feel good.

If they're all the way in the realm of feminine and you feel like they're listening to you. They're hearing you. You love them. You just want to climb in their lap because they just are being beautiful. You wonder at their ability to get shit done. We've all been in front of both types.

I think you really have to presence both of those in your work. You, of course, express them in a way that's you. **You don't have to be a man to have the masculine essence of goal setting and getting things done.**

You can express that in a feminine way with all of your creativity and all of your individual expression invoked. **You don't have to be feminine and give up your strength because there are strong models of femininity that are strongly and fiercely loving and compassionate.**

It's not about becoming something you're not. It's just about holding that both listening and compassion are important and arriving at the goal and getting your results.

I have a way of aligning parts and that, I think, helps me have impact on people.

Aligning your body, mind, and heart in every word

Then I have a last one, which is there's another alignment that I feel like is probably the biggest part in why people think that when I speak or present I'm powerful. That is the alignment of the body, heart, and mind when I speak.

Here's what that means. If you've heard the idea of the triune brain, the idea that we have a reptilian or lizard brain. This is our old or primitive brain that is instinctual. This is our flight/fight brain. This is our body.

All of our instincts in our body are driven by our reptilian brain. That is a very good symbol of body. Then on top an evolutionary process that happened, as mammals came and birds and higher order animals, is we got the limbic brain, which is the feeling brain.

This is the heart. This is the brain that is wrapped in emotions. This is the brain that is looking for love, safety, belonging, camaraderie, friendship, and tribe. This is the mammalian or limbic brain.

Evolving on top of that is the cortex, which is the conceptual brain. This didn't develop until higher order animals and like humans.

If you realize that you have those mechanisms going on in the brain and how you interpret the world, you have your body or your reptilian or lizard brain, you have your heart, which is your limbic or mammalian brain, and you've got your cortex, which is your mind ...your conceptual brain.

If you can speak with all three in alignment at once, where you're feeling it in your body literally all the way in. You'll see it in people that are gesticulating and you can see they're just in it. They're embodied in what they're saying.

Then you move up and you feel something. That feeling is part of what you're communicating and it's in your way of speaking. Then you speak your ideas with body, heart, and mind all at once. That way of interacting is so impactful.

What I notice, Kristen, is that **most people are walking heads...it's like heads on sticks. Or they're like walking hearts where it's just this big, messy, chaotic** amount of emotion splurging out, but there's no concept. There's no groundedness in the body.

When I see people that are powerful, they get this. **They understand that they have to feel it in their body. They have to have an emotion attached to what they're saying so that it's meaningful and then they have to be clear with the concepts that they're communicating such that they land.**

When you can speak with all three to another human, your reptilian brain, your body goes, "Oh. Got it. This person is in their body. This is safe."

The heart feels the emotion and goes, "Oh, yes. I want to feel that."

Then the mind can hear the concept and go, "Yes, it's clear." And you're speaking with all three and you'll have impact there. They'll naturally come into alignment if you listen.

(KD) It's almost like the televangelists. Part of why they're so compelling is because they're so embodied with everything they believe.

Yes. I encourage you to learn how to speak from a place that's embodied. Don't just spout facts without feeling what the ramifications of those facts are and have it come through your body and what you're saying such that it's integrated.

I find that most people only do this when they're triggered, funny enough.

(KD) What do you mean by triggered?

If you watch someone who's really triggered – like you're in a fight with someone and you've lost it. You're angry. You're about to throw things across the room and you're screaming and blaming them at the top of your lungs about everything they've ever done wrong.

If you've ever been on the other side of someone who's totally triggered, it's powerful. You want to get out of the way it's so powerful. It's scary actually when people are triggered and they're doing this.

Their body is in it. Their heart is in it. Their conceptual mind is working at giving all the stories of how and why it's bad and wrong and why they're bad and wrong and all of that is online.

You can use this, also, when you're not triggered, when you have a beautiful message. When you really want to impact someone and leave them better than you found them. You pull all of them online when they see all of you online.

Then they open their heart to you. They open their body to you and they open their mind to you because they are feeling messages coming from all three at once.

Think about the things in your life that have been most impactful. Didn't they have all of those things running? The things that you remember.

(KD) Absolutely.

There's an emotion attached. There was a beautiful thing that you were witnessing. Your body was feeling things and you might have been thinking things. Those are the things you remember your whole life. They impact you forever.

If you can learn how to have your interactions have that quality, aligning all your parts in one direction, believing everything you say, and then embodying everything you say, then your ability to influence is going to be incredibly high.

(KD) You know what's interesting? I have this concept around being with people that when people get together – this is also going to sound esoteric – but on the energetic level, if you believe that chakras exist, there's a way when we get around other humans, energetic cords leave my body and see if they can plug in over there with you.

The more of my energy that can plug in over there with you and the more of your energy that can plug in over here with me, the more you and I will be able to have influence. [53:11-54:04 audio cuts out]. And not having all of me online.

If I was the type of person that was a walking head or a walking heart and was [54:32 inaudible] out to it until I heard you say this, that parts of me were offline. How would I go about finding out if there was some part of me that needed to get more online and in alignment? How would I find out?

Then how would I make the changes if I needed to pull more body online or more heart online or more mind online? How would I start to make those changes?

I think the first answer is a real simple one and I think it begins with listening. If you have this model in your mind reminding yourself of having body, heart, and mind, is listening. Listening to them.

You're talking and if you can have in the background, 'What does my heart have to say about this? How does my body want to be through this? What does my mind think about this?' If you can continually listen and then ask, "What's my head thinking? What's my heart feeling? What's my body feeling? What's my body doing?" Let them each speak to you.

It's a matter of having more listening. For many I would say to pause more often when you speak. I could use more of this. When I sit and pause in between answering things and thinking about things, when people ask me questions.

Sometimes I do this in a split second, but I pause and I literally go through the steps of feeling my body, feeling my heart, and feeling my mind and then speaking from there. Once I'm there, then I imagine I want to create an experience in the person in front of me.

I ask myself, "What experience do I want them to have with all these words that I'm saying?" Thoughts will come to mind. 'Oh, I want them to be inspired. I want them to feel like they can. I want them to have faith in themselves.'

We don't always ask. Sometimes we just want to give mind concepts, but what if you asked yourself what you wanted them to feel. If you're noticing that your concepts and your feelings are in line, imagine how would my body be oriented to have them feel that the most easily?

If it's inspiration and energy, then I'd be energetic with my body, my mind, my tone, and my gestures. If it's calm and peaceful, I would slow down. I would speak softly. I would pause. That's my body engaging, if I want you to be calmer, but I would have had to ask the question of myself. What experience do I want to create in another human as I'm saying what I'm saying or as I'm interacting the way I'm interacting?

I think it's both listening to each of the three and asking yourself about what experience you want them to be left with.

(KD) I just want to layout the underlying assumptions are in that.

1) What you're feeling? Is it you're self-conscious or anxious or really excited or really depressed? What you're feeling doesn't matter so much.

You can take your attention off of yourself for about five minutes and just put it on the other person and what you want them to feel.

Yes. That is the cure, by the way. That was brilliant, Kristen. That's the cure for when you're sitting there going, "I don't know what to do. I don't know what to say." If that's the self talk that's going on and the feelings that are going on, it's a clue. My focus is on me.

If you're in that negative loop – I suck. I don't know. **All you have to do is put your focus out there on them and that will change.** It's a little magic formula. That was so smart. Absolutely.

Then think about what do I want them to feel? What do I want them to think? How do I want their body to be and how can I arrange myself so they're having that experience? It's impactful. That's how I do it.

(KD) The second assumption that I heard in there is that – it goes without saying – but I think we frequently forget this. I as an individual have the power to impact another human being ad infinitum under any circumstance so long as I choose to do so period. I think we forget that.

So many times I talk to entrepreneurs who are at the seven-figure level, at the six-figure level, not even at six-figures yet and there are certain circumstances I hear themselves [1:00:00 inaudible] themselves into a box around as a result of forgetting that you can impact another human being at any time provided you have chosen that you want to do so.

You're never powerless. Never. Always a matter of do you choose to impact at this time or not.

And power doesn't always look the way people think. **Power is more about alignment than bravado.** People put a picture of power and they think, 'Oh, then I have to be loud and energetic. I have to talk a lot.'

I don't know what the image is people have of being powerful, but if you've ever sat in front of the Dalai Lama or a monk or Ama, the woman that hugs. They are really powerful beings and it doesn't look the classic kind of western culture way.

It's all about their aligned body, heart, and mind. They're aligned in their parts and they're communicating with their body, heart, and mind exactly what experience they want you to be having and they're having it themselves.

That's what power is. That you're having it. You're embodying it there and you're transmitting it to them through you.

(KD) Love that. Jennifer, this has been such a huge gift. Thank you. Thank you so much.

It was my pleasure. I had a ball.

(KD) I'm glad to hear it. Do you have anything you want to just say in closing or anything you want to add as you're thinking over the information that you've shared so far?

No. Anything else will take me on more tangents because there's so much to say even still about impact. This is just a beginning structure that I think will send people in the right direction. If you look at both what you choose to do, make sure it's both your calling and that your identity is merged with it.

If you look at who you're doing it with and make sure that you're playing a high stakes game, that people have the most to gain and the most to lose at the time that they have the most to gain and the most to lose, you're going to have a big impact.

Finally, how you do it. How you have impact. When you have them in front of you. Align yourself. Align your parts. Align your masculine and your feminine. Align your body, your heart, and your mind. Align your thinking, your feeling, and your body and speak from their as you embody it.

I think if you're doing those things, you're going to be a very powerful and impactful human. I look forward to seeing how that ripples out and affects people and see if they feel more capable.

It's exciting. I think it's one of the best reasons to be on the planet is to leave everybody better than you found them. It's a mantra of mine, so I'm happy to spread that idea.

Thank you for having me, Kristen. This was fun. Anytime.

(KD) You're welcome. My pleasure. Jennifer, how can people find you if they want to learn more about you? What is your Twitter handle and your Facebook fan page?

I have a website, so we'll start with that. If you want to hear about my musings, as I blog, and you want access to some free resources, I'm going to be posting some of my other talks online and access to free events and some of our programs.

If you're curious about me or want any part of that, you can go to JenniferSRussell.com. You can also find me at MindMoneyMeaning.com. That's the year-long entrepreneurs program. That's specific to that program, if you want to hear about that.

(KD) Great. Thank you again, Jennifer. It's been a pleasure to have you here.

Thank you.