

Freedom of Being Yourself

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About the Host

"Mary Lou Kayser is the Founder and CAO (Chief Adventure Officer) of The Kingfisher Experience, teaching timeless leadership and communication principles with a touch of imagination, contrariness and fun. • She is a popular workshop facilitator, coach and host of the PYP Podcast, as well as the author of several interesting books including Personal Branding Secrets for Beginners. • Mary Lou has been a white water rafting guide in Alaska, a high school and college English teacher, a website developer, a ghostwriter and a mom. • She has traveled extensively throughout the United States and abroad, enjoying many exciting adventures including climbing the Great Wall of China, cycle touring both islands of New Zealand and body surfing on Manly Beach in Australia. She enjoys tailgating before Oregon Ducks football games and loves whichever NFL team where Marcus Mariota is the quarterback. Mary Lou believes that with daily practice and some discipline, everyone has the capacity to authentically lead and express themselves in a way that brings them and everyone around them greater happiness and joy."



John Fairclough on Freedom of Being Yourself

John Fairclough: There is great freedom in being yourself. I believe that a lot of people have been made to feel irrelevant or not knowing that they matter. I grew up that way. When I was young we were so poor. Nobody cared about what I had to say. My siblings and I, we had dirty clothes. We probably smelled. We didn't have Christmas. We didn't even have electricity. We didn't have anything. If you think about the way that society views them or... pity isn't fun to receive. There wasn't a whole lot of respect there, but I think that in today's world that things are a little bit different. That we're more... it's more visible that people matter differently. Each individual matters.

Announcer: *This is the Play Your Position Podcast where we huddle up, call the plays, and inspire you to run your ball into the end zone. Are you ready to score more game winning touchdowns in your life, business and career? Then listen up because it's game time, baby. Now, here's your host, Mary Lou Kayser.*

Mary Lou Kayser: *Alright, alright Team PYP. Mary Lou Kayser here. It is game day and today's starting quarterback is chomping at the bit. He is ready to get out on that field and share with us some awesome insights from his perspective about how we can all show up, play our positions better and win at this game called life. His name is John Fairclough. John, are you ready for kickoff?*

John Fairclough: *Let's do it.*

Mary Lou Kayser: *Let's do it.*

Alright, so team, here's some things that I know about John. John Fairclough founded The Resicom Group to help retailers optimize the way they improve and maintain their store environment. Under his leadership, the company has evolved from a local construction company into an international provider of facility maintenance and construction services. Naturally curious, John spends his time developing better questions to find the uncommon sense of a situation. By improving his questions, he's been able to create better answers to the challenge of developing people, evolving their processes and protecting the value delivered. John's specialties include listening without prejudice, activating ideas, and mentoring without bias. He is on a mission to help businesses protect their brands at all touch points throughout their physical facilities.

John, as I was saying in the pre-chat, I'm really excited to talk to you because, number one, I have never had a chance to have a conversation with someone like yourself. And two, I think you have some really cool insights about the way business is getting done today. So, officially welcome to the show.

John Fairclough: Thank you.

Mary Lou Kayser: *Alright, so as today's quarterback, starting quarterback, John, you are suited up, you are out there on life's great playing field with a unique viewpoint. Would you please describe for listeners what it's like to be you and play your current position?*

John Fairclough: Oh, well, I think it's really cool to be me. I got a great sense of humor.

Mary Lou Kayser: *Great answer.*

John Fairclough: Good looking. No, I really love... I love life. I love that the things that I get to work on, the challenges I get to see, and as I've gotten older and more experienced, a lot of really cool insights have come to me around... really around people and around valuing them. Then, also, with knowing that better days are ahead, so whatever struggles or challenges that I'm facing that maybe I don't want to go through, that something good's on the other side of it. That kind of hopefulness really helps me see good in people



John Fairclough on Freedom of Being Yourself

and really put my best foot forward. I'm really enjoying this stage in my life. I've been through a lot and I'm really liking where I'm at.

Mary Lou Kayser: *Yeah. Tell us a little bit more about your story? You say you've been through a lot. Can you take us down to that ground level, and, in a snapshot, give us a sense of where you've come from to where you are now? Because, that's what people love to hear is that, that overcoming the challenges story.*

John Fairclough: Okay. I've got them personally. I've got them in business. I guess my life one is, I lived in a car and I went to a lot of schools, over 20 different schools. Never really had any sense of roots and friends and you just think about that stability. That got converted into some great resilience, I think. Overcoming that was really a matter of embracing who I am and where I came from and just seeing the good in it, where I think a lot of people try to forget that it happened. I was able to get through that and it ended up becoming the real blessing that I needed in my life to be successful in my relationships, in business, in dealing with the difficulties that come my way in life. If I didn't have those challenges to overcome I don't know how well prepared I would have been.

I think the biggest turnarounds in my career came, obviously, when there's difficult times, 2008/9 was a real rough time for construction. It was really tough for real estate, banking, retail, and that's what my life was around. I've got some great stories and things around overcoming that kind of adversity as well. I'm willing to share whatever you'd like to hear about.

Mary Lou Kayser: *Yeah. We're going to get into some specific stories. I just like getting that... having you give us that broader snapshot of a little bit about your journey. Just really quick, how old were you when construction found you or you found construction? Because that's the industry you've been in your, basically, your entire career. As I understand it.*

John Fairclough: Well, I've been in ... I started working for one of my uncles. I was in my teens, still in high school, and working the summers and things like that. After that I went to school for a little bit. I couldn't afford to stay there so I came out, went to work for another uncle who had a painting and remodeling business. Worked for him for a short while and went on to work with another uncle who had a painting business that ... he gave me my shot and I seized it and a couple of years later we doubled his business and we were off to the races.

Mary Lou Kayser: *Wow. I'm going to skip ahead to my third question, usually in the sequence here, if that's okay? because you're talking about some pretty significant men in your life. Your uncles, who gave you a shot, as you said. I love that terminology. You look at your life now, John, and you've used the word success several times already today and I'm a firm believer that no one who has succeeded in life can do that without the help of a coach or a mentor. Could you talk about how you have personally benefited from being coached and mentored by someone or someones? And then, if there is a specific person and you want to name that person, feel free to give a shout out.*

John Fairclough: I'd like to share, my grandmother is a very important person to me. I asked her one time, "Who taught you how to be so good at cards?" Because she's a phenomenal card player. And she told me, "There's actually three people." And I said, "Well, who were they?" And she said, "Me, myself and I." That's the kind of family that I come from. Just to put that out there.

What I believe, and it comes, I think, to my family upbringing because I was raised by a group. I grew up very poor. My mom wasn't able to take care of my siblings and I, so we kind of bounced around between aunts, uncles and my grandmother. We learned to really appreciate other people and allow them to love on us and care about us.



John Fairclough on Freedom of Being Yourself

And so, when we're talking about people helping you up and helping you through things, I think a couple of things that are really important are, people generally don't help a selfish person. And they generally don't help a person that's... someone is missing humility. No one says hey let me go help that jerk, or let me go help that selfish guy, or let me go... People don't help them. If we look at it like it's a mountain, we definitely need people to pull us up.

The people that pulled me up really were... I had a couple of people that I really admired for maybe their success or for maybe having accomplished something that I wanted, or for the way that they treated me. I have a couple of uncles that were that for me on different elements that I was able to pull from them. And then other people that were in business that I really admired and maybe even borderline idolized, only to find their flaws later on and start to realize that they're people too and to be mindful and forgiving towards them.

I would say that the mentorship that I received from my uncles was one about owning my stuff. Whatever it is that I was going to do to make sure that I owned it and that I would see the results of my effort. There wasn't really a whole lot of handholding. There wasn't that nurturing and coaching, standing at my side. There was, go get it done, figure it out. But that was, I think, a testament to their confidence in me and their belief in me and my determination to see something through. I don't know what was their motivation. Maybe they didn't know what to do or they didn't know how to accompany me, but it gave me the right accompaniment, that's for sure.

Mary Lou Kayser: *I like that style, because we don't hear about it as much, necessarily, today with the advent of social media and the Internet, which we're going to talk about in a little bit. I'm glad that you... your story exemplifies that sometimes we will find people that we admire and look up to, like you did, and that's enough. We don't necessarily need them to be a super active force in our lives from a day to day standpoint, but more of just that, as you said, I knew they believed in me. That's critical. Just knowing that there's somebody who believes in you.*

I also love the fact that they didn't let you off the hook. They're like, hey, what happens to you in your life is a direct result of you and your decisions and choices. I think that's one of the greatest lessons. Not everybody learns that, ever. They get to the end of their life and they still are trying to make excuses and blame away all the problems. You clearly are not that kind of a person. You strike me as someone who's very self aware.

I'm sure John, that there are some challenges to the position that you're playing right now as a business owner, as somebody who's working with people directly and mentoring. What keeps you up at night right now?

John Fairclough: My kids.

Mary Lou Kayser: *Do tell?*

John Fairclough: If you mean it figuratively, like what gets me concerned and things.

Mary Lou Kayser: *Yes, yes. Metaphorically. What's keeping you up at night?*

John Fairclough: Yeah. Well, I'm thinking about the next phase where, I believe my company has been underperforming its potential for quite some time because of the success it's had. And so, urgency, visible urgency, really creates great discipline. Or it should anyway. At the end of the day it does because the people that don't make the changes end up getting changed in one way or another. That's the biggest thing for me is, I believe the company should finally start, I guess, achieving at its potential.



John Fairclough on Freedom of Being Yourself

We've had a long run of success. But, success compared to what? Compared to other companies? Yeah. We've grown faster than a lot of companies. We've had financial success. We received all kinds of awards and things like that. But if we look at success versus our potential, I think that's the part that leaves a hole and that part is discouraging to me, but then to others, when I bring it up, that are proud of our accomplishments, they'd say, how is this guy complaining about all the things that we've accomplished? I mean, look, we took a little local company and we've gone international. I mean, are you kidding me? How many people can do that? We've worked in eight countries. This isn't easy to do.

But for me it's like, I think my team is so smart. I think that our capacity, our resilience, our ability to not only figure out challenges but figure out how to make them work, how to satisfy the client, I think that our skills are off the charts. So coming in with mediocre profit results really comes down to poor management of resources. Or poor allocation of resources. So it's tough for me to give our team that glowing praise that maybe they deserve in terms of some of the accomplishment, but not at the end of the day.

I think that the blame rests on me for not assembling an accountability driven management structure where what we've done is we've taken the people that have outperformed and giving them more responsibilities, but we really haven't gotten them to want to report in. Because they love the company so much, they're so committed, and all of that, they enjoy that freedom and flexibility to make the call, and I think that that is awesome. Not being critical in any way other than saying, missing that accountability piece has stopped us from becoming the company that does 10,000 projects a month instead of 3,000 projects a month.

Mary Lou Kayser: *Yeah. You're describing a really common problem for companies of all sizes. It's just the number that changes. A company of your size maybe can handle... you see your ability to handle 10,000 projects a month versus three, which is a three time, three x or three and a half x almost increase. And that evolution of a leader, which you have gone through, John, you're still going it, right? You started by swinging a hammer, or carrying sheet rock, or roofing, or whatever you did when you were in your teens, to now you are in charge of a team of people who are doing those things for others.*

I'm sure that during this journey there's been a time when you found yourself playing out of position when you got up and looked around and said, I don't know what on earth I'm doing, you were metaphorically sacked, intercepted, you fumbled the ball, which caused you to lose the game. Could you tell us that specific story about what happened? And then how did you recover?

John Fairclough: I don't fumble. No, true statement. I hold on to the ball.

Mary Lou Kayser: *But you get sacked.*

John Fairclough: In our 20 years we've had one year that we lost money and in that year we took on hits where we lost... our two biggest accounts stopped spending money and they were 80% of our business. We lost 70% of our revenue, inside of two weeks, because of the crash. We withstood it. The following year we broke even. Then the following year we had our biggest profit year, ever.

Mary Lou Kayser: *What do you attribute that turn around too?*

John Fairclough: I think that the reason for this has to do... if we look at skill set, I think in that time I was allowed to be me. You talk about playing your position, I like the ball and I want to take the shot. I want to do what's required.



John Fairclough on Freedom of Being Yourself

In that time I think my team was more scared and they let me be me. We did all the... there's the traditional things, you let go of people, you cut costs, there's all of that, but really, we weren't going to cut our way out of that mess. We had to reinvent the company. We had to get rid of some of the habits. We had to really focus on what was delivering great value that would be investments that companies would make despite the recession. So we retooled, and I think a lot of that has to do with my capabilities as a wartime president. It identified pretty clearly that I don't enjoy being a peacetime president. The bigger the problem, the more I like to be involved. When things are running smoothly, I'm not the right guy for it. I'll mess with it. I need to be working on the things that are broken or they could be much better, rather than the things that are functioning fine.

Mary Lou Kayser: *Okay. Can you give us... can you paint a picture of a for instance kind of project that your company might do? Like, if we're driving around in our everyday life, where might your company be at work and doing what?*

John Fairclough: Well, I'm assuming that most of your viewers are customers and that they do shopping, so you'd find us in a mall.

Mary Lou Kayser: *Okay.*

John Fairclough: You'd find us in a mall, working day or night, trying to make the stores that you frequent look great and maintain that promise that they make to their customers. Our clients are the most recognizable brands in the world. Restaurants and retailers. If it's a mall in America we're in it.

Mary Lou Kayser: *Alright. So you're in charge of the physical space, making sure that physical space, the structure of a store, for example, is sound. Does your company work on display? Are you responsible for putting up shelving and like the... I'm thinking of like at the beauty counter or the perfume counter. I mean is that your company too? Are you more of the external, just the four walls and the roofing?*

John Fairclough: Okay. Let me say, we handle, anything that breaks in the store we fix. Then think of break, fix or repair and maintenance. Then think about the renovation, if you want to remodel a store, we do that.

Mary Lou Kayser: *Okay.*

John Fairclough: Then think about everything in between. If a retailer found a new way to interact with its customers, let's say they wanted to install a digital marketing window, instead of putting print displays in their window that they change out once a month or once a season, they wanted it to be a television screen that they can change from a computer in another state at all their locations at one time. We would install that digital window. If they wanted to redo their fitting rooms, across the fleet, we go in and do that. Whether it's a small renovation at a single location or if it's a rollout for all their locations, or it's something that breaks, we go in and fix it. Those are the three types of services.

Earlier, when you had asked me about fumbling, I meant it seriously about the fumbling because we don't let go of it. We might be going backwards, but we don't really get sacked. We've always been able to survive and get through it. But it has been really messy at times. There has been a lot of difficult things. I felt like I didn't really answer what you were trying to get to. I think you wanted to hear more about our biggest struggle and how we overcame it. The biggest struggle had to do with me not being me and not letting ... letting the handcuffed version of me play.

You hear my style, I'm pretty direct. It might sound like I'm arrogant, I'm not, I like to have fun and put stuff out there, honestly. I really think our team is great so I don't mind saying it, but I don't mean it arrogantly where I'm saying somebody else is bad or diminishing anybody else. It's just what I believe.



John Fairclough on Freedom of Being Yourself

Mary Lou Kayser: *Sure.*

John Fairclough: That's why I put together the team I did, because I believe in them.

Mary Lou Kayser: *Yes.*

John Fairclough: People have called me a bear to deal with, or something like that, because I do have a lot of stamina, especially in a battle, and that's been derogatory. I don't want someone to think of me as a bear, or I don't want someone to think bad of me or I don't want these things. Well those are all handcuffs that are preventing me from really being me. But you know what? God made me to be that guy that takes on the challenge. I take it on, head on. I'm ready to go, no problem. I'm not looking for a fight, but I'm certainly willing to have it. And when I'm me, like I am in those difficult situations, I'm able to make the best decisions. When someone wants to play hardball, they're finally playing my game.

Mary Lou Kayser: *Yes.*

John Fairclough: It's the passive aggressive that I'm not good at.

Mary Lou Kayser: *Yeah.*

John Fairclough: And so, our company is really starting to do much better because we're getting away from what we "want people to be," and just letting them be themselves. Let's make sure that we're bringing on people who are them being themselves is a great fit for us, not what they pretend to be or try to be or anything like that. You know what? Give me the challenges because, believe me, I'm going to put all my effort into them. I'm not going to back down. I'm not going to be afraid from it. That doesn't mean that the guy that doesn't want the problems is bad. The person I want to run the company on the day to day is ... I want them to be petrified of the problems so they do everything in their power so we don't face them. But when we do face some, send them my way and I'll take care of them. So, play your position. My position is, I'm the bear. Give me the ball, I'm going to get us through. Whatever it takes. But I need those other people to play their part and be risk averse, and be very easy to talk to, and be very slow to respond and things. Let everybody play their part. But mine is the one to never fumble, to never go down, and to keep fighting all the way.

Mary Lou Kayser: *And boy, do we need people like you in this world. I can't imagine how things would get done if we didn't have people like you, John. First of all, the self awareness that you have is so powerful. And team, if you're not picking up on what John is saying, and I think you are, because I know Team PYP, you guys are whip smart out there. You're out there playing your positions. But he just really emphasized the core of what this show is about is when we allow ourselves, when we finally let go, and not everybody has that battle, but I think a lot of us do because cultural conditioning and messaging and all that stuff is really powerful. I think it's easy to get sucked into thinking we're supposed to be one thing and we fight against that because it's not our natural gift. It's not our natural position to play. I'm grateful, John, that you're out there knowing who you are, that you're able to articulate to your team, listen guys, this is who I am, and hey, I don't mean to ruffle feathers, that is not my intention at all, I'm just going to be driving here and it's going to be intense for awhile, but you're going to be thankful. You're going to thank me when we're done. I really, really appreciate what you just shared.*

Announcer: *It's half time here at The Play Your Position Podcast, and we've got ourselves a great game. While you're up grabbing another snack and topping up your favorite beverage, make sure to subscribe to the show so you never miss another play. PYP is available on Apple Podcast, Spotify, and wherever great podcasts can be found. Now, let's get back to the game.*



John Fairclough on Freedom of Being Yourself

Mary Lou Kayser: *You were starting to get into my next question, which I love so much because it's so interesting to hear the different perspectives. You know as well as I, John, that the world has changed very quickly in the last few years. Could you talk about some specific changes or shifts that you believe have had the greatest impact on how all of us are playing our positions? And, what has specifically made a difference to you in this new high tech, internet, social media driven world we're in?*

John Fairclough: I guess, what's done in darkness shall find the light. There's so many things that have been ... I guess, sorry ...

Mary Lou Kayser: *It's a big question.*

John Fairclough: Yeah.

Mary Lou Kayser: *It's a big question.*

John Fairclough: And which way do you tackle it? There's so many elements to it. I think that the piece ... there is great freedom in being yourself. I believe that a lot of people have been made to feel irrelevant or not knowing that they matter. I grew up that way. When I was young we were so poor. Nobody cared about what I had to say. My siblings and I, we had dirty clothes. We probably smelled. We didn't have Christmas. We didn't even have electricity. We didn't have anything. If you think about the way that society views them or whatever, there's ... it's not like ... pity isn't fun to receive. It's not ... there wasn't a whole lot of respect there, but I think that in today's world that things are a little bit different. That we're more ... it's more visible that people matter differently. Each individual matters.

I think that in our company last year ... it was a year ago or 18 months ago, we were having a meeting about a team that was going to a trade show and there was a discussion around some people were trying to give the people exactly what to say. The group was a little bit nervous so I came in and I'm just like, hey listen, I don't want you to say anything like what they were just discussing. I want everybody to use their own words. Let's talk about the concepts that are out there, the service that we provide, but use your words and use your experience because, again, a person being comfortable in themselves performs great. The person that's trying to be someone they're not, or trying to say something that they don't own, or trying to do that, they're not nearly as effective.

My team, when they call on someone, or they're sending out an email, I remember reading them and saying, guys, it sounds like you don't want to have a conversation. You're like, I don't want to bother you. Sorry. Hey, if you have a chance. And my thing is, I got something important to say, I'm not gonna walk softly.

Mary Lou Kayser: *Yeah.*

John Fairclough: Like hey, let's talk Tuesday a 2:00. You know what I mean? I'm kind of like that.

So, back to unleashing me, but also unleashing other people. The reason why they're a little more timid around that response is because so much judgment is placed on somebody, like, why did you say that? Or, you shouldn't have done this. You shouldn't have done that. Man, just go be yourself and everything's going to be fine. Just go be yourself and if it doesn't work out, it doesn't work out.

If you're dating, do you want to portray yourself as something different than the person falls in love with someone that you're really not and then you're going to have to deal with the consequences of that. Or, in business, do you want to say that you're a company that you're not and then have your customer be disappointed.



John Fairclough on Freedom of Being Yourself

I think that people are realizing that the way that they are is okay. Not the bad parts of them. They got to work on that, but the non-bad stuff is good and let it shine.

Mary Lou Kayser: *Yeah.*

John Fairclough: Don't be afraid to be you. Go out there and do it. I think that's, even though social media, it moves information, it does all these different things, I think that the real value has been people finding a voice and finding comfort in being themselves.

Mary Lou Kayser: *What a great answer. Thank you for believing so deeply in the whole idea of just be yourself. It's, obviously, that's at the heart of this show and it's what I stand for. It's not easy for everybody. It takes a while, sometimes. And even you, yourself, John, said, there were times in your life where you allowed outside forces to handcuff you to something that you really weren't.*

When you look back at those times, you realize that's when your life wasn't as optimal and your business wasn't necessarily going as well as it could. And there's strength, the world needs more of us to show up and be ourselves because that's what we're here for, is to shine our own light. The world is made up of just so many different little lights. Having just lost George H.W. Bush, one of the ... what a great man. When you look at the life that he had, whether you are Republican or you're a Democrat, it doesn't matter, politics don't matter in the ... in my opinion, in the scope of a life.

I was just listening to an interview with one of his sons, Neil Bush, who didn't go into politics, who built a business, and now is in charge of that organization that was started from President Bushes belief in a thousand points of light. Each one of those, we each are a light shining our own gifts, and that's a beautiful thing.

I can tell that you're a very compassionate leader. Your people, I imagine, just think the world of you and are so happy to be working for your company because they know they've got a strong man at the helm. And ladies, this is not to diminish your roles out there. I know that a lot of you listening are in charge of your helm. It's really about knowing who you are and playing to your strengths.

John, talk about playing to your strengths. The fact that you don't let go of the football tells me you have scored a lot of touchdowns, so I'm putting you in the red zone. There are less than 30 seconds left on the clock. You are down by four points. It's third down and it's now or never. Tell us a story about a time when you ran the ball into the end zone for that game winning touchdown.

John Fairclough: This is great. I would say that it has to do when we changed our approach to sales. There was a lot of concern around what our messaging was going to be and how we were going to go about it. It had been led by operational minded folks and operational minded folks were putting things out there that were really kind of bland, that we're noncommittal, that really didn't ... they didn't say anything wrong, kind of thing. There's this bend to operational stuff that never gets a no from a customer. They never want to hear the word no. It was just ... it was a lot of words, but it didn't really have any push to get people to want to buy.

We had maybe 10 different people working on sales and none of them were really delivering on it so I took control of it. I started writing our messaging. I put my personality in it where I was very direct about what it was, what we're offering, and why we're doing what we're doing. We never had as many leads come in from just an email campaign, our hit rate was like 7% of the companies that we reached out to responded and got a dialogue going, which is an unheard of number.



John Fairclough on Freedom of Being Yourself

We've just been continuing with that. It was really where I didn't have the support of the team. They weren't behind it. They wanted to be vanilla. I'm like, I'm trying to speak to these people one to one where most marketing is one to 1,000. I wanted one to one or one to five kind of communications. I went out there, took a shot with a brand new hire, a brand new person that was on the team. This is the message, I want it sent because they had given credit to my messaging, had to do with my position sending the email. So I took a brand new person, gave them ... who had no name or anything in the industry, and they sent out the messages and we had smashing success.

Mary Lou Kayser: *Wow.*

John Fairclough: I was able to spike in at the end of that one.

Mary Lou Kayser: *I love it. Yeah. You were doing that dance that they're all doing now. I love the celebration is back.*

John Fairclough: I was doing the fake selfie.

Mary Lou Kayser: *Yeah.*

John Fairclough: Like where you look at the phone and you're taking a picture and someone wants to take it with you, but I was pressing right above the button so I wasn't really taking a picture.

Mary Lou Kayser: *I love it. I love it. That is a great story. Again, it speaks so highly of your willingness to just say, listen, this is how we're doing it here and you're going to be yourself and we're going for it. That's how stuff gets done. Seriously.*

John Fairclough: Yeah, for sure.

Mary Lou Kayser: *As we come to the end of our conversation, I have a couple more questions for you. This one has to do with giving Team PYP one to three key offensive strategies straight out of the John Fairclough Playbook that they could implement right away to move the chains of their lives, their careers, or their businesses forward. What can you share with us John?*

John Fairclough: See the good in your people. Top. Number one. See the good in them. People are coming in, they're committed to doing a good job. Everybody wants to do great. If you look at somebody through a critical lens, chances are they're going to disappoint you. You go out looking for a fight, chances are you're going to find one. If you're going out looking for the good, chances are you're going to find that too.

Back to my family. I used to tell my uncle, I said, I'm like a race horse, you beat me up and then you send me out there to win the race. He's punching me and says, you go out there and win now. It doesn't work like that. People need to be reminded sometimes of what they're fighting for, or encouraged, or whatever. When we take the time to see the good in them, we take the time to celebrate their successes and then we encourage them and we try to help them. There's a personal accompaniment that comes with it.

I would say, see the good in your people and value them. Not this corny HR stuff that's all over the place right now around people matter. People this and people that. No no, they have to really matter to you and it'll show in your behavior.

The three examples I give of that are, we'll take my eldest daughter, she's 15. What impact would it have on her if she thought I didn't see the good in her? What impact would it have on her if she thought I wasn't hopeful... if I didn't want her to get the missing good? What impact would it have on her if I wasn't hopeful for her? These are all destructive. But if I take the time to celebrate her, I take the time to



John Fairclough on Freedom of Being Yourself

teach her what she doesn't know, or find someone that does know, that reinforces that I care about her. Or, just to be there cheering her on while she's pursuing it, or if she falls down, to pick her up and keep her going. These are the things that produce that positive relationship with my daughter. That confidence for her to know that she's cared about and she can go out and succeed.

It's the same thing at work. If you don't believe that your manager sees the good in you, what are we talking about? And if the manager's not taking the time to teach you the things you don't know how to do or pointing to the right direction for you to get better, what kind of manager is that? And if they're not there to pick their people up or encourage them to be successful they've disqualified themselves as a manager. I would say, if you want to take away one thing, it's see the good in your people. If you want to take away two things, it would be, see the good in your people and personally accompany them, and if you can't personally accompany them, find a manager of them who can and you'll find great results.

Mary Lou Kayser: *Terrific advice. Really, really good reminders. It's so simple and that's usually where the best nuggets lie. There will be people, I'm sure, John, who are curious about you and would like to learn more about what you are doing and your company. What is the best way for Team PYP to connect with you?*

John Fairclough: The easiest way is John@JohnFairclough.com.

Mary Lou Kayser: *Awesome. And team, there will be a link to John's email, which he so generously just given you, and if you have questions of him about, I guess anything he talked about today. He's a successful business owner. He's been in construction for a good part of his life. He has some terrific wisdom. There may be some fantastic... that you may also be looking for someone like him and his business to help you with a project. You never know.*

Well, John, you have been a delight. I was excited to talk with you, as I said during our pre-chat. You did not disappoint me or Team PYP. I love your enthusiasm. I love how you're showing up in the world. And before we officially say goodbye, I always ask my guest, who is your team? Who or what are you watching on Saturday or Sunday?

John Fairclough: Go Bears.

Mary Lou Kayser: *Yes, go Bears indeed. Well, we are in the thick of it. Playoffs are coming. Again, we were talking before we hit record, you're a tried and true Bears fan and I wish you and all fellow Bear fans a great rest of your season and also a wonderful holiday season with you and your family, John. Thank you for showing up and really being a generous guest today on PYP. I appreciate you and wish you all the best moving forward.*

John Fairclough: Thank you Mary Lou. Same to you. It's been great. A lot of fun.

Mary Lou Kayser: *This podcast was produced by Daniel Rameros. Show notes for this episode can be found over at PYPpodcast.com. I'm Mary Lou Kayser. Thanks for listening.*

Announcer: *Got a great key offensive strategy you'd like to share. Write to us at coachatPYPpodcast.com, or, on Twitter use #PYP and let us know how you're running your ball into the end zone for those game winning touchdowns.*

