

## OSAT Podcast Ep1 Edit 2.mp3

**Gayle** [00:00:03] This is the O.S.A.T. Pathway podcast. Where three generations of one family discuss the one step at a time pathway to success and fulfillment. Joining us are recent college graduate, Danelle Davidian, Danelle's grandfather, real estate developer, Burl Gann. Burl's son, human resources manager Matt Gann. Burl's daughter, medical sales and training manager Lisa Leclair. Our first show along the pathway is called Mindset. We learn about the importance of creating a mindset. How mindsets set your day. And lifting yourself above the average or default mindset is important. How to identify what actions you need to take, and, ask yourself, Are you an expeditor, or a facilitator? We talk about getting the job done, "closing the gap". A problem solver looks for opportunities and solutions, not excuses. And lastly, the importance of tenacity and resilience. Let's get started with episode one on the O.S.A.T. Pathway.

**Danelle** [00:01:37] My name is Danelle, and last summer I had this idea of how to figure out how to live in this world as a young person because it's so different from how it used to be with what my parents have told me. And my family have been kind of struggling financially for a while and I just wanted to look at my options, what I can do, what I can control. And I just kind of thought about who I know, who in my family, people that I could reach out to instead of going online and paying \$1,000,000 for some type of program. And so I thought about, okay, I have this grandpa who is very successful and wealthy in his life, and I really would love to pick his brain and see how he got to where he is. And so I think I emailed him and he was really excited. He got back to me and he ended up incorporating his two other kids. And that was really cool because I hadn't spoke to them in a while. And so I got to see their perspective on the business world and how they became successful and where they are today. And it just really put it in this really big perspective, like, Wow, I do have a shot at this life. I can be successful. It's not going to be I don't know. I just I didn't have a lot of confidence going into what I wanted to do with my career. And now I have a lot more confidence knowing that I have a lot of support around me. I have people that I've seen be successful. I know it's possible. I've seen it done. And yeah, I think I just needed some, some wisdom and support into how to become successful in this world because there's so many different ways people can go about it. But I really liked the way that my grandpa was able to come up from nothing, you know, it wasn't like he had this family money or all of these things. He really came from the ground up and I really respected that. And so I think that's also why it was cool to get advice from him and not some millionaire that, you know, got all their money from their family. And it was not like it wasn't really.

**Burl** [00:03:28] I received an email from my granddaughter, Danelle. And it had taken me back a little bit. I had been asked the question before about how I became successful. And the first thing I had to do is that, you know, if I'm going to do this deal, I'm going to do it like I meant to. I want to give her the benefit. Yep. Give her the benefit of my experience for 60 years. As to how to function in this world. And since she was so enthusiastic about dealing with me. I said, Well, I'll put a program together to help her. And so what I did first is that, you know, I have to create a mindset that how I'm going to how am I going to do this if I'm going to do it all and and do it exactly the way I meant to do it. I sat down at the computer and I allowed it to flow. The first thing I had to do is come up with a some kind of title to give her some beginning. And I felt that it was a pathway that I wanted to create for her. And so I began to use that. But I was a little hesitant because it didn't fulfill the meaning of what I wanted to convey. I wanted my granddaughter to understand that being successful in itself is not the rewarding part of your life. It had to be fulfilling. So I changed the title of the podcast to A Pathway to Success and Fulfillment, because I realized that during my

travels and doing my experience that the fulfillment was more important than the success. It was hollow sometimes and very anti-climatic. But the emotional part of being successful carried the day. That's what I saw when I went into a project, that when I get through with this project, I want to feel good about it. And to do that, you've got to go all in and give it all your best and do the steps that I've outlined in the pathway to gain that attitude and to make this mindset correct in the beginning to start. And so in addition to creating a six step pathway, I felt it was really important that Danelle have a different perspective than mine. And that perspective had to be from a female. Because this was a young lady that was struggling to identify who she was and where she was going to go. And she's done everything right. She went to school for six years, graduated. And now she's sitting around wondering, Well, what do I do next? And a lot of people, my peers told me having the same situation, that once they get graduated, they really don't know what to do. And so in my scheduling of how the pathway was going to work was extremely important to me. And the items that I put forward are not necessarily in order of their importance. The mindset is critical because you have to have a beginning and then as you go along, the other items are very, very important, depending on who you are and what position you are in your life at this time. So to do to finish off the project, I contacted my daughter Lisa and asked for her help and support. In sharing her wisdom during her travels in her lifetime and success, which she is very successful. And would give us a female perspective of how she accomplished that. The other side of the equation was I needed a opinion from my son, who took a little different path than mine. His his path was more structured. Environment that was service related and other items that took on a different degree of psyche than my pathway, which was chaotic. I never knew what I was going to do when I got up the next morning. The first order of business when you start in any project that is related to creation of wealth or success, it's important and critical that you create a certain mindset. And that mindset has to be established. And the reason is that you have to have a focus on which direction to inform yourself as to what you want to accomplish. So what I've done in the pathway, I've created a couple of words that are, know, are kind of call to action. And first one of those would be an expediter. And there's a little story I want to add to that when I'll add it now. The reason that expediter is extremely important. I had an employee one time that was a young man and worked for me for a number of years, and finally he became a partner in the corporation. And he came to me and he says, you know, I would like to have a title. I'm thinking, wait a minute. He probably wants something like senior executive vice president. And so I looked at it and I says, yes, I'll give you a title, and it's expediter. And he looked at me and he says, "Oh," . I says, "That is what you do". You are an expediter for me to get things done. And that's all you are. Now, if you want me to carry out a title for you, we can do that. But I want you to understand the mindset you need to have. Is that your expeditious in your efforts to get things done. And the other item that I wanted to make sure that Danelle understood was the term facilitator. Now, facilitator is a little different than expediter. The facilitator is helps people long to do to get the job done that needs to be done. They facilitate information, they facilitate a product. And that is those two words in themselves carry the term action. It brings a term you have to be doing something. Both of them expressly indicates that you have to be doing something. So the mindset is something that you have to carry around with you for a while and you should do this: don't get distracted. You should put the mindset on your mirror in the morning. So when you get up, the first thing you see is mindset. Because you have to think that way, because the way you've been thinking is you allow things to distract you and you don't fulfill that feeling and the way and you have to be after it on a daily basis to get it ingrained. So the mindset is at the beginning. There are no other issues that that go along with a mindset. But I think that is the critical, really critical beginning of the things that you need to do for enable you to be successful in your attempt to create wealth and success.

**Danelle** [00:11:57] So yeah, this step really inspired me because when I first started talking about it with Grandpa and I'm wanting to become a lawyer, and so he was telling me to visualize and do your research for becoming a lawyer. You start thinking like a lawyer would start putting yourself in their shoes and really come in familiar with that. And I thought that was really cool because I never thought like what I have control over and that is something I have control over. I can really try to prepare myself to understand what I need to do to get a job done, and that is what an expeditor is and getting things done and knowing who can do it if you can't. It's another thing too, that Grandpa really told me about him. So having a go to person, but also building relationships and being able to trust the person that you're going to if you don't know the answer yourself.

**Matt** [00:12:52] Yeah. So I think on both those those terms, expeditor and facilitator, it really boils down to what I refer to as "closing the gap". Whatever your customer, client, whatever environment you find yourself, there's a difference between where that organization is and where the organization or the individual wants to be. And your job is to get your client, your customer, your boss, your team from where they are to where they want to be. And that's the boils down to any job, doesn't matter what it is. If it's selling five widgets a week versus eight widgets a week, or if it's producing X revenue versus Y revenue, or if it's reducing a time on software production from three weeks to two and a half weeks, whatever, whatever the delta, the difference is as a facilitator, as an expeditor. You have to take the mindset of my my job is to 1, identify where we are and that might be asking the question, identify where we need to go, asking the question. And then the the real meat and potatoes is you, you close the gap between the two. And I think that differs so much than the default mindset in the world, which is I have a job. I show up. Someone tells me what to do. And if if the topic is how do I have success and fulfillment? That default mindset is not going to achieve the success in fulfillment because then you're just a just a cog in a wheel. You're a tool and you just bob around and wait for someone to tell you what to do. But the mindset, as you said, that to put it in the mirror, to say, my job is on a sticky note, my job is to close the gap so that where you are, what you ask, where is my customer, where whatever is happening and where do we want to get? And then, as Danelle mentioned, the tools and the people and the resources and the facilitation to make all that come together. And as we'll talk later in the Pathways, we talk about relationships and trust and bringing all those things to bear to to close to close that gap. Lisa, do you have thoughts on that?

**Lisa** [00:14:59] I love that, "close the gap", because that's been a large part of my career in sales and sales training. But when I think of mindset and being an expeditor or facilitator, what comes to mind for me is how can I be part of the solution? How can I step up and, you know, take on some of these things that nobody else is willing to do to get the job done and get the job done well? And it does go back to our natural state. Our default is to show up. My boss tells me what to do and I do it. But you want to you know, we're going to later on, we'll talk a little bit about separating ourself from the pack. What would it look like if you showed up to your your business meetings or a meeting with your client and you said, all right, what can I do to help? What can I do to move things forward today? What do you need from me? You're going to separate yourself real quick from the pack. If you take that mindset of being part of the solution and looking for the opportunities where you can do that as a facilitator, as an expeditor, because frankly, a lot of people don't want to take on that role. They want they want to be told what to do. And so I would challenge all of us to look for those opportunities.

**Matt** [00:16:25] One word of advice I have for anyone entering, especially entering the workforce for the first time, even if it's a minimum wage job, doesn't matter what it is, but

this would apply to anybody. You can never go wrong with saying What job do you have here that nobody else wants to do? And then embracing that job 100% and doing it better than anyone ever expected you to do. You'd find yourself only doing the job for a few weeks before then moving on to something else, and it might be something no one wants to do. And then you'll do it so well, then move on to something else. And before you know it, you're getting the jobs everybody wants because you're willing to do the work. And that's a mindset. The default mindset is I don't want to do that job that looks like too much work. And I don't remember who said it. It might have been, I don't know, somebody famous that it wasn't me that many people pass up on opportunities because they come wrapped up in what looks like hard work. And that's true. And you walk in any environment, say, what do you need? What do you need to do to get from here to there? And what do you have that you can't get anyone else that wants to do? And it might be it might be a hard job, but if you can pull it off and you can do it, the organization, the boss, the client, whoever will recognize that and they won't keep you there because that's an attitude and a talent that they can't develop. You come with it and they'll move you on to something else. And if you prove yourself there before you got it, before you know it, you are you are the sales trainer, isn't that right? Listen, you're training people on the sales. You're not selling anymore.

**Lisa** [00:17:56] So this brings up a story I have to share with you. Early on in my career, I started out as a salesperson, and about a year into it, there was a comp plan change. And for any salespeople who are listening to this, you start to cringe because when they start messing with your money, you get a little you get a little uptight. Well, they made a comp plan change and they announced it in the Monday morning meeting. And this was back in the day where we came into the office every morning and had kickoff meetings and we're sitting around in my manager's office and it's my sales team. There's about eight or nine of us. And they he announced the comp plan change and it was, it was something that people were not excited about. They felt that, you know, all of a sudden you heard the comments or how could they do this? How are they going to expect us to do this? I can't do that. And all the excuses and I had a 9:00 meeting I had to get to. And so I'm listening to all of the minutia, all of the stuff that's getting in my my coworkers way of seeing the opportunity. And it just came so natural to me. I'm listening to this. I'm looking at the clock. You know, I got to beat traffic to get to my 9:00 and I don't want to be late. And so I have all this background noise going and my boss is trying to field the questions. And I said, okay, guys, I, I need to figure out a way that I can be successful regardless of what my comp plan says. So I don't really have a lot of time to sit here and talk about the excuses as to why I'm not going to be able to make my quota because the company changed my comp plan. I have a 9:00 meeting and I have to get to it. So I look at my boss and I said, Is there anything else we need to know outside of this topic before I leave? And he looks at me and he says, Nope. So I go about my way. I go to my appointment. I have a very successful day and this was back in the day. We had to come back to the office every day too. We didn't work out of our homes and I get back to the office and everyone's gone because it was late and my boss and his boss are sitting in their the big office, you know, the big boss office, and they call me in and they go, Lisa, we need to see you. And I immediately went, Oh, okay. When the boss and the boss's boss calls you in and nobody else is in the office, you're kind of like, okay, what is this going to look like? So I go in there and they and he said, You know, I have to tell you. What you said this morning in that meeting really got my attention. And I want to know if you're interested in management. And we feel that you possess a lot of what we need in leadership in this office. And I remember thinking at the time, I just had to get to my 9:00 appointment. I got bills to pay. You know, my motivation was I'll find a way to make it work regardless of how you're going to pay me, because that was my mindset of how I was going to get it done. So I think that's you know, that's always stood out in my mind and clearly something that I've always talked

about in every job interview I've ever had. When they asked me, you know, an example of where did you turn a challenge into, you know, how did you overcome this challenge? So it's a great story to tell, but it taught me a lot in that moment. It taught me a lot. And you will be tapped on the shoulder if you have that kind of mindset. And, you know, it goes back to one of dad's conversations he had with us when we were very young about life is not meant to be a struggle. And you know, as a child, when you hear that, you have no idea what that means, right? You're just you're having fun. But as an adult, you start to experience those struggles and you see everyone else struggle. And the mindset for me has always been it's not meant to be a struggle. So whether they change your comp plan or they move you into a different position or give you more responsibility or whatever it is, it's not meant to be a struggle. So how can you look at it in a way that it empowers you to move forward and be successful and fulfilled in whatever it is that you're doing?

**Burl** [00:22:13] I tried to get my employee. I only had one gentleman that worked for me for a number of years to understand that. You have to get a mindset to that does this for you. I'll tell him. I want you to go to the city and find out what the rules are. And once we have the rules, then the next step is how do you get it done? That's the mindset. Whatever it takes to get it done within the rules that are available to you, go out and assist the tools necessary to accomplish that. This that simple.

**Matt** [00:22:49] It is. And I think that goes back, you know, and I've listened to Lisa here, you know, closing the gap. You separate yourself from the pack because the remainder of how many people were on that call? 20? 30? 40? Don't know how many. They immediately went to a place of resistance to change and how it was going to impact them. And the complaining and the worrying and which is a natural state. It is a natural state. There's there's threats to their to their security, to their autonomy, to their sense of fairness, you name it. But to be able to say, okay, well, I have I'm I'm going to operate in this environment and accept it. And now I've got to figure out what to do to get there that, you know, you're closing the gap. The organization was here. They're moving there. What do I need to do to move myself along? And the organization noticed that and rewarded you for it. So yeah, it's a huge, it's a huge impact.

**Lisa** [00:23:47] It takes the same amount of energy to complain about something as it does to put it into action. So, and, and I would almost. The further I get in life, I, I start to think, you know, I think it takes more energy to complain than it does to put something into action, to move yourself forward and and get a positive result. So I only have a limited amount of time in my day. So I learned early on in my career, where am I going to focus my energy? That's going to get me the best result in my in my career and my personal life. And I've gravitated to it ever since.

**Matt** [00:24:27] I really like what Dad said about. Okay. Change is coming. Change has happened. And to marry his concept with yours, I can spend 15 hours complaining about it. And the change isn't going to go away. You know, it's not. It's occurred. It's outside of your sphere of control. It's happening. You can complain about it. You can you can question it, or you can go down to the city and say, what are the rules and how do I operate in that environment? And that is such a simple model. But I think in today's day and age, we everyone feels like they deserve a voice and they need to talk and to complain. And there is a time and a place for that level of engagement. But for the most part, with the decisions done and the changes coming, you just have to operate inside of it.

**Lisa** [00:25:09] So that brings up a funny thing for me. Many years in sales, I get a sales quota every at the beginning of every year and nearly every year. Certainly the last 11

years since I've been with the company I'm with now, my boss will send me my sales quota. It's several million dollars and it goes up considerably every year, depending on, you know, many different variables. Every year he sends me my quota, I respond with, thank you, it's going to be a great year. And that's my response. Inside, I'm looking at that number that's astronomical, and I'm thinking to myself, Oh, my goodness, it's so much bigger than last year, or how am I going to do it this year? And but my response has always been, thank you. I'm excited. It's going to be a great year. And I see the responses from other people. It's like, Oh my gosh, how can you expect me to do this? That's 30% more than last year. And I don't know. And it's like, wow, it would never crossed my mind to go to my boss and say, Oh, I don't know if I can do this because that's not an option. Failure is not an option. I am going to figure out a way to make this work. And, you know, I don't hit my number every single year over the last 30, but a majority of the time I can get there because of my mindset.

**Burl [00:26:40]** One of the things I'd like to add to the mindset would be something that I learned from my mother. When I when I was young. Very young. She set in the example for me that carried me up until today. And there are two things my father gave me the same type of mindset that I got from my mother. But a state, like you say, it stayed with you forever. And it is tenacity. She taught me tenacity. Stay with it. Don't leave it. Get it done. Stay there. And she taught me to do that. And it's very fulfilling. It's the fulfillment of completing the job and being satisfied by the effort that you put forth. Then my father gave me the work ethic that I have. What he did the job my mother used to describe it as. I'd ask her, Where's Dad? He's out in the backyard, killing snakes. That's the way that's the way he went after any job that he did was like he meant to do it.

**Danelle [00:28:03]** So I have a little short story that kind of goes along with the mindset. And so last year I decided I wanted to take on law school. That was going to be my passion. And I had this whole plan to study for a certain amount of months and apply. And in that process, my mom ended up passing away. And so it was about a month before I was supposed to take the LSAT. And I kind of sat there and I was like, Oh, there's no way I can take it. You know, I got to grieve, I got to process my life. And then I kind of realized, like, I have to take it. Like, no one's taking it for me. You either wait or I rise to the occasion and I do it. Life's going to keep moving on. So I started realizing I needed to have this mindset that regardless of what is going on in my life, I have to keep going. I cannot stop. Life is going to keep going regardless. And so I ended up taking the side and then I realized, okay, you know, I'm moving forward. You know, this is hard, but I got to do it again. The score I got was not even close to enough. I think I took it blind with the score I got, and so I ended up trying to take it again and I was able to apply. And it was just one of those things where regardless if I end up getting in or not, I was able to really realize my strength and go, Wow, I have to have this mindset like for the rest of my life moving forward, whatever happens, I have to follow my dreams. I have to do what I want to do because there's going to be so many things in my life that are going to stop me from doing what I want to do if I let it. If I look at it and go, Oh, that's a roadblock, you know, I can move past that or I can go, Oh, that's a that's a thorn in the road. I can't move past it. It's like, No, you can always keep moving forward if you just look at it a different way. Don't look at it as a big problem, look at it as a small problem, divided into little things. But I think that all started with this process. I was able to get a lot of insight and wisdom from this family at a time when I really needed it and I was able to use it and go, Wow, you know, my life is completely different. From the moment my mom had passed, I had to really go, okay, this is a new mindset. I really need to switch this mindset to be able to move forward, and that helped me tremendously. I don't know how I would have kept moving forward this law school thing if I didn't have that mindset.

**Lisa** [00:30:08] Yeah, being tenacious and resilient, I have to say, are two components to my mindset that has carried me through, you know, many, many, many challenges personally and professionally. And I really want to encourage people to embrace that and understand that life will not always be fair and understand that, you know, the well is within you, regardless of what's going on around you, regardless of the changes, if you can understand that you need to look for the opportunity to get past this and to figure out a way to empower yourself to move forward and to get whatever that result is that you're looking for. You have it within you to do that. And I think human nature, we want to, again, look at some excuses as to all these roadblocks that are in the way, but with a mindset of, I can do this. A quick story of kind of what cultivated that mindset after college is at my college graduation. I don't know if I ever told Dad this story, but at my college graduation. He gave me a congratulations card at the graduation and. And what you said was congratulations. I'm very proud of you. The rest is up to you. And you know, I just remember looking at listening, hearing that. And after the pomp and circumstance and you have some time to reflect, I'm like, Oh, my gosh. The rest is up to me. I got to make this happen. I have to figure out a way to build a life. You know, and I think that's where you are. And I think this is why we're here around this table is you hit that reality of how am I going to, how am I going to figure this out? And. And for me, I was just kind of, you know, thrown into it. And I had to figure it out. And I did. Real quick, you know, it's amazing how motivated you are when you need to eat. You know, you figure it out real quick. There's there's no mystery to it. And that's where my resilience, I think, came. It's like when I'm sitting in that, you know, a sales meeting and there's a change in the plan or whatever it is, my mindset is survival. I need to figure out a way to make it work. And so I do that. And I. And I. And I do it often.

**Matt** [00:32:37] And I think that a good mindset, all the mindsets, the resiliency. I'm a big fan of the growth mindset, which Danelle and I have spoke about previously, versus a fixed mindset which is which is effectively in simple terms, maybe I can't achieve it today because I don't have the skills or the knowledge or the ability, but I can grow and I can get it done. And that goes back to tenacity. And I always think I was my second quote in the same episode. But Thomas Edison, I didn't fail. I found 10,000 ways that I don't design a light bulb. And it's true. And after 6055, he could have said, you know, there's no such thing as electric light. I can't get it done. But he just kept going and he had that tenacity. He had that growth mindset, and he tried different things and different elements. And all of that is not a common theme, in the workplace or in life. Many people have a fixed mindset and they reach that, as you said, the thorn in the road. And they say, Well, I can't get past that. There's a barrier here. And if we're going to couch this whole conversation into success and fulfillment, I think the mindset is instrumental because without it you're not you're just you're you're going to be where you may be stuck and you're not going to reach the goals and achieve it in the fulfillment that you want to achieve. And it is about mindset.

**Lisa** [00:34:00] Mm hmm. One of the things that comes up for me, because I hear this a lot from my daughters friends in their early twenties. And, you know, they'll work at a job for a month or two and they don't really like their boss. You know, there's some challenges and they want to get a new job. And my you know, I'm not afraid to have the conversation with them. Listen, you're just going to have times in your life where you don't really like your boss. It's a part of being an adult. And some of us are truly I've been truly blessed because a majority of my bosses have been incredible people, which is why I've stayed as long as I have for the companies that I work for. But you got to figure out a way to make that work. It's like, you know, your roommates are'n't going to be perfect. I mean, we could we could do a podcast on roommates, we really could, but you got to figure out a way to

make that work for the time that you're there and to, you know, get get through it and do it in a positive way, you know? And so I think that's where a lot of people get stuck is it's not perfect. And that's where being resilient and tenacious and understanding that it's not going to be perfect. And I got to figure out a way to make this deal work for the next year or two or three or whatever it looks like to get the experience, I need to take me to my next step.

**Matt** [00:35:27] You know, and not to jump ahead, but we are going to talk about relationships. And that is a relationship. The boss subordinate is a relationship. And if you can learn to manage that, you have to know your deal breakers. You have to know what's not worth coming to work for. And it should be threshold should be pretty high. But if you can manage that, then you can navigate your life fairly well. And then on the flip side, if you're if your default is to I, I don't like my boss. I'm I leave the organization and I go somewhere else where I like my boss. What happens when you're the boss? If you can't manage your relationship upward, there is no hope ever under any circumstances that you can manage your relationship downward.

**Lisa** [00:36:14] Right.

**Matt** [00:36:15] You just can't. You will never. You will not. You will not progress through any organization or through any clientele. If you cannot manage that relation again, understand deal breakers. There's hostile working environments and there's really. But that's the exception, not the rule.

**Lisa** [00:36:29] Right.

**Matt** [00:36:30] Just I don't like the way that he looks at me. You know, he doesn't tell me good morning or she doesn't, you know, doesn't appreciate the work that I did then manage that relationship. We'll talk more about relationships later. But that is a mindset. Like, how do I solve this? How do I get there?

**Lisa** [00:36:44] You got to be resilient.

**Gayle** [00:36:49] Thank you for joining us for this episode of the O.S.A.T. Pathway. Thank you to our podcast guests Danelle Davidian, Burl Gann, Matt Gann and Lisa Leclaire. I'm Gayle Force, producer of this podcast. Executive producer is Matt Gann. Editing by Josh Collins. Audio Engineer is Sorin Richenberg. Additional Support by James Davis. If you like the show, please leave us a rating or a review. If you'd like to contact us or for a transcript of this show, go to [osatpathway.com](https://osatpathway.com). That's [osatpathway.com](https://osatpathway.com).