



**ENERGIZE**  
**ENGAGE**  
**MOBILIZE**

# Leader-Language™

How To **Choose Your Words** To  
**Get The Results You Want**

*(without sounding pushy, passive or pompous)*

By Julie Chance

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## Leader-Language™ Gets Results...

*"Thank you! I benefited GREATLY from your Leader Language ebook. It rocked my world. Every day for the past week I've reviewed the language I chose:*

**"I want to**

- *make those follow-up calls*
- *Complete my to-dos*

**because** *I really want to close some business!*

**"I want to**

- *make those follow-up calls*
- *Complete my to-dos*

**because** *I really want to make my goal this month!*

*To make it easy, it's a daily reminder on my phone. With it, I GLADLY scheduled more business 1-on-1s this week. Not my usual two or three 1-on-1s, but seven! Plus two networking events. I closed a deal this week; a big one. With your help, I've accelerated my close rate significantly. Will I use it next week? YES! And every day going forward. THANKS a Million!"*

Dorothy Kuhn  
Power My Dreams  
[www.PowerMyDreams.com](http://www.PowerMyDreams.com)

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*"It's amazing how just changing a word or two can make our communication so much more powerful and effective. Just raising the consciousness of these words and phrases reminds us to take an extra second or two when we prepare to say something and make it even better."*

*Debbie Mrazek*  
*The Sales Company*  
*Author The Field Guide to Sales*  
[www.TheFieldGuideToSales.com](http://www.TheFieldGuideToSales.com)

*"No longer will my day be hijacked by rude drivers, an inconsiderate colleague or a prospect that says no. Thanks to **Leader-Language™** I now have an easy solution for preventing the actions of others from dictating the kind of day I have. When I feel my emotions taking over because of how I perceive someone else's actions I simply ask this simple question, 'What else could be true?' and I immediately feel a shift back to center. I am once again in control of my emotions and of my day! I am also using this simple technique to help my teenagers deal with not being selected for a modeling job or acting role. It really allows me (and them) to see things from a different and more resourceful perspective."*

Laurie Cole  
Independent Sales Director  
Mary Kay  
[www.MaryKay.com/LaurieCole](http://www.MaryKay.com/LaurieCole)

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*"After reading through the engaging information presented in Julie Chance's ebook **Leader-Language™**, I was drawn to try one of her exercises immediately. I was excited at the prospect of communicating more effectively with my team and I wanted to experience some results right away. I chose to eliminate 'BUT' from my daily conversations – both with others and in my own head – and after just a short time, I can tell you that I felt a profound shift. Suddenly all things were possible! There were no 'buts' standing in my way! Every conversation took on a more positive tone and I even noticed that my team stopped 'butting' too!*

*From implementing just one small technique, I can absolutely see a difference in my own attitude and that of my team. I can't wait to try more! And I'm grateful for Julie's clear, concise directives on how I can improve my language and impact my life, my attitude, and my team in such a positive way."*

Rebecca Liston  
[www.RebeccaListon.com](http://www.RebeccaListon.com)

## Introduction

To achieve the results you want in business and in life, you must be able to influence both yourself and others. You influence others by what you believe, how you act, and what you say. You also influence yourself through your beliefs, actions and words. This e-book looks specifically at how your language may be helping or hindering you on your path to realizing your goals – especially those big goals. It is chalk full of tips and exercises that you can use to engage, energize and mobilize yourself and others to improve your results.

Leveraging your language requires you look at (or more accurately listen to) how you communicate with yourself and with others. Specifically you must pay attention to the words you use and your sentence structure. But you don't have to be a grammarian to make powerful changes and get breakthrough results.

## Do Words Really Matter?

The important role of language or the specific words we use is often overlooked or downplayed in communication. Part of the reason for this is the frequently misquoted communications model developed by Professor Albert Mehrabian. Here is the overly-simplistic, common interpretation:

- 7% of meaning is in the words that are spoken.
- 38% of meaning is in voice (the way that the words are said).
- 55% of meaning is in facial expression.

According to Mehrabian himself, he did not intend the statistic to be used or applied freely to all communications and meaning. This formula applies only to the communication of feelings and attitudes and more specifically it applies when the words, voice and facial expression are not consistent. When words, voice and facial expression are not congruent, more emphasis or greater trust is placed in voice and facial features. If you would like to further research this topic you can visit Mehrabian's website at [www.kaaj.com/psych](http://www.kaaj.com/psych).

You influence others by what you believe, how you act, and what you say.

The important role of language or the specific words we use is often overlooked or downplayed in communication

Contrary to the misquoted message often used to assign a value to the words we use – words hold a powerful position in communication. The words we use and the questions we ask ourselves and others create a focus and set a direction. Language drives attention and energy flows to where attention goes.

## To Ask Or Tell

Questions are often a more powerful form of communication than statements for several reasons. First, for someone to respond to a question their brain must engage. Second, we are more likely to believe what we hear ourselves say than what we hear someone else say. Third, when you ask questions it gives you information and helps you understand the situation more fully rather than immediately making assumptions and jumping to conclusions. Finally, asking questions opens up possibilities.

When I do sales coaching or training I emphasize the importance of asking questions and I try to model the behavior. Recently I was working with a young man who was having difficulty with the concept of asking questions during a sales call. Finally, after about an hour or so, I saw his face brighten and with a flash of understanding he said, “You have been modeling what you want me to do – you are moving me through your agenda by asking me questions.” If I had been telling instead of asking he would not have experienced that flash of insight.

Asking questions – especially asking questions to effectively elicit information – is a skill far too many people in all walks of life lack. Do you want to be a more effective manager, a more effective employee, a better friend, a better parent and a better spouse? **Ask more and listen longer.**

## Why Not Ask Why?

If you have heard me speak about creating a compelling Vision, you have heard me say focus on the “what” and “why”. And that is true as it relates to a compelling Vision. However, in virtually every other situation you need to eliminate the word “why” from your vocabulary. “Why?” you may ask. Because it is a word that arouses a defensive posture when speaking to others and very

Do you want to be a more effective manager, a more effective employee, a better friend, a better parent and a better spouse? Ask more questions and do more listening.

*“You have been modeling what you want me to do – you are moving me through your agenda by asking me questions.”*

Coaching Client

frequently places you in a victim position when you start a question to yourself with “why”.

When you begin a question to someone else with “why” it generally goes like this. “Why did you...” Here is what the other person hears – regardless of your tone of voice or what comes next. “Why **in the world** did you say, do, or think that?” They believe you are being judgmental whether that was your intention or not.

Here are some alternative ways to ask the question:

- “Will you help me understand your thought process regarding...?”
- “Help me understand what was going on that led you to take those actions.”

When talking to ourselves (it’s OK we all do it) and we start a question with “why” here is how it generally goes:

- “Why does this always happen to me?” or
- “Why did they do that to me?”

Both of these questions tend to put you in a less than resourceful state of mind. Your responses are much more likely to move you forward if you ask yourself questions like:

- “How can I keep this from happening in the future?” or
- “What was my role in the situation?”

Please note, “how come” *is not* an acceptable substitute for “why”.

## **But...**

Another word you may want to eliminate or at least significantly reduce the use of is “but”. But why? When you use the word “but” it does one of two things. It discounts everything you said before it or it puts you in conflict with yourself.

When you start a question with “Why” the listener believes you are being judgmental whether that was your intention or not.

Read the following two sentences to yourself or out loud if doing so won't create a stir.

- "You did a great job on that presentation but you could add impact by..."
- "You did a great job on that presentation and you could add impact by..."

or

- "You have a point but I can see Jim's point."
- "You have a point and I can see Jim's point."

What feelings do these sentences evoke? Generally "but" is restrictive while "and" is expansive.

Here is another example, have you ever said, "I want...but..."

- I want a promotion but I don't want to sacrifice time with my family.
- I want a relationship but I don't want to give up my independence.

Now try this.

- "I want a promotion and I want to continue to have time with my family."
- "I want a relationship and I want to maintain my independence."

Next time you catch yourself saying "I want...but..." try replacing "but" with "and" and see what happens.

I used to say, "I want my own business but I don't want to work as hard as I know I'll have to if I'm going to be successful." I changed it to, "I want my own business and I want to design it in a way that I can work about half time and reach my income goals." It wasn't until I changed my language that I actually took action toward starting my business.

*"I chose to eliminate 'but' from my daily conversations – both with others and in my own head – and after just a short time, I can tell you that I felt a profound shift. Suddenly all things were possible! There were no "buts" standing in my way."*

Rebecca Liston

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## Yes And ...

A couple of years ago I took an Improv Comedy class. I thought it might be fun and I could learn some things that would be helpful to my speaking. I learned quite a bit actually. First I learned that Improv Comedy is not my calling. It's important to know what you're not good at. I also learned a key principle of Improv that has proven to be quite helpful in my consulting and coaching. It is the Principle of Agreement also known as "Yes And".

"Yes And" is one of the first concepts that Improv players learn. Here's how it works. Anytime a player says something during a scene, the player that responds next builds on what was just said. The second player says (either out loud or in their head), "yes and..." building on what the first player said.

For example, if the first player said, "What a lovely place for a picnic." the second player might say, "Yes and I bet I can catch a frog for our lunch in that beautiful pond."

For the second player to respond with something like, "No, I think this would be an awful place for a picnic." or "A picnic, why would we want to have a picnic?" would be what's called a "scene killer". It is like throwing cold water on the first player's idea.

After taking the Improv class I became aware of how frequently I was throwing cold water on the ideas of my team, colleagues and clients. I now intentionally use the "Yes And" principle when someone tells me their idea, looking at how to build on and improve the idea rather than poking holes in the idea and deflating the person in the process.

Try it next time one of your team members, a colleague, your child or your spouse tells you an idea.

*"After taking the Improv class I became aware of how frequently I was throwing cold water on the ideas of my team, colleagues and clients. I now intentionally use the "Yes And" principle when someone tells me their idea."*

## Even Better

Let's take this one step further. When you are giving feedback or making recommendations for improvement try using "even better" or "even more". For example,

- "You did a great job on that presentation and you could add even more impact by..."
- "We had a great meeting today and next week we can make it "even better" by..."

## This Or That?

Language can be used to create urgency or to move an issue to someone else's plate. Consider these two sentences.

- "This is a huge problem."
- "That is a huge problem."

What is the difference in the pictures and feelings these two sentences create? If you are like most people, "this" is my problem and "that" is someone else's problem. If you want to make a situation more urgent to you or to others use the word "this". If you want to move something to the back burner for now use the word "that".

## I Know I Should But...

Like "but" and "why", "should" is one of those words you will want to eliminate or significantly reduce the use of in your language.

In Neuro Linguistic Programming (NLP), "should" is one of the category of words called modal operators of necessity. The impact of these words is that they often create the perception of having limited or no choice.

When talking about ourselves, "should" is almost always followed by "but" as in, "I know I should make follow-up calls but I just can't seem to get motivated to do it." This carries a double whammy. Not only do you have the choice-limiting impact of the

When you are giving feedback or making a recommendation for improvement try using "even better" or "even more" and feel how empowering the feedback becomes.

To make a situation more urgent use "this". To move something to the back burner use "that".

word "should", you also have the negating factor of "but" discussed earlier.

As you have undoubtedly experienced, your employees, colleagues, boss, children and spouse generally do not respond favorably to being told by you that they "should" do something because they perceive it as impacting their free-will and limiting their choice. It too often leads to the posture on the other person's side of "Who are you to be telling me what I should or shouldn't do?"

Next time you find yourself saying, "I should..." change it to "I want to because...". Using this "fix" the example above would be:

- "I **want to** make those follow-up calls **because** I may close some business." Or
- "I **want to** make those follow-up calls **because** I really want to make my goal this month.

When you find yourself telling someone else what they "should" do try this instead:

- You'll **want to because**...

In practice it might look like this:

- You'll **want to** start coming to work on time **because** if you don't it will negatively impact your next performance review.

The effect of changing "should" to "want to because" is to give yourself or the person you are talking to a choice.

If you cannot rephrase a "should" statement to "I want to because..." or "You'll want to because..." and really believe it, then ask yourself this question:

"What would happen if I didn't?"

Let's say you have told yourself that you should vacuum your house every night and this belief is causing a great deal of stress in your life. Ask yourself:

*"Every day for the past week I've reviewed the language I chose: 'I want to...because...' and as a result I scheduled more appointments and closed more business!"*

Dorothy Kuhn  
Power My Dreams

The effect of changing "should to "want to... because" is to give yourself or the person you are talking to a choice.

- “What would happen if I didn’t vacuum the house tonight?” or
- “What would happen if I only vacuumed every other day or even once a week?”

The question, “What would happen if you did?” has the effect of opening up choice which generally leads to a more resourceful position.

Again, this question has the effect of opening up choice and when you have choice, you are almost always in a more resourceful position than if you perceive you have no choice.

## I Can’t...

Can’t or cannot means physically or mentally being incapable of doing something. There are some things (many things actually) that we are legitimately unable to do. For example, I can’t successfully (or legally) perform brain surgery. I can’t run a four minute mile.

The problem is, we too often use “can’t” when in reality what we mean is, “I won’t” or “I choose not to”. When we use “can’t” in these situations, like “should”, it has the impact of limiting our choices and we begin to feel trapped. We feel like we have no control.

For example, when someone says, “I can’t quit this job” what they really mean is, “I choose not to quit this job because I don’t like what I perceive to be the consequences of doing so.”

Rephrasing “I can’t” to “I choose not to because...” opens up choices and often makes a situation we thought was unbearable much more acceptable. We realize we do have choices and we find the consequences of the other choices much less appealing than the choice we have made.

Using the words “should” and “can’t” has the impact of limiting our choices and we begin to feel trapped.

## It’s Only A Label

Language is how we label our experiences. We experience something and then put words to it. Our experiences have no meaning until we label them using language. Our feelings also have no meaning until we put a label on them. Several years ago I was on vacation with my family. We went snow tubing – an activity where you go hurling down the side of a snow-packed

We can change the meaning of an experience by changing the way we label it.

hill sitting on an inner tube. Everyone – including my Dad who was in his 70s and my niece who was not yet 5 was having a great time – everyone but me that is. I found the experience to be terrifying.

I decided to try relabeling that feeling in my stomach that arose as the tube started to slide down the hill. As I sat down in the tube and I began to feel that familiar feeling, instead of saying to myself, “I am terrified”, I tried saying “This is exhilarating”. And guess what? Much to my surprise, I actually started to feel exhilarated. It is a trick I use quite frequently now.

We can actually change the meaning of an experience by changing the way we label it. Last week I was on a flight from Dallas to Illinois. I was becoming quite irritated with the flight attendant. I felt he was being overly demanding and quite frankly a jerk the way he was “pestering” passengers to fasten their seatbelts and turn off their phones.

I have trained myself to ask a question when I find myself being judgmental and this is the question:

### **“What else could be true?”**

In this case, I came up with this: He was very focused on making sure he did his job really well and just overly conscientious.

Now both that he was a jerk and that he was overly conscientious were stories that I was making up – neither one had any factual basis. If I am making up stories about what is going on around me – and we all do that all of the time – I might as well make it a story that looks at the situation from a positive, resourceful perspective.

When I labeled the flight attendant as “conscientious” rather than a “jerk” I was able to interact with him with a much more pleasant demeanor and the flight was a much more pleasant experience.

*“When I sat down in the tube and began to feel that familiar feeling, instead of saying to myself, ‘I am terrified.’ I tried saying, ‘This is exhilarating’. And to my surprise, I actually started to feel exhilarated”*

*“When I feel my emotions taking over because of how I perceive someone else’s actions I simply ask this simple question, ‘What else could be true?’ and I immediately feel a shift back to center. I am once again in control of my emotions and my day.”*

Laurie Cole  
Independent Sale  
Director  
Mary Kay

## Find Your (re)Frame

I have found that when I am not feeling real resourceful, I often say to myself and others, "I am struggling with..." The word struggle brings up a lot of negative images and feelings for me and as long as I perceive that I am struggling I don't get real far.

I do however love a challenge and solving problems (preferably someone else's problems) is one of my favorite things to do. So, I have trained myself to reframe a struggle to a challenge or a problem I am solving. When I catch myself saying, "I am struggling with..." I rephrase it to,

"The challenge I am currently working on is..." or "The problem I am solving is..."

This simple reframe totally changes my perception of the issue and moves me from being stuck to being able to take the steps I need to take to move forward.

This reframe won't work for everyone and may not work for you. Many people perceive the word "challenge" in much the same way I perceive "struggle". The question is, "What are some of your greatest strengths? When are you at your best? What do most love?"

Then when you find yourself in a stuck or non-resourceful place reframe the situation to leverage your strengths and what you do best. Maybe you love a good competition and you can reframe the situation to be just that. Or maybe you love recognition and you can position the issue so solving it will give you the recognition you want.

To find your reframe requires really knowing yourself and your strengths as well as being able to recognize (or having someone who can help you recognize) when you are in a non-resourceful state and could benefit from a reframe.

*"This simple reframe totally changes my perception of the issue and moves me from being stuck to being able to take the steps I need to take to move forward."*

When you find yourself in a stuck or non-resourceful place, reframe the situation to leverage your strengths, what you value and what you do best.

## A Mirror Into Your Beliefs

Language can shed light on unconscious beliefs – beliefs that may be holding you back from realizing your vision and living your dreams. Consider the statement “When I committed to the goal I believed I could accomplish it.” At one time this client believed she could successfully accomplish the goal, but does she believe it now? When my client made this statement she was still six months away from the deadline she set for accomplishing the goal.

Beliefs are tricky and it is very difficult to recognize limiting beliefs in your own language. While it might seem obvious to you as you are reading this, when I questioned this client, she said she used the past tense because it was grammatically correct – the action of setting the goal happened in the past – which it did. However, using the past tense and not supporting it with a statement such as “and I still believe it today” indicated to me that it was an area we needed to explore.

Here’s another example, “When my boss yelled at me, she ruined my whole day.” Who does this person believe controls his feelings – himself or someone else?

Gaining insight into how your language might be mirroring your beliefs takes a high level of awareness and lots of practice. It will likely require the assistance of a friend or coach.

## Are You Playing For the Possibilities Or The Probabilities?

The 2007 National Champion LSU football team taught me the power of playing for the possibilities. It’s the day after Thanksgiving 2007 and I am sitting on the couch in despair. The then #1 ranked LSU Tigers had just lost – in triple overtime to the unranked Arkansas Razorbacks and blown their chance at a national championship – or so everyone believed, everyone except the Tigers and their Coach Les Miles. When it was announced later in the season that LSU would be going to the National Championship game, Miles was asked if the team always believed they had a chance to play in the Championship

Language can shed light on unconscious beliefs – beliefs that may be holding you back from realizing your Vision and living your dreams. But beliefs are tricky and it is often difficult to recognize limiting beliefs in your own language.

Game, even after the loss to Arkansas, Miles answered rather sheepishly that **they always knew there was a possibility.**

Think about a goal you have – a stretch goal. Now ask yourself this question:

- “Is it probable that I will achieve this goal?”

Then ask yourself:

- “Is it possible for me to achieve this goal?”

Pay attention to the pictures and feelings that come up as you ask yourself each of these questions.

For many people the first question results in a heavy constricted feeling with dark colors. The second question results in a sense of brightness and an expansive feeling. **Which question is most likely to result in pictures and feelings that will motivate you to take action** -- that will motivate you to play your very best game right down to the last second?

I propose that there is much greater power in playing for the possibilities than the probabilities. So when going for big goals, the question is not, “Is it probable, or likely, or feasible?” – or any other of a long list of probability based words. The question is, **“Is it possible?”**

## Do You Really Want To Know?

A colleague coined the terms “strong speakers” and “weak speakers” to differentiate between language that is positive and confident versus language that is negative or tentative. Are you and those around you strong speakers or weak speakers? Are you using strong or weak language? Strong speakers use language that is positive and empowering. They look at the possibilities. Weak speakers use language laced with negativity and tentativeness. Their speech consists heavily of complaints and criticism.

Do you really want to know what kind of speaker you are and the impact that your language is having on you and on those you

Think about a goal you have – a stretch goal. Now ask yourself this question, “Is it probable that I will achieve this goal?” Then ask yourself, “Is it possible for me to achieve this goal?” Pay attention to the pictures and feelings that come up as you ask yourself each of these questions.

communicate with? Record a conversation and summon the courage to listen to it. Don't record just any conversation – record a conversation about your dreams, your big goals or where you want to take your business or your career. To make it even more powerful, have a telephone conversation and only record your side of the conversation. Here are some things to listen for:

- Are you talking about what you want or don't want? Focus on what you want.
- Are you speaking specifically or using generalities? Be specific.
- Does your language include words like always, never, everyone, no one? Ask yourself if your statements containing these words are true.
- Are you using tentative language like try, maybe, and hope? Substitute stronger words like will, can, confident.
- Is the overall tone of your language positive or negative?
- Does your language indicate that you are in charge of your destiny or are you abdicating that responsibility?
- Did you frequently use words like must, have to, should, or can't? If so ask yourself what would happen if you did (or didn't)? What stops you?
- How many times did you say but or ask why? How often did you use the words "going to"?
- What else did you notice?

*"I took the challenge and recorded a conversation of me talking about the product I sell and summoned up the courage to listen to it. I was shocked. No wonder I wasn't selling more. I wasn't even convincing to myself. How could I expect anyone else to be convinced by what I was saying?"*

Coaching Client

## **It's Not About What You Are Going To Do...**

It's not about what you are going to do. It is about what you are doing. This hit home for me when I was having lunch with my friend Windell. I see Windell about once a year and as we chatted during this specific visit, I realized I was telling him about the new direction I was going to take my business – for the third time.

Think about a dream or big goal that you have. For demonstration purposes let's say it is to launch a new product or service this year. Say to yourself, "I am going to launch a new service this year." Now say, "I am launching a new service this year." Which is more powerful? Which one has the most urgency? Which one feels the most real?

Are you going to realize your dreams and accomplish your big goals this year? **Or are you realizing your dreams and accomplishing your big goals this year?** The choice is yours – and it can be as easy as changing your language!

## Getting Started

Here's a process to get you started with choosing your words so you can engage, energize and mobilize yourself and others.

1. **Listen** to your language and to the language of those around you. What are you saying? What are others saying?
2. **Analyze** what is working and what is not. Identify some of the pitfalls listed in this book that you are doing. Identify one and not more than two changes you want to make to your language.
3. **Notice** when you are using the words or language patterns you want to change.
4. **Get** help. Tell a trusted friend, colleague or coach about the changes you want to make and ask them to help you be aware of when you are using the words or language patterns you want to change.
5. Maintain **Unyielding** commitment to make the changes.
6. **Assess** the results you are getting.
7. **Give** yourself credit. Acknowledge the progress you have made.
8. **Engage** others in being more intentional with their words and language patterns. Once they experience the results you are getting your team, colleagues, boss and family will want to choose their words to engage, energize and mobilize.

Get started today – right now! Pick one change and start making it. You will be amazed at how quickly you begin experiencing results.

Are you going to realize your dreams and accomplish your big goals this year? Or are you realizing your dreams and accomplishing your big goals this year? The choice is yours – and it can be as easy as changing your language!

“It’s amazing how just changing a word or two can make our communication so much more powerful and effective.”

Debbie Mrazek  
Author

“The Field Guide to  
Sales”

## About Julie Chance...



In 2002, Julie Chance walked away from a lucrative corporate job and promising career in healthcare to pursue her Dream of starting her own business – where she could succeed or fail based on the decisions she made — while creating a lifestyle of flexibility and freedom. Despite numerous opportunities to return to corporate America, she has never looked back.

As the founder and president of Action-Strategies-By-Design, Julie works with owners of established businesses who are ready to stop managing and start leading so they can fully realize the potential of their business. Julie uses her gift of intuitive understanding, her strength of seeing the uniqueness in each individual, and her distinctive ability to view situations from strange yet enlightening angles to help her clients Map a Path to Breakthrough Business Results.

Julie brings to the table not only her expertise in strategic direction, marketing and operations, but also her acute understanding of human behavior and interaction. It is Julie's goal to assist businesses to improve communication, working relationships and processes at all levels of the organization in order to improve overall performance and bottom-line results.

Before starting her own business in 2002, Julie spent 17 years in the behavioral health field where she held a variety of corporate positions including regional director of marketing, director of operations and vice president of consulting.

Julie has a passion for learning and a knack for bringing her learning to life for others by creating elegant yet simple explanations for complex concepts. She has an MBA from the University of Texas at Austin and a bachelor's degree in marketing from Louisiana State University. Julie is a Neuro Linguistic Programming (NLP) Master Practitioner, a certified Executive Coach and a certified Business Coach.

Julie is a frequent speaker and has spoken to numerous groups including The Entrepreneur Expo, NAWBO, eWomenNetwork, Women of Visionary Influence, the American Society for Training and Development and the Small Business Development Center. Her articles have been published internationally and her *Leader-Language*™ newsletter is read by subscribers from around the world.

Julie also has a passion for giving back. She is the Immediate Past President of the Board of Directors for Our Friends Place, a Dallas not-for-profit helping girls and young women break the generational cycle of abuse, neglect and poverty.