



## **3 Steps to Starting a Movement In Your Industry That Tackles a Big Problem and Positions Your Firm as a Leader**

Steve Sanduski:

Hi everybody. Welcome to On Your Mark, Get Set, Grow. I'm your host, Steve Sanduski. And our guest today is Kerry Siggins. Kerry is the CEO of Stone Age Tools out of Durango, Colorado. And she's also a member of YPO and a client of CEO Coaching International. Kerry's company is one of the world's leading manufacturers of high-pressure water blast tools. But as she describes it, she says they make "squirt guns on steroids," so I think that's a great way to think about what her business is. And on today's show, Kerry and I talk about how you can lead your industry by starting a movement. And we had a really fascinating conversation about how she assembled global industry leaders, how she got the buy in of leading trade organizations, and how she launched the Global Industrial Cleaning Coalition.

And in our conversation, she gives us a step by step roadmap on how you can do it in your industry, how you can tie it into your company's goals, and how you can lead it while still keeping your day job as a busy executive. So be sure to listen to the end as well, as Kerry shares the most powerful takeaways she got from attending the most recent CEO Coaching International Summit. And that takeaway is something you can implement in your business right now. And with that, please enjoy our conversation with Kerry Siggins. Kerry, welcome to the show.

Kerry Siggins:

Thank you. I'm so glad to be here. Glad to be back.

Steve Sanduski:

Yeah. Well, you are a second timer here on the show, so that means you have a lot of great things to talk about. So we're great to have you back on the show again here for a second time. So this time we're going to talk-

Kerry Siggins: Oh, well, thank you so much.

Steve Sanduski: Yeah. So this time we're going to talk about something that I don't think we've ever talked about on the show, and that is how to start a movement in your industry. And I think this is going to be very interesting because you are the CEO of a very successful company, a fast growing company, but now you're in the process of trying to start a movement in your industry, so I think this is going to be fascinating. And we'll talk about: How does this apply to your business? Or how do you tie this into your company's business objectives? So we'll get into that. But why don't we just start with: What is a movement? How do you define starting a movement in your industry?

Kerry Siggins: Well, the way that I look at it is as an initiative that is addressing or solving a problem that affects your business, but the problem doesn't necessarily mean that your business is going to solve it. So it's a grassroots effort to affect broader change outside of just your own business, and usually with the intent of doing something good in the world, making an impact, improving something within your industry. So while it's important that it ties back to your business strategy, it's something bigger than yourself, bigger than your business.

Steve Sanduski: Well, I think that ties into what the Business Roundtable, released not long ago, they changed their definition of the purpose of an organization. Instead of it just focusing on increasing stockholder value, they added several other factors. So does this idea of starting the movement, does it play into that to some extent as well, that there's more to business than just making more money for the shareholders?

Kerry Siggins: Absolutely. And this is something that I have always believed, and that Stone Age has always lived and breathed, I think, especially because we're an employee owned company, what we talked about on the last podcast that we did together. But we've always been about creating value and impact beyond ourselves. And so the idea that it's more than just creating shareholder value is something that I think is really an important message. And I'm really glad to hear the Business Roundtable saying these things because it is what is going to create real change in the world. And I believe businesses have a responsibility, a corporate responsibility, to do good.

We have so much impact and influence in the lives of our employees and our customers, our suppliers, and our shareholders. And we really should be focused on doing good for all of them. And so yes, I think that this idea of tying movement to corporate responsibility is something that is more than just creating value for shareholders is very, very much tied together.

Steve Sanduski: And what is this movement that you are trying to start in your industry? And then why are you starting it, as opposed to maybe a trade association in your industry?

Kerry Siggins: Sure, sure. Well, Stone Age manufactures and sells high pressure water blasting tools and equipment, which are basically squirt guns on steroids, really, really powerful squirt guns on steroids. And our products have the ability to really hurt somebody if they are not used safely. And we are shifting towards developing mechanized and even fully automated equipment that would remove the operator from the dangerous application of water jets. But it's slow to change. And part of the issue that we're seeing is that there are no global standards on how to perform this work safely, whether it's manually, a guy with a hose in his hands cleaning something at 10, 15, 40,000 PSI, and all the way to the adoption of automation and how to do this work safer.

And this is really frustrating. It's hard to sell products and training around the world when there's no standard way of doing this. And so this is something that our industry needs to overcome because we can't be okay with people hurting themselves, or even worse, killing themselves because of water jet cuts. And so I've been talking a lot about this with trade associations and with people in the industry. And the time was really right to say, "You know what, we need global standards." The way the work is done in the United States versus Europe, versus the Middle East, versus China, is so different. And it doesn't have to be that way. We can really create a foundation for safety, so that every worker can go home safe to his or her family each night.

So that was really the driving motivation behind it. And the reason why I started this was ... And I have two partners who live in Europe, who are helping me with it. Somebody had to take charge and really push through the inertia that has been created with, hey, we've always done it this way. And so it just needed a little bit of energy and a little bit of focus, and it was able to snowball. So I decided that rather than waiting for somebody else to do it, I should just do it myself.

Steve Sanduski: Sounds like someone who's got a high D on the DISC profile.

Kerry Siggins: Yeah. My I and my D fight each other.

Steve Sanduski: Yeah.

Kerry Siggins: Yeah, so it works very well with my style of wanting to get things done, but also being an influencer and a promoter. And so I think that my style really suits the start of this type of a program because I can push through and get things done.

Steve Sanduski: Now you briefly touched on tying this into your business strategy. So you're an employee owned company. You're the CEO of the company. Is any of the expenses coming out of the company's coffers? And if so, was that just a decision that you could make? Or did you get board approval? How did that process work?

Kerry Siggins: Sure, sure. Yes, this is a decision that I've made. But my board is extremely supportive of this, partially because where all of this is going is helping set Stone Age up as we're going to be the front runner in the adoption of this new type of safer equipment. So we've always been a thought leader, an innovation leader, and this just continues to help spread that message and build our brand as an important influencer in the industry, not only in technology, but also in safety. So even though this is adding some cost because I'm working on the movement, the GICC, the Global Industrial Cleaning Coalition, as we call it, it's all tied to developing relationships with customers, with building our brand with new potential customers, and positioning Stone Age as the leader in safety and technology, so it's all tied together, so it's not hard to justify the additional expense of speaking on behalf of the GICC because it's so integrated, or interrelated to what Stone Age does.

Steve Sanduski: And so I'd imagine though that you've had some obstacles that you've faced here, and that you've had to overcome as you're trying to get this movement off the ground. So what are some of those obstacles you've faced?

Kerry Siggins: So overcoming inertia, that statement of this is the way things have always been done is so hard to get over. And that's not that anybody thinks that we can't do things safer, and that there's not a need for it. But it's a daunting task to attack this from a global perspective. So when you have, this is the way we've always done it, and we're really trying to affect global change here, it's easy to fall back into the same old pattern and continue to operate with status quo, so that's been the biggest thing that I've had to overcome.

And then the other thing is getting other people on board. There is a fear of change, a fear of losing control, a fear of being left out. And all those things cause resistance. For us, it was really about sovereignty, so as the GICC was coming in saying, "Here are the basic global standards that we all need to adopt," each country's safety association is saying, "Well, but we're an individual country with our own rules and regulations. And we're not looking for a global brand, a global overarching umbrella organization to tell us what to do." So we really had to weave this idea of sovereignty into our messaging to get people on board to get over that fear of being told what to do, or losing control of the rules and the regulations within their own individual country. So those were the two hardest things, or two biggest obstacles, I would say, that I've had to overcome at the beginning of this.

Steve Sanduski: And then how do you actually get this movement to spread? So let's think about social media. Let's think about Twitter or Facebook. And if we look in the political arena, we've got movements that have started from the Arab Spring to other things like that, that have happened in different parts of the world. And most recently here in Hong Kong, how some of these movements can spread as a result of social media. How are you using the tools of technology today in order to help get this message out to a broad audience?

Kerry Siggins: Sure. So for our industry, LinkedIn is the most effective social media tool we have. And I'm anti Twitter, so I could probably be using that more effectively, but it's just not my favorite medium. I really like LinkedIn because it can create a space where you can prove that you're the thought leader. You can write articles. You can post videos and be very thoughtful in it, and it's more organized. So LinkedIn has been a huge tool for us. We created a LinkedIn page for the GICC. And what's really cool about their function is they have a signup button. And that signup button takes you to our intake form, which then allows me to track all of my email addresses and really build that database of contacts for us.

And so I have a full-time job of running Stone Age, and I don't have ... I'm not a firm that's doing this out here and running this association, except with three of us volunteers. So that was the easiest way for me to be able to spread that message and create a page where our followers could come and get that type of information, so that's been really, really effective for me.

Steve Sanduski: Did you just that with LinkedIn, you set up this page, and then people can actually click a button that says, "Sign up," and then they put their email in there, and then that's a way to use LinkedIn to actually get the contact information of the people that want to be part of this? Is that what you just described?

Kerry Siggins: Yes. You have to create a Google Doc, or some sort of database driven document behind it, but you can attach it. So this is the brilliant thing that LinkedIn did to make it very easy for these startup organizations, or people looking to attract members into their movement so to speak, by creating this LinkedIn page. And so I created an easy fill-able form, intake form, through Google Docs. And then it's just drop and drag basically, to be able to link it. And then people just click on a sign up button. It takes you to the Google Doc link, and then I have a spreadsheet that keeps track of everything for me, with all the information that I've gathered from the people who are interested in joining the movement. So for me, being really busy, it was the easiest possible thing that I could do to create a way to engage with the people who are interested in it, spread the word, but also track the contact information, so that I can build a good database of people to communicate with.

Steve Sanduski: Yeah. It sounds like it's a great tool, not only for building a list of people that want to be part of this movement, but just other potential lead generation opportunities, so I think that's something that all of us listening here need to file that away here, and check that out. There may be some other opportunities to use that particular strategy for attracting some leads.

Kerry Siggins: Yes.

Steve Sanduski: All right. So we've talked about some of the obstacles to overcome starting this movement. But I'm not sure that a lot of people are going to wake up in the

morning and say, "Oh, I think I want to start a movement today." But if someone does, or if someone really has an itch for something, and they want to really create something along the lines of what you're doing here, what would be maybe the first two or three steps that you would recommend someone do if they are serious about trying to create some type of movement in their industry?

Kerry Siggins:

Sure. So I would say the first thing I would do is define the problem that you're trying to solve. I think that it's important to start simple. There's so many challenges that your industry faces, that we face as a nation. And so it can get daunting and overwhelming. But if you say, "I'm going to stay focused, and this is the core problem that I want to solve," then I think that you have a better chance of building something that can start. I mean, everything starts as a small idea, and then can snowball.

So that's where I would get started. What is the problem I want to solve? The second thing I would do is to get help. There's no possible way that I could've done this without my two other cohorts, my partners in crime with this. And that allows us to brainstorm and bounce ideas off of each other, and this is what works in the Netherlands and France. And this is what works in the United States. And so that is extremely helpful when we're thinking about a global problem. It also helps spread the workload. We each have different backgrounds and different skillsets. And so it's helpful to be able to have people who can really help.

And then the third thing I would do is develop a six month plan. And that way, you can see if this is going to be worthwhile, if you can get a little bit of traction to get things moving. So we put together a six month plan of speaking engagements, articles that we wanted to write, meetings we were going to have, creating the LinkedIn page and the social media posts that we were going to put out to start to drive awareness, and to see what the interest would be in taking on this big project. And for us, the time was right, and there was a lot of momentum. And so in six months, we knew that we had something that was valuable and that could really effect change. But that made it much more doable, achievable, when you say, "Okay, for six months is what we're going to try. And then we can pivot, or we can abandon, or we can tweak based on what we find out."

Steve Sanduski:

Earlier you described your business as squirt guns on steroids. And I think that is just such a terrific description of what your business is in, because I can totally picture what that really means. I'm wondering, as you think about the movement, you talked about the first step really here is to define the problem that you want to solve. And then you talked about have a clear vision. Do you have a shorthand phrase or tagline that you use to describe the vision that people can immediately when they hear that, they're like, "Oh, I get it. I want to be part of this"?

Kerry Siggins: That's a good one. No, I don't think that we have a good tagline for this yet that is easy, that rolls off the tongue like squirt guns on steroids. I think ours is much more boring, so maybe I need to spend a little bit of time with my marketing hat on, and think of what our clear message is. I mean, really, what we're trying to do is save lives and reduce injuries through the creation of global standards. And that's pretty much the sum of what we can do. And I think everybody can wrap their mind around that.

Steve Sanduski: And getting the movement initially started, you've got great excitement. You've got great energy. But then, a month, two months, three months, six months down the road, you're like, "Okay, yeah. This is a lot of work. We've got to do a lot of stuff to make this happen." How do you continue to keep yourself excited and keep that energy level high months into this, when you know you've got a lot of other things that you're working on as well?

Kerry Siggins: Yeah. So because this is so tied to our business strategy, that helps. And one of the ways that I've been able to keep track of what needs to be done and stay motivated is that I've built this movement into my personal scorecard. So that's one of the things that I work with my coach on, is the accountability piece of staying focused on: What are the most important things? And so I have a GICC section on my scorecard. And so each month, I can see that I am making even sometimes just small little steps in the movement. And that helps, that helps me remember why this is important and it helps me stay focused when it's easy to let those things slide, let the GICC slide, because I've got a business to run and a life to live.

So that's been something that's really helpful. And then I create micro achievements each week, so this is something that I've really worked with my coach on, is: How do I make sure that it's not just a monthly micro achievement, or a quarterly micro achievement, I'm sorry, a quarterly scorecard achievement I need to hit? But what am I doing each week that is helping move the needle? And that has been incredibly motivating for me. I love to check things off. And so if I have four micro achievements for the GICC, I want to make sure that I get those checked off, and I do so.

So that's one of the things that I do. And then I celebrate every win. So for me, it's very energizing when someone sends me an email, or sends us a message on LinkedIn, and says, "What I think you're doing is great. And I so believe in this." And that makes it so worthwhile, and so I use those little nuggets to keep me motivated when things get busy and I start to lose a little bit of steam.

Steve Sanduski: Well, I love this idea of the scorecard. And I mentioned, you said, "Personal scorecard." Now does that mean that you also have a business scorecard? Or do you just have one scorecard that has different sections that include maybe personal stuff as well as business or other categories?

Kerry Siggins: Yes, so I have one scorecard. I keep a personal scorecard as well, and I have a business section of my scorecard too. And that's how I make sure that I am keeping myself balanced. But the GICC is worked into my business scorecard.

Steve Sanduski: Okay. Would we be able to get a picture of this scorecard and these micro achievements, maybe as it relates to the movement that you're starting here? Is that something we could put in the show notes?

Kerry Siggins: Absolutely. I so believe in this tool. I'm an extremely driven person, that I get easily distracted by people problems and whatever walks into my office in a given day. And while all of that is very important, I always have to make sure that I'm doing things to move the business forward. And so the scorecard, and especially the micro achievements, have really helped me stay focused and hold myself accountable for getting those things done. So I'm always happy to share that because it works so well for me that if I can pass on this little tool to somebody else, and it helps them stay focused too, then I'm more than happy to spread the love.

Steve Sanduski: Great. Well, we'll go ahead and put that in the show notes for this episode. And you can find that at [ceocoachinginternational.com](http://ceocoachinginternational.com). And just to go a little bit further in that, so you've got the scorecard, you've got your work that you do. You've got the movement that you're actively involved in. You have a personal life. Is there anything else that you do as you think about, how do you prioritize maybe those three main buckets of life?

Kerry Siggins: Sure. Well, for me, my personal wellbeing always comes first. I've made poor decisions earlier in my life that have shown me the importance of taking care of myself. If I'm not taking care of myself, then there's no possible way that I can take care of other people, and that I can have the energy to go forward and affect real change and make a big impact. So I always make sure that I set boundaries around the work that I need to get done because if I'm not healthy, then I can't go do those things. So I shut off my phone between 5:30 ... I'm sorry. Between 6:00 and 8:30 every night because that's my family time. And I get up every morning, and I start my day with a workout. And I get a weekly massage. And so that makes all of the rest of the work bearable.

And I also know that that's the time that I have to get things done, so I better be efficient with it. And so that helps. That's my guiding light right there, is: Am I healthy? Am I taking care of my family? And then the micro achievements are what help me stay focused. And that always ebbs and flows. Sometimes you have to just push the movement aside because the business takes the priority. I recently had to restructure my sales organization, and I had to step in and run my sales organization for two months. And I didn't have time to work on the movement, and that was a trade off that I had to make and still keep within those boundaries I set around my family. But now that I've got that restructured, then boom, the GICC is back on my list, and I've reprioritized those



things. So there's always an ebb and a flow with life, and you've got to be able to go with it, but just know where your boundaries are.

Steve Sanduski: So how would you pull all these together? You've talked about starting the movement here. What are maybe three takeaways that you would like to leave our listeners with here today?

Kerry Siggins: Sure. So starting a movement is daunting, but it's so worthwhile. There are always problems to be solved. And even if you don't actually start the movement because you don't have people you can partner with, or you don't have the time to really make it happen, thinking about your business in terms of if I did this to effect real change in the industry, what would that do to my business, will make you think about things in a different way. So it's always just a fun little exercise to go through what if. What if I did this? And what would it mean for my business?

And if you do have the time and the energy, or a real problem that needs immediately solved, think about it through the lens of corporate responsibility. There are going to be new business models in the world, economy and the business economy in the future, and if you already haven't, you should be exploring how your company is going to effect change in this idea of corporate responsibility. So don't be afraid to put it out there and see what happens. You never know, even if you start to think about it, and don't do something now, what it will spark later.

And the second thing I would say is don't go it alone. Talk to people within your industry. For us and our movement, we did work with the safety associations. And the reason why we did that is they have the reach to all of their members. So we are working with eight or nine associations to make this happen, who then have thousands or tens of thousands of people who are members, so it's a much broader reach. So we were really smart about who we were going to work with to bring into this and have the biggest impact without all the work falling on us.

And then the last thing is be patient. It's always going to take you longer than you expect. I have this fantastic graph that I always show people in change management. And I'm happy to share it for the notes as well. But it's just a simple X, Y axis with time and adoptions. And then we have these expectations that it's going to take very little time, and adoption is just going to go really fast. And really what happens is it takes a lot longer before you get that first inflection point of adoption. And then you've got lots of ups and downs that happen. And so when we set our expectations that things are going to happen really fast, we can lose energy and motivation. But if we set the expectations of this is going to take some time, and I'm going to be patient with it, then you're much more likely to stick with it and make it happen.

Steve Sanduski: So to summarize there, you said three key takeaways. One is starting a movement, it's daunting but worthwhile. Second is make sure you don't go alone. And then third is be patient. And then, yeah, we'll definitely get a copy of that graph from you. And we'll put that in the show notes at [ceocoachinginternational.com](http://ceocoachinginternational.com), so fantastic. So two more quick things, one is: Is there anything else that you want to share that we haven't already talked about?

Kerry Siggins: I don't think so. Well, the only thing, I guess I do think so. The only thing that I would like to maybe circle back on, and we've touched back through several times here, is this idea of corporate responsibility. And the movement that we've talked about today is effecting industry change, but the power of tying your company culture, your employee experience, your customer experience, your supplier experience, all together is a really powerful way to create real impact. And so I think that as business leaders, we should spend a lot more time thinking about how that's integrated. And how do we make that the best possible experience, so that we can leave the world a greater place through engagement and happiness?

So this movement is something that adds to that here at Stone Age. Our employees are really proud to be part of this huge change that's going on in our industry, that isn't just about us selling more products. It's really about doing the right thing. And that has energized our culture so much. And we have suppliers who come in, who have heard about what we're doing, and they went, "This is so cool. We want to be part of this," so it can be a very holistic thing that happens within your organization if you think about it that way.

Steve Sanduski: Yeah. That is just so well said. And this idea of doing the right thing, and people just want to rally behind that. They want to be part of that because that's going to make them feel good and tie that into the company culture and belief system. I think that is just super powerful, so thank you for sharing that.

Kerry Siggins: Sure.

Steve Sanduski: So let's wrap up here then. I've got a couple questions to wrap up with. So you are a client of CEO Coaching International. You've attended several of the CEO Coaching International Summits. So I want to get some feedback from you on: What have you learned as a result of that? So let's start with the coaching. As a client of coaching, what's maybe one or two key takeaways that you have from being coached?

Kerry Siggins: Sure. So I think one of the things that I really like about CEO Coaching International is the use of the TTI DISC profile system, or tools I should say. It has been so helpful to me in developing my team, balancing my team. My executive team is full of high Ds. And I as we went through a team building exercise around the TTI profile, we realized how important it was to add balance to our team. And so we brought some mid level managers onto our executive

team to help with that. And it has been so powerful. Not only has it balanced our style so much better, but we are living and breathing the idea that a thought organization is the best way for us to run. And the perspective and insight that we've gotten from bringing mid level managers onto the executive team has been so much better than I ever would've imagined because they're closer to the team who's doing the work every single day. And we're so much more tied out as a leadership team.

So that was an unexpected thing that came out of using the TTI profiles that I really appreciated. We also use it in our hiring process, not as really an assessment tool, but just making sure that the person has the right fit for the role that we're looking for, and be able to dig a little bit deeper if there's not alignment with a style and a particular need that the role has. So that's been one really good one.

Steve Sanduski:

Yeah. Well, that's a great insight because that particular tool really helps you identify people's work styles and what's motivating them. And then you can fill out your team as you described. Instead of having a senior team that's just all high Ds, who might butt heads a little bit, you can complement them with some other folks that might have some strengths in areas where you folks may not, so good insight there.

And then the second one is the CEO Coaching Summit, so this happens every year. We bring together CEOs and entrepreneurs from all over the world for a couple of days of great sharing and learning and community. So you've been to several. So what's a key takeaway that you've gleaned from attending the summit?

Kerry Siggins:

Well, there's one broad thing that I've gleaned. And then maybe we'll talk a little bit about at the last summit, a couple of the nuggets that I took away. So one of the other unexpected benefits of working with CEO Coaching International has been the networking and connection opportunities. I've met so many fantastic people through the summit and through my affiliation with CEO Coaching International that it's been mind blowing. It's been so exciting to meet great speakers and to connect with really powerful leaders, who have made big changes within their business and within their industries. And I've had all kinds of doors and opportunities opened because of attending the summit and getting to know all of the clients and the coaches within the organization, so that's been a fantastic thing. It's one of the biggest things I look forward to going to the summit every year.

At this last summit, I really enjoyed listening to, well, all the speakers, but particularly Patty McCord, who was the VP of HR for Netflix. And I love the deck. I think everybody knows the Netflix slide deck that really talks about culture. And I've always loved that, so it was great to hear her speak. And she said something that was really powerful, and it was kind of like an aha moment, but totally obvious. And she talked about being able to look at your business, six,

eight, or six, nine, 12 months ahead and say, "Where do we want to be? And what skillsets do we need to have on this team to get us there?"

And even though that's incredible obvious, I had never thought about that. I'm so busy trying to make all the people on my team fit into the right boxes of the future that I just haven't started with a blank slate like that. And what it really made obvious to me is that in some key positions, we didn't have the right people with the right skillset in those seats. And so some of those I've been able to fix with training. Some of them have had to move to other departments. And some of them have had to leave the company. But it was really profound, and it has had an amazing shift in our business strategy and our focus by asking ourselves that tough question, and then acting on it, so I love that. I've thought about that sentence that she threw out there probably 100 times since I've left the summit. And I was really grateful to hear her speak it. It resonated with me.

Steve Sanduski: Well, that's another great insight there. And we'll make sure that we link to her book in the show notes. I think the book was called Powerful by Patty McCord. And yeah, so lots of great info in that book for sure. Well, Kerry, this has been fantastic. I really appreciate you taking some time here to come on the show again and talk about starting a movement. It's not something that's going to be for everybody. But for those of you who have a particular circumstance where this idea makes a lot of sense, I think you've given people a great roadmap that they can follow to actually make it happen in their industry. So thanks for being on the show.

Kerry Siggins: Thanks for having me. I really appreciate it.

To inquire about our coaching services and programs, please call **1-866-622-9583**.



[CEOCOACHINGINTERNATIONAL.COM](http://CEOCOACHINGINTERNATIONAL.COM)