

**CHANGE**

**QUESTIONS**

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**& ANSWERS**

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**MAKER**

**JOHN BERARDI, PHD**

*For more visit: [www.changemakeracademy.com/book](http://www.changemakeracademy.com/book)*

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QUESTIONS AND ANSWERS

# CHAPTER 02

## Q&A with JB

### Chapter 2: Career

**Q:** I'm excited about getting into the health and fitness industry. I feel like my purpose is here and my unique abilities will allow me to make a difference. But it does feel really crowded, like a lot of people want to be involved. Should I be worried about competition?

**JB:** With lifestyle diseases and obesity at all-time highs—and more people wanting in on the coaching opportunity they present—health and fitness is a hot industry right now. Because of that, plus the fact that our social media feeds seem full of “competitors,” it's easy to assume the field is crowded.

But the industry is far from saturated. It just feels saturated because our perceptions are increasingly shaped by online algorithms.

You see, when you identify as interested in health and fitness, your online searches and social media feeds become full of health and fitness ads and info. Every site you visit, whether it's health and fitness related or not, will serve these up. The interesting part is that, if you were interested in classic cars or fly-fishing or luxury yachts, you'd be similarly inundated with posts, ads, and search results from companies trying to sell you those kinds of products and services sell instead of health and fitness ones.

This is what makes you feel like the industry is crowded. You're stuck inside a “filter bubble,” which is a type of awareness isolation that comes when websites show you the things they think you want to see based on your location, past click behavior and search history. That perception isn't reality. Potential clients or customers aren't inundated at all.

While it's true that there are nearly three million health and fitness professionals working in North America (including personal trainers, fitness instructors, sport coaches, dietitians and nutritionists, MDs and nurses, and allied health professionals), about 250 million people living in North America are classified as obese, and another 200 million as overweight. Overweight and obesity are associated with increased risk for lifestyle diseases, and trends suggest these numbers will continue to grow; that's not including many other people who turn to health and fitness professionals for other issues. So there's no shortage of opportunity today. And there won't be in the future.

## Q&A with JB

### Chapter 2: Career

Of course, as mentioned in **Change Maker**, if you're targeting people who are already healthy and fit, you might be entering a crowded "red ocean" space. But, if you're looking to help the more than 500 million people who most need you, you'll be fishing in "blue oceans" for a long time to come.

**Q:** In **Change Maker**, you talked about using your purpose, unique abilities, and values to help determine what to say yes to and what to say no to. Is that true for every stage of your career?

**JB:** Actually, there's some nuance to this, and my framework includes five career stages.

#### STAGE ONE

##### You have no opportunities at all

When I started out, I didn't have the luxury of saying yes or no because no one was offering me anything. At that time I was begging for someone else to say yes to me. And, if I'm being honest, that's how it should have been.

Early in our careers, no matter what innate talent we have, we haven't yet done enough reps to warrant opportunities. Of course we want (and need) them. But why should anyone give us a shot when there are better, more practiced, and more experienced people?

That's why, at this stage, everything's a yes. You need the reps, you need the money, you need to figure out what you enjoy doing, and you need to discover what you actually find rewarding, not just what you think you'll find rewarding.

#### STAGE TWO

##### You get your first opportunities

At this stage, people are asking you to do things without your solicitation. You'll say yes to almost everything though, because you continue to need money. You also need skill development and to figure out who you are, what you do best, and what you enjoy doing.

The way to do that is to try almost everything and see what works. I say “almost everything” because you shouldn’t say yes to things that could be no fun, inconsistent with what you believe your goals to be, inconsistent with who you think you are as a person, or damaging to your reputation. Yet, barring those things, 90 percent of the time, your answer is still yes.

#### STAGE THREE

##### You start to pick and choose

Here, in the middle of the continuum, you’re learning which things feel good to do, which you’re uniquely good at, and which you’d like to do more of. You’re also learning which things lead to short-term, mid-term, and long-term personal or career benefit.

These experiences will build an innate “gut feeling” about your value to projects and your own values. This intuition can help you figure out which opportunities are right and which aren’t. At this stage, you’ll start to chase higher financial (or emotional) returns on your investment, whichever are most relevant at the time.

#### STAGE FOUR

##### Almost everything is a no

Here you’re getting lots of opportunities and many of them can start to feel like time-sucking requests. But if you reach this stage, consider how blessed you are. Remember how few opportunities you had at Stage One? That’s right, no one cared about your opinion or wanted your services!

Of course, you’ll still have to turn down most incoming opportunities because the time investment may not help build toward your own big, ambitious goals, or square with your value system and idea of satisfying work. That’s why reaching this stage means creating a clear, explicit, written-down criteria for what kinds of things you’ll say yes (or no) to. You’ll also have to make the commitment to run each new offer through this filter to make sure you’re taking advantage of the right things.

Chapter 2:  
Career

STAGE FIVE

You're beyond saying no

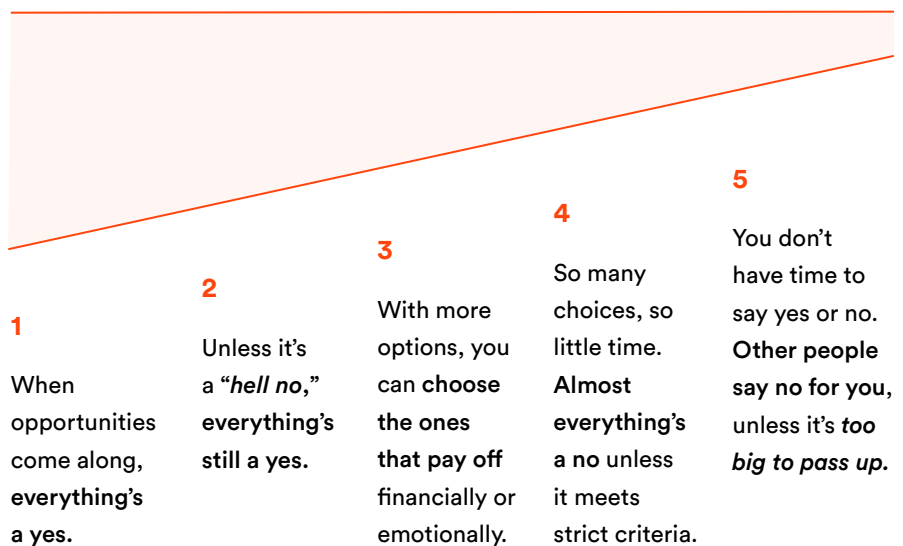
I know this is going to sound ridiculous—ten years ago it would have sounded the same to me—but this stage will feel like someone's firing opportunities at you with a semiautomatic rifle. If you don't have a system in place, you could spend every waking minute reading and responding to them. I'm not exaggerating. At one point in my career, after spending a full forty-hour week just evaluating in-bound opportunities (using my criteria from Stage Four) and following up with the folks who sent them over, I knew I had to progress to Stage Five: I needed to hire someone else to evaluate the opportunities. This is where I'm at now in my career.

Using my already-developed criteria, my team reads through the incoming opportunities, organizes the next steps for the "yes" opportunities, and politely declines the "no" opportunities.

One additional thought: There may be more stages I don't know about. As this is the extent of my experience, it's where I stop being credible. If you talk to someone who's been successful into his or her sixties or seventies, you may learn there's a Stage Six, Seven, or Eight.

JOHN BERARDI'S

Five stages of saying 'no'



## Q&A with JB

### Chapter 2: Career

**Q:** I understand the value in turning down certain opportunities at certain stages in my career. But how can I turn them down without seeming ungrateful, disappointing the people who might be counting on me to say yes, or ruining future opportunities?

**JB:** Early on, I thought saying no was nuts. But as my career flourished, and new opportunities flooded in, I had to start saying no. A lot. Which is when I made the commitment to learn how to say no the right way, with grace and gratitude.

It wasn't easy for me, and it won't be easy for you. You'll wonder: "Will people think I've forgotten where I came from?" "Will they wonder if I think I'm too good for them?" "What if I don't do a favor for this person and I need a favor later?" "What if they never offer me anything again?"

I encourage you to put those fears aside; they're unwarranted. For starters, if you take the time to focus on skill mastery and doing exceptional work, you'll only get more future opportunities. Plus, if you decline the opportunities you can't accept with gratitude and grace, without burning the bridge between you and the person who's asking, they won't disappear. Here's how I do that:

### How to Say No Gratefully and Gracefully

#### STEP ONE

#### Express gratitude

Even if it's not the most exciting opportunity I've gotten, I still make a point to remember when no one cared about working with me. So the first thing I say is this:

*Thank you so much for thinking about me. It means a lot that you shared this opportunity.*



### Chapter 2: Career

#### STEP TWO

##### Show respect for their project

Just because I can't say yes to the project right now doesn't mean it's not a worthwhile endeavor. That's why I usually follow with something like:

*Your project sounds really cool, and I'd love to help. However, I'm working on [this other thing] right now, and I have to stay 100 percent focused on it. The truth is, I'm intrigued by [your thing], and I'd love to get involved. But I don't think I have the capacity to give it the attention it deserves.*

#### STEP THREE

##### Come through for them

Step back for a moment and ask yourself why the person came to you in the first place. Do they need you specifically? Or do they need someone like you?

As much as I like to think I'm special, and no one else can fill my shoes, it's not true. If someone asks me to speak at an event, and there are twenty other speakers, they don't need me. They just need a speaker. Or if they ask for a quote in the *New York Times*, they don't need me. They need an expert to quote in an article. Whatever it is, I try to give them what they need:

*However, I'd love to recommend my friend Brett. I'm not sure if he's available, but he'd be awesome for this project. If he doesn't work out, you might also try Krista or Geoff, they'd be great too.*

Notice how, instead of burning a bridge by just saying no, I've built three or four. I've built a bridge to them by helping to solve their problem. And I've built bridges to Brett, Krista, and Geoff because they're going to find out I recommended them for an event or an interview or a project they wouldn't otherwise have had a chance to do.

## Q&A with JB

### Chapter 2: Career

#### STEP FOUR Keep the door open

In closing, I say something like this:

*I'm really grateful you thought about me for this opportunity. I want you to know I never take things like this lightly. If something similar comes up again, don't hesitate to reach out. I can't promise I'll be able to do it, but I'm a pretty connected guy, and I can probably help you find the help you need.*

I've used this script for ten years, and it's worked well for a simple reason: Even though I'm turning someone down, I'm doing so with grace and gratitude, and I'm helping them get what they need anyway.

**Q:** It sounds a lot like you're saying that passion should drive one's career. I've heard that's not a good idea and you need to be more practical. What do you say to that?

**JB:** I agree that following passion alone isn't sufficient for a successful career and a meaningful life. But neither is following the market (i.e., working on what the world wants to buy/sell/think about/read about). The key is to find a way to integrate both insights.

To this end, if there's a formula for the kind of success most people want, I think it's this:

**Strong personal mission**

**+**

**High competency**

**+**

**System for execution**

**=**

**Personal and career satisfaction**

Have a look around. You'll find there's almost nothing more powerful than someone with a deeply held motivation to do their work plus a high level of skill plus a blueprint or system for executing every day. Most people (in any field) have only one or two of those. In some cases, that might be enough. However, if you have all three, you'll be amazed at what happens.

QUESTIONS AND ANSWERS

# CHAPTER 03

## Q&A with JB

### Chapter 3: Clients

**Q:** The ideas in Chapter 3 of *Change Maker* are mostly qualitative and I'm more of a quantitative person. Don't you collect measurable data when planning your marketing, advertising, and products?

**JB:** Of course we do! At Precision Nutrition, many of us have PhDs and have spent countless hours learning statistical techniques. We love data. And we collect a helluva lot of it through informal Facebook surveys, through more extensive surveys using services like SurveyMonkey, through analytics packages plugged into on our websites, through our own programs, and more.

In fact, I'm willing to bet we have more data available to us than nearly every other health and fitness company in the world. (Through our coaching program alone, we've coached nearly 150,000 people for up to 365 days, and our software captures data on website and program interaction, of which there are multiple interactions, for every person, every day).

With that said, we're collecting more data than we know what to do with! Most online companies are. Which is the difficult irony with quantitative analysis. Data are so easy to collect that we end up with so much, it's impossible to make use of it all.

That led us to frameworks like Jobs to Be Done. It's our belief that data only make sense when framed by stories. Data only provide value when organized and interpreted. Data only provide utility when provoking insights and opportunities for improvement.

So we'll continue to survey readers, customers, and clients. We'll continue to track their use of our products and services, and their click-through, sign-up, and purchase rates. But never at the expense of talking to people and trying to discover their deeper motivations, their unspoken needs, and the things they can't live without.

In balancing the quantitative and qualitative, the best insights are found.

### Chapter 3: Clients

**Q:** In *Change Maker* you mentioned a technique called “thinking aloud.” What’s that, and how does it work?

**JB:** This is a method used, primarily, in web design and usability engineering to get real-time, unfiltered feedback on things like web pages, online tools, and apps. However, it could also be used to get feedback on advertisements, articles, videos, infographics, intake forms, questionnaires, or any other piece of content designed for interaction.

#### How to Use “Thinking Aloud”

Here’s how to run your own thinking-aloud test.

##### STEP 1

Recruit a representative sample of your clients, customers, or users.

##### STEP 2

Give them a representative task to perform (i.e., browse a website, read an advertisement, fill out a form, buy a product).

##### STEP 3

Record the session so you can watch it later.

##### STEP 4

Ask them to narrate their thoughts, moment by moment, completely unfiltered as they perform the task. Such as:

*Okay, I’m on the home page now, there’s a red button, should I click it? Oh no, wait, this is the one I click, the link that says “Learn more . . .”*

(This requires prompting, as people aren’t used to verbalizing a monologue of their thoughts as they do things. You might even share a one-minute video of a previous thinking-aloud session so they get a sense for how it should work.)

##### STEP 5

Watch the videos and look for common themes.

## Q&A with JB

### Chapter 3: Clients

Let's say you've built a new website, and you'd like to know what people think of it, how they'll actually use it, what they'll get confused by, and how they'll misuse it.

Running a thinking-aloud study is the cheapest, most robust, and most flexible way to find these out. Plus it's very easy to learn. You just recruit five to ten people, the kind of people who might actually visit your website, put the new site in front of them, and ask them to use it.

If you have more specific questions, like how easily they can sign up for a particular product or service, or how quickly they can find a particular piece of content, you'd give them a more specific mission.

As with the Jobs to Be Done method (in Chapter 3 of [Change Maker](#)) and the unique abilities method (in Chapter 2), it only takes a few interviews/tests for common themes to appear. Tease them out for a deeper understanding of not only how your clients and prospects think, but for actionable revisions that can make your website (or whatever it is you're testing) more useful for your goals and your clients'.

If you'd like more information (and specific direction) on using the thinking-aloud method, check out the work of Jakob Nielsen at [nngroup.com](http://nngroup.com).

**Q:** My business is relatively new, I don't have many clients yet, and I only offer one service. I'd love to get deeper insights but don't really feel like I have the time, am not sure I can afford to pay people for interviews, and wonder if what I learn will be useful. What should I do?

**JB:** I started out as a solopreneur, too, and I totally get how research can feel intimidating. (Or, simply, like a low priority.) However, this isn't a race, you're not behind, and discovery doesn't have to be all-encompassing.

### Chapter 3: Clients

As mentioned in [Change Maker](#), talking to one person a week will lead to about fifty interviews a year. Do that year after year, and your brain will be bursting with insights and opportunities. Bonus: Not everyone needs payment. In fact, most people are dying to share feedback because no one in their lives asks for it. Ask earnestly and humbly, and you'll collect everything you need for free.

However, if the whole process feels too much of a stretch, you can learn more about your clients in the following (less-structured) ways:

#### Strategies to Use Instead of “Jobs to Be Done”

**WATCH:** Pay attention to what makes clients and patients light up and get excited. Notice their body language and self-expression. Look for small details that could tell you more about them and what they might be seeking. See where they hang out on social media and observe what they're saying.

**LISTEN AND USE CLIENT-CENTERED TALK:** Hear what they have to say and ask follow-up questions to make sure you understand. Wait a moment or two before jumping in to give advice. Use a client-centered coaching style to understand them better, and learn what methods work best for them (more on this in Chapter 4 of [Change Maker](#)).

**STOP ASSUMING:** Start *knowing for sure*. Ask them directly what they like, what they want, what they need. They might not know right away, but working around “not sure” is way better than not asking at all and getting it completely wrong.

**FIND OUT THEIR STORY:** Why did those clients or patients come to see you today? Why not six months ago, or six months from now? What series of events brought them through your door at this time? Find that out, and you'll get some very interesting insights.

**ASK FOR FEEDBACK:** Ask probing questions and create a safe environment for them to answer honestly. Yeah, it can be uncomfortable, but it's incredibly valuable if you're brave enough to step up and really absorb that input.

QUESTIONS AND ANSWERS

# CHAPTER 04



## Q&A with JB

### Chapter 4: Coaching

**Q:** In *Change Maker* you outlined seven coaching principles, and they all sound important. I'm feeling a little overwhelmed with what to do next. What do you recommend?

**JB:** Nearly everything mentioned in this chapter isn't so much a thing to learn as it is a skill to acquire, just like most other aspects of personal development. (As you know by now, it's practice that leads to skill development, and skill development that leads to reaching new goals.)

To this end, I highly recommend participating in coaching workshops that emphasize the use of motivational interviewing, a research-proven coaching and counseling methodology that's heavily influenced the coaching beliefs at Precision Nutrition.

These workshops give you the opportunity to role-play coaching interactions in low-stakes environments with colleagues instead of actual clients. You'll want and need this kind of safety and security as you take baby steps toward a new way of coaching.

To find an upcoming workshop in your area, check out the Motivational Interviewing Network of Trainers at [motivationalinterviewing.org](http://motivationalinterviewing.org).

Of course, if you're feeling confident, you could always forgo the workshops and try to create your own curriculum using the practices, skills, and goals model outlined in this chapter in *Change Maker*. If you go this route, be sure to get lots of practice with committed colleagues and friends. Because, without practice, your skills will take longer to develop, if they develop at all.

## Q&A with JB

### Chapter 4: Coaching

**Q:** I find accountability to be a big part of why people hire coaches, but I think they also get frustrated when things don't go their way. How do I balance holding clients accountable without sounding like I'm nagging or bothering them?

**JB:** We recently did a survey of over ten thousand people. More than 80 percent ranked accountability as a “very important” part of health and fitness. However, only 20 percent said they had a way of keeping themselves accountable. So you're right, accountability is a big opportunity for you, and for clients and patients. However, most professionals don't seem to be optimizing the accountability process.

Accountability works best if it happens at regular, expected, agreed-upon times.

Whether one-on-one, in small groups, through email, text, or app, accountability should have a known cadence. This means you don't message clients randomly with “How's your new practice going?” Instead, you build in expected check-ins, negotiated in advance, so there's agreement about what time and format is best for both of you. When it's expected, it's trusted. Further, you won't be coming off as harsh or nagging when you're following up in an agreed-upon way or, better yet, they're reaching out to you at the expected time.

When following up, consider mixing open-ended questions (like “How have things been going this last week?”) with specific questions (such as “What's been going well with your new eating plan?” and “How about challenges, have any come up?”).

**Q:** Clients are always giving me this vague goal of wanting to lose weight, which is great. But now that I know I'm supposed to ask more questions, where do I go from here?

**JB:** A great exercise here is something called the “Five Whys.” Here's how it works.

## Q&A with JB

### Chapter 4: Coaching

When a client tells you about an “outcome goal” of theirs, you ask why.

**COACH:** “So, you say you want to lose fat. I’m just wondering why?”

**CLIENT:** “Well, I’d really like to fit into a smaller size jeans.”

Then, whatever answer they come up with, you ask why again.

**COACH:** “That makes sense to me. Why that?”

**CLIENT:** “When I’m wearing smaller jeans, I think I’ll look better.”

Then you ask why again, in a slightly different way.

**COACH:** “I can see why that would be motivating. Why is looking good important to you?”

**CLIENT:** “When I look good, I tend to feel good about myself.”

And again.

**COACH:** “Why is feeling good a priority right now?”

**CLIENT:** “Because when I feel good about myself, I’m more assertive and confident.”

And again.

**COACH:** “Why do you want to be more assertive and confident?”

**CLIENT:** “Because when I’m more assertive and confident, I’m in control and better able to get what I want out of life.”

Notice how the process uncovers some valuable information. Your client, perhaps for the first time, will articulate their real reasons for wanting to change. Plus, with this uncovered, you can formulate ideas that’ll help them solve their deeper challenges and reach their most meaningful goals.

I recommend the Five Whys for coaches too. Let’s try it right now.

**Your Five Whys**

Consider why you're reading this book right now. What do you hope to get out of it?

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Why is that important to you?

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And why that?

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What are you hoping that'll help you with?

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And why's that important to you?

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See where you end up. Your answers might surprise you.

## Q&A with JB

### Chapter 4: Coaching

**Q:** What do you do when clients resist nearly everything you suggest?

**JB:** My son is a wickedly smart and sweet little boy. But, like any other young child, he can also be difficult. Especially when it comes to putting on his coat and boots before going outside in the winter.

When he first started resisting, I did what most parents do: I told him what to do. “Put on your coat and boots,” I’d say. “It’s cold outside.” Occasionally he listened, but most of the time he didn’t, and it would be a ten-minute struggle to get out the door.

I felt like a big bully. And, the more I pushed, the more he resisted. That’s when I tried something different: I gave him choices. Instead of: “Put on your coat and boots, or you’re gonna be an unhappy little dude,” I changed to: “Which of these two awesome coats do you want to wear? Red or blue?” The first time I asked him what he wanted to wear and gave him options, something amazing happened: He became excited. He got to choose. And so he chose his favorite winter coat and a pair of mismatched boots and was happy.

The coaching lesson here: Give clients a choice. For bonus points, brainstorm choices together so that clients are choosing from options they co-created.

**Q:** Okay, let’s talk results. How do you track them?

**JB:** I like to think of client results as part of a larger process called Outcome-Based Decision Making (OBDM). You assess. You get data. You figure out what the data mean. You choose what to do next based on that. You don’t just choose next actions randomly but based on the results of the evidence you’ve just gathered, and the outcome of the previous decisions.

Why this process? Well, the world is full of ideas that don’t work. They sound great on paper, or in our minds, but don’t hold true in the real world. Yet we often cling to these despite evidence to the contrary. Our brains just work that way. It’s easy for us to get attached to our pet theories, or to insist that our way must be right. So we have to be vigilant and self-aware. We need a process.

## Q&A with JB

### Chapter 4: Coaching

Any type of logical reasoning that uses evidence to determine the course of future action can count as OBDM, as long as it uses these steps:

#### STEP 1

In collaboration with your client, identify the thing, idea, behavior, system, etc. to be tested (e.g., a diet plan, a stress-management plan, an exercise plan, etc.).

#### STEP 2

Decide how you'll know whether that thing, idea, behavior, system, etc. "works" or not.

#### STEP 3

Test it.

#### STEP 4

Look at what happened.

#### STEP 5

Choose your next steps based on the outcome of Step 4.

**Q:** Got any tips for clients who seem impatient or frustrated by plateaus?

**JB:** There's a concept I love called "the moving horizon." The idea is that if you run your fastest to "catch" the horizon, you never will because, obviously, it's always moving away from you.

People know this, of course. But they still try to "catch the horizon" when working toward goals. As soon as they get close to reaching them, they set new, more ambitious ones. And, since the goal keeps moving away, they end up feeling frustrated even though they've made tremendous progress.

This is why we need to build in a process of looking back, a way to remind ourselves how far we've come (and celebrate that) instead of constantly feeling equally far away from an ever-moving goal.

## Q&A with JB

### Chapter 4: Coaching

As a coach, you can help with this by taking time (every month or every other month) to systematically show your clients how far they've come, that progress has been made. Any progress is fair game: body changes, consistency improvements, more nights going to bed early, whatever.

You can use this format with your clients ... or use it to gauge your own progress, right now.

#### Looking Back, Looking Forward

##### QUESTION 1

**What have you put the most effort into during the last few weeks?**

If you've been showing up, even just a little, it means you've been working on something. So jot that down and remind yourself of where your focus and energy have been.

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##### QUESTION 2

**What are you most proud of from the last few weeks?**

Here we're looking for daily wins. Like having a good breakfast on your busiest morning. Or making a smart eating decision in a tricky situation. You've done something to be proud of. Now's the time to call it out.

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## Q&A with JB

### Chapter 4: Coaching

#### QUESTION 3

How will you high-five yourself for the great work (in a healthy way)?

Think about how you'll celebrate your progress, even if it's just a small reward that supports your goals.

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#### QUESTION 4

What more would you have liked to accomplish?

Everyone thinks this kind of stuff: coulda, woulda, shoulda. Let's get it down on paper, and then let it go. Write down what you wanted to get done . . . but didn't.

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And here are some questions to help them feel excited about the next steps.

#### QUESTION 1

Looking ahead to the next few weeks, what are you most looking forward to?

In other words, what are you excited about? Ready to tackle?

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## Q&A with JB

### Chapter 4: Coaching

#### QUESTION 2

Knowing what you're about to work on, what advantages do you think you have that'll make progress more likely?

Tune in to your own unique abilities. What "superpowers" do you have that can help you in your efforts?

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#### QUESTION 3

Knowing what's coming up in the next few weeks, what things are likely to stand in your way?

Consider the things that might prevent your progress.

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#### QUESTION 4

How can you prepare, right now, to make sure those things don't get in your way?

Having listed obstacles that might stand in your way, think about how you'll prevent them from sabotaging you. How can you avoid them before they happen?

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Always looking at how far you have to go is demotivating and depressing. Seeing how far you've come is uplifting and provides fuel for the next phase of the journey.

## Q&A with JB

### Chapter 4: Coaching

**Q:** I have a handful of clients who are just plain lazy. They simply don't want to put in the work no matter what I try and how easy I make it for them. Now what?

**JB:** Clients are rarely lazy; they're often just stuck in ambivalence or competing commitments.

They're trapped between "I want to do this" and "I don't want to do this," "I have to change" and "I'm scared of change." If ambivalence were the same as laziness, I'd be considered lazy and so would you, because we've both been ambivalent about some decision, or some change, in our lives.

For example, I stay up later at night and love sleeping in each morning. It's a pattern I've had for most of my life. Sadly, our four young children don't share this preference. Early each morning, they rush through my bedroom door and hop up on the bed to wake me up and enjoy some cuddles.

For a long time, I complained about the early morning disruption (and loss of sleep) to my wife, Amanda. Eventually she installed a lock on the bedroom door. Now I could keep the children out and get another hour or two of sleep. Problem solved.

But, wouldn't you know it, I never once locked the door.

Was it laziness? Of course not. What, then, prevented me from locking the door? Competing priorities. On the one hand, getting enough sleep is important to me. On the other, special time with our children felt more important. And that became clear when the two were put head to head.

The lesson here: Stop confusing laziness and ambivalence. They're not the same thing. Most often when a coach describes their client as lazy, it's simply because the coach hasn't figured out that client's competing priorities or tapped into why they feel ambivalent.

Chapter 4 of Change Maker covered several strategies on helping clients move past ambivalence and toward a state of readiness, willingness, and ability to change. Once you start practicing them, you'll be better able to help coach clients through the ambivalence and find new ways to resolve the competing interests.

## Q&A with JB

### Chapter 4: Coaching

In my case, I ended up resolving my sleep issue by restructuring my day. Previously I'd been working out at night, after the children went to bed, and that was the main reason I stayed up late. After finally accepting that I wasn't going to get my much-needed extra hour of sleep in the morning, I restructured my day to work out earlier so I could be in bed an hour sooner.

If you'd like to discover more about ambivalence, and how to coach clients through it, I'd encourage you to learn more about Motivational Interviewing, starting with the book of the same name. Motivational Interviewing techniques have been validated both in research and clinical settings, and many of our coaching ideas have been adapted from them.

**Q:** Sometimes my clients have elaborate, and incorrect, theories on what works for them and what they should do next. How do I deal with that?

**JB:** You make it concrete and real by asking this powerful question: "How's that working?" As long as you ask it with genuine interest (not sarcasm or cynicism), it's enough to remind people of the real goal here . . . to find something that actually works for them.

When a client tells you about an "outcome goal" of theirs, you ask why.

**CLIENT:** "I use this quadratic equation to determine my exercise frequency and load."

**COACH:** "How's that working?"

**CLIENT:** "Not so good. I keep forgetting to bring my calculator to the gym and end up spending my workout time trying to solve for x with a pencil and paper."

## Q&A with JB

### Chapter 4: Coaching

**CLIENT:** “I only eat foods that are brown and white.”

**COACH:** “How’s that working?”

**CLIENT:** “Now that you mention it, I haven’t had a bowel movement in three weeks.”

**CLIENT:** “I’ve been turning off my TV and going to bed an hour earlier.”

**COACH:** “How’s that working?”

**CLIENT:** “Man, I feel so much better and don’t want to kill people anymore!”

Despite the tongue-in-cheek examples, notice how the question is neutral and gently provokes self-evaluation. This is usually the key to inspiring action. And it’s vastly superior to telling people they’re wrong, blaming them for making bad choices, or judging their actions.

**Q:** In *Change Maker* you took a shot at the cheerleader types of coaches. I pride myself on being motivating and positive, and people tell me they like it. So you’re saying I shouldn’t be like that?

**JB:** I’m not saying you shouldn’t be positive; what I’m saying is that either extreme—Brillo-pad abrasive or Cinnabon sweet—are detrimental to the coaching process. Forced positive conversations can be patronizing, they can hide real hurdles, and they prevent honesty.

Real humans feel real emotions. Happiness and positivity. Ambivalence and pain. Elite coaches practice being okay sitting with someone else’s pain, perceived negativity, or sadness. Even more, they can read the spectrum of emotions and adjust conversations accordingly. The truth is: Sometimes things suck. And people shouldn’t always have to look on the bright side. Coaches can learn to be present with that and respect it, not try to fix it or make it go away.

## Q&A with JB

### Chapter 4: Coaching

In these situations, don't pat clients on the back and point to some cheesy motivational poster. For most clients, these are actively de-motivating.

Instead, learn to recognize that emotions have a purpose. In fact, painful emotions may be moving clients closer to change. So sit with them in the pain for a while. In these situations, "That sounds tough" and "I'm here for you" work better than "It's not so bad!" or "It all works out in the end!"

**Q:** You want me to be silent sometimes? I'm supposed to have answers.

**JB:** Here's one of my favorite nuggets about human psychology. Our natural reaction to someone telling us what we should do is rebellion. That's the case for teenagers, for citizens with overbearing governments, and for clients too. The heavier the hand, the more we resist.

In **Change Maker** we discussed the idea that when you argue for change, your clients will argue against it. And that's true, even if someone hires you to help them change.

If someone hands you their food journal, it looks horrible, and you tell them all the places they went wrong, even if they know this already, they have to protect their ego. So they respond by telling you that it's not so bad. That they had a super busy week, or the kids were sick, or they had to work late.

Just like that, you've forced them to argue against change.

That's why asking questions and listening works so well. It's also why silence is golden. It offers people a second to catch up to their own thoughts:

**CLIENT:** "The week was horrible ..."

**COACH:** [silence]

**CLIENT:** "... but I guess I'm ready to get back to my six servings of veggies starting today."

## Q&A with JB

### Chapter 4: Coaching

This is actually a technique professional interviewers use. When they pause after an answer, it tells the interviewee that they might not be finished, so they end up thinking and talking more.

**Q:** I'm very frustrated by people coming in and saying they want to try something they've seen on TV. Any advice?

**JB:** I get it. Your first reaction is to slam your head down and yell, "We've been together six months and you watch a three-minute segment about hula hooping and want to change everything?"

Here's what you need to realize: This could turn into an awesome conversation if you consider what's good about it. Namely, your client was out in the world, maybe for the first time, seeking health information and fitness inspiration. Don't cut that off at the knees. Praise it, with caveats.

*That's awesome you're taking charge of your health. One day, you won't be working with me, and I want you to be able to seek out new information, experiment, and learn. Now, I don't necessarily agree with the advice, and I'd rather we try X instead. But, if you have your heart set on trying it, I'll support you. Let's just agree that I'll keep close tabs on you. And, if it turns out to be dangerous or counterproductive, we can change course.*

Notice how this puts you and your client on the same team instead of creating something adversarial. Later, once the client knows that you respect their autonomy and you're on their team, you can share strategies to help them better evaluate future information.

**Q:** My clients swear they're "doing everything right" but I have my doubts. What can I do to challenge them without seeming adversarial?

**JB:** You can use the two most powerful words in coaching: "Show me."

**CLIENT:** "I'm eating my veggies."

**COACH:** "Great! Show me." (Review client's photo food journal.)

## Q&A with JB

### Chapter 4: Coaching

**CLIENT:** “I know what a protein portion is.”

**COACH:** “Great! Show me.” (Review client’s command of portion sizes.)

**CLIENT:** “I already know how to do a proper X.”

**COACH:** “Show me.” (Review exercise form.)

**CLIENT:** “I’m struggling with Y.”

**COACH:** “Show me what that looks like.” (Go through scenario or clarify what Y means with client.)

Notice how this approach directs the client to observation, awareness, and self-evaluation before you judge or decide what to do next. Also, “show me” ensures that you know exactly what a client means by something instead of guessing or assuming.

QUESTIONS AND ANSWERS

# CHAPTER 05



## Q&A with JB

### Chapter 5: Business

**Q:** I love the whole tournament idea to help with prioritization, and I'm going to start doing it. I'm just not always sure which to-do should win out over another. Can you help?

**JB:** Your prioritization decisions should naturally flow from the work you did in Chapter 2 of *Change Maker* (to uncover your purpose, unique abilities, and values). However, over time and often through trial and error, you'll want to also build specific criteria for the different decisions you'll have to make.

My friend Nate, a writer, does this really well. Like most creative people, the inside of his brain is a party of ideas. He has twenty before his breakfast avocado is peeled. He can't do them all so he uses an explicit criteria to choose what to work on next. Specifically he asks:

1. Will this project teach others something I've learned—either through experience or from interviews—that's had a profound impact on my life?
2. Does the process of working on it remind me of—or help me learn more about—my goals, values, and purpose in life?
3. Do I have the time, energy, and capacity to make what I'm about to work on worthy of an *Esquire* magazine feature piece?

Nate's learned that his best stories come when he writes about subjects he has deep experience with. So, if an idea doesn't pass all three tests above, he doesn't start the project. No matter how cool it seems. No matter how much money someone offers him. This tough entrance policy automatically eliminates most things Nate could work on. As Greg McKeown, author of the book *Essentialism*, wrote: "It's the one decision that makes 1,000."

Many of the successful people I know do the same thing. My good friend Tim actually catalogues his in an impressive spreadsheet that he consults whenever it's time to prioritize or decide what to work on next. Regardless of which method you choose, be sure to develop your own decision-making criteria. Then refine it over time using the results of your decisions as feedback.

## Q&A with JB

### Chapter 5: Business

**Q:** What if I'm still having trouble?

**JB:** I'm a big fan of questions to help me make better decisions. Here are some of the questions I've considered when evaluating a potential idea or project.

#### Project and Prioritization Questions

##### **BIG PICTURE QUESTIONS**

**Begin here...**

Will this make a difference to my most important goals?

Am I really sure?

Why do I think that?

If I think it'll make a difference, then how?

What will I do if it works?

What will I do if it doesn't work?

Does this add value?

To me?

To my organization or business?

To my clients?

To the universe?

Would I be excited to share this with people I respect?

Would I want to get on stage and loudly proclaim that I do/did this?

When I think of doing this thing, would I think "HELL YES!"?

Or would it be "HELL NO!"?

**Chapter 5:**  
**Business**

**PRACTICAL QUESTIONS**

**If the big picture answers are promising...**

Am I absolutely 10/10 confident that I can do this thing?  
Do I really have the time, energy, mindset, and funds to allot to it?

How would my best friend answer the above question?

Logistically, what resources do I need to do this thing?  
Time? Money? Skills? Other people?  
Do I have those resources right now, or can I somehow get them?

**TRADE-OFF QUESTIONS**

**If the big picture and practical questions are promising...**

If I do this thing, what will it break?

If I say yes to this thing, what do I have to say no to?

What am I prepared to give up or lose in order to get or do this thing?

And sometimes I just boil these down to two simple questions:

- 1.** Does anyone in the room think this thing will actually work?
- 2.** If we do it, what's it going to break?

**Q:** In health and fitness, I see a lot of people with side gigs. Either their coaching is the side gig for another job or they have other side gigs to supplement coaching. Is this a good idea?

**JB:** I see two sides to this.

## Q&A with JB

### Chapter 5: Business

On the one hand, side gigs can allow you to dabble in work that seems fun or different. They can also help you build new skills. And sometimes they can lead to extra income.

On the other hand, if you really want to build and grow a business, side gigs might dilute your focus and make it harder to get liftoff. In some ways, they're the opposite of ruthless prioritization as they require you to spend some percent of your professional time on not the most important thing.

The answer is really up to you. If you're in a fixed-income job and want to take on a few side hustles to make some extra cash and have a little fun, go for it. Also, if your business is side hustles, then hustle away. However, if your end game is to build and grow a business, and your business plan is sound, you might want to put your available time and energy into that instead.

**Q:** There seem to be a lot of people making careers out of being internet or social-media famous. Is that a reasonable business model?

**JB:** One of the most important lessons I learned early on was not to mistake fame for success.

I remember sitting in a bookstore with my brother, back in 2004. I told him that it was my goal to have a book on the shelves by the next year, 2005. Now, in my mind, that meant something grander. I'd be rich, drive an awesome car, and have a big house on the hill. I'd be famous, people would recognize me, and I'd be pestered for autographs. By 2005 I did manage to get my first book in that bookstore. But, it turns out, I was only paid modestly. And fame wasn't part of the deal.

One of my good friends was a figure competitor in the early 2000s. She was on the cover of major magazines. She had a popular online presence. She even was part of a blockbuster television show on a major network. In the health and fitness space, she was famous. But she still lived in the basement of her parents' home because she wasn't earning much money.

## Q&A with JB

### Chapter 5: Business

Contrast this with another friend of mine in his late forties who's been retired for fifteen years. In his early thirties, he created a successful coaching program that helped small business owners make more money and take more time off each week. To get the word out, he partnered with thought leaders in each space. He provided the content, they marketed and delivered it, and they shared the profits. The program was such a huge hit that he was able to retire just a few years later. While almost no one has ever heard of the guy, including many of the business owners whose lives he changed, he's wealthy and living a life of leisure.

Of course, I'm not saying money is the only definition of "success." Your "success" may be personal growth, professional development, having interesting adventures or opportunities, and so forth. But the point is, fame doesn't necessarily correlate to other things you might be seeking . . . including feeling like a worthy and valuable human being. Yes, noteworthy accomplishments, money, and fame are sometimes correlated. But it's most important to define exactly what you want to achieve and then create a plan to go after that.

So, to answer your question directly, chasing fame as a business model is a risky proposition. If you want a great business, focus your energy on building a great business. Create great products that serve the needs of a specific group and then make sure those people buy them.

**Q:** Are there any other business lessons you've learned over the years?

**JB:** One that stands out most came from something that happened in Precision Nutrition's first week of business.

Phil and I ran a small company, Science Link, prior to starting Precision Nutrition. Through Science Link we did some online coaching and sold a few information products. Our total revenue was about \$12,000 a month, but our biggest asset was our mailing list of about 30,000 subscribers.

## Q&A with JB

### Chapter 5: Business

We decided to package the best of our articles, audio, and video files into a comprehensive nutrition system called “The Precision Nutrition System” and offer it to our subscribers. We intended on promoting this new information product over the holidays, offering a special discount to folks who purchased before January. At the same time, we’d be rolling Science Link into a new organization we were hoping to start, called Precision Nutrition.

Amazingly, our marketing worked and the product took off! During the discount period we sold \$140,000 in products. Sales weren’t slowing down. For the next six months we averaged around \$60,000 a month in revenue, up from \$12,000 just a few months back.

However, our merchant services company, without any advance notice, withheld every penny we billed during that period because of this rapid increase in sales. So, while Precision Nutrition made \$500,000 in sales over the first six months, we didn’t see a dime of it until a six-month waiting period ended. This was particularly difficult because we were printing on demand, which means we needed that money to fund the creation of the products to send to all those new customers.

Bottom line: While we saw great success and tremendous growth, we had to fulfill thousands of orders and had no income. Our staff had to work for free, and I had to sell my apartment and borrow money from friends and family to survive. It was one of the most stressful periods of my life.

As difficult as it was, the whole situation was a blessing in disguise. It taught me that any number of unexpected things can happen in business and in life. If you don’t set things up so that you can stay afloat, to continue doing the thing you’re passionate and excited about, it can all go away in an instant. And it’s not only because of low sales or too-high expenses or general failure. It could happen even while you’re succeeding.

## Q&A with JB

### Chapter 5: Business

This lesson—which I call “give yourself the opportunity to continue”—has been woven into the fabric of all my decision-making. In practice, it’s meant spending well below my means in business and in life, even to the point of others noticing it. I remember in 2009 a colleague visited us at home and commented on how people would be shocked to know that “the John Berardi” drove a 1996 Ford F-150 pickup truck and lived in such a modest 1,800-square-foot house. “I’m just giving myself the opportunity to continue doing what I love to do,” I told him.

As a business owner, this philosophy has also meant taking a small salary compared to Precision Nutrition’s total earnings and splitting up our profits into two pools. The first was a rainy-day fund that could pay for one to two full years of company expenses if our sales took a massive hit and we needed time to fix the problem. The second was an “investment” pool that we spent only on projects that Phil and I agreed had the highest probability of returning high margins. “Is this a million dollar project?” is a question we asked a lot in the early days. In other words, will the investment of time and money in this project or resource turn into sales exceeding a million dollars? If not, we’d consider other ideas.

QUESTIONS AND ANSWERS

# CHAPTER 06



## Q&A with JB

### Chapter 6: Reputation

**Q:** In one of your seminars I heard you talk about your “Google the Opposite” strategy as a way to seek out feedback on certain ideas. Can you share more about it?

**JB:** Humans, myself included, commit some of the same errors over and over again. Not because we’re stupid or thoughtless, but because we’re human and those errors are often hardwired.

For example, whenever we like an idea or theory, it’s our natural tendency to look for (and overemphasize) evidence to support it. Likewise we tend to avoid (or underemphasize) evidence that contradicts it. This “confirmation bias” helps us in that it simplifies our stories about the world. It can have disastrous effects, though, if we’re trying to learn, grow, and make better decisions.\*

It’s for this reason, I practice something I call “Google the Opposite.”

Whenever I find myself liking an idea or theory or piece of work, I search for resources from the opposition. The more strongly I like or cling to something, the more important it is that I Google the opposite and hear from intelligent people who don’t agree. This challenges my thinking and helps to round out my understanding.

For instance I recently read a book on attachment theory by developmental psychologist Gordon Neufeld. It deeply resonated with me. However, since I’m not trained in developmental psychology, I wanted to see what others were saying about his ideas. So I searched for things like: “Gordon Neufeld attachment theory unscientific,” “Gordon Neufeld attachment theory debunked,” “Gordon Neufeld attachment theory incorrect,” “Gordon Neufeld attachment theory wrong,” and so on.

Since I had spent a few weeks reading all about his theory, I then spent an equivalent amount of time looking for and reading materials from other respected psychologists who disagreed with his work. Not only did this give me deeper insight into the theories themselves, it also gave me clarity on the field as a whole. Further, it prevented me from blindly, ignorantly adopting a worldview without subjecting it to intellectual rigor.

\*  
Especially if the search engines and social media sites continue to create algorithms designed to show us more of what they think we’ll like vs. showing us a varied sampling of the ideas and opinions out there. Indeed, when we turn to them for most of our information, we end up seeing only stories that confirm our current beliefs and remain ignorant to valid, but opposing, views.

## Q&A with JB

### Chapter 6: Reputation

Every time I take this approach I emerge as a more mature thinker. Especially when I apply it to my own areas of expertise. Over the years I've learned that the closer a person is to an idea, the *more likely* they are to fall prey to a host of intellectual biases and the *less likely* they are to look for productive challenges that help them improve their ideas. Which is why I take Google the Opposite so seriously. It's one way I try to prioritize learning, growing, and making better decisions even over appearing right or defending the ideas I've arrived at hastily.

**Q:** In *Change Maker*, you talk about “being yourself.” How does appearance play into that? “Myself” is wearing board shorts and t-shirts, but I don't think too many people would think that's professional.

**JB:** If you worry too much about what kind of shirt to wear, chances are you're not thinking enough about your work or your character. And those are what your long-term reputation rely on: consistently doing high-quality work, communicating well and in ways that builds relationships, and being a thoughtful person who follows through on what they say they'll do.

That said, appearance does still matter. Consider my colleague Krista. She's a brilliant thinker, writer, speaker, and coach. In fact, she's been one of the biggest influences of my professional life.

Once, when asked to give a lecture to the executive team of a big insurance company, I recommended Krista for the gig because I had a scheduling conflict. At first, they were excited. A compelling female speaker with a PhD? They were in. But then, after digging further, they rejected my recommendation because they a) saw some photos where her hair was dyed purple and b) read some of her articles on LGBTQ issues. “Our executive team wouldn't approve,” I was told.

So there are definitely times where your appearance (and lifestyle choices) may influence your opportunities. But I'm not sharing this to suggest that health and fitness professionals should twist and wriggle themselves into normative physical standards. Quite the opposite.

## Q&A with JB

### Chapter 6: Reputation

I want to encourage you to think through who you want to show up as, in professional settings, and what kind of work you're willing to pass on, based on how you show up.

On the one hand, I was sad that Krista was rejected for the speaking gig because an executive team who hates purple hair and objects to discussing LGBTQ issues in health and fitness probably needs to hear from someone who's sensitive to those issues.

On the other hand, it wasn't sad for my colleague because she's already consciously chosen to do work that she's passionate about (and rock a particular personal style) fully knowing the trade-offs she'll have to make as a result. She owns her choice and is okay with the pros and cons. And that's the key. Own you. If you choose an edgier style because it's more authentic or more you, then you have to accept that it could cost you opportunities. If you say those aren't the kind of opportunities you'd want anyway, you're probably right. You just can't be angry or frustrated if it happens.

**Q:** What about cursing? I know a coach who drops f-bombs every other word. I can't imagine that's too smart for reputation.

**JB:** I remember one presentation I gave to a packed health and fitness audience. While my reviews were overwhelmingly positive, there were a few criticisms: I was "unprofessional" for using "curse words" on stage and for "not wearing a collared shirt and tie."

Now, you'll never get me into a tie. But I've put considerable thought into whether I should be cursing on stage. On the one hand, some avoid it in professional settings because even if it offends one person, they consider that one too many. On the other hand, some who value authenticity think it's better to speak the way you do in all contexts.

When I was younger I used to be in the latter camp. However, after having four children, I realized that I probably cursed too often.

Like that one evening our two-year-old son pulled out his penis and started, gleefully no less, spraying our playroom with urine. Toys, books, bookshelves, carpets, walls, nothing was exempted. My

## Q&A with JB

### Chapter 6: Reputation

first response—said even before he pulled his pants back up—was a slow, exasperated, three-second f-bomb. Immediately, our four-year-old repeated the word with incredible mimicry.

So I cut back, both in my daily life and on the stage. Not to zero, mind you. Because, very occasionally, using an appropriately timed curse word is the best way to make a fucking point. :-)

**Q:** I once had a client tell me that my website didn't look professional. How important is all that stuff to developing my reputation?

**JB:** Communication isn't just about what you say face-to-face or via email and private messages. It also includes what your space, demeanor, written materials, and nonverbal communication says about who you are. For example:

**YOUR WEBSITE.** In addition to being effective, is your website easy to find, navigate, read, and understand? Is it well designed and visually appealing? Is it honest, respectful, and inclusive?

**YOUR MARKETING.** In addition to being compelling and promising a hopeful future that you can actually deliver, is it inclusive? Does it recognize and invite all sizes, shapes, races, genders, and ability levels?

**YOUR PRINTED MATERIALS.** As well as having the right words, is the font large and clear? Could someone with less-than-perfect eyesight read it easily? Do the materials include helpful photos or illustrations? Do they speak to your clients' real, human needs? Do they project your style and your brand in visually compelling ways?

**YOUR VERBAL COMMUNICATION.** In addition to being well-spoken, do you speak audibly, clearly, and intelligibly? Do you use words all your clients can understand based on their background, education level, and the way they view the world?

**YOUR DEMEANOR.** Are you friendly? Compassionate? Approachable? Relaxed? Fun? Encouraging without being dismissive or annoyingly positive?

### Chapter 6: Reputation

**YOUR COACHING STYLE.** Do you think through how you're going to motivate each client based on his or her specific needs? Do you employ behavioral psychology, motivational interviewing, practice-based coaching, and change talk?

**YOUR COACHING SPACE.** Would someone with a heavier body, or a body that doesn't move well, be able to get around your space and feel comfortable?

So, yes, you may want to consider professionalism in all the ways you communicate.

**Q:** You mention inclusivity when it comes to different sizes, shapes, races, genders, and ability levels. How important is that?

**JB:** From an individual business perspective, it depends on who you serve. If you're a niche professional who only serves people of a particular size, shape, race, gender, and/or ability level, and business is booming, it won't be your number-one concern.

On the other hand, if you hope to serve a wide variety of clients but are only showing a narrow range of people in your printed materials, on your website, etc. then it's mission critical. Because, whether you intend this or not, showing only young, thin, blonde, white women, for example, signals to older people, people with larger bodies, people of color, and men that your products and services are definitely not for them. It may even signal that you don't acknowledge, like, or respect them.

My friend Molly Galbraith, of Girls Gone Strong, talks about this a lot.

She believes most professionals get into the business because a) they're passionate about helping people, b) they understand how powerful their role is in changing someone's life, and c) they believe they can truly make a difference with their work. She also believes if you're not intentional about inclusivity and accessibility, you're not making as big of an impact as you could.

## Q&A with JB

### Chapter 6: Reputation

According to Molly, the majority of potential clients don't fall into the incredibly narrow definitions of "fit" and "healthy" we see on TV, on social media, and in stock fitness photos. Imagine you don't look anything like one of those images. Imagine you're older, larger, or you come from a different cultural background. When the images of "health" and "fitness" look so different than you do, it's easy to feel like better health is out of reach or not meant for you. And that is what the majority of your potential clients are likely experiencing.

To take it a step further, many of these folks may experience trauma directly associated with their bodies—sexual harassment, fat shaming, racism, ageism—all of which are closely correlated with mental health struggles like anxiety, depression, shame, fear, anger, and feelings of unworthiness. Regular exercise and healthy eating are incredibly helpful in managing this, so for these folks, having a safe, welcome environment is key to making health and fitness more accessible.

Ultimately, when it comes to building your reputation and creating a health and fitness industry we can all be proud of, being intentional about inclusivity, accessibility, and helping all clients envision a hopeful future for themselves is important.

If you work with a broad range of clients, you can do this by featuring a mix of:

- young, middle-aged, and older people
- thin, medium-sized, and large bodies
- blonde-, brunette-, red-, and dark-haired people
- white, black, Asian, Hispanic, and other races
- people with disabilities and varying other abilities

And, if collecting "better human" points isn't motivating enough for you, there's a financial incentive too. Because the more accessible you make your offerings, the more people will actually access them.

These questions and answers are taken from the book **Change Maker**: Turn your passion for health and fitness into a powerful purpose and a wildly successful career by John Berardi, PhD.

Check it out at: [www.changemakeracademy.com/book](http://www.changemakeracademy.com/book)