



# **SUCCESS@WORK**

*BY JOHN MADIGAN*

## **DAVID WRIGHT (WRIGHT)**

Today we're talking with John Madigan. John is the Founder and Owner of Executive Talent Services, a business that provides outplacement, talent management consulting, and executive coaching services for companies and career management services for individuals. Prior to establishing this firm, John served as Vice President of Corporate Staffing for The Hartford Financial Services Group, Incorporated. In that role, he led executive and professional recruiting for the enterprise, including field staffing for P&C and Life, college relations, assessment consulting, and diversity staffing, effectively managing a twenty-million-dollar budget and more than one hundred and sixty people. He had held that position since May of 2003.

John joined The Hartford in 1996 as Director of Staffing for the company's life insurance operations in Simsbury, Connecticut. He was named Vice President in 1999 when he was tapped to manage human resources for The Hartford's company-wide information technology organization. That role was subsequently expanded to include all corporate functions such as finance, legal, and HR, as well as corporate education. Prior to joining The Hartford, John spent several years in the executive outplacement business as a Vice President at Direct Beam Morin, an international career management and outplacement firm, and nearly a decade in human resources management at Aetna Life and Casualty.

Earlier in his career, John directed career development and placement services at The University of Hartford and was a career counselor at Trinity College in Hartford. He recently served on the Board of the Human Resource Planning Society of Western New England, was one of the founding members, and chaired their membership committee. In addition, he serves on the boards of the Hospital for Special Care and the Village for Families and

Children. He was also Treasurer on the Board of the Connecticut Center for School Change. John is past president of the Board of Trustees for The Montessori School of Greater Hartford and previously served on the Board of the Urban League of Greater Hartford.

He holds a Bachelor of Arts degree in Psychology, a Master of Arts degree in Counseling from the University of Connecticut, and completed coursework for a PhD in adult learning at that same institution.

John Madigan, welcome to *Success Simplified*.

**JOHN MADIGAN (MADIGAN)**

Thank you David, it's a pleasure to be speaking with you today.

**WRIGHT**

So how do you define success?

**MADIGAN**

After hearing that introduction, you'd think it was simply writing long bios. No, the definition I like is one I heard expressed by Earl Nightingale. He defined it this way: "Success is the progressive realization of a worthy goal or ideal." Clearly that doesn't mean it has to be a financial goal, although it could be, but I like that particular definition. Beyond that, I think success is also making a progressively greater and more meaningful contribution to the world. So in that sense it's more like a never-ending journey rather than a destination.

**WRIGHT**

So what characteristics do you believe lead to success?

**MADIGAN**

I believe there are three characteristics that are critical for success: focus, discipline, and persistence. In fact, I recently put that on LinkedIn and received all kinds of interesting responses. But the first characteristic—focus—means that you have a goal and it's a clearly defined target—something that attracts and pulls you, you have to keep your gaze fixed on it—and that also means you prioritize your efforts and minimize distractions.

The second characteristic is discipline—the quality of putting the right behaviors and structures in place that take you to that

goal, sometimes referred to as “attentive care.” But it also means behaving in such a consistent way that a success habit is formed.

I believe truly successful people will force themselves to do what other people won't. I don't mean things that are unethical, illegal, or immoral. What I mean is that they will get off the couch and exercise when they don't really feel like it, instead of watching *American Idol*, or make one more sales call before they leave the office, even though it's been a long and tiring day. I think successful people will go the extra distance that other people won't.

The third characteristic that I think is critical to success is persistence. You have to be able to stay the course despite what comes before you. Keep going in the face of challenges and obstacles, some of which are your own fears and negative beliefs. It means refusing to give up.

I also think that there is an umbrella over all of this, which is self-management. It's difficult, if not impossible, to control the circumstances around you. For example we've had four straight days of rain here. That can't be controlled, but you can manage yourself, your habits of mind, and your reaction to circumstances. So, for me, the fundamental characteristic for success is effective self-management. Jim Rohn, the great speaker, motivator, and business philosopher taught that the key to success is working harder on yourself than you do on your job, and I believe he got it right.

#### **WRIGHT**

So what other general skills and capabilities should someone develop to be successful?

#### **MADIGAN**

Certainly the people who know me well will not be surprised by this answer. I think a key skill is networking. We live in a highly interconnected and I'd say interdependent world. The sheer explosion of networking technology, social media, social networking, and all those related sites show that people are crying to be connected. They want to stay connected; they want to be heard above the noise and be visible through the flood of information coming at them. Being able to establish productive business and social relationships, and in turn being able to utilize

those networks to provide you with practical, relevant information and key contacts is vital to success.

But lest people get the wrong idea here, those relationships need to be reciprocal. You can't simply be someone who takes. I've seen people like that, you never hear from them and then all of a sudden they need something—they call you only when they are in need. I'm not talking about that, I'm talking about first and foremost being a giver—being a provider of information and contacts.

This also implies that you're pretty effective interpersonally, that you know how to manage relationships. Along with that, a person needs really good presentation skills. I don't just mean being a good platform speaker—the “rubber chicken lunch crowd”—but I mean being able to effectively present yourself and your ideas, whether that's one-on-one, in a small group, conducting webinars and teleconferences, even what we're doing here. Being able to present your thoughts and ideas effectively is an important skill for long-term success. At the risk of going overboard, I also like what Daniel Pink has to say about right brain capabilities and how important they are becoming for the future. He talks about attributes and capabilities like empathy, design, and story, which I think is an interesting slant on what makes for or enables success.

**WRIGHT**

So given the state of the economy and all of the layoffs and job eliminations, what should people do to protect themselves on the job?

**MADIGAN**

Good question. I have a variety of tips I call “recession-proofing your job.” (Some of this may seem dreadfully obvious.) First and foremost you have to earn your keep, make sure you’re being as productive as possible in your current job, and along with that maintain a positive attitude, staying as upbeat and optimistic as possible so that people are drawn to you. There are lots of mopers and complainers out there today, especially in businesses, and if you’re not one of them then other people will want to be around you.

There are also specific tactics that people can use. There’s one in particular that I probably repeat a lot in my work and maybe even today.

The first is developing a list of accomplishments so that you can be in command of what your contribution to the organization is. A lot of people are reluctant to self-promote or talk about their background and accomplishments, but they really should know what impact they’re having and keep that firmly in mind. I’m talking about accomplishments that relate to the results they’ve achieved, not simply the activities of their job. If they know what those accomplishments are, then they can refer to them as examples in the workplace and make sure that people understand the value of their contribution. Naturally, this is helpful come performance review time.

Along with that, they should think through their transferable skills evident in those accomplishments and understand where else in the organization those skills might fit or be of benefit. For myself, during my time at The Hartford, I worked in a number of different areas, first leading the staffing and HR organization for the Life company, then the corporate IT organization where I leveraged skills in a completely different way, and at one point corporate education. Being able to see how your skills transfer to different parts of the organization is helpful and provides some measure of mental security.

I’d also suggest volunteering to pick up additional responsibilities whether directly in your own area or in a related

one through project work. Not only does that provide additional value in the workplace but it adds to your own portfolio of skill and knowledge.

And, consistent with what we've talked about earlier, build a network within the organization through the project work mentioned or by seeking a mentor in an area in which you need development or just get to know an internal customer better. There are probably a hundred other suggestions that would take me five more days to talk through David, so I'll stop here.

**WRIGHT**

For those who do lose their positions, what are the first steps they should take to prepare for a successful job search?

**MADIGAN**

Great question and certainly this is something I see all the time. One of the services we provide is executive outplacement. Frequently, people show up here for their first appointment and they're not even sure what to do next. They've just lost their jobs, they're worried about their future, and they've not had to do a job search in twenty years, so you can imagine the kind of worry and anxiety they have.

The first thing I think people should do, and what we help them do, is prepare an exit statement. By that I mean the chain of logic that explains why your position was eliminated or why you're no longer with that company.

For example, certainly in this area, but I think throughout most of the country, the commercial Real Estate market bottomed out with the near collapse of our financial system. So it's not surprising that people who worked directly in commercial Real Estate and in related functions such as law, found themselves out of work because positions were being eliminated—there just wasn't enough business to support them. For most of those people, it really had nothing to do with their capabilities. Being able to describe that situation calmly and confidently is critical. In this example, the exit statement would read: "The bottom fell out of the commercial Real Estate market, which in turn drastically reduced business and the associated revenue, thereby driving the need to cut expenses. In that process, the people who specialized in commercial Real Estate—twelve others and myself—had our positions eliminated." That's a credible chain of logic, and that's what the exit statement does.

The second thing I think people should do is, again, make a list of their accomplishments on the job. Those should be results-oriented, not activity oriented. People need to think about what problems or challenges they faced, what actions they took, and what resulted. Left to their own devices, most people focus on, and put in their resumes, activities rather than results. They refer to developing a program to improve customer satisfaction rather than consider the problem that led to that action and the impact the program had on that problem. In this case, they should note:

“Increased customer satisfaction 50 percent by implementing [the new program].” Maybe the accomplishment was an increase in revenues, or a reduction in error rate, or the number of on-time arrivals.

The third item, leveraging this approach to writing accomplishments, is creating an impact oriented resume. I think everybody needs such a resume to approach the market, but most people don't have one that really highlights the impact of their efforts.

The fourth item would be to prepare a two-minute drill—a short compelling story about the arc of their career. So if somebody said to you, “Tell me about yourself; tell me about your career,” you'd have a really well organized story to tell and it would be peppered with those attributes, characteristics, and experiences you most want them to know about you.

Finally, I'd say make a list of all the contacts you have by category, such as former bosses, trusted colleagues, friends and relatives, previous mentors. These are the people who will help jumpstart your networking, which is, after all, the most effective job search activity.

Those are five ways people can ready themselves for a job search.

**WRIGHT**

Sounds great.

So you've dealt with many leaders and senior executives throughout your career, whether coaching them in place for development and/or promotion or coaching them through a successful career transition. Would you tell us what are the typical derailers you see in your executive coaching?

**MADIGAN**

Over time, I've consistently seen at least three main potential derailers, although I think there are several others.

The first that comes to mind is what I'd call an overreliance on a technical or functional skill. To state it a little more broadly, an overreliance on a particular strength in such a way that a weakness is created. I think weaknesses are often the flip side of strengths.

For example, since we deal most often with executives, it's common that someone is really great at executing, delivering

results, a piece of which may be decisiveness. However, that very strength may create the tendency to jump to conclusions, push too hard, and fail to attend to how people are reacting to that style. That combination could end up being a derail. So yes, it's great that you get a lot done, but you're leaving a wake of bodies behind you or you come to the wrong decision too quickly.

The second area I see very often is a relative lack of interpersonal effectiveness. (By the way, I think all of these are somewhat related.) In this particular case, they can't seem to get along with everybody else. They know their job, know their field, may even be expert in it, and know how to get the right tasks done but just can't relate to others. Sometimes, there's a quirkiness—an unrecognized edge, a manner of communicating—that's off-putting. Here is where concepts like emotional intelligence come into play. I see a fair amount in this arena that needs work.

Then, finally and maybe a subset of the above is arrogance, flat out arrogance. Surely, after a while all of those behaviors become very tiresome in their organizations. There has been a lot of research on derailleurs and there are several that seem to cluster into one category for me, and, again, they all feel related.

There are three in particular that I think are almost the same: One is being volatile. You know the type—a screamer who goes off. Said another way, the volatile person is someone who is very impulsive, maybe even unpredictable, and sometimes that gets translated into being argumentative and defensive. These are often thought of as separate derailleurs but they do seem to cluster together.

Of course, not all coaching assignments are about overcoming derailleurs, and some say that's not even a good way to use coaching. Many experts believe it's more about what Jim Collins called going from "good to great"—focusing on somebody who is already really good and helping him or her be better or get prepared for a promotion or a new assignment. But those are some pretty typical derailleurs I've seen.

**WRIGHT**

How much of the derail syndrome do you think comes from outside sources like bad family life, bad home life?

**MADIGAN**

Oh, I think there can be all kinds of circumstances despite trying not to let circumstances control you; but unfortunately, for a lot of people, they do. I've seen situations where people develop a certain characteristic because they came from an abusive home or lived with an alcoholic parent. They had to learn how to quickly assess the situation and constantly accommodate to survive. Later, in the workplace, they bring that level of accommodating behavior to "normal" situations and people never know quite where they stand. They go with the flow because they had to growing up in order to survive earlier in life.

I also think some of it just stems from how somebody is wired and these are often the toughest ones. Going back to personality type, sometimes people are just wired a certain way and it would take a tremendous effort to change the way they approach or react to a situation.

**WRIGHT**

You seem to have an excellent and expansive network of professional connections. You must have spent a lot of time cultivating those relationships, buying people lunch, and so on. Is that what someone has to do to achieve success?

**MADIGAN**

That's a great question because people often claim that I have this great network or I'm one of the most networked people they know. They do conclude that I must have spent a great deal of time taking people to lunch, visiting with folks, cultivating my network and, "Gee, do you ever do any real work?" And then, of course, they assume my advice is that yes, you really have to put a lot of effort into it. *Not true!* The reality for me throughout the years is that I simply helped people whenever they asked for it. Honestly, when others asked to network to me or were referred to me, I agreed and provided whatever help I could. Sometimes that help was just my best advice. Sometimes it was a critical contact, sometimes it was just well-placed words of encouragement. Other times it was a tool that might help someone in his or her job or some other resource that people could borrow. That's really what built my network more than anything. I remember Zig Ziglar once said that if you help enough other people get what they want, you'll surely get what you want. I believe this, but not in any quid pro quo kind of way, or even with an expectation that if I'm helping you, you've got to help me. It just seems to work out that way when your motives and intentions are right. First be a giver.

Another aspect is that I simply had jobs that put me in touch with lots of people quickly, whether it was the career counseling I referred to before or the corporate and executive recruiting work. Take the recruiting roles for example. If you do your job well, then you make a friend of the hiring manager and the person who was hired. If you're really good and carefully decline the people who were interviewed but not selected for the job, then in one assignment you have created multiple relationships, which could be as many as ten or more people in just one piece of work. Multiply that by hundreds of jobs and very soon your network expands dramatically.

Despite what people think, I never did put a great deal of effort into calling people, scheduling appointments and lunches, or going out to see them. In fact, some people who know me well say I'm not very good at that. However, I'm much better on the other side—when people want help I provide it and I don't have expectations about getting something in return. That just works for me and that's how I've been able to create such a good network.

**WRIGHT**

Will you give our readers an example of a simple and actionable development tip or strategy you used with someone on your staff that made a big difference for him or her?

**MADIGAN**

I have three different examples I can think of right away. Let me describe them quickly.

One was a woman who worked directly for me. She was very bright, eager, enthusiastic, action-oriented, able to get things done, and very creative, but sometimes she was a bit on the impulsive side. She would easily jump to conclusions. The result of that behavior was that sometimes people viewed her as not having critical thinking skills or lacking the ability to think strategically. It was one of the few behaviors or competencies holding her back.

I suggested a very simple strategy: whenever you're in a situation in which you want to respond quickly to a client, or when a client or colleague is looking for a solution or is making a specific recommendation for action, I want you to ask three questions before acting. I don't care what questions they are, you just have to ask three questions. So you can imagine a scenario (this was in a staffing organization). Somebody says, "Hey, here is what I want to do, this is how I want to approach doing this job." Normally this woman who worked for me might jump right on it and say, "Okay, we're going to write it down and get that done." If she stops and says, "Well, tell me what leads you to this conclusion, and how you think this approach will help. Why do you want to use this strategy versus other options you considered?" Asking three questions slowed her down, it made her better at being consultative in her approach, and it caused her to ask even further questions. Consequently, she learned more about the situation and about additional options to consider, which then led her to ultimately develop better solutions. Building the capability to analyze the situation by asking more questions in turn developed her critical thinking skills and changed the perception people had of her capabilities. This did not escape her and she told me later that this simple strategy was one of the best pieces of advice I'd given her.

The second example is another woman who had worked for me who was such an extrovert in her personality type that she often would just blurt things out. Whatever she was thinking she would immediately express rather than filter it at all. In her mind, this

was being authentic but to others, she was seen as a little off the wall, maybe not as smart as she really was. So what I asked her to do (and this was particularly in group situations) was to write down her reactions before blurting them out. If somebody said something, and she had a specific thought or emotional reaction, I wanted her to write it down and then think to herself very quickly, “How might this come across if I were to say it?” In other words, just slow it down by writing it down first. That did cause her to slow down and, of course, she built the habit of thinking about what she was going to say first. As you might expect, there ended up being a lot of thoughts, reactions, and ideas that she wrote down and, after quick reflection, decided not to express because, when she thought about it, what she would have said wasn’t the best thing to say after all. In turn, she was able to build that “muscle.” She went on to be very successful in many different roles.

For the last one, I think about a fellow who worked for me many years ago. This is more about acknowledging somebody’s personality type. For those readers who know the Myers-Briggs Type Indicator, this fellow was an INTJ, or introverted, thinker. I knew he was a smart guy and I would often be interested in his perspective on our business. However, I’m a very extroverted person and would always seek his input by asking him to come to my office, chatter to him about my idea, ask him what do you think, and then proceed to stare at him for an immediate reaction—that great answer I was anticipating. Because he was more introverted than I am, he really needed some time to think about the idea without feeling put on the spot.

Now, I know sometimes you have to go with the flow, but in this case I wasn’t getting good responses from him. Then it dawned on me how my behavior was affecting his “performance.” So, I adjusted my approach and whenever I wanted his input I would visit him in his workspace, sit down and say, “Okay, David, I’d like you to be thinking about something,” and I would unveil the idea. Then, I’d suggest he take some time to think it over, and come back to me, sometimes within a specified time frame, with his thoughts and reactions, and how he thought we should proceed. Sometimes it was ten minutes later, sometimes it was longer than that, but usually pretty quickly he’d have a well thought-out response—a strategy to use if we wanted to pursue that course of action. In that situation, what worked was to

recognize his type and adjust to it. So maybe in that sense, David, it was really more my development than his.

**WRIGHT**

A really intelligent man told me many, years ago that if you're walking down a road and you see a turtle sitting up on a fencepost you can believe he didn't get up there by himself. Do you have any role models or people who inspired you to succeed?

**MADIGAN**

So are you saying I'm a turtle sitting on a fencepost! Some days I feel like that, David.

There *are* those role models for me and in some sense I think I've developed the ability to draw different things from different people. I'd say right from the start that I gained a lot from my parents who were each very different. My father was a very logical thinker, an engineering type, direct, and patient. From him I learned how to think situations through logically, and developed a critical thinking capability because that's what he modeled.

My mother, on the other hand, was not a logical kind of thinker, but much more of a people person. She was someone who was good at developing new relationships and liked to stay connected to folks. She went almost overboard in that regard. She could work with somebody all day long, go home, and half an hour later get on the phone to have an hour-long conversation. What could you possibly have to say after already spending the day with someone?

You could say I learned to think from my father and to feel and relate from my mother.

My wife is also an inspiration for me. She is a superb example of what it means to be a good friend—someone who cares about others and goes out of her way to make others feel better. I'm trying to learn more patience and understanding from her. And, believe it or not, I'm learning from my children every day. Right now, my son is thirteen and my daughter is eleven. They are totally different. I often say that together they'd make a great SAT score, covering the full spectrum of verbal, creative, and analytical capabilities. Like most parents, I learn from having to think about and answer their very creative and challenging questions.

Then, there are those famous names—people who were influential for me; Dennis Waitley is one. I remember hearing an

audio tape of his and then going out and purchasing his program, *The Psychology of Winning*. I was very impressed with his ideas. I like material and ideas that are researched-based, and there was a lot of research behind what he talked about; that was very influential for me.

Also, when I first worked at Aetna, I was exposed to a very interesting training program. I think they were experimenting on us. It was a program called Achieving Your Potential by a fellow named Lou Tice. I don't know if you ever heard of that, but it was a very interesting program and another one that was highly influential. Along with many other concepts, the focal point was on the idea that when you do focus on a goal, and have that very specific target, the human mechanism zeros in on that like a guided missile. That part of your brain called the reticular activating system really starts to pull in information and resources and attend to whatever enables that goal and tends to close out other information. Some people call this "selective attention" (the good kind, not the kind my family and friends accuse me of).

Back to some of the things we talked about earlier, David, this program started to crystallize my own thinking about the keys to success—discipline, persistence, and the real mechanisms that help us be successful.

Those were some of my key mentors—people and their ideas that influenced me earlier on, and today, about success.

#### **WRIGHT**

How much importance do you place on mentors regarding an individual's success?

#### **MADIGAN**

Of course that depends on how people use the term "mentor." If you define the word "mentor" broadly, then I think they are critical to one's success. For example, I think good mentors can remind you what you're good at during those times when things aren't going so well. They can save you the pain of mistakes that have already been made that you might be able to avoid. They allow you to understand things that you don't necessarily have to experience because they have. Most of all, though, I think good mentors help you process experiences you have and help you derive the right lessons from them.

I did a lot of work in a PhD program on adult learning. All the research in that area revealed that adults learn through their experience, which is no big surprise. But the process is one of action and reflection, having the experience, reflecting on that experience, and then drawing meaningful conclusions from it. I think really good mentors are people who help you do that. They help guide you through that process of learning, so they can be critical to your success. In fact, the word “mentor” is thrown around a little too much for my taste. You can get advice from would-be mentors who may have more experience than you have, but aren’t necessarily helping you derive the right lessons from your own experience.

I’ve seen people get poor development advice from folks who think they are mentors but what they really do is get the unsuspecting person off track. That person may have a particular development need but their so-called mentor (sometimes self-appointed) is misdirecting the person’s attention. He or she ends up running down the wrong road when, in fact, that’s not really what should be worked on. I think mentors have to be carefully selected.

**WRIGHT**

How much of our obstacles to success do you think are self-imposed?

**MADIGAN**

You’ve probably figured out from all I’ve been saying that I think a majority of our obstacles are self-imposed. I don’t think anybody would deny that “stuff happens.” What’s important is how you deal with those circumstances and what you learn from the experience that you can take forward. And, how your character is built and shaped in a positive way because of it.

This actually makes me think of some specific work done by a psychologist named Martin Seligman on the concept called “learned helplessness.” I was always fascinated by that term. It was first observed when animals learned they couldn’t do something, such as an elephant not breaking a leg chain despite having the physical strength to do it easily. Animals learned to be helpless in certain situations and then that same process was observed and measured in people. Under certain circumstances, and within certain systems, individuals learned how to be

helpless, either because of the feedback they received, the way they were managed, or what they were constantly told about themselves. Later, Seligman also worked on the related concept of learned optimism. This is the reverse of learned helplessness. It is about how people learn to be optimistic and hopeful despite their circumstances.

So the research further supports the notion that a lot of our limitations are self-imposed, that maybe it's our perception, but in reality we have enough physical strength to break the "leg chain" that represents obstacles but don't think we can. It's tricky business—making sure that if there are limits, they're real and not imaginary, and they're not self-imposed. I'm of the mind that there are very few limits to what we're able to do, if we stay focused, if we're disciplined, and if we persist. Getting rid of those self-limiting beliefs and processing the experience the right way can help. This is where mentors can help also.

**WRIGHT**

Well, what a great conversation, John. I really appreciate the time you've taken with me to talk about this really important subject. I really like some of your viewpoints on it. They are very simple that I can use.

**MADIGAN**

That's great. It's been a joy talking with you and I hope this information will be helpful to people. My goal is that someone reads it and says, "Oh, it's simple to understand but it's helpful, it's something that I can act on and it can help me." That is my hope, David.

**WRIGHT**

I would point out that there is one thing you really didn't get into that I got from reading your bio and that is you're so well-rounded in almost a servant hood kind style of leadership. You put yourself out there and you participate in things other than your job. I think that's always helpful for someone who really wants to be successful.

**MADIGAN**

I agree and thank you for saying that. Board assignments and other work I do because I want to give back. Even the talk we had

about networking and some of the board connections where people would ask if I would be willing to serve on their board. Actually, this is one of my weaknesses—wanting to do too much. But, in those situations, if I thought I could make a contribution, then I would accept. So, sometimes I can overextend myself but all those experiences are enriching, too.

Even while I'm giving, I'm connecting with people who also then say, "We'd like to help *you*." Some of the people with whom I've worked on those boards have introduced me to other like-minded people who are terrific and so that process has expanded my network. And, business has come out of it too, although that's certainly not why I do it.

But you are right, I didn't really talk about that but I do believe in that servant leadership style, absolutely.

#### **WRIGHT**

Today we've been talking with John Madigan who is the Founder and Owner of Executive Talent Services, a company that provides outplacement, talent management consulting, and executive coaching services for companies and career management services for individuals.

He recently served on the board of the Human Resource Planning Society of Western New England. In addition, he serves on the boards of the Hospital for Special Care and The Village for Families and Children, and was Treasurer on the Board of Connecticut Center for School Change.

John, thank you so much for being with us today on *Success Simplified*.

#### **MADIGAN**

David, thank you so much for having me; it's been a pleasure.