

### 3 Legged Stools, Elephants, and You

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Cevin Ormond

Hi! I'm Cevin Ormond. Welcome to this course.

It's Sept 1959, I'm eight-years-old. My dad comes in and he says, "Hey, you want to go make some money?" I said, "Sure." I figured, "Okay kid, who knows? Why not?" What does an eight-year-old want? I don't know. But anyway, I said, "Sure."

So he takes me down to the grocery store where he works. He is a butcher. Of course, back in those days grocery stores closed at 6 o'clock or so and it was maybe 7 or 8 o'clock. He takes me down to the store. He sits me down with a box, a garbage box and in the box that isn't the garbage box, there are 50 pounds, 100 pounds of hot dogs that still have plastic wrappers on them.

He hands me a knife. He shows me how to take those wrappers off those hot dogs, and of course I would put them then into a different box when they were skinned and they didn't have the wrappers on them anymore.

The deal was this -- he was able to buy those with the skin on for five-cents-a-pound less than the ones without the skin. He was paying me half of that, like two-and-a-half cents a pound and of course it was a better deal for everybody.

There I was, every night after school for a while, at least a couple times a week spending several hours peeling hot dogs, taking the plastic wrap off the hot dogs and of course making money. That's how it started.

I started working then for money when I was eight-years-old. I was working then for my dad in the butcher shop. He taught me the trade and over the years, I actually worked in that trade for about 12 years or so. During that time and of course working with my dad having him mentor me, and that sort of thing.

He was great at the technical. He understood how to do that. He really did. He was one of the best butchers around and so I learned from the best. In fact when I was 19-years-old, I ran my own meat market. In the whole region, his was the most profitable and mine was the second most profitable.

Why? Because I had learned from the best and that's an important thing. You need mentoring and you need coaching, and that's one of the things I learned at that age. But unfortunately, he also taught me some things through that process that weren't as good for me. They didn't serve me as well.

One of those was that all these years that I worked with him I would hear him complain and complain and complain about how the bosses just were not fair. How they would cheat you out of your money and how they would fire you when

things got good in the business and you started making significant money, and this happened to him.

He lost job after job. He worked there for a year or two. And so we moved a lot when I was a kid because he would get a different job somewhere else and so on and so forth. What I learned from that later, of course much later, was that his attitude was attracting the wrong kind of bosses. That's truly what happened but I didn't know that at that time. I was a kid.

I just thought this is the way things were. You've got to have your own business. You've got to do all these things and you can't rely on anybody else. You've got to be the lone guy. You've got to be the one who does it all and does it all well.

Now, it's 1986. I'm sitting in my office in my home looking out the window and the phone rings. I pick it up and it is the Secretary-treasurer of the company that I'm the CEO of. He informs me that there has been a board meeting held, which I didn't know about, and to which I wasn't invited. At that board meeting they had rejected the offer to take the company public, which would have made us all wealthy that I had brought to the board and I brought to the table.

And, "Oh, by the way, we fired you. You're no longer the CEO of the company." Click! I'm stunned. It was like, "How can they do this? I started this company. How can they do this to me?" I really related to Steve Jobs when he got fired. But the point is, how can they do this?

I was on the emotional rollercoaster. I've got eight kids I've got to feed. I've got house payments and car payments and all the things that everybody has, and I don't have a job. I don't have any income. Not only that but I mortgaged everything to the Ying Yang to start the company and to survive during the period when there was no income.

So now what? I mean my emotions went from the gamut. They went from terrible, horrible, like "I got to kill myself so my family can have the life insurance," that kind of thinking until I'm so furious at these guys. I want to go and just, "Uhhh..." There I was and this went on for a while.

At the end of the day I spent most of the time in depression and it was just terrible. Now it's two, three or four weeks later and still in July probably in 1986, and I'm sitting in the same office and the same desk and I listen. It's in the basement so I hear the kids run around upstairs and I'm trying to figure out what I'm going to do and just going over and over and over into my mind.

It just hits me. Number one, I've got to do something different because this isn't going to take me anywhere good what I'm doing right now. Number two, I realized that business and life really but certainly business works like a 3-legged stool and really your life does too. If you've ever worked with a 3-legged stool,

you've ever milked cows or you've ever done anything like that or you've ever seen a 3-legged stool, you've got these three legs like this and they allow the thing to be stable.

An organization works like that. Your life works like that. It dawned on me and I realized that my life and my business works like a 3-legged stool. I realized that the first leg, the technical leg, I understood that. I understood what that was and that's the first leg.

The second leg, I realized that that's the management leg. And then the third one is the leadership leg, and I thought, "Wow! Okay now I understand that." So that's great but what happens, what I looked at it in my case and in many cases, organizations will have a big honking technical leg. And then they might just have stubs for the management and leadership legs.

Mine wasn't quite that bad but then if you try to sit on a stool like that what's going to happen is you're going to be on your backside on the ground. You wonder why your life is on its backside, and you wonder why your business is on its backside on the ground. There it is, because it's not stable.

I understood this. This is what I do, okay. This is my technical leg and I had electrical engineering degree and this was a technical company. So I understood that and that one was pretty solid, and that's solid in most situations I found. But it certainly was solid for me.

And then the second leg, the management leg. I had an MBA and I understood that because I understood it's about systems. I had systems in place. I had accounting systems and I had payment systems. I had other kinds of systems in place, manufacturing systems, those kinds of systems. So I understood that but what I didn't know much about was leadership.

I did not understand that and that's where my stub was, and a course that's what ended up on the backside on the ground. There were things going on there that I just didn't understand. I couldn't change what had happened but I could certainly improve myself and that's what I decided I had to do. I had to improve myself.

So what I did was I started studying leadership. I started working with that and I started learning about leadership, and part of what I found was really interesting because as an organization or person I found that I could grow this big if I followed my dad's advice, that was just the technical one because don't trust anybody. You can't rely on anybody. Everybody's out to cheat you and yada, yada, yada.

They can't be trusted and so you got to rely on yourself. You can't rely on anybody else. The problem with that is that you run out of time and energy.

There's a 168 hours in a week and I had to sleep some of them, and so I couldn't just do that.

Now when I added management to it, now I could grow to this size because now I could leverage my time with other people and farm things out and do other kinds of things and get my systems in place. That gave me some leverage but it's still limited and of course that's what happened to me.

Just as a side note, the company, a couple years after they got rid of me, they went Chapter 7. They couldn't do it either. It's all, I suppose I could have gotten some satisfaction out of it but I really didn't. I really wasn't that excited that they did that, but that's what happened.

But what I learned next was that if I can develop the leadership, now I don't have a limit. Now I can grow as big as I want and reach as far as I want, touch as many people as I want, and a course that's what I learned. I started doing that and I started working on leadership, and that's what I wanted to know more about and understand more fully and be able to do and then help other people with that and that's where the 3-legged stool comes in.

For you, the 3-legged stool is going to apply because whatever it is you do, that's your technical leg, okay. I had to ask myself the question "Is that enough?" And the answer for me was of course, "Not for where I wanted to go."

For some people, that's as far as they want to go and good for them but that's not good enough for me. So I, and for many of you, it's probably not good enough either. I know for me it wasn't and so I had to then learn and add management to that, and that's the second one. You've got to have that in place and that's what I did.

So I got the MBA and I did all those things to understand more about management. I worked as a supervisor, as a manager and did those things. I learned how to do those things. I started some companies, obviously this one and some others, but I learned how to do that with leverage and management, being able to farm things out mostly.

Then what I had to figure out was how to lead. Once I understood that that's what I needed to do, then I did just like I did with everything else. I just dove into it and started learning. I didn't know where to start. Part of what I learned about that was that there are gazillion leadership experts out there. They are all saying something similar but a little bit different.

That was very confusing for me. I didn't know what to do with that. I looked at this one. I'd read. I'd go to seminars, stuff like that. And then I'd go to another one and I'd read their stuff. I'd learn their stuff and I'd listen to their audios and whatever. I'd go to their programs. As I did that, I learned something extremely powerful.

What I found was that leadership, because it is emotional. You feel a good leader. You don't see one. You can't measure it very easily. As a result, leadership is felt. You feel a good leader. You can see a good manager and measure that and that's what makes management actually a lot easier to do because management can be trained. I trained a lot of people with that and learned it as I've both done it and trained it.

But leadership I had to develop. I had to develop me because I had to be the leader and that's a much harder process I found. For me, it took a lot of time and a lot effort to do that because what I found was that leadership works like this, there's a poem by John Godfrey Saxe who lived in the 1800s, and it talks about a story in this poem.

It starts out and says:

Six men of Indostan,  
To learning much inclined,  
Who went to see the Elephant  
(Though all of them were blind),  
That each by observation,  
Might satisfy his mind.

So the story goes on in this poem. One guy comes up and grabs a hold of the elephant. Now I have an elephant here. This is Elle. Isn't she cute? One guy is led up to the elephant. He grabs a hold of leg. He says, "Oh, an elephant is just like a tree."

Another guy grabs a hold of the side of the elephant. "No, no." He says, "An elephant is like a wall." One guy grabs the tail, "Oh no, an elephant is like a rope." One guy grabs the tusk, "No, an elephant is like a spear." One guy grabs an ear, "Oh no, an elephant is like a fan." One guy grabs the trunk, "No, the elephant is like a snake and not a rope."

These guys, then they proceed to argue and argue and argue and argue. What happened was of course, they were all partially right and they were all partially wrong. But if you stood back, and what I learned was by always leadership experts, all look at this elephant called leadership and because the language set is in your brain, don't really have the stuff we need to communicate emotion directly through words.

What happens is that every leadership expert takes it from their perspective. And so one leadership expert might be taking a look, maybe Dan Clark or somebody

is taking a look at it in this way, from this standpoint because Dan is all about legacy. Legacy happens at this end of the elephant. That's where baby elephants come from. That's where the legacy is.

If you take a look at John Maxwell, though he might be the ear here you see, and looking at it from that standpoint, and maybe Jack Canfield or Tony Robbins might be here. Maybe I might be out here. But in anyway, we all look at this elephant from the perspective that we have and bring that perspective into what we do.

Now the beauty is that there's always more to learn and that's exciting. The other thing about it is, leadership is something that works like golf. Golf is a game that can never be mastered. It can only be played. This is why even the top golfers, the Phil Mickelsons, the Tiger Woods, the Bubba Watsons, those guys...all have coaches. They all have mentors that are working with them all the time.

Experts are like that, if you want to be an expert, you have to be like that. That's what I discovered. So I went out and found all these mentors to help me and I still use coaches today. I still use mentors today because it's a never-ending journey. When I embarked on learning leadership I discovered that for me, it would have to be a never-ending journey. I would have to do it for the rest of my life in order to get better and better and better and better.

Guess what? It works! That's what I found is, as I did this I got better and better and better. Now let's put Elly away and talk for a moment. Let's talk about what that all did for me because I am not unique and it worked for me so it'll work for you if you understand that. What this did for me was it took me back to our 3-legged stool for a moment.

It took me from just having a technical leg. Then later I added the management leg. Now I added leadership leg and now I didn't have the limits anymore. And so then I can just proceed to go from there. That's exciting because now, I can help people all over the world. I can transfer to them what I have learned and help them on their journey. I can coach them.

I wrote a book and I did all these other things. I've got other books in the process and I've got other programs and coaching and training. I'm a professional speaker and I've done that for 26 years. I have trained and talked students and coached well over 300,000 people. This is what I do. I help people to develop themselves and their own leadership so that they can have no limits, and that's cool. It's really fun.

That's what I get excited about because you can have that too. I have it and I'm getting better and better every day. This is what I learned and I was so excited to learn and share this. I'm still excited as I keep going forward with it. It is so much fun.

Now let's go back to my story. It's 1986 and I get fired as the CEO and I don't know what I'm going to do. I'm going to lose my house and all these other kinds of things are going to happen, and they did. I lost the house and we had to move and so on. It was very disruptive to say the least. It was terrible actually.

I had to deal with that and that's 1986 in July, and then just a few weeks later, I have this epiphany, and I go, "Wow! I've got to learn how to be a leader." So now it's March of 1993 and I'm at the airport. I'm holding this little two or three months old baby girl, beautiful little baby girl. It's my first grandchild and I am so happy and I am so excited.

I had just flown her and her mother in from the Portland area where they live. Next week, I'm taking my son who is graduating from high school to the Virgin Islands. My wife and I were going to take him there. We're going to go scuba diving and golfing and things like that for a week. That's his graduation present.

We have a new home. I'm working usually about two weeks a month. The rest of the time I am off and I'm able to golf. I'm able to hunt and fish. I am able to go to my kids' school programs, if they have them all these things. And I'm holding this baby girl and I realize, "Wow! Look how far I've come. The reason is because I took the time, the effort to learn how to be a leader, to learn how to lead other people, to learn how to communicate better, to learn all the skills that are involved in that, and look what it has brought me. Wow!"

That's exciting and that was really exciting for me. I'm going wow, wow. It's amazing. That's really the power of what I'm talking about and that's why it was so important that I did the coaching. I got the coaching. I got the mentoring.

One of the things that I learned was that most of the stuff that my dad had told me outside of the technical stuff about how to be a butcher, most of that stuff was nonsense. It was malarkey. It was BS. It was stories. it was not true. The truth was, I found mentors -- people who were willing to help me, people who are where I wanted to be, and they were willing to help me.

I found information. I read books. I hung around with people that could help, that could teach me, that could coach me, that could help me so that I could then bless the lives of other people, hundreds of thousands of other people. That's continuing to grow. We're going to have millions before long. It's exciting.

That's because I went through that process. That's the process that it takes. That's what I learned. And so that's what I help others do. Through the coaching, through the books, through the audio, through the programs like this, through keynote speaking, training and other things that I do, that's what I help people to do. It is an amazing, amazing thing what it does for them to help them to reach their potential.

I've helped a lot of people to get unstuck. That's another thing that happens to us. We talk about paralysis by analysis, and we talk about physical paralysis. I have a friend. His name is Chad Hymas and he had a bale of hay fall on his head 10-12 years ago. He broke his neck. He is a quadriplegic. He is a Hall of Fame speaker now talking about what he has learned from that experience.

He's a perfect example of somebody who has made lemonade out of the lemons that they were given, okay. But it is important to understand that the physical paralysis, like Chad has, isn't the only kind of paralysis. There's paralysis by analysis which is a mental paralysis.

We talk about, for example, abuse. We talk about physical abuse and sexual abuse. We talk about emotional abuse, mental abuse, all these other types. But the reality is paralysis is the same way and you can be emotionally paralyzed.

I've been emotionally paralyzed and I've had to find out how to recover from that emotional paralysis. In fact most people that are paralyzed, you can't see it by looking at them because it's not physical paralysis. They're paralyzed by the stories that they learned growing up. I was. The stories and the nonsense, just nonsense.

I didn't know it was nonsense at the time so I bought into it. I believed it. I mean my dad was telling me. He wasn't the only one of course but he was one of the ones that was telling me, so course I believed. I was a kid. It's just a bunch of nonsense. It's not true. But I didn't know that. Those thoughts paralyzed me. Now why did he do it? Because he was paralyzed by them and they paralyzed me.

It took me a long time to figure that one out and get past that paradigm, the emotional paralysis, the fear. When I find that when I'm in fear, physiologically what happens is, my frontal cortex shuts down. I'm now down in the limbic system of my brain and I can't think. I can't think clearly. All I can do is feel these emotions of fear or anger or whatever the emotion is that has shut down my thinking ability and shut down the ability for me to do whatever I need to do. So I'm paralyzed.

I've had to learn how to come past that and that's one of the things I coach people on doing to is overcoming those methods of paralysis. Let me give you another story about that because that is so important.

It's now May of 2014 and I, over the last three and half years, have had four major surgeries. I had cancer and I had to have surgery on that. I had pinched nerves in both elbows -- here and both wrists. This hand in particular, the finger was out like this. The muscles were withering away. It was paralyzed and numb and becoming worse. This one was on its way. It was numb and not working so well, but this one was worse.

But fortunately, I knew a good surgeon and we got it fixed, and even without any physical therapy, it came back. And then I had a hernia repair as well. So that was four major surgeries in just three-and-half-year period.

What happened to me is I've been going through this now and the segment of the market that I was in kind of tanked in 2008. That happened to a lot of people and I was one of them. Now I'm thinking, "Okay, so what am I going to do now?"

It's May of 2014 and I make a decision, I'm going to take my speaking level and my speaking career to the next level. I'm going to go on more big stages than I've been before. I'm going to reach more people. I'm going to do all these other kinds of things, and so I went to my mentors, very important, my advisory board.

I went to these people and I said, "Okay, here's what I want to do. How do I get there?" They said, "The first thing you've got to do is write a book. That's the price of entry to where you want to go. You've got to write a book." So May of 2014, I make a decision that I'm going to write a book.

I don't know what the book is going to be. I don't know what it's called. I don't know what it's going to be about, nothing when I made the decision. I just know I'm going to write a book. Why? Because that's the price of entry to get to where I want to go. That's the next step.

My coaches told me that that's my next step so that's what I did. It is so important to follow. I mean it's so silly, I see people spend a lot of money on coaching and a lot of money on mentors, and then ignore it. How stupid is that?

I take what I learn. I take what I pay for and I learn from it and I use it and I grow because that happens. That's what works for me and that's what works for everybody who does it. Everybody that I have talked to, that is where I want to be or successful, has coaches. They have mentors. That's how they get there and of course that's part of what I provide.

The thing then was they said to write the book so I decided I'm going to write a book, not knowing what it's going to be. 100 days later, in my hand I have a hundred copies of my book. It's live on Amazon. People can buy it there. It's live on Kindle and this is in 100 days from not knowing what the book was and just knowing I'm going to write one, 100 days later I'm done. I've got one and it's there and people are buying it. That's exciting.

I'm so excited. I'm going, "Wow! This is so cool. Now what? I've got to figure out how to market this thing." So what do I do? I say, "Well okay, I need to find mentors to help me market my book, my speaking and so on."

In my email box drops a notice about a seminar or conference, a three-day conference in Las Vegas. The keynote speaker is Bob Proctor and Bob Proctor was on the Secret, if you've seen that movie, and so on. He's been a speaker and a coach in these kinds of things and an author for 40 years.

He is where I want to be. So I said, "Fine, I'm going to Vegas I'm going to meet Bob Proctor and I'm going to talk to him about what I want to do." And so off I go. I go to Vegas and sure enough, I have that opportunity. I meet Bob Proctor and we talk a bit about this and that and the other, what I need to do next and so on.

He gave me some coaching. He gave me some ideas. He gave me some suggestions. And I am following those suggestions because again, why would I invest the time and money to go to this conference and then not use what came from my investment? That would be silly.

So of course I'm doing those things that Bob suggested but in the process at the conference, I also met another person who got up on the stage and she said, "I help people take their books and make them bestsellers."

Now, the thought of my book becoming a bestseller had never crossed my mind at that point. This is in now October of 2014. The thought never crossed my mind at that point. It has never crossed my mind that I could be a bestselling author. I'm thinking, "Okay, I'm an author. Now what?"

And then I think, "Wow! I could be a bestselling author." So I engage her and I proceed then to follow her pattern and her advice. And on January 27, 2015 my book became a Top 10 bestseller on Amazon. It actually hit number three. I've been on the bestseller list continuously ever since. It's still on the bestseller list today.

That's exciting and I'd never thought that I could be a bestselling author. Back in the day I never thought I'd be an author much less a bestselling author and here I am. How did I get there? I followed. I found the help I needed. I found people that I connected with -- so important, because all of these experts out there that are like this elephant, the bits and pieces that I showed you earlier.

All these experts, some of them I didn't connect with very well. I learned what I could from them and moved on to somebody else that I did connect with, because it is so much of a relationship that it's all about who I can connect with and that's a piece of advice I would give you.

If you want to work with me and you connect with me, that's great. If you want to work with me and you don't connect with me, find somebody else. Find someone who you do connect with, because I don't connect with everybody. I know that and I'm okay with that. I would rather you get the help you need and for that to work that relationship has to be there.

Why? Because it's emotional. It's not in your head. Management is learned up here. Leadership is learned here. If you want to add that and create the no limits, that that does in your life or your business, then you've got to find mentors, that you connect with here. That's what I learned.

That's what I did and I connected with this woman, and so I was able to work with her. I found some others as far as I have speaking coaches. I have other coaches but she's my coach for my books and writing. It is so important that I use these people and utilize their gifts and their talents and their expertise, because although I'm an expert, I'm a leadership expert. I'm a self-leadership expert. I am an expert speaker. I am an author, a bestselling author of all these things. I still need coaching to not only stay on my game but to improve my game. So I'm still working with coaches and I always will. That's what's so important.

So here's what it can do for you. If it did for me, it can do it for you. Think about what would have happened if I hadn't done these things. Where would I have been? I lost my home. Would I have been just renting for the rest of my life, never getting another place, would I have been working 50-60 hours a week, two different jobs? This kind of stuff, never see my kids. Never be able to take them places and help them see the world.

I've seen the world and I still am in the process. I travel all over all the time and I take my wife. I take my children. I take my grandchildren. I take people with me every chance I get, and it makes life a wonderful place to be. This is so much fun to be able to share this with people and to change people's lives and to watch the light come on, and they go, "Wow! I can do that."

I say, "Sure. I did it. I'm nobody special so of course you can do that." I remember when I first started in this process hearing other speakers and other mentors and other experts and other coaches say that very same thing. They told me, "If I can do it, and I'm nobody special, you can do it." And I remember a little voice in my head saying, "Yeah sure." That, and I had to work and work and work with this thing, and I still work with that little voice saying, "Shut up. Go away little voice. You're wrong."

I have evidence that you are wrong. I can do this. And I still have to work that process. I teach people how to do that because that's one of the biggest things is to make that little negative voice shut up, because it's like, "Dude, why should I listen to you?" If I had a friend that talked to me the way that stupid little voice inside my head talks to me, they wouldn't be my friend any longer. So why should I listen to you?

I refuse and there are techniques that I've learned and that I help and share with other people to teach them how to do that very same thing. Why? Because it's required in order to be successful. All of these things are available and I can help

if you're interested in working with me. If you're not, please find somebody who you are interested in working with.

But you can contact me on my website at [cevinormond.com](http://cevinormond.com). My name is spelled as shown on the screen here, C-E-V-I-N O-R-M-O-N-D. You can reach me by email at [Cevin@CevinOrmond.com](mailto:Cevin@CevinOrmond.com). I'm on Twitter @Cevinor. I'm on Facebook at CevinOrmondSpeaks is where my Facebook page is, and all of these things are available to contact me.

Let's talk. If there's something that makes sense that fits then let's talk about moving forward. But in any case, I hope that you've walked away from this and learned something of value because that's the point. If you learned something of value, then your time and your money has been well spent.

If you walked away with one thing, one idea, that one idea can be worth who knows how much, millions maybe. Certainly lots of time and money, lots of value, better relationships and all those things. That's what I found and that's what it's done for me. So I know it works and that's what I'm excited about for you, because it can work for you too.

If you're in the middle of your journey, cool. Keep moving. If you're just starting your journey, come on. Come on, let's walk this product path together, because we can do this together. I can help you. Someone else can help you. A whole bunch of other people can help you.

Let's bring this together so that you could get where you need to go, where you want to go. The thing that I learned, Wayne Dyer said this, "I don't want to die with my music still in me," and it is so true. And I don't. I am in the process of singing my song and getting it out there. I am not going to die with my music still in me.

The other thing that was interesting was, there was a guy named B. H. Roberts back in the last century, who said, "He talked about a man who had lived his life in crescendo," and as we get through our life, it gets bigger and bigger and bigger and bigger, and that's a choice.

That's the choice that I have made. That's the choice I invite you to make. Live your life in crescendo. Get that help that you need. Get the mentoring and the coaching and the other things you need. Work with the people that will help you to do this. So you don't die with your music still in you. That is so, so critical. Thank you for your time. I hope you find this valuable. Have a great day!