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WHY YOU'RE NOT SEEN AS A STRATEGIC LEADER

Welcome to The Highly Valued Leader podcast, where I make it simple for leaders at all levels to amplify their value. My name is Mel Savage, and I went from working in the mailroom at a small ad agency to making multiple six figures in senior management at McDonald's, to running my own multiple six-figure executive coaching business. I've had huge successes in my career and epic failures. All of it taught me the world-class leadership, mind, and skill sets that I simplify for my clients and share with you on this podcast. I'll help you reset your leadership style, demystify the politics, and help you become the highly valued leader everyone wants on their team. Get ready for the most honest, direct, and revolutionary leadership coaching you've ever heard. Let's simplify leadership together.

Hey, leaders. Welcome back to the podcast. Today I am talking to my leaders who are operating like doers. You know who you are. You are high performing, you're a corporate leader. You are overextended, underappreciated. And for a large part—maybe not all of it, but for a large part—of your day, you're operating like an executional doer.

And it might be because you're a new leader and you don't know how to make that transition. Or maybe—and I've seen this with my clients, clients who are like senior VPs still, and sometimes in the C-suite—you have migrated to a more seasoned leader role in some parts of your leadership style, but you still are rolling up your sleeves, getting your hands dirty, maybe micromanaging, maybe not letting go of the details, and it is holding you back.

Because you are on top of everything, you're saying yes to everything. You're fixing things, you're keeping things moving forward because you like being the most reliable person in the room. That's who you've always been. Like that is part of your identity. You are reliable. And reliable right now means to you that you get things done right.

And part of that is holding you back from being seen as a strategic leader. And that is annoying to you. Like you haven't really made that connection yet. You are seen as reliable, but you're not being seen as a strategic leader. And when we're not seen as something we wanna be—like in general—we tend to try to prove that we are that thing.

So in this case, we are trying to prove our value. So our go-to, however, for proving our value is to work harder, to do more. And in this case, trying to be seen as a strategic leader is not at all about doing more. So the truth is, the harder you work to prove your value, the more hours you put in, the more meetings you go to, the more you try to jump in and say the thing,

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the more you reinforce the idea that you're not the leader, that you are the doer. I think it's important to remember this, that at the senior level, effort doesn't equal impact. I'm gonna say that again. Effort doesn't equal impact. Reliability doesn't equal strategic thinking or readiness.

Overworking doesn't build authority at the senior level. It did when you were junior because basically there were a lot of junior people, and what made people rise to the surface was their ability to be independent thinkers, to be reliable, to get results themselves, to get the projects done, to deliver what they say they were gonna deliver.

That is not what differentiates you at the senior level because all those people got there because they were like that. So you doing more isn't going to create impact. You being reliable isn't gonna help you be seen as strategic, and you overworking isn't gonna help you build authority. It's just gonna demonstrate that you don't know how to manage your time effectively, which is now a leadership quality that you need to develop.

Because leadership visibility doesn't come from hours that you put in. It comes from how you show up. It's about the influence. It's about the impact. It's about the authority. And if you don't make that shift from, let's say, reliability into strategic thinking, you'll just keep drown in execution while someone else is getting tapped for the opportunities that you want and that you're smart enough to do, but that people aren't convinced you can handle.

So what I'm gonna cover in today's episode is why overworking to prove your value is actually keeping you stuck. And I'm gonna walk through four mindset shifts—and these are really important four mindset shifts—that are gonna move you from executional doer to respected leader. Now I wanna talk a little bit first, before I get into all of this, I want to personally invite you to something that is really special.

I am so excited about it. I have been teasing it on the podcast up until now. And on Thursday, September 25th, I am gonna be hosting a free live training called *From Reliable Doer to Respected Leader*. It's going to be so good because that is something we all struggle with at some point in our leadership journey.

We need to get from reliable doer to respected leader. So I'm gonna spend about an hour, I'm gonna give you four strategies that every overextended leader needs. So if you're someone who feels like you're stretched too thin, that you're stuck with that reliability— reputation—and even though you want to move out of that and you want to really step into your leadership role, you don't know how.

Like people are telling you all the things and you try to do all the things, but it's not working out for you. You don't know how, and so you keep defaulting to overworking and you're getting exhausted. If that's you, then this is the training for you. We're gonna talk about how to delegate without fear,

right, and without needing and worrying if the work won't get done right. We're gonna talk about how to get your team to step up so that you're not the one holding everything together. We're gonna talk about how to filter your plate—what's on your plate—so that you can protect your time and to think and to lead, and to direct and to be in the right places, in the right meetings, where you're gonna be seen in the right way and how.

Wow. Very simple conversations can change how people see you, particularly your managers, your peers. A simple conversation and how they're going to start to send opportunities your way. The opportunities that you want to see. That's what we're gonna be talking about in this training. So you need to get there.

Go to melsavage.com, stroke lead dash now. So lead dash now—LEAD. Dash NOW. Go to melsavage.com/lead-now and you can save your spot. And on top of that, at the end of the session, at the end of

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the training, I am going to give you exclusive early access to the launch of my *Doer to Leader* group coaching program.

It is a six-month group coaching program designed to help you really embed the shift from overworked doer to respected leader. And the reason it's exclusive is because you are going to get early access to enrollment, and only for the people who come to the training. You are gonna get a 72-hour enrollment bonus that I've put together just for you, and it is called the *Burnout Intervention*.

And it includes a burnout assessment, a two-hour live coaching reset call where we're gonna talk about your burnout and how to get out of burnout. I'm also gonna give you some prep videos before that call. Not too many. We don't need more to do. But a couple of prep videos before the call to get your headspace in the right place so you can get the most out of this two-hour live training.

And I'm gonna give you a 30-day journal with a little task every morning to help you break the cycle of exhaustion and burnout before it breaks you. Now again, this is only for the people who come to the training and enroll in the 72-hour enrollment bonus. So again, the training is Thursday, September 25th.

It is at 11:00 a.m. Eastern Time. Put it on your calendars. Even if you can't come to the training, put it on your calendars because you're gonna get the same 72-hour time period to watch the training so you can watch it after at a time that makes sense for you. And even if you can't come, but you sign up for the training,

you will qualify for this enrollment bonus. The Burnout Intervention—it is just for the people who register for the webinar and sign up in that 72-hour enrollment bonus period. So this is your chance to really reset how you lead, to make that transition and let go of the doing and the execution, and really step into your full leadership potential and become the leader

that sets you up for your next stage of success and potential in your career. So don't wait. Go to melsavage.com, stroke lead dash now. Save your spot. Join live if you can, 'cause you're gonna be able to ask me all the questions, and only the people who sign up for the training are going to get access to the bonus, the Burnout Intervention.

I'm so excited about this. I've been planning this for months and months and months, and now it is here. It's like if you're having like a, a surprise party or something, or a birthday party for yourself or some kind of a special event, I am so excited this is happening, and I am really putting everything I have learned over the past five years of training, of teaching and coaching on this topic into this training.

So I'm looking forward to seeing you there. Let's get back to you. And specifically about why you're not being seen as a strategic leader. So I talked about you being the reliable one. You're the one who everyone depends on, the person who always comes through the when there's a gap, you fill it.

When something urgent comes up, you jump on it. You always say yes. You're always trying to make it happen, and that of course is what has made you successful up until now. It's why you got promoted into leadership. It's why people look to you. It's the reputation that you've built, but now that you're fully a leader, it is at some point in your leadership journey working against you.

It's working against you because it's inhibiting you from doing some of the things that leaders need to do to move ahead, like influence, like build relationships, like solve problems and deal with conflict and get ahead of

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certain things because you're stuck in this crazy meeting culture of execution, and you've built this reputation as a—I don't know, like a get-it-done person. The safe pair of hands. And that's what you're known for. You're known for the one who gets it done, but you're not known for the one who leads, who's strategic, who's the one people need at the table to really think things through. And while this is happening, not only are you frustrated, but you are watching other peoplewho maybe don't work as hard as you, who don't deliver as much as you, but they are seen as strategic leaders and that is really pissing you off. Because, I mean, I've been there too. I'm like, why them and not me? I'm the one busting my butt over here. But busting your butt doesn't make you valuable.

I just wanna underline that. I'm not saying be lazy. I'm not saying just do the minimum. I am saying you need to, if you're gonna put hours in, if you're going to be committed to your role, be committed by doing the things that leaders do, not the things that doers do. And if you're in this situation, I am sure it is extremely frustrating for you, because you're thinking like, what else can I do? What do I need to do to finally be seen and respected and acknowledged and rewarded for all the commitment and all the hard work that I am doing here? Like, what is going wrong? And what is going wrong, if I wanna answer that question first, is that you yourself have been conditioned to believe that your value comes from doing the work.

And I would say, in fact, corporate life in general does that. It conditions so many people to believe doing the work is where your value comes from, because that's how we grow up in the system. I'll call it a system. Where what helps us rise to the surface is our ability to get things done. And so our brain recognizes that as a habit. It recognizes that as a safe place to be, and it wants to keep us there. And we tell ourselves, if I just keep doing good work, people are going to notice eventually, because that's how it's worked in the past. But it doesn't work like that anymore because, as I've said before, leaders aren't measured by how much they do.

They're not measured by output. They're measured by impact. And so the challenge is not that you're not good enough—you are, you are good enough, you are smart enough, you still have all the potential—you're just using the wrong playbook. You gotta put that playbook that you've been using up until now away, and we gotta create a new playbook.

You're clinging to that old playbook because it feels like a safe place to be. But the more you're clinging to it, the more you make yourself unsafe. Because you are losing value. You're not that doer person anymore. What got you here to this point in your career is not going to get you to the next level.

And if the next level is interesting to you, then you need to start making the shift. So I wanna give you the four mindset shifts that you need to make to be able to let go of the doing and start deleting, because guess what? Just me saying that seems perfectly logical. And if it was easy, you would've done it by now, but your brain has been programmed, and changing what your brain thinks and helping it feel safe is not easy.

We need to unwind what our go-to habits are in terms of how we think, what our reactions are, what our sort of unconscious behaviors are, and our unconscious thinking is, and start to purposefully decide, I used to think this way, but now I'm thinking this way, and remind ourselves of that like 20, 30, 40 times a day when our brain goes to the old way of think.

All right, so I'm gonna give you four mindset shifts that you need to make to be able to start to embed this new leadership behavior. And so write these down, come back and listen to them. And I suggest that you actually,

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once you've got them down, you read them once a day. As you start the day, as you go into your day, you just read these shifts.

So that you can remind your brain, this is the game we're playing today. This is what we're thinking. And every time your brain goes to the old playbook, you're going to say, nope. Old playbook. Here's the new playbook. So the first shift I wanna give you is right now your brain is thinking—this is your unconscious thinking, not your logical thinking.

This is your reactive thinking. Your reactive thinking is, my value comes from doing the work. That's what your brain believes at its core right now. And so you need to purposefully, continuously shift that every time you feel compelled to go to the work, you need to remind yourself of this other thought.

So the old thought is my value comes from doing the work. The new thought is my job is to orchestrate, not execute. The new thought is my job is to orchestrate, not execute. And I remember I was coaching one of my clients and, this happens to all of us where we get so, embedded in what the day-to-day needs are of the business that we put off these really big projects that have been given to us.

And it's actually these big projects that are going to be able to demonstrate our value as a leader. But they're complicated. We haven't done them before. We're not sure where to start. And so we kind of wrap ourselves up in the day-to-day work and use that as an excuse to avoid the big project.

We've all done that. And so one of my clients had come to me with this situation. She had this big—give it this big—project and her manager was starting to get a bit annoyed that she was not doing it. But the challenge was, of course, we explored, was that she didn't know where to start with it 'cause she didn't know what the solution was going to be.

Right, as a doer, her mindset was, I've gotta come up with how to solve the problem of this project, and I don't know what to do. It's a bit over my head. She needed to come up with the big idea, she thought, and I said to her, no, your job is not to come up with the big idea and solve this problem on your own.

Your job is to orchestrate the thing being solved. You have to find the experts. You have to mine the organization. You have to go talk to people. You have to align on what the objectives are of this project, and then you have to go work together to come up with some solutions, and then you have to bring those back to the stakeholders.

This is all about orchestrating how the problem is solved, not solving it yourself. And this is so true of big projects like this, or of anything else. When your team comes to you and says, hey, I've got this problem, your job isn't to solve it for them. Your job is to orchestrate them solving it for themselves.

And that could just be having a conversation, pointing them in the right direction, getting—like asking questions, open-ended questions—to get them to think it through. So many people have a problem with that. What questions do I ask? I'll talk about that at the live event that I'm putting together, but it's like your job is to orchestrate, right, getting the work done, not executing yourself. So as a leader, your job is to set the priorities, guide the work, grow the people who are doing the work, right, and be managing the organization—like managing up the organization—for the work. So the first mindset shift is, my value comes from doing the work.

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That's what you think. Now you need to shift to my job is to orchestrate the work, not execute the work. And when you give yourself that—I wanna say mandate to orchestrate—that's the question you can ask yourself. I have, I'm feeling compelled right now to do this myself, but if I wanted to orchestrate this, what would I do?

If I wanna orchestrate this, what would I do? Ask yourself that question when you get a project handed to you, when you your person comes to you and asks for you to solve the problem for them, when you're reviewing someone's work and it needs to be done better, when you are in a cross-functional team meeting and someone gives you a task to do, right, ask yourself, how do I orchestrate this?

Not how do I execute this? When someone asks you to write a deck for them, how do you orchestrate that? I'm not saying this is about you avoiding the work. I'm saying, honestly, the only projects that you should be working on are the one or two big projects that your manager has given you as sort of a stretch project for you.

You need to get out of doing the things you already know how to do because that's not gonna help you be a leader. What's gonna help you be a leader is learning to orchestrate others getting that stuff done. So that's the first shift. The second shift is—oh my God, if I had a nickel for every time—not only have I said this, but I hear my clients saying this, you have a mindset shift right now that it's faster if I do it myself.

Sorry, not a mindset shift, but you have a belief, that it's faster if I do it myself, and that actually might be true in the short term, but what's the point? That's not actually the point. The fact that it's faster if you do it yourself is not the point. We need to shift that thinking to what the actual goal is, and the shift in the thinking that I wanna offer you is, my job isn't to move fast; it's to build people who can.

Because that's the lie. When you tell yourself it's faster if I do it myself, you are believing inherently that being fast is valuable, that being fast is the most important thing, but that's actually not the most important thing for you as the leader in your role. Your job isn't to move fast. It's to build people who can move fast, and if that's your job, you doing it yourself isn't you doing it your job, because you're not building people, you're just getting work done. So every time you rescue or you fix, or you leave something to the last minute, or you get something back and it has to go right away and you haven't had—don't have—time to go back to the person and give them all the steps that they need to do to fix this thing, and you think it's gonna be easier in the moment for you to do it yourself, you are bottlenecking your team. If your team comes to you with something last minute and you don't have time to give them the feedback, that is a process problem. That is a you-not-managing-time problem. That's not a team problem. That's not a person problem. Like it's not your person's fault for doing that.

It's you not managing the person effectively to give you the time you need to be able to give them feedback, or maybe it's you not giving them clear direction. I often think that too, now that we're using AI for everything, and I'm a big fan, by the way. I realize that the smarter questions and prompts that I put into AI, the better information I get back, and I think that's a really good analogy for how you're dealing with your people.

Because bad inputs give you bad outputs. So that's where the problem is. It's not with your team. So you need to get even better at managing your time and getting ahead of things in order to actually do your job, which isn't to move fast. It's to build people who can move fast. So you need to slow down so they can go faster.

That means the minute you get something, a project, don't hold onto it and then be like, oh, I should have delegated this earlier. Now there's no time. You move it through. You make sure that you—your job is to get clear on how to delegate this and how to create the inputs with the right people to be able to get the outputs that

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you're looking for and managing the time that you need to, give the feedback that you need, depending on who you gave it to.

Your job is to let people stretch—to stretch your people, to grow them—because that's what someone did with you. They let you stretch, they let you do it your way. You need to coach them through the mistakes, and you need to be able to build their capability so that they can deliver without you.

That is what the job is. So leaders don't need to prove speed. They need to prove capacity, or they need to build capacity. So that mindset shift needs to move from, it's faster if I do it myself, to my job isn't to move fast; it's to build people I can—who can—move fast. So again, that's another question that you can ask yourself when the work is coming through.

Ask yourself, how do I build people who move fast? How do I slow down and build people who move fast right now? It's a great question to ask yourself. Now shift number three. This one is about proving your value again, and one of the ways that you used to prove your value is being able to know all the things, where people would come to you and say, where's this at?

And you would know all the answers to all the questions. And so what you really tried to do then was to be across everything, to know what's happening everywhere on the projects that you're working on. But now, as a leader, you have more projects and more people, and you trying to know everything about everything—one, is like not the best use of your time. Because you can't be the person with all the answers all the time with all these things. And secondly, it's burning out and taking up space in your brain that needs to be on more important things. So the shift I want you to think about is moving from the idea of I prove my value by being across everything to I create value by focusing where I have the most impact. I create value by focusing where I have the most impact. And I know that your manager is probably coming to you saying, where's this, where's that? And they expect you to have the answer. You need to retrain them subtly, not explicitly, on what kind of information you'll provide them and what you won't.

Of course, they're coming to you. Of course, they wanna have a one-stop shop. Your job is to get them the answer, not have all the answers. Now, you might be working in an environment where the people around you have all the answers all the time. That's a different objective. That doesn't mean you have to be across everything.

That means you have to create systems in your team where they are laddering up information to you. So you don't have to be everywhere to get the information yourself. You just—if you need to have the information—then you need it to be managed up to you. So that's what strategic leaders do.

They don't measure their worth by knowing everything and being everywhere. They measure it by outcomes—what is being moved forward. They create systems to get the information that they need, and they protect the space to think. So if you are—if the thought is, I create value by focusing where I have the most impact—you have to actually ask yourself, where do I have the most impact? And that is by protecting time to think, focusing on their team, focusing on what matters most, measuring their—or prioritizing, I guess is a better way to say this—so prioritizing your time based on the outcomes that time is going to create for you. So if you spend most—if your—if your cal—if you look at your calendar, and most of it is dedicated to getting information, is that the best use of your time? Because leaders don't spend time being busy. That's not—I know we used to always do this, like, how are you doing? Oh, I'm so busy. That was sort of like a badge of honor, but being busy

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isn't a badge of honor. When you're walking around saying you're busy all the time, that actually takes away from your credibility.

Leaders need to be—like, their credibility comes from being focused, from getting the right things done, by creating impact. So shift three is moving from, I prove my value by being across everything, to I create value by focusing where I have the most impact. And number four, shift number four is about relationships.

All right? And I think when we're more junior, we take relationships for granted. We build relationships by osmosis, essentially. So meaning that, we've been building relationships all our lives. We know how to, talk to people, and we build relationships with the people that we work with the most, just because we're in rooms with them, we're on calls with them the most. So we think, oh, well, my relationship building is really just what rooms am I in and who am I working with, and I just focus on building relationships with those people. But that's not really purposefully building quality relationships, because quality relationships are built on purpose at the leadership level.

They're not just because I'm in the room with you and we say, you do this and I do that. Wasn't that a fun meeting? there's more to relationships at the senior level than that. And so I think right now most doers think that relationships are a distraction from the real work. Because we don't spend time on our calendar building purposeful relationships with people.

We think that's a distraction from getting the work done. It's less important than getting the work done. So the thought we have now is that relationships are a distraction from the real work. And what I wanna offer you as the shift that you need to make is that relationships are how the real work gets done.

Relationships are how the real work gets done. Your job at a leadership level is to create the environment for the results to happen. And part of that is creating relationships on purpose, building time—even if you're remote—like building time with people to say, we're working on this project.

I wanna know what you think about it. Here's where we're at right now. What are your goals with this? Understanding what holds people back from things. Your job is to create trust, create alignment, create influence on what you're working at. That's the infrastructure of leadership—relationships. And I talk about this, and I'll be talking about this at our session, the free session.

Relationships are infrastructure. They're not extra. So if you are avoiding certain peers or you are avoiding conflict situations, or you're hoping that one day you're gonna be in a meeting and your skip manager or some senior executive is gonna notice you, that's what's keeping you small.

Leaders don't have people that they just don't wanna work with. And I have been that person where I've said, I don't wanna work with this person. So I know what that's like, but that's not what leaders do. We figure out ways to build relationships with people or at least effectively work with someone.

We understand that we need to deal with conflict head-on in an open-minded, compassionate way. We need to keep things moving forward. We need to connect. We need to hear what people disagree with us. We need to hear people's points of view. Leaders are really intentional about how they show up in relationships.

They don't just do it when they're in rooms with people, or they text behind people's backs while they're in a meeting about what they don't like about what's happening in the meeting. That is not how you build

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relationships at the senior level. Trust—when I say trust, I don't mean like, well, this person is always gonna have my back.

That's how I build trust. No. My version of trust in a corporate environment is really based on understanding people's motivations and how they work and trusting how people work. So for instance, if you have a manager who's—I don't know—like a micromanager or doesn't like to take accountability for things, you can still have a trusted relationship, but the trust is that you understand how they work, what scares them, what upsets them, how they communicate, and you can trust them to behave that way. And so when you can trust someone to behave the way that they're showing up, then you know how to build a strategy to work with that person. Because you—I mean, in a corporate environment, very, very few, if any, people are gonna have your back in any situation—like most people are wanting to be good people, but essentially also have to feed their families and so will protect themselves. So you can build trusted relationships, but it has to be based on accepting the person for who they are—like a boss who's, lacks accountability or decision-making, whatever—and then work with that.

Like, just work with who they are and don't need them to change. Right, and that's how you build relationships: by understanding people. Why are they this way? What's going on with them? What's important to them? How can I help them? And how can I work with them to clear a path so that my team can get their work done?

Because leaders don't avoid relationship building. It is a critical cornerstone of their infrastructure, and they lead the building of relationships so that they can lead their team through those difficult—maneuver their team through difficult situations—by utilizing the relationships that they've built.

Now, you might have thought that I was gonna tell you, this is what strategic leaders say and this is how—what they focus on. I think being a strategic—being seen as a strategic—person is, first and foremost, letting go of the doer mentality and creating a leadership, a strategic leadership mentality, because strategy isn't always about the project. Or some sort of positioning of a situation. No, a strategic leader knows where to put their time. That is very strategic. Knows how to build strong relationships with people— all different kinds of people—that is very strategic. Knows how to build strong teams—that is very strategic. Knows where to focus their impact and what rooms they need to be in.

Very strategic. The more you can do those things, the more strategic you are seeing, the more you allow yourself time to think at a higher level. But right now you are dragging yourself down constantly into the weeds, and we need to help you get out of that. And that's what we're gonna be talking about at the leadership training.

So I just wanna give you that before I wrap up today. I just wanna give you that link one more time. It's melsavage.com/lead-now. You sign up for the training, and for those people who sign up, you get access to the Burnout Intervention bonus that you will get when you sign up for the *Doer to Leader* program, which you will get early access to.

So it's like win, win, win all over the place. All right, so wrapping this up, the four mindset shifts are from "my value comes from doing the work" to "my value is to orchestrate and execute." Shift number two is to go from the thought, "it's faster if I do it myself" to "my job isn't to move fast; it's to build people who can move fast."

I love that one. Shift number three: you wanna move from "I prove my value by being across everything" to "I create value by focusing where I have the most impact." And shift number four is "relationships are a distraction from the real work" to "relationships are how the real work gets done."

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So those are the shifts, and with each of those, start asking yourself questions like, how can I orchestrate here, not execute? Or how can I build someone who moves fast here? Or where is my time better spent? Where is the most impact with my time right now? Or how do I wanna build this relationship?

If relationships are the real work, where's the real work in this situation? And oftentimes it's just dealing with the people in front of you in the most compassionate, patient way that you can. And that's a whole other kettle of fish. How do you get there? This is like a thread we just have to keep unraveling, and soon we'll be raveling it back up into a brand-new, beautiful-looking outfit, I promise you, which is part of what we do in the *Doer to Leader* Program. So bottom line here, you're not being overlooked because you're not capable. You're not being overlooked because you're not smart. You're being overlooked because you're still proving your value in the wrong way. Doing more isn't going to fix that.

Leading differently is going to fix that. Changing your mindset about what's important and how you create value is going to fix that. You need to shift from doing to orchestrating, right, from fixing to equipping, from being busy all the time to being focused, and from avoiding relationship struggle to building trust with people. That's when people are gonna stop seeing you as the doer.

They're gonna start seeing you as the leader that you are ready to be, and that is a big part of the work of leadership. That's what I have for you this week, my friends. I will see you next week, where we're gonna start to talk about—this is gonna be a good one, by the way—now that you are starting to build your vision for what you wanna be as a leader, how do you get people to see you differently?

That's what we're talking about next week, so make sure you tune in, and I will see you there. Bye for now.

Hey, if you want to simplify leadership while amplifying your value, then you need to get your hands on my free training. Head over to melsavage.com/simple for instant access to the training and get a taste of how I help my clients lead with ease and make more money in the process. I'll see you there.

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