

(#225) What it actually takes to hire a DREAM TEAM with MB's...

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SPEAKERS

Kathrin Zenkina, Londa Jensen

- K** Kathrin Zenkina 00:14
Welcome to The Manifestation Babe podcast. My name is Kathrin Zenkina, and I'm a manifestation expert, master mindset coach and multiple seven figure entrepreneur. I'm obsessed with helping you achieve everything that you once thought was impossible. If you're looking to massively uplevel your life, your finances, your relationships, your productivity, and success, then you have come to the right place. My goal in this podcast is to help you see the infinite potential within yourself to be, do, and have anything that your heart desires. Think of this podcast as your weekly dose of mindset development, to help you maximize who you are, and where you're going. Leave it to me to provide you with the tools, the resources, the strategies and teachings that you need to manifest a reality wilder than your wildest dreams. I know we're about to have so much fun together, so thank you so much for pushing play today, and now let's begin.
- K** Kathrin Zenkina 01:16
Alright, Londa. We are live. You are in the studio. I'm so happy to have you. How are you doing?
- L** Londa Jensen 01:22
I'm great. I'm glad to be here.
- K** Kathrin Zenkina 01:23
Okay, I'm gonna move the mic closer to you. Londa is obviously not - you know, she's more BTS as a COO. She's not on the podcast very often. So I kinda will coach her every now and then to speak into her mic, but we're going to do this because we fucking got this. Alright, you guys, this is the episode that I've been teasing for a while now. I've teased it in basically every

episode that I've launched so far in the New Year, which had a lot to do with business. It was never my intention to be so business heavy, but I feel like these questions always come in, in the q&a boxes whenever I do them if I'm traveling or through, you know, my students, or if I'm doing it for the podcast. And these questions are just so like left field in the - you know, in comparison to like what I'm, you know, the majority of the other questions are. So I figured that maybe I just create some content for you guys that just answers all of your business questions, all in one episode that you can go back to, over and over and over again. So Londa is the queen of running Manifestation Babe. She is the manager of our team, she's the hiring person. She is just literally everything like it even doesn't make sense to just call you COO because you literally do everything. And you guys are always asking me, like, "Kathrin How do you manage your team?" And I always joke and I say, I don't, but Londa does. So Londa I'm so excited to have you here.

L Londa Jensen 02:53

I'm pretty nervous, but I'm excited to be here too.

K Kathrin Zenkina 02:57

Okay, so the very first question - I did a q&a box, of course, and everyone has been so excited to hear your answers, but before we get into the nitty gritty, can you just kind of share what your background is. Like - how the hell did you end up on this team in the first place?

L Londa Jensen 03:13

Yeah, pretty randomly. So I did my undergrad degree in Business and Arabic and Middle East Studies at USC and then I spent about 10 years working in international education. So everything from teaching kids English in other countries, to taking US students abroad, just like a gamut of things in the international education space and intercultural relations space.

K Kathrin Zenkina 03:39

Did you say you lived in Egypt for three years, because it's a big deal.

L Londa Jensen 03:43

I lived in Egypt off and on for almost 10 years, I would go back and forth between them. And I lived in Iraq for a year and a half and taught English and math there.

K Kathrin Zenkina 03:52

Like, it's nothing, like no big deal. Okay, go on.

L Londa Jensen 03:55

And so I really love international education and I love showing people, like, what's out there and, like, really having them check their beliefs and like, why they believe the things that they do believe. And then well, I was motivated by my student loan debt to leave higher education and so I took a job in the cannabis space. Man, such a poor life choice. Well, but it got me here. So it wasn't the worst choice of my life, but it wasn't a positive one either. So I was managing like a bunch of cannabis operations, which I am not even sure I should say that out loud but that's fine. And anyway, so I was doing that and then I got arrested and charged with three felonies and, um, well, I had a good lawyer, I guess so. I did not go to jail. Yay. But, I was in a position where I was like, "okay, I have to clearly leave this space. This is not for me." And I started, like, thinking about what I really wanted, and I knew it was definitely not that and I think it gave that - that polarity of that job and just like how awful it was, gave me a lot of clarity around what I did want. And I had like, no obvious, like, picture of Manifestation Babe, but I had, like, a clearer picture of, like, I want to feel valued, I want to feel appreciated. And I want to be able to work from home, and travel, and set my own schedule. And like, I just had this random list, I want to help people, I still want to make an impact in people's lives - which I definitely didn't feel like I was really doing in cannabis. I mean, I'm sure it was in some way, but it didn't feel that way.

K Kathrin Zenkina 05:29

It didn't have much to do with cannabis itself. It's more so about the people in the industry.

L Londa Jensen 05:34

Yeah, I mean, it's just such a an industry on the line in that gray zone, especially when I was in there was like, you know, like, what's allowed and what's not allowed? And I tried to run it like a business, like I tried to run it, like Manifestation Babe. Just didn't really work that way. So, you know, it's come a long way since then but I found myself in a position where I really had some clarity around what I did want to do, and so I was like, applying for jobs I found Manifestation Babe. I was like, I had just kind of gotten into that sort of personal development space, made my first vision board. I remember my first thing on my vision board was, "I am not a criminal." So that was cool. Anyway, so I manifested that, and so yeah, I just found the job. And then like, when I read the description, I just like knew, and then everything kind of fell into place. And the thing that I love the most about being here is that every day is different. I have a lot of autonomy and freedom to like, make choices and decisions and I feel insanely supported and valued by Brennan and Kathrin. And that's exactly what I'm looking for so-

K Kathrin Zenkina 06:39

okay, I want to give some context from our side when we hired you. So you guys have heard this story before in the podcast, and if you haven't, it's somewhere in there. I never remember the the episodes, and the titles, and the numbers. But, if you've been here for a while, you've heard this story where literally right before Brennan and I went on vacation to Australia, like everything fell apart and we started from zero and I was free - I literally thought that was the end of the business. I was like, "okay, that was a fluke, we did this for a year and that's it.

Business is done, like we're just gonna do is one last hurrah in Australia, like, trial launch." Like we literally had a launch while we were in Australia. And - and then what Brennan and I found out was that just the two of us together, we ended up doubling our revenue, the - like January of 2018, from December of 2017. And I remember looking at Brennan and being like, this was the issue the whole time, we are the muscle and we had fat on our team. So we need to cut the fat and keep the muscle. So from this point forward, we're only hiring "fuck yes", people who are muscle and we are never hiring fat again. And he's like, "oh my God, that's the best analogy. You're so right," blah, blah, blah, blah. And so because I ended up hiring all the people beforehand that ended up like falling apart. Brennan was like you're not hiring anybody and I'm like, Okay. And so Brennan, I was actually in the mastermind at that time, and there's a couple people who had teams and stuff like that. So this one guy helped us create and craft like, the perfect. What do you call it? Description? Job Description? Yeah, and did we put on indeed? Is that what we've been doing this whole time?

L Londa Jensen 08:25

I think that's where we found- I think that's where I found it.

K Kathrin Zenkina 08:28

Okay. Yeah, I think so too, because we were just literally like, Okay, we are starting from ground zero. Help us and so this amazing guy. In the mastermind. He gave us this description. We just like tailored it to Manifestation Babe and then Brennan was the one to get on, you know, all the calls and the hiring and all the interviews and stuff like that and I'll never forget - and what were we hiring for? It was just an executive assistant. Right?

L Londa Jensen 08:54

Yeah

K Kathrin Zenkina 08:54

Literally, we just needed -

L Londa Jensen 08:55

like a body to do all the things.

K Kathrin Zenkina 08:57

We needed somebody and a lot of you're asking, like, who should my first hire be? It needs to be just somebody to help you, like, somebody to take things off your plate, somebody to take off all those things that like for example, perhaps you are the creative of your business and all of the non creative things are taking away from your creativity and your creativity is the thing


that's generating your revenue. So obviously, the person you're hiring, needs to take all those things off your plate and you were just supposed to be our, like, person who can do everything, right? And so I'll never forget, we were in our studio, at the time, and Brennan was like, "man, this Londa girl, I just love her so much." And I'm like, "okay," and he's like, "but there's also this other girl that I love so much too," and so we ended up hiring both and - and Londa actually was the one to come on our Bali retreat. Like literally I think that was like your assignment. That was your assignment - was to craft the Bali retreat. For the - because we always give like a test for people before we hire them, and your test was to craft the Bali retreat, like, the schedule and stuff. Which is a hilarious assignment now that I think about it because it's literally like your expertise with your students and so we were - and the reason why that was our test was because Brennan and I literally had a Bali retreat coming up, like two or three weeks, I think after your were hired, like we had to fly to Bali and do another Bali retreat, we had nothing prepared. And - and so I literally met you like the day before we went on the Bali retreat, and then we were in the same room. So we're roomies for like 10 whole days and then Brennan was roommates with Zack who's now like one of our besties as our videographer for like 10 days, and that's kind of like the star of like the OG Manifestation Babe team - it was like the three of us that was like the exact like, obviously, it grew. And I want to ask you questions of like, how did you evolve to where you are today, but that was like the start of the exec team. And the exec team, just for context, you guys. It comes from, you know, how we structured our team comes from the book traction and our exec team is me, Londa and Brennan. So we meet now every single week, for exec meetings and for our annual and quarterly meetings. It's also - we always have an exec meeting first, and then we have a full team meeting. So that's kind of how we're structured. So how did you go from executive assistant to running the fucking company?

 Londa Jensen 11:30

I think it's, I don't - I don't say no to a lot of things, and I'm also pretty resourceful. So, you know, I think my first week, Brennan was like at an event and -

 Kathrin Zenkina 11:41


Yeah it was a financial trip.

 Londa Jensen 11:43

Yeah.

 Kathrin Zenkina 11:43

With Tony Robbins.

 Londa Jensen 11:43

And he was like, there's this thing called Infusionsoft.

K Kathrin Zenkina 11:48
Just go learn it

L Londa Jensen 11:49
Could you watch some videos about it and I was like, "Yeah, sure."

K Kathrin Zenkina 11:53
You were so lost.

L Londa Jensen 11:54
And so I just learned a lot. I was like, very self motivated. I was like, okay, clearly, no one's gonna like, show me what I'm doing here. So I showed myself a lot of things. I asked a lot of questions. I had my own ideas and obviously, Brennan and Kathrin were, like, open to hearing them and letting me have autonomy to like, come up with things. And that just kept building and building and like, over time, you know, the trust is there. And obviously, execution is there

K Kathrin Zenkina 12:24
It was clear that Londa was a fucking rock star and we struck gold with her. Like, we got so lucky with Londa it was so obvious to us.

L Londa Jensen 12:33
I also think that, you know, when you look at people in the online space, you have this actually - I had the same feeling actually, I'm going to tell you the story now. Okay. So, um, I told you, I saw something that was like, "oh, and like my team, they just like, left," and in my mind, I'm like, "why did they just leave? Like, she's probably fucking crazy." And so I was like, "well, I guess we'll see how this goes." And so I definitely thought maybe like your previous person left, because you were like, really actually psycho. But you but you weren't, in fact, I think that was the thing I love the most about you is like, the person that you are on social media is who you actually are in real life. And you're just easy to be around and you're, you're like not afraid to share anything like you're not afraid to share the spotlight, you're not afraid to share knowledge, you're not afraid to, like, bring people with you in building this empire, like, you are so sharing and open to that, like, "you're not like my idea's, the only way for it to be done." And like, that's something that I respect deeply about you and I think that's something that I try to take to the rest of the team is like, no one here is - like running the show, per se. You know, we all have our own ideas. We all have ownership over our parts and we're all here just like

contributing the best ideas because at the end of the day, the only thing that really matters, is the mission of what we do. Which is like helping women or people to transform their lives and I think everybody is so lit up by that, that that drives everyone on this team.

K

Kathrin Zenkina 14:00

It's so much bigger than the individual and, like, any time anyone ever calls me or Brennan like boss, we start laughing because I'm like, I'm not nobody's boss. Like, that just sounds so weird to me. Like, yeah, I'm the face, I'm the owner, whatever, but like, I really do know, and I'm humble enough to admit that like, I wouldn't be here without the team. So going in going from that. Someone asked, "how do you handle the stress slash fear that your team knows more than you" Londa, how would you answer that question? So these are literally your guys' questions that you submitted. So I'm just gonna do some, like, rapid fires.

L

Londa Jensen 14:37

The truth is - is that I mean, I - I presume that you started a business at some point so that you could have some type of freedom and part of freedom is not fucking knowing everything, like there's no reason for you as the owner of a business to know every single detail. Like if that were the case, then I mean, why don't you just do it all yourself? Like that's not really helping you. I think it has to do with trust, you have to be able to trust your team, trust - and they - and trust that they're going to ask questions or follow up like if, you know, like they have some issues or questions that they can't actually address. Like, it's not like you just send them off and are like, "hope that all works out." I mean, like, that's why we have, you know, team meetings, and we have quarterly meetings, so we can all make sure we have the same vision. But at the end of the day, it's really just like, you don't want to fucking know every single detail that would just consume your brain. Like, Kathrin is here to like, create big picture ideas, like convey a message, teach about manifestation. Kathrin doesn't need to know how we have set up the details of our email campaign funnel like -

K

Kathrin Zenkina 15:41

Or the two factor authentication on Facebook.

L

Londa Jensen 15:44

Yes, exactly. I'm just like, no - no, because her mind should be clear to like, download information that's relevant to teaching not all of those details. So I think you should be able to let that go. So that you can free up your mental space to be in your zone of genius.

K

Kathrin Zenkina 16:03

Londa is truly a magical person. Might I add that she also planned our wedding, like Londa is like, oh, my God. I - we got so insanely lucky with you and a lot of people- the number one question that I get, especially from our entrepreneur friends is like, "how do I hire a Londa?"

Where do I find a Londa?" And I think that a lot of people are under the impression that their first hire needs to be someone as high level as who you are today. And I'm just curious, like someone asks, "as a coach," someone's a coach, they are just them and their PA, which we're assuming is personal assistant. "At the moment, when is the right time to hire a Londa." And I love that we coined a Londa because literally all of our entrepreneur friends, me and Brennan, they're like, "how do I find a Londa?" Londa, help me find a Londa!

L Londa Jensen 16:54

So shout out to whoever's PA that is. That should be you. I think, I think really like if you have a PA who's there who's with you from the beginning, if you are valuing that person, and you are giving them the autonomy to like, take action, take things off your plate, and you trust them. Like why wouldn't they be your Londa? Is really a better question I think. Like, truth is when I started, I had absolutely zero knowledge about online, digital marketing at all, like I don't know anything - I didn't know anything about it. So I think it had nothing to do with whether or not I had the good specific skill set like "do you know how to use Infusionsoft and build an email funnel?" And like, no, but I know how to Google shit and I am very resourceful, and I can ask people, and I can get the information that I need to figure it out. I can hire other people down the line who can really hone in on that expertise, but like in the beginning, you don't need a bunch of experts. You need a bunch of generalists to like really help you get shit done.

K Kathrin Zenkina 17:56

And it really evolves from there. "What do you look for when hiring someone to be on the team?"

L Londa Jensen 18:02

Do I like this person?

K Kathrin Zenkina 18:03

Obviously like and be specific.

K Kathrin Zenkina 18:05

Yeah, I love that you break it down in that hierarchy. Can you share a little bit about like core values, and how we hire with our core values?

L Londa Jensen 18:05

Yeah. Do I like this person? And I - I don't mean that in like, "if I didn't hire you, I don't like you." I mean that in like, my first glance is like, I'm going to read this - these application questions, which are things I actually care to read, like, I don't care what your strengths and weaknesses

are. I don't care, you know, I don't care about these general traditional interview questions, really. I want to know, like, if I'm reading, you know, questions about you, like, what's your - what would you - your superpower be? Or like, if you wrote a book about yourself, what would you call it? Or tell me a story about your favorite pet story. Like, I just want to know what kind of person you are, like, could I imagine having a conversation with you? Like, would I feel engaged in that conversation? Could I see you having conversations with other people on this team? Like, can I find a point of connection with you, because if I can't find that, you're not going to be a good fit. You're probably a good person, you're probably a hard worker, you're probably very qualified, but you're not the right fit for this space and so for me, it's like definitely an intuitive knowing like, I can read that and be like, "oh, yeah, I could totally see how they get along with this person, or this person, or all they totally hit it off with them about that, or, oh, I love this answer this really relates to this other thing." But if I don't like - if I don't catch that, it's just a no, there's too many applications for me to go any other way. Obviously, once I've been like, "okay, this is a person I could like, get down with, we could have a conversation" because obviously they're on your team, you are going to have many conversations with them about many things that are not just your work. Once you know if they're like, "oh, yeah, I could get down with this person," then you can look to see like, "okay, well, what kind of skills do they have? And like, what's their work history like," and you know, all of those other pieces, but like, none of that really matters. If it's not a person you could see yourself spending 40 plus hours of your work week with.

L

Londa Jensen 19:54

Yes. So our core values are ownership and that's really like are you resourceful? Do you take risks? Are you a blamer? Or do you take ownership over your your part? Are you looking at solutions? Are you accountable? Like, that's what ownership means to me. Are you thinking about new ideas? And like running them forward? Are you you know, holding back? Are you waiting? So that's ownership, for me, be a Manifestation Babe is our second value that to me really means like, I am really here showing up as the best version of myself and putting effort into that, whether that's personally or professionally, hopefully both. Are you teaching people on your team? Are you teaching each other? Are you learning from other people? Like, can you be taught and can you learn? I mean, those things are important. Can you teach other people and can you learn, sorry, because this is obviously a space of growth and it's - we used to have it say, "grow or goodbye", actually and it morphed into "be a Manifestation Babe." But it's really true, because it's like, if you're a person who's just kind of like, "this is fine," like, dude, you're in the wrong space, like, this is not going to be a good fit, you're gonna feel weird as hell beinh with these other people, this is not going to be like a comfortable spot for you. So I think growth is really important to us and then being an "integrity with self and others" is our last core value and I think that really speaks to like, do you do what you say you're going to do? And if you can't do it, do you communicate to people why? And that's like a really big thing, because when we have a lot of moving pieces, and a lot of moving parts, and there isn't a traditional hierarchy where you have your boss, like breathing down your neck and like micromanaging the shit out of you, you got to be able to like, you know, hold yourself accountable and be accountable to your teammates.

K

Kathrin Zenkina 21:37

What is your daily life look like? As COO?

L

Londa Jensen 21:40

Well, it changes all the time. Actually I want to speak on this point of work-life balance, I was just talking to somebody else about this. Work life balance is like such a shitty notion to me, because it's like, "my job sucks so fucking hard and so I have to balance it with my life," and I really hate that. It's like so depressing to me. I wish for everyone to have a job that they, like, love and is like a part of their life and their identity. In addition to all of the other pieces and parts of their identity and so, we have this like "work-life integration vibe" is what I call it, which is like, I'm a person, I have like multifaceted things going. So like, let's say today - today, I woke up, I did some coffee drinking, checked the emails, practiced some language stuff. And then -

K

Kathrin Zenkina 22:33

I get those notifications every day from Duolingo. It's like - I don't know if it tells me what language you're on, but it's like "Londa just completed her 8,744th day in a row." And I'm like, "damn, Londa," and I give you a little Like.

L

Londa Jensen 22:47

Nice. So I do that in the morning, every morning as part of my morning routine, and then today, I lifted weights, and then I had a call with one of the team members, and then I had another call with a team member, and then I had like a friend call me in between those, and then I went for a run really quick, and then I had a phone interview, and then took a shower, I hung out with my dogs. And then I came here to do this, so every single day is different, like it's always changing and I love that, and also, it accommodates my life inside of it. So it's like, it's not like I go to work from nine to five, and then I close my computer and now I have the rest of my life. It's like, they're also integrated. So every day, I always make time to exercise, I always make time for people on the team, I'm always available, not nine to five, always. I am always available to people on the team if they need something and I'm always available to Brennan and Kathrin if they need something but it's also not like exploitation or something where I feel like I never have any time to myself, I have plenty of time, it's just spread out differently. So it might be like I have lunch with a friend in the middle of the day or I take a Friday off or there's just so much more flexibility and having something called Work-Life Integration than work-life balance.

K

Kathrin Zenkina 24:04

So this is kind of like a double edged sword that we experienced with like, traditional corporate nine to fivers who have, like, work trauma, is it's so much fun to hire those people because we know that we're going to blow their minds. But at the same time, they have a hard time like trusting us or like trusting that we actually care. Can you just kind of like talk about like, what that transition looks like for people who came from like a nine to five and, like, what we do differently in our team culture that makes this place such a great experience that other entrepreneurs can also implement.

L Londa Jensen 24:36

Yeah, I mean, I think number one, first and foremost is that like everybody actually likes each other, which I think is rare for like an office environment for you to like, actually, I mean, you know, maybe like mostly like people but you got like that one person that you're just like, oh, but we don't have here we all really like each other. Which makes, you know, working a pleasure because you like the people that you're with and I already forgot your question. So...

K Kathrin Zenkina 25:01

I was gonna say talk about, like some of that transition that people experience like when they're coming from a nine to five, and like what we do differently in terms of team culture?

L Londa Jensen 25:09

Yes. So one we like each other. Two, there is no like micromanaging, monitoring system. So I'm not like, checking on everyone to see like, did you do the five things you said you were gonna do today? I don't even know what their five things are. I mean, the only time I know is when we set our goals in the quarterly and then we have calls where, you know, they might be like, "oh, hey, I had this issue, and I want to talk it through" or "what do you think about this, you think this is a good idea?" So really, I'm more just like a sounding board and that's how I get information. I'm not like, asking someone to send me a detailed report of what they did each day. So that's different, and I think there's also just like, you know, people will be like, "could I - could I make a doctor's appointment?" I'll be like, "please, please, please don't ever ask me that again." Or like, "what time should I come in?" I'm like, "I don't, I don't know. Whatever time - whatever time you come in," I - you know, like, "can I take my kid to school?" Obviously. Like, I feel like, there's just like - that is such a different mentality from most jobs. That for people who come from that more traditional work environment are really like, "what the hell is going on," but I think once they're in here, they feel pretty good. Pretty good.

K Kathrin Zenkina 26:24

I think a lot of entrepreneurs are under the impression that if they don't micromanage, nothing gets done, and we give a lot of autonomy and freedom. What is your like, theory on like - why that works so well?

L Londa Jensen 26:36

Because when people feel trusted and supported and believed in, they will knock it out of the fucking park for you every fucking time.

K Kathrin Zenkina 26:43

Damn, mike drop. Okay, what is it like - a no go in a team? Like, what are some red flags? Maybe, maybe let's break it up in like the hiring process and then perhaps, and like, we're lucky to have verv. verv few of this - if anv. at all. But like some potential red flaas that. like.

...and they're not going to be able to see it, so if someone might notice, you know, after a person is already on the team for like, a little while that would be like a total no, go.

- L** Londa Jensen 27:08
I don't even know that anybody would make it through that. Because like, our hiring process is so long.
- K** Kathrin Zenkina 27:12
Okay. So in the hiring process then
- L** Londa Jensen 27:14
yeah, because our hiring process is like -
- K** Kathrin Zenkina 27:16
we'll talk about that next.
- L** Londa Jensen 27:18
First you fill out the application, and then you have a phone interview and then we have a zoom interview, and then we have an in-person interview at times.
- K** Kathrin Zenkina 27:27
So okay, so let's talk about that first. So first, there's an application, literally, like what was the most amount of people I've ever applied for a job? Just estimate?
- L** Londa Jensen 27:37
I would say like, 300 to 400
- K** Kathrin Zenkina 27:40
400. Okay. Do you read every single application?
- L** Londa Jensen 27:43
y--

yes.

K Kathrin Zenkina 27:43
And that's just you?

L Londa Jensen 27:45
Yes.

K Kathrin Zenkina 27:45
Okay. Who's doing the phone interviews? Like, what's the - how do you like - how do you go from application to phone interview?

L Londa Jensen 27:51
So after I read all the applications, I sort them into folders. Like, I do, like "yes, no, maybe," although honestly, if you're maybe you're a "no," -

K Kathrin Zenkina 28:01
Probably a "no," yeah.

L Londa Jensen 28:02
But you know, I mean, the first glance I do "yes," "no," "maybe" and then like "incomplete". Like, perhaps you didn't send in all the things I need, and then after I have all the yeses, I go through them and read them in context now, because now I'm just looking at yeses with yeses, as opposed to like definite no, and a yes. So I look at all the yeses and then I narrow that down, usually to 20. Because I can't do more than 20 phone interviews. I mean, I have, but that's kind of where I try to cap it. So I make a list of 20 phone interviews, I make a spreadsheet, the spreadsheet usually has like, you know, where are they located? What it - was my general vibe, little notes that I want to ask them about or remember about them.

K Kathrin Zenkina 28:39
Do you do like a 1 to 10 scale, right? Because like you always ask us for that number. Do you do that yourself?

L Londa Jensen 28:44

No, I don't do that in the application part. Okay, I do it in the phone interviews, but in the application, it's really just like, I read their application. I'm like, "is this a person I could see on the team?" Yes or no. And then I will put them - again, like if I ever rejected you, I apologize publicly, but like I said, there's a lot of them and so it's never a personal thing.

 Kathrin Zenkina 29:03

Yeah it's never personal.

 Londa Jensen 29:04

Or like, is this person going to fit with the people that are already here. So that is what I look for and then I picked the top 20, I put notes on them, each of them. And then I set up phone interviews, the phone interviews, I have people from the team join on the phone interviews, so whoever is available, literally doesn't matter. Anybody's open to do it. We do the phone interviews -

 Kathrin Zenkina 29:26


We always have one other person, right? So it's like teams of two, you and one other person.

 Londa Jensen 29:30

Usually yeah, unless there's like a fluke or whatever. I can't get anybody on that one, but yeah, usually there's two of us and we go through just some basic interview questions, we talk about - we introduce ourselves, we, you know, talk a little bit more about the position and then we have just like a few conversation starters, like what are you really, really like - and you know, like person because obviously writing and speaking are different. And that gives me two different perspectives because, you know, I'm maybe more of a speaking person than a writing person or vice versa. So I get a vibe from the call, we connect after the call, we rate them on a scale of one to 10. Based on whether or not we think they'd be a good fit for the team. At this point, we're still not even looking that hard to know if you have the skills right now, as we're still measuring fit.

 Kathrin Zenkina 30:15

Yeah, yeah, yeah.

 Londa Jensen 30:17

And then once we know that you're fit, then we do a zoom interview with me, you and Brennan. And the Zoom interview is really the opportunity for us to ask more technical questions like, okay, like you're a good fit, but like, do you also know how to do this job?

K Kathrin Zenkina 30:33
And that's usually like five people?

L Londa Jensen 30:35
Yeah, usually five.

K Kathrin Zenkina 30:36
Yeah. Okay.

L Londa Jensen 30:37
And then we typically do some type of assessment, like, okay, cool so you said you can do the thing, but can you actually do the thing? And then, once we have that, you know, maybe we have an in person interview, or we just choose it based off of the assessment. But that has - that system has worked very, very well, up to this point. Now, there are certain times where we get to the very end of that whole process -

K Kathrin Zenkina 31:00
going to bring that up.

L Londa Jensen 31:01
And it's still a no.

K Kathrin Zenkina 31:02
yeah.

L Londa Jensen 31:03
And, you know, sometimes I think, "oh, man, I went through all that," like, and it's -

K Kathrin Zenkina 31:07
Yeah.

L

Londa Jensen 31:09

But I would rather have it be a no and start over. And I've done this a number of times, I will start over because I would rather have it be a no than a maybe. Like, if it's not a fuck, yes, we have to start over.

K

Kathrin Zenkina 31:21

And we have like, one position took us three rounds in a row, I'll never forget. It was the most frustrating process, but like, they say, hire slow fire fast. Like you want to make sure it is the right person. It's the right butt in the right seat, as you know, we say in traction and once it is, like, you can fully - once a person's trained, of course - you can fully let go, like, knowing it's the right person, you trust them, they trust you. Like things are good, rather than always, like having that voice in the back of your head being like, "was it the right decision?" And then you make an awkward situation, like, let's say it's not, and you have to let that person go. It just - you can just avoid that by hiring super slow. Okay, I've like, a million questions, a million directions as you're talking about -talking, but like, let's go back to like, the red flag. Like, what's a red flag that you see in like, any of those stages? Whether it's application or interview, or, you know, obviously, I can talk about, like, the Zoom part, because I'm there or the assessment part, but I'm just curious, like, what you consider to be a red flag?

L

Londa Jensen 32:28

Yeah, like, if you write really, really, really, really short answers. I'm just like, cool. I - If I'm going to take the time to read your answers, like, maybe put, like, some time and effort into writing answers. And I get it, like, when you're applying for jobs, you're applying to so many things, and it's like, shitty, but, you know, I don't know who's reading those applications, probably no one, but I am in fact, reading these applications. And so I would like to actually hear your answers, and also, I can't tell much about you. Like, you're just - I could read your job experience, and I could read your like one sentence example. But like, that's - if you like, really let yourself show through, because I'm looking for authenticity, right? I'm looking for someone who's like really willing to show who they actually are and I can see it, like, you know, you'll see people who are like, clearly like, this is a job application, and I'm just writing my job application questions or answers. And then you have someone who's like, "oh, my gosh!" like, wants to tell you everything, and I love those kinds of people. Because those kinds of people fit well here, you know, yeah, we all like each other and know about each other's lives and are involved in each other's lives. And so you know, someone who has nothing to say it's gonna be kind of a weird dynamic. So I'm looking for someone who's got stuff to say and is authentic and true to who they are.

K

Kathrin Zenkina 33:40

I would say, from my perspective, I'm always filtering people through our core values, and I know like, we've had situations where we've gotten like, really close, like, like I said, like the - the final person ended up being a no, in many instances, and we just like, we don't give up we don't say, "fuck it let's just hire them anyway." We just start over and most the time, it's because they did something that broke - that are - one of our core values. And like, obviously,

they don't really know what those are, but like, we have to hire according to those and whether or not we're like vocal about our core values, like the right person is going to fit into all of them anyway, automatically. We're - okay, so let's say someone's ready to hire someone. Where do they post an application? Like where are some good places that we found good people?

L Londa Jensen 34:27

I mean, I think almost everybody we found on Indeed, Indeed is like easy to set up. It's - I totally manipulate and go around their system, sorry Indeed. But I actually hate the way Indeed works. So I've set it up so that basically they submit their stuff and then I just select them all and send them a letter that is our actual instructions for applying.

K Kathrin Zenkina 34:51

Okay.

L Londa Jensen 34:52

So I kind of work the Indeed system because I don't really like their system. But there's a lot of people there - that, we always have hundreds and hundreds of hundreds of applicants on every position.

K Kathrin Zenkina 35:01

Yep, I agree. What would be considered like a good like, let's say an entrepreneur's ready to hire, like, what would be your advice for creating, like, a good job description?

L Londa Jensen 35:12

Well, it should speak to who you actually are. I think that's why I liked the job description that you guys wrote, because A, it gave me a clearer picture of what kind of people you were and the type of person you were looking for the role, and it wasn't no - it wasn't like, "you should be able to use the internet." And, you know, I don't know. It didn't have like all these like, technical specifications. It was like more general, like, are you this kind of person?

K Kathrin Zenkina 35:35

Yeah.

L Londa Jensen 35:35

And I was like, "oh, yeah, like, I'm that person." And I see that because I recycle that kind of language a lot, because it's really attractive. Like, it really pulls people in. I see people write in

the thing all the time, "oh, my God, I feel like you wrote this about me." Yeah, I know.

K Kathrin Zenkina 35:47
Yeah.

L Londa Jensen 35:47
And so that's, that's what you're trying to draw out. Like, who are you looking for? What kind of person do you want around? What kind of person do you want to support you? Because like, the truth is, is like - you are a visionary. I am not a visionary. I'm an executer, and so I mean, if you had gone out to look for, you know, a visionary, we probably would be in a different situation. But I am not like the person who wants to start my own business. I'm a person that's like, "okay, I don't have the idea, but I know exactly how to execute your idea and I'm gonna do everything I can to get there." So who are you looking for? What kind of person do you want to spend your time working - you know, building this thing with?

K Kathrin Zenkina 36:28
This is like an ideal client exercise literally, this is like manifestation,

L Londa Jensen 36:32
It's like, a relationship, like your partner, your -

K Kathrin Zenkina 36:34
Yeah. Soulmate.

L Londa Jensen 36:36
Yes, your person -

K Kathrin Zenkina 36:36
Your ideal client, like it's the same shit. I think that - I think that creative entrepreneurs, they get so boxed into, like, the very traditional corporate- like format, that they don't realize that they can apply their creativity to like hiring because they get to create, literally creativity, create the dream-team of their dreams, not just like, what so and so from, like, fucking Apple says, or Google says. You know what I mean? So this is a funny question and I love when Londa talks about this, "what do you do when someone doesn't want to listen to their superior, Londa?"

L Londa Jensen 37:18

That's hilarious. Superior, that's an interesting choice of words. I wouldn't, I wouldn't use those words. I don't - like we try to keep this as flat as possible. Yes, there's an exec team that's so that we can like guide a general big picture vision. But like, at the end of the day, how that big picture vision gets executed, is not coming from Kathrin's mouth or my mouth. It is coming from every single person on this team.

K Kathrin Zenkina 37:43

Yeah.

L Londa Jensen 37:43

You know, we'll be like, okay, you know execs will be like, we want to have a customer journey. That's it. That's like the direction and then the team will be like, "oh, yes, we could do this. We could do this. We could do this. We could do this," like all of this shit, there'll be so many fucking great ideas. Why? Because Katherin didn't say, "I want to do the customer journey and I want it to look exactly like this, and you need to do it this way, and you're gonna do this part, and you're gonna do this part, and this is gonna be your part." She's just like, "this is an idea," and then everyone's like, "oh, nice!" And they all bring their own flavor to that and then we get to just create something that's so incredible, because we've used all of the ideas and like, the excitement of every single person, because everybody has voice. There's no superior here to be like, "no, that's a bad idea. I'm sorry. You're you're stepping out of line here with your ideas."

K Kathrin Zenkina 38:32

That's a big no-no. My favorite example is like are photoshoots, because when Rachel came on board, she's a creative director. We're just like, "yeah, we need photoshoots on a regular basis." And she literally just like, ever since then, I've never been like, I want it to be in this house in this outfit, like I'm literally like, "okay, Rachel, where do you think the location should be?" And then, you know, she collaborates with our stylist, Kate, who then they decide which outfits go with which vibe or whatever. And then Rachel literally creates like, the whole vision and then I show up literally. Like, we're doing a photoshoot tomorrow in Joshua Tree. Or actually, this weekend, we're driving there tomorrow, but I literally just show up on set and I'm like, "alright, Rachel, you're the boss." And she literally like directs me and tells me what to do because I am entrusting her, I hired her to be the creative director. I didn't hire her to follow my creative directing that I don't have, you know what I mean? So this really goes hand in hand with like, what was the other question? What was the other question Londa? You're supposed to know everything in my mind. Okay. You're slacking right now.

L Londa Jensen 39:40

I'm sorry. I got distracted. I was seeing about Rachel's photoshoots. She's so good at it.

K Kathrin Zenkina 39:45

Okay, if that thought comes back to me, it'll come back to me. Just super quick. You can be general, "what does everyone on Team MB do all the different roles?" And I shared this with Brennan on our podcast episode. That like we didn't like hot - we didn't like think of the roles and then hire those people. Like we literally started with you, executive assistant, and then from then on, it was like, Okay, what's Londa's zone of genius, okay? Londa fucking hates doing this part, okay, let's hire someone for that part. Okay, this person stepped into their zone of genius, alright, they fucking hate doing this part, we got to hire this part. Now we're missing this part. Now we're growing. So it literally needs to start with just one person and then you can plan from there. A lot of people - it's like that whole mistake that people make where they try to line up like the legal and the taxes and the corporation, everything before they even start the business. Like it will never work that way. So, you know, so I kind of shared like, how we started and like, how that led us to where we are today. So like, can you kind of like share the big picture of where we are today? Like, who do we - who we got?

L Londa Jensen 40:50

Yeah, yeah, sure. I tried to I was like, oh, can I map out their roles? And I was like, well, sort of, because of how we do things. There's some nuance to that, but I'll do my best. So, you know, we have, I don't know, should I call them by their names like -

K Kathrin Zenkina 41:04

Sure.

L Londa Jensen 41:04

Okay. All right. team. Team MB, a shout out time. Okay. So we have Vicki on the customer journey. So Vicki's role is really like, are these people getting the transformation that they came for? And like everything about that, like that is Vicki's entire purpose and role here is to figure out how to make sure that the people who come here get the transformation that they came for, it's an entire job here. Did we know that was a job?

K Kathrin Zenkina 41:29

No.

L Londa Jensen 41:29

No, we did not.

-

K Kathrin Zenkina 41:30
Not until literally last year.

L Londa Jensen 41:32
Yeah. So that's, that's just a thing that we came up with that we were like, clearly we wanted to have and Vicky was actually a copywriter and she moved into this role. So there's a lot of flexibility just kind of depending on what you like, and what lights you up. And then we got Alex, she's our new copywriter. She's amazing. We have Rachel who does like a creative I'm sorry, guys, if I know, hacked any of your titles, but I was just trying to keep them general.

K Kathrin Zenkina 41:58
It's okay sometimes I call you the hiring lady. So like it's cool.

L Londa Jensen 42:02
Rachel's like creative director and like, brand, vibe queen. She's like the queen of everything beautiful and like, amazing. So Rachel's just got an eye for all things pretty. Sean is customer success. Sean and Jen do customer success. They work in our payments department, but they also work with every client issue that exists out there. Not just client issues, but community issues as well. But they have kind of their own areas of focus. Chelsea works in social media, she's, you know, always in there with those DMS trying to help answer all of your very, very specific questions. Eric is new and he's our tech - he's our tech wizard. Hannah is our video editor and vid- I guess videographer too, so coming in hot with the vlogs. Dalya is also in customer success. I'm sure you all know Dalya. Dalya is the one who is answering all of your questions and is super, super kind and nice to everyone. You should be super kind and nice back to them.

K Kathrin Zenkina 43:11
Yes. And I will come after you if you're not I promise.

L Londa Jensen 43:16
Rana- Rana is a - she's everything. She just so many great things.

K Kathrin Zenkina 43:20
So Rana is like Londa, but an Egypt.

L Londa Jensen 43:22

Londa Jensen 43:22
Yes. And actually -

K Kathrin Zenkina 43:23
Which is funny because it's Egypt. And also fun fact, Londa is taking me and Brennan to Egypt in April and giving us the fucking tour of the country and I'm so excited. Oh, and she speaks Arabic. Please say something right now. Please.

L Londa Jensen 43:39
"ØšÛ±Øš Ø"ØªÛfÛ„Û... Ø¹Ø±Ø"ÛŠ" but you're not going to understand anything so it's okay. Shout out to Egypt that was just for you. So we have Rana, Rana - actually, I saw this question come in, it was about, like-

K Kathrin Zenkina 43:50
Rana does the show notes. So she's gonna be listening to this right now.

L Londa Jensen 43:53
Yeah, she also does like a million -

K Kathrin Zenkina 43:54
Hi, Rana.

L Londa Jensen 43:55
Hi, Rana. Also, I do want to say - here's the thing about I noticed one of the questions was like, "when do you decide to hire international versus local?" That's a great question. I don't actually have an answer for it because I mean, you can find magic anywhere. Like we hired Rana we were like - just like - it was like a time where there was just like so much stuff in it was like, "oh my god, we just need someone to help." And this guy had messaged Kathrin in the DMS and was like, "oh, look, I have these VAs in Egypt" and I was like, "I love Egypt." And so I was like, okay, so I got on a call with him and he gave me Rana and Rana is incredible. Rana's like our Launch Manager, she like oversees the podcast, like -

K Kathrin Zenkina 44:34
and this - this woman started as a pharmacist in Canada, and like just her whole journey of like where she is today - and like, what a freaking rock star. She is on the team and like - it's just such, she is the Londa of Egypt.

L Londa Jensen 44:50
So that's Rana. We love her, and Zaynab is also on Team Egypt and she kind of oversees like, the transformations and the collection of social proof and Facebook management, Zaynab's like so eager and hungry to learn and so right now Zaynab's really kind of like moving in between people as they need things and she just like, crushes everything and -

K Kathrin Zenkina 45:13
Team Egypt are full time team members.

K Kathrin Zenkina 45:15
her energy is so cute, every time she shares her gratitude, she's so excited.

L Londa Jensen 45:15
Yes, because they are. So you know, shout out to Zaynab. Also Merna, she's our newest team Egypt member and she -

L Londa Jensen 45:27
Yeah.

K Kathrin Zenkina 45:27
She's always excited.

L Londa Jensen 45:28
Merna is always excited, and we love her enthusiasm and she is in the Facebook Management and Customer Success side of things. So if you get an email, or you're upset that your Facebook posts maybe didn't get approved, you know, don't be a hater because Merna is like lovely, and wonderful, and doesn't deserve that.

K Kathrin Zenkina 45:47
Okay, this is an interesting question, because obviously my answer, I know my answer, but, "do you, Londa, use your intuition/reading the vibe and energy of someone as part of the hiring process?"

L Londa Jensen 45:59

I never thought in my life, I would say this, but yes, 100,000%. It's like, definitely a vibe and I can also tell like, "oh, I like this person. But I don't think that they're a good fit." Like, I like this person, but I don't think they're a good fit for kathrin's energy, or I don't think they're a good fit for Brennan's energy or whoever else. So yeah, I'm checking a pulse on my own intuition, but I can also catch a vibe like, is this - is their energy going to mesh with other people's energy on the team?

K Kathrin Zenkina 46:26

Okay, and last question is a selfish question, "what is your favorite thing about working with Kathrin, Brennan and the MB team."

L Londa Jensen 46:34

I love them all so much. They're like, legit, my family. I mean, like, straight up, orphan here. I mean, they are my family and I have never felt so appreciated and so valued. And so supported by Brennan, and Kathrin, and this whole team. Like, it's so exciting to work at a place where like, everybody is just as like, lit up and excited about what we're doing, and, you know, we all care about the people who come here for the transformation, we are all seeking transformation ourselves, and -

K Kathrin Zenkina 47:05

Everyone does MBA, every single person on the team.

L Londa Jensen 47:08

Yes. And there's just like a commitment to helping us all show up as the best version of ourselves, you know, like, I decided to run the Tough Mudder and I got, you know, two of our team members, Jen and Rachel, are running the Tough Mudder with me, and I'm so grateful to them. Like, this is my family, and so I have heard in other spaces, you know, like, "don't hire people and treat them like your family,"

K Kathrin Zenkina 47:32

I was gonna ask you this


L Londa Jensen 47:32

"Like, what if you have to fire them?" And I'm just like, you know, what, if you have people who work for you, and you treat them, like your family, and you're picking the right people, right?

Like, you're not just like picking people who are here like to exploit you like, obviously, that's why you hire slow, it's to kind of catch a vibe on that. Also, those people who are here to exploit you are not going to fucking last in an environment of other people who are like your number one fucking fan. You know, so it's like, if you don't hire those kinds of people, and you hire players, and you treat them as though they are a part of your family, and you treat them the way that they deserve to be treated, and you give them your trust, and autonomy, and encouragement, and value. Dude, they're going to show up for you every fucking time. They - I probably already said that, but that's like the truth. That is really, really the truth. Like, if you are valued and appreciated, you will show up and do your best fucking work.

 Kathrin Zenkina 48:22


Last question, actually, can you just quickly talk about psychological safety?

 Londa Jensen 48:26

Yes

 Kathrin Zenkina 48:26


and why that's a huge piece of why our team works.

 Londa Jensen 48:30

Yes, psychological safety is like - psychological safety is like being able to say, "hey, I didn't like the way this happened, or what you said, hurt my feelings, or, you know, when you did that, it really pissed me off," whatever it is, and knowing that you have the safe space to have a conversation about that, and that is something that Brennan and Katherin do like nobody I've ever met. You know, especially Brennan. Brennan is very very good at that. You know, I'll be like, "hey B, you did this thing that like really upset me," and he'll be like, "oh, my God, I'm so sorry."

 Kathrin Zenkina 49:00

Like, "I didn't even know. I'm so sorry."

 Londa Jensen 49:02

It's just like having that space to speak and to be heard, is huge, and the same thing with the team. If the team is like, "hey, Londa we actually think we want to have the meetings differently. Instead of doing them this way. Let's do them this way." I'm like, "Cool. Let's do them that way." Like I don't - no one's like, so invested in their ideas that they're the only way to do things.

K

Kathrin Zenkina 49:24

Yeah, I can speak from experience like what Londa just said, like, "hey, this isn't working out," like I called Londa like, stressed out - well, me and Brennan called on stressed out and freaking out about like our launches being so close back to back. And then literally I was like, oh my god, this is so uncomfortable for me, because I know like the whole team is involved with this decision, and we have to switch everything around, and Londa just goes, "hold on a second." And I know you open up your planner cause Londa doesn't use digital planners. She literally writes this shit down on her fucking textbook that she brings every day, and she's like, alright dah dah dah dah dah dah, just, like, asked, like, questions and then just rearranged a whole launch in 15 minutes and just like literally saved my life. So Londa, I love you so much. I'm so lucky to have you. You are so amazing. Thank you so much for coming on the podcast. I know it's not always the most comfortable thing in the world for you. You're very, you know, behind the scenes, but I do love having you up here as well because you are a huge reason of why this company works - like a massive, massive reason. We love you so dearly. So thank you so much for sharing your knowledge, your expertise, your energy, and all of that good stuff.

L

Londa Jensen 50:34

Well, thank you for having me. You know, people of the internet, please be kind.

K

Kathrin Zenkina 50:40

Alright, to the rest of you guys. I will catch you in the next episode. Bye.

K

Kathrin Zenkina 50:46

Thank you so much for tuning into today's episode. If you absolutely loved what you heard today, be sure to share it with me by leaving a review on iTunes so that I can keep the good stuff coming your way. If you aren't already following me on social media, come soak up the extra inspiration on Instagram by following @manifestationbabe or visiting my website at manifestationbabe.com. I love and adore you so much and can't wait to connect with you in the next episode. In the meantime, go out there and manifest some magic.