

Jillian Flodstrom ([00:00](#)):

Today's episode with Veronica Romney is a must listen to if you have got a team or you're building a team, or know that you need to build one the things that she talks about to empower and move your team forward. So many golden nuggets and definitely worth a listen.

Jillian Flodstrom ([00:26](#)):

Hey, we have a superstar in the house. You may have heard of her before or perhaps you've seen her on stages with some of the biggest names in the industry. Please give a warm welcome to the Dream team architecture yourself, Veronica Romney. Ok. She is a former speaker and trainer for the likes of Tony Robbins and Dean Graziosi. She's been helping entrepreneurs build their dream teams and train their rainmaking marketer leaders for the past 15 years. Not to mention she's also the former chief of staff for the mega brand boss babe. She's also been featured in publications like Forbes, Inc. Huffington Post, a B, C News, and So many More. She's a marketing powerhouse with a track record of success that speaks for itself when she's not helping her clients raise their businesses to eight figures or beyond. Hosting her own podcast, the Rainmaker podcast, she can be found wrangling her two man Cubs in the breathtaking oak trees of North Carolina. So get ready to learn, be inspired, and have some fun with us. Welcome Veronica. How are you?

Veronica Romney ([01:27](#)):

That was like the best intro of all. Thanks. I feel so good right now. <Laugh> take me, lead me, guide me. I'm I'm yours. Absolutely.

Jillian Flodstrom ([01:34](#)):

Well, you know, I think one of the biggest questions that I get from people, which I know that you get from your clients as well, is what are the essential qualities to look for when we're trying to build this successful team?

Veronica Romney ([01:46](#)):

Ooh,

Jillian Flodstrom ([01:47](#)):

It's a big one.

Veronica Romney ([01:48](#)):

You didn't get right in it. Well, I'll tell you what, it's not getting seduced by a sexy resume. So lemme into that. Lemme just start with that. Especially Es, the reason they say that though, especially is we're not talking about doctors here. Yeah. If I were talking about a doctor, I want 15 years of you doing open heart surgery, thank you very much. But in the marketing space, when working with marketing creatives, they get bored. So even if on their resume they have 15 years of social media management experience, it doesn't mean that the flame is still on for the thing, for the passion for the discipline. And so when I see a sexy resume or I see even big names, it doesn't mean that I'm not going to be hyper focusing in my interview process on whether or not they still have that passion for what they're doing. Cuz genuinely, regardless of previous experience, either they like what they do, they're gonna be a good fit, who for the, you know what they work and they're in work environment, who they work with and they're gonna feel

like they're getting paid fairly compensated for what they're having to contribute. If you're not hitting those three marks, we're gonna have a problem.

Jillian Flodstrom ([02:56](#)):

Such, such good points to bring up. The other thing that I was thinking about too, like when I know that I am like going to add to my team mm-hmm. <Affirmative>, you know, so many people have so many different personality types and just work styles in general. Mm-Hmm. <Affirmative>, what are some things that we can do to help balance that when we're putting together a team, when we're growing our team?

Veronica Romney ([03:18](#)):

So I am a little controversial. I do not use any type of assessment before the hire.

Jillian Flodstrom ([03:28](#)):

Interesting.

Veronica Romney ([03:29](#)):

I know, I know, I know. And it's not because I don't love the Colby and the Meyers Briggs and the anagram and the human design and the color code and all the things. It's not that I don't have an appreciation for those things. In fact, I actually love knowing those things about my team. But I love knowing those things after the fact so that I can manage them best and serve them uniquely as opposed to treating everybody the same. I do not use them pre-hire because quite frankly a lot of people are answering those assessments in a way that they hope to be portrayed, not that they actually are. So just because you say that you're an anagram a, it doesn't necessarily mean that you're a healthy one. You might be actually a completely unregulated one and that's okay too. But it's like, I don't wanna bias my, my interview process. I trust actually my intuition and I trust the, the depth of my conversations and the questions that I'm asking more so than just a cold assessment that can have a different result depending on the day that you take it.

Jillian Flodstrom ([04:37](#)):

I'm glad that you brought that up because when you said that I was thinking about communicating with our teams, like that's huge. Mm-Hmm. <affirmative>. So how do you think communication, you know, works with like when we're building and managing a successful team? Like what are your tips? Because I think we could all benefit from communicating more with our teams.

Veronica Romney ([04:56](#)):

Yeah. And it's harder now. It's harder because of the virtual component because now you're not just like in a bullpen where everybody, Hey Bob in the morning, like by the water cooler so to speak. Like that symbolically is not happening. We are all working from our desk, from our laptop, from wherever and on a boat. I don't know. And so we're on different time zones, we're not next to each other. It's a pressure to always be beyond so that you get the perception is that you're available. So there's a lot going on. And so even when I'm training my rainmakers, which is marketing leaders inside of my program, when I'm training them on how to manage their marketing teams, yeah. There's specific things that I absolutely recommend. I recommend communication platforms like Slack. I don't like managing in text messages. I don't like managing in Voxel.

Veronica Romney (05:38):

I like managing in systems that have guardrails that you can say, I'm gonna send you the message because I remembered the thing at 10 30 at night, but I can schedule it so it goes out at 9:00 AM tomorrow and I harass you at 10 30 at night. Like, there's just certain things, but for me communication is, is an adoption of a communication platform that all of you guys are using and utilizing together. And also having very strict boundaries. Like when I go to my phone and I see the little green text message, it's only my personal friends, family and loved ones. I better not see any work colleagues in there. Right. But then if I see in Slack that I know that is work and that it has a certain urgency level to it. So like I put boundaries on myself, but also the team so that everybody actually feels more secure knowing that when they should be available and when they don't have to be available.

Jillian Flodstrom (06:28):

I love that because you know, being able to schedule those messages mm-hmm. <Affirmative> like we are, we are all over the world. Our team is everywhere. Mm-Hmm. <Affirmative>. And so all of us are in different time zones and I think it's so important to use that scheduling, whether it's an email or a Slack message or any of that stuff because you are still getting it out of your brain into the people that it needs to go. But someone's not getting a message at midnight and going like, oh my gosh, does Jill want this right now? Like, no, I don't, it just happens that I am, you know, eight hours behind you or something. So I think that's so important and I think it's really underutilized. So what are some things that you guys use to like make sure that you're all on the same page? Because communication's a big one. Mm-Hmm. <Affirmative>, but like what are things that keep you guys aligned with like same goals, working towards the same objectives?

Veronica Romney (07:14):

Yeah. And yes, so here's the thing that I, that my beautiful managers and leaders usually struggle with is because their teams are all over different time zones and everything like that, they always feel like that they have to be on to be available and accessible to everybody depending on their schedule. I don't agree with that. I feel like in some ways, like if, if mom's not full, like if mom's not okay, the kids aren't okay. So, and that obviously is coming from a place of, I have two children, right? So lots of parenting analogies they work. But I do advise my, my marketing leaders in training my rainmakers, I actually really am a huge advocate for check-ins, daily check-ins. You can call 'em standups, you can call 'em check-ins, you can call 'em temp checks, you can call 'em scrums, whatever the idea is, it's almost like a professor in the university has office hours.

Veronica Romney (08:03):

So I will be on Zoom at this link between these this time every single day for at least 20 to 30 minutes. And it is completely appropriate for the entire team to be on there to tell me what they're trying to achieve today, what they finished la you know, yesterday where they're stuck, where they need my help in an aggregated, scalable, here it is altogether as opposed to me being everywhere like free nursing, we're not doing that. So I do like to, even when we have remote teams, I do like for me to be the dictator of, of when I'm going to have an allotment of free space for me to be available to everybody unrestrained.

Jillian Flodstrom (08:42):

We gotta talk about scrubs, cuz that is like the best word ever. <Laugh>. What what does that mean?

Veronica Romney ([08:48](#)):

Well, it actually comes from product teams. It, it's actually from, like, I worked at a software company. So a lot of software companies, product teams, they'll, it's called the daily Scrum is basically where everybody stands up and you're in an office theoretically, but if you want a meeting to go faster, you're not sitting. And so they make everybody stand up to speed up the meeting. And it's usually the same CR three things like what did you achieve yesterday? What are you trying to achieve today? And where are you stuck? And they go through this with everybody and it's really, really efficient way just to do that daily check-in with each other.

Jillian Flodstrom ([09:17](#)):

I love that. Mm-Hmm. <Affirmative>, that is so cool because again, I think it's one of those things where like, are we spending too much time on meetings? But if you're efficient with it and like can just cruise through the line, then it really doesn't have to be hours long in order to make that work.

Veronica Romney ([09:34](#)):

Well. And you have to be intentional. We're social creatures. So even though we all love the freedom of working from our laptop and that laptop life, we're also extremely lonely and isolated and working in a vacuum. So like in the reason that I even like having these daily check-ins we're I'm, my face is on Zoom is that that's an intentionality on my part to be like, hi. And they can see my body language and they can see my expressions and they can see that I'm genuinely interested in what they're doing and what they're, what their contribution is towards that task, towards that mission, towards that goal that we're all talking about. We're all working towards. So that's something that's really important to me.

Jillian Flodstrom ([10:11](#)):

What are some effective ways too to delegate responsibilities within a team and ensure that everybody's contributing equally? Because I feel like what we just talked about could also integrate with that, but I'm sure you've got other tips for us as well.

Veronica Romney ([10:26](#)):

Well, I'll, yes. So I'm all about letting, letting it go. Like Elsa, Disney, el like let it go <laugh>. And so for me, I'm a huge, I have no issue relinquishing things like, oh, you write the copy and you design the thing, quite frankly, you're better at it than I am. So I think for me it's, I have zero issue relinquishing control or delegation. However, what I don't relinquish is my standards in which I want something to be done or achieved. So I have a standard and expectation for the quality of design and the quality of the work. But what is not helpful for a team, which will demoralize 'em and they're gonna give you, they're start producing worse and worse work is where they submit something without you giving them any kind of success criteria to begin with. And then you just criticize whatever is that they submitted versus me being a co-creation coco collaborator with them.

Veronica Romney ([11:21](#)):

So even the best songwriters, I think about Taylor Swift, she's not writing her songs in a vacuum. She actually like, has really great friends that she trusts and they'll, and they do these kinda like brainstorming sessions and they're, they're just like massaging these lyrics together even though she is the, the originator of, of what she, the story that she's trying to tell through her lyrics. It's the same way, like if I'm launching something or I'm, I'm producing a revenue generating event, or there's some kind of initiative I wanna do with my team or the company, it's up to me to express the vision, the strategy

behind that, but then also be a part of that process so that they're not writing in a vacuum that they're writing. And I'm like, we're kind of co-creating and there's see you know, pieces that we can do that together and they have more fulfillment cuz they feel like they're a part of this genesis of the thing as opposed to being dictated towards,

Jillian Flodstrom ([12:08](#)):

Oh my gosh, that is like one of my hugest, like soapboxes is when people hire teams, they don't give anybody direction and then they're, then they get ticked at 'em. The, the, the thing that the person, the employee created is not what they wanted. And I'm like, well, did you tell 'em what you wanted <laugh>? Because people don't know.

Veronica Romney ([12:28](#)):

They treat employees like prospective interviewers. Like, like you're not interviewing an employee that we're done, that there was a stage in which you were trying to see if they could rise up to the occasion. You gave 'em a test project, blah, blah blah. But then why are you still giving your staff test projects to fail? Like we're past that point. I don't understand there's yeah, there's something wrong there and let's fix it. <Laugh>.

Jillian Flodstrom ([12:51](#)):

Totally, totally. Well, and that kind of leads into my next question because I think this is one thing that really prevents people from building a team or starting to delegate those tasks that they know they shouldn't be doing is resolving conflict within your team. Like what are your tips for preventing conflicts from escalating? It's probably something that could be very started at the beginning, so let's dive into that.

Veronica Romney ([13:15](#)):

I mean, it can't prevent human conflict. Quite frankly. Some of the greatest gifts and learnings come from a refiner's fire or from conflict and from working with people that you wouldn't have picked on your own <laugh> why it happens. So yes, conflict will happen, period. End of story conflict. It's almost like rules without a relationship equals rebellion, right? So same idea like conflict without a foundation of commonality is going to be a cluster. I've actually never said that. That was actually very well said. I'm like, I should put that into a social post. But this is like

Jillian Flodstrom ([13:51](#)):

A Twitter quote. I

Veronica Romney ([13:52](#)):

Know. I'm like, I'm always thinking and marketing. But yeah, like it's, it's true though. Like I don't, there's no expectation from me as a leader that my team won't have conflict at some point or another either with each other or with me frankly as a leader. Cause there's no way that I'm not going to have a bad day or say something that I shouldn't have said or, or put my foot in it, right? Like I'm human. But having a foundation, having equity in the relationship first and foremost gets us through those patches. Because without it, you don't have compassion for one another and then you don't, you certainly don't have curiosity like, Hey, why did you say that? Hey, when you said that, was there something else that was going on? Because it impacted me this way. But I know you, we have equity, we have relationship, we have history. So I'm gonna extend curiosity as opposed to condemning you. And I think that's some of

the best teams is when there's intentional relationship building and equity that is poured into the foundation of what we're doing so that when conflict comes, there's more compassionate curiosity than it is, you know, convention.

Jillian Flodstrom ([14:58](#)):

So true. I think about things that have happened and it's like, wow, if I would've reacted differently to that or responded rather, I think that there's things that could have the outcome would've been completely different had I used a different skillset or like you said, extended curiosity to that person to really see what's going on. And again, I think that's like everything with business, we're just continually learning as we go. But as your team is growing over time, you know, you've developed them, you've ran through all these steps, what are strategies that you used to keep everybody engaged and more importantly fulfilled with the work that they're doing?

Veronica Romney ([15:38](#)):

So I am not, it depends. It depends, right? Like I'm certainly the CEO of the company now. So when I share fourth vision, I'm sharing vision of what I'm doing, not only to the outside world, but obviously to the internal team. But even when I was a leader, even when I was chief of staff or I was the director of, or whatever, I was like, there was still that visionary element of me where I had to, with conviction communicate why like not to be Simon Syke here, but yes. Like why are we doing this project? How does this particular project or this particular endeavor that's gonna ask you to work longer hours contribute to a bigger why? How does this fit in? How do you and your zone of genius and your skills and attributes fit in? Why is it appreciated? Why do we need you?

Veronica Romney ([16:24](#)):

People will rise up to the occasion when they know that they're needed and wanted and we don't do a good enough job to making sure that somebody knows what place they have in the narrative of the story of the company. We don't wanna be an extra in the background. We wanna be a character in a really beautiful tapestry that is the company's history. And I think if you can do and be thoughtful of that, people rise up and people give you some of their best work because they know that they're making an impact more than just like checking off a task in a sauna.

Jillian Flodstrom ([16:57](#)):

Totally. Yeah. I mean I even like when you were saying that, I was thinking back to when I work at the bank now and I was like, oh my gosh, that one boss that I had was just like, do it. No, you don't get to know why. Just do it. And it's like you encounter that resistance and it's like, why can't you tell people why we're doing it? It just doesn't, there's no, most of the time there's no reason that you can't share with people what's going on and why we're doing the things that we're doing.

Veronica Romney ([17:24](#)):

Yeah. We treat people too much like slot machines, put a quarter in, get a dollar out and if they don't give you a dollar then you move on to a different slot machine. And I just think that's such a, we don't say swear words, the should talkie crappy way running a business.

Jillian Flodstrom ([17:38](#)):

Absolutely. Now if people are like, either they want to grow their team bigger or maybe they're like, Hey, I need some more like help with how to grow my team because everything that you've said is like so

ideal. Like so many things that we talked about today, I'm like, each of those different little things, even if we chose one of them to do, would really vastly improve our teams. So where can people connect with you to find out more about the work that you're doing that's

Veronica Romney ([18:06](#)):

Really nice of you to say thank you? Words of affirmation or my love language <laugh>. So veronica romney.com is my website, but on social media, literally on all social platforms, it's v Romney. So that is where we can connect. And I, if you, if you got something from this conversation, words of affirmation or my love language, so like please like DM me, message me, tell me what resonated with you. It, I, I am the one that responds and it means a lot to me. So let's, let's be friends.

Jillian Flodstrom ([18:35](#)):

I think that's so important that we're able to like start really, truly start the conversation. We are all real people. <Laugh>. Yes, we are, we are responding. Like it's okay, you could reach out and feel that we are gonna respond because we, we bill, I love that when people send me messages and I'm like, oh my gosh, you like that episode? That was amazing. So

Veronica Romney ([18:55](#)):

You put it in a folder called the Sunshine folder. Nice you

Jillian Flodstrom ([18:58](#)):

Yep. And when you're having a bad day you're like, yeah, yeah, that one time that person said that really nice thing to me, <laugh>. Yes, absolutely. Exactly. Well, and I'll be sure to link those links in the show notes so people have quick access to it so they can reach out and you know, talk with you more about how to engage their teams and to make their teams better. And I appreciate you spending time with us today. Thank you so much for being here.

Veronica Romney ([19:22](#)):

Thank you for having me.