THE RELEVANCE PATH™

LAUNCH PARTY TRANSCRIPT

Justin: All right, we're gonna get started here.

Welcome, everyone, to the official launch party for The Relevance Path. I am your host for this evening. I'm Justin Adkins. They were looking for the smartest, best looking, most talented speaker in the world, but she was busy. So they got the next guy and then he was double booked, so here we are. But, seriously, I cannot be more grateful and thank you so much for being here tonight with us.

Before we get started, just a quick caveat. Let's be honest. 2020, it's been a little bit of a dumpster fire. I know you guys feel it, but we're doing the best we can. We're gonna get there. We're all having to adapt. We've become telecommunications experts, or at least we're trying, we're trying real hard. With that being said, obviously ahead, just preemptively, should we run into any kind of hitches, any technical problems, we just hope for your patience and understanding and we're gonna crush any obstacle that comes our way and we're gonna have a blast no matter what.

Speaking of which, I hope you guys have already got that party started with that awesome party pack that we sent you guys, that cider, that awesome candy, that stress ball. I'm sure you're gonna be needing that this coming week. And, of course, that liquid gold, that hand sanitizer coming in real clutch at the moment.

I hope you can sit back, relax, and enjoy the show, because I've got a question for you. Are you ready to get relevant? But obviously, the real question is, what does Relevance mean, right?

We're going to talk about it. Specifically, how The Relevance Path is gonna lead to your success. We're gonna talk about achieving goals you never thought possible all while saving time, money, and resources. Something we all could use a little bit more of.

You see that path map down there? That is our evening tonight. You can see we have a bunch of awesome speakers. Down towards the bottom you should see that Q&A section. We actually have the author with us tonight. We're gonna be having an actual question and answer section. So if you think of a question while we're going through tonight, you should see up towards the top of your screen, or somewhere on your screen there, a question mark. You can click that and send our team a question and if we're not able to get to it at the end of the night, we will be sending you back a specific answer after tonight's event.

I know what you're looking at though. I know you see those raffle prizes, huh? And let me tell you, spoiler alert: they're incredible. Our grand prize, wait for it. An all expense paid trip to Wuhan, Chi-.

We're not, we're not doing the trip anymore? Man! I forgot.

It's an iPad mini. Alright, seriously, guys. The iPad Mini is really, really cool. So I can't wait to give that away. You have to be there, so stay to the end, because you gotta be here to claim your prize. If you don't, you know who gets it? This guy. Just kidding. But we'll get there, we'll get there.

We're gonna get started here, let's just jump right into it. The author, herself. You know her. You love her. The President of Pathoras, Marcy Eisenberg. Take it away, Marcy!

MARCY INTRO
3:40

Marcy: Thank you, Justin. I really appreciate that and hello, everybody! I am so excited and happy that you joined us tonight. I hope you will take away valuable information on how the Relevance Path can help you exceed and meet all of your goals and save time, money, and resources while doing it as well.

I learned long ago that making projects relevant is what gives any team or organization, or objective a decisive edge over the mission, the competition, or adversaries.

For years, my company Pathoras and I have seen firsthand projects that meandered with no purpose or relevance, billions of dollars wasted, years of precious time gone, and resources that were already limited, completely usurped in useless ways, quantity and quantity always faltered and the downstream effects were devastating. Confidence was lost in an organization, reputations damaged, all because of projects that missed critical marks that actually mattered to a team or organization.

It was only after a lot of hard earned lessons that our secret sauce emerged for building strong and effective projects. And it's a secret sauce that edges teams and organizations beyond the competitive odds, ensures strong organizational reputations, and builds up a brand of unparalleled confidence.

It is a secret sauce that can be repeatable. And it's called the Relevance Path, or Relevance, for short. What I personally love about this secret sauce is that anyone can use Relevance for anything in their own activities and personal life, as well as projects for all their own successes. And I'm so excited for the opportunity to share it with you today, as well as our entire team. So thank you for being here to be on this journey with us.

Relevance is great. It can be used by people, clients, organizations. Perhaps you're the client, or you're the facilitator, or you're part of the project team of subject matter experts that are helping to get our project to where it needs to be. In any of those instances, the Relevance Path is for you.

The Relevance Path has seven steps and those steps have proven time and again to be an invaluable blueprint to help clients find and discover unforeseen value and success.

We have seen incredible successes with Relevance. We've actually saved one client over $2.8 million in non-productive costs in one year and helped that team of 30 analysts see a 133% increase in productivity. Incredible for that customer and it was the first time they were ever able to reach successes in Congressional oversights that they were never able to do before.

We've reduced an organization's data triage time from 14 hours to just 2, from 14 days, excuse me, to just 2 hours. It established real-time support to the field for the first time ever. We've also saved another client over $790,000 in labor costs to engineer a system that lacked the right integration and understanding, and created this really amazing end analyst product for downstream users that they actually started using - novel concept. So, for us, Relevance has been proven successful and we're really excited to share it with all of you as well.

In the end, Relevance is a means to help people employ the right processes, technologies, efficiencies, and forge the best strategies for meeting and exceeding their expectations and goals. So, how did we get here and to Relevance?

Well, Relevance is a methodology that Pathoras created after many years of learning the right way to build projects and, really, by learning from many mistakes as well. It helps teams eliminate all that extra time, money, and effort that's often spent trying to figure out a smart way to move forward with the project.

Our Relevance methodology is an acronym for a series of tools that belong to Relevance and its steps that we like to think of as a toolbox for project success. There are 7 steps in Relevance and we'll talk about them all today.

Relevance is an acronym for Review, Engage and Listen, Enhance and Visualize, Analyze, Numerate, Communicate, and Execute. Built within our Relevance Path are a number of other intangibles: empathy, psychology, behavioral economics, and, in some cases, just good old-fashioned common sense that are all mixed together in that great sauce to deliver both apparent and unrealized goals and client successes for our clients.

So to make that sauce taste great, we have to start with as much care as in the beginning as we have in the end. That's why it's so important in Relevance to start with the review step. It's something that's at the core of Relevance, which is why I want to talk about it today.

Far too many projects go right to the Execute and nobody takes the time to really do those steps beforehand in Relevance which is why we're bringing that to you today. So you can learn how to use all of these other steps and make great project successes.

The Review step is as transparent as it sounds. It's so important to thoroughly review and revisit what is known about the project up to that point while you're looking ahead to see if there's a gap between project goals and unperceived project potential.

Relevance is about finding and preserving project meaning. In a November 2018 Harvard Business Review, they published a report called *Meaning and Purpose at Work*, and what it found was over 90% of survey respondents said that they would trade a portion of their lifetime earnings just to have meaningful work at work. That, to me, is incredible, because that says there's no meaning there and therefore, there's no relevance.

It's clear that many Americans don't feel like their work, or the processes, or the mission, or whatever they're working on is relevant or has the right purpose. This itself is a cultural problem. With meaningless activities comes a lack of purpose and a lack of productivity. So people feel irrelevant and stuck, and they don't know how to move forward. The same goes for projects. Idleness skyrockets in people, projects, and processes, not understanding purpose results in flawed goals. Value is lost in the right path or it becomes completely clouded.

All of this translates to a critical phenomenon that we alone at Pathoras have identified as the relevance gap. So, what is the relevance gap?

The relevance gap is a time related phenomenon that presents itself as a gap, and sometimes it's a chasm, between what is actually possible in a project and what people, such as decision makers involved with the project, think is possible.

Oftentimes the decision makers aren't the subject matter experts and that's okay. But they lack the understanding of what is possible and the subject matter experts often lack the ability to communicate the value of what is possible to the actual decision makers. So the two sides never really understand each other and a big relevance gap occurs.

A relevance gap is what causes that wasted time, money, and resources in every project. Frankly, it restricts relevant, successful, purposeful, valued outcomes.

What is so amazing about this, and sad, is that the relevance gap occurs in almost every project and every activity we've partaken. In fact, it gets worse over time.

So because that relevance gap increases over time, the goal is to eliminate that relevance gap so decision makers understand what an outcome can be, just as much as the subject matter experts who are there to help make those goals become reality.

The goal in any project is to eliminate the relevance gap so that the best impossible goals become a reality, possible and, and beyond attainable.

You may be wondering why the relevance gap is worsening over time and here is why you may be experiencing an increase in the relevance gap over time.

You may be lacking the time, background, or resources necessary to understand the critical edge technologies, processes, or workflow efficiencies that serve as productivity enablers in any project.

The project team may be deepening their understanding of what is needed to find success, but that understanding and value is not conveyed to the decision makers, or the most efficient solutions for desired outcomes in a project aren't communicated to the decision makers as technologies evolve or the subject matter becomes more complex.

We've also seen that the decision makers may be unaware, and this happens a lot, that laborious processes and projects can be improved since the project team supporting the project doesn't feel or see it as their responsibility to identify the new or the better solutions for innovations in a project.

We've also seen that project teams supporting the project pursue the new instead of the necessary which devotes unnecessary time to the cool faddish activities out there and it ends up in unimpressive bottom line results.

And last, but not least, the project teams that are supporting the project begin without really understanding the right outcomes. Again, they go right to Execute phase and they never go through the rest of Reviewing, Engaging and Listening, Enhancing and Visualizing, Analyzing, Numerating, and Communicating with the customers. All those pieces are really gone. And with Relevance we make sure that all those pieces are in place and people can reach their goals.

So, this relevance gap. It occurs in every conceivable project that you can think of, and I say that time and time again, because the key of all Relevance is to eliminate that relevance gap.

I like to think of the relevance gap as two ships passing each other in the night. Never really on the same path towards that unified goal and failing to realize how close to success they really could be if they only knew the value of what was relevant and possible so they could work together.

Again, I said the goal was to eliminate the relevance gap. How do we do that and get to that great goal?

Well, eliminating the relevance gap affords you the opportunity to be on the same page as everyone else involved and work in harmony towards that same goal. It's reminiscent of the two lines approaching the star in the relevance gap graphic.

So let's talk about how you can eliminate this growing relevance gap as time goes on. This can apply to whether you are the decision maker or a part of the subject matter expertise that's helping the project meet and exceed its objectives. And you can help ensure that the project partakes in these following actions to eliminate the relevance gap.

First, you can deepen your understanding of what is needed to find success and identify the background or resources necessary to understand the cutting-edge tech, people, or processes.

You're going to want to make sure that the resources that understand the subject matter expertise not only know, but they also communicate the value of what's needed to all parties involved so everybody can be on the same page.

You're also going to want to make sure that you can ensure the most efficient solutions are identified all the time, even as technology evolves and subject matter becomes more complex.

Also, you want to make sure to move tasks to center around the necessary instead of the new. So you can prevent time, money, and resources from being wasted.

And, of course, you want to understand the right outcomes, and identify the real needs, obstacles, and goals that way you can reach that really great project objective that far exceeds what you ever thought possible.

The bottom line is, everyone should commit to the idea that projects should never start without looking at the right outcomes and identifying the real needs and goals. Eliminating such a gap ensures that you'll understand the best and most efficient path forward as well as the value of not straying from that path.

If we all understand all of our actions in a project and our path going forward we can be a fleet of ships united in our journey. We'll reach that agreed upon destination that benefits everyone regardless as to whether it's under the veil of darkness or the glow of sunlight.

So all facets of the Relevance Path - Review, Engage and Listen, Enhance and Visualize, Analyze, Numerate, Communicate, Execute - they all contribute to closing that relevance gap, which is why Relevance from the beginning to the end, all the tools in it, are so important to project success. The relevance gap is that critical idea that can change the way you succeed in any project or any activity that you partake in.

With anything that you do, the first critical key is to look at where you want to end up. Visualize it. Do you know how to get there? Or are there other people or other information and some contexts that could help you get there, even better than you thought possible?

Usually, that's the case and it takes working with others - engaging, listening, communicating with others - to understand the value of the path you're going on and, really, make sure that you're spending your time, money, and resources in a way that matters. Since life is so short anyways.

Sometimes you need to gain more insights into what that possible big picture is as you move down the path to project success. So for that reason, it's time to start getting to that big picture and onto you, Justin, to help us start seeing that big picture.

Justin: Thank you so much, Marcy. That was some incredible information.

FIRST RAFFLE PRIZE DRAWING!
18:35

Justin: You talked about visualizing where you want to go and I know where these people want to go right now. That's right! To the old fashion raffle jar. We've got everybody's name who signed up to come in this here jar. And we're going to be giving away… I believe we have a picture coming up. Yes.

This is super cool. Have you ever seen one of these? It's a mini projector. It's perfect for those quarantine nights out on the lawn or maybe when you go camping. This thing is super cool. Very awesome.

And it is going to go to... now hold on. Whoever's in here, you better be here. I'm going to check with my producer, backstage. Oh, it's upside down.

It's really hard to read: Bobby Coughlan, are you here? Are you here, Bobby? If you are, our producer is going to be checking the list, he's gonna let me know if you're here.

Austin: He is here.

Justin: Congratulations, Bobby! Go ahead and send a message to Austin, or I don't know if our producer can reach out to you directly to get your information so that we can send you that awesome, super cool mini projector prize. Man, I can't believe we got that on the first try. I was hoping, I don't know if we'd get through all these before we got to me, but super cool prize.

Justin: So we're going to keep things moving. There are more prizes, don't worry, we've got plenty of chances, but we're going to keep it moving here. We're going to talk a little bit more specifics when it comes to Relevance, specifically Engaging and Listening, something that our next presenter knows a lot about. She is basically a professional problem solver. She's been working with Pathoras since, I think, the Carter Administration, perhaps? She knows what she's talking about, especially about how Relevance and walking that path is going to lead to success for you and those all around you. So Sarah, go ahead and take it away.

Sarah: OK, Justin, thank you. I'm not quite that old. Carter Administration, geez.

Well, thank you so much, everybody, for being here tonight. The next steps on the Relevance Path are Engage and Listen, and I'm actually going to jump ahead in the path and talk a little bit about Communicate.

I know from personal experience, as cited in the book - I'm in the book by name - that Engage and Listen and Communicate are critical steps in developing strong project teams.

A Relevance project team consists of best practices to overcome six areas where teams, organizations, or businesses make mistakes in identifying people to build successful projects. You have to have the right people in the room to get the job done.

When we originally thought of doing a book launch party, we planned on hosting an in-person event with a lot of food, a lot of fun, but the COVID-19 pandemic has caused a drastic change in our way of life.

[TWILIGHT ZONE THEME MUSIC]

Sarah: Now imagine, if you will, that it is spring 2020. Social distancing, masks, and hand sanitizers are the norm. Kids are attending classes at the same table where parents are working. Keeping up with the Joneses means having a hundred rolls of toilet paper in your linen closet and hoarding Lysol wipes... Wait a minute, it's not just me? The signs are all there. We have entered the COVID-19 Twilight Zone.

Two companies have reached out to Pathoras to help reach their goal of staying relevant during the lockdown. One is a small batch distillery, Client A, whose two largest revenue generators, local restaurants and bars and its popular tasting room, are severely impacted by the lockdown.

Client A wants to keep its staff because of their specialized skills and knowledge about their distinctive liquors. Using the trusty video chat, you meet with Client A's distillery team.

You fill out the Engagement Dialog template. This template is a key way to track how to engage with stakeholders and keep stakeholders engaged with you by laying a foundation for all future communication between you, and in this case, Client A. Because Relevance isn't just about doing. It's about observing. It's about listening.

Because of that, you take additional notes on team members body language, voice tone, and words. These observations are critical to helping you understand the culture and team dynamics to plan for success.

Most of the team appear nervous and worried about what is going on. But the Chief Marketing Officer remains positive, cheering the team on and encouraging everyone to think outside the box. You know the Cheerleader? Every project team has that one person who is so positive and encouraging, bolstering the team's spirits.

But there is uneasiness in the team. You know that with Relevance you will be able to understand that lack of confidence and you will help the team become more confident to achieve their goals.

During the chat, you hear several members of the team mention that they want to help their community. Their families, friends, and neighbors are all being impacted and they feel lucky that their leadership is actively trying to keep them employed. The Chief Marketing Officer applauds the teams giving sentiment.

So you begin asking questions to encourage the team to think differently. What skills do they have? What materials are on hand that could generate a different product and help others in this really crazy time?

This prompts the lead distiller to muse that small changes could be made to the distilling process and they could produce hand sanitizer. The lead distiller's subject matter expertise is critical for project success. So you always want to identify the SME or SMEs on your project teams.

One of the delivery drivers has a neighbor who is a nurse and says that all the area hospitals are desperate for hand sanitizer.

The Chief Marketing Officer added that several of their restaurant clients had switched to a to-go business model and are also hard pressed to find hand sanitizer for their workers.

The strategy for staying relevant is starting to come together. Over several additional video chats using the communication path map, this path map is developed from the engagement dialog and used throughout the project to ensure the value or benefit of a project's objectives and features are clearly communicated to the affected parties.

You start to help the team map out a strategy for producing and delivering hand sanitizer to area hospitals and medical facilities and restaurants and bars.

As you can see, it is important to identify the communication modes for each stakeholder. Everyone is busy, even in the Twilight Zone.

You want to understand your stakeholder's preferred communication methods to ensure they receive all appropriate information.

I have been using this template for years with great success. It helps maintain open communication and builds trust between myself and my stakeholders.

The strategy pays off. Never did Client A imagine that at the beginning of 2020 there would be producing and selling sanitizer and being successful at it, but here they are reaching a success they never realized was even possible. Perhaps there will also be an additional business line for them post-COVID and allow them to generate more revenue.

Another client that has come to the Pathoras is a family-owned apple orchard, Client B. They're unsure how the pandemic will impact their fall season, pick-your-own apple offering, the busiest and most profitable time of the year, and it's also the best way for them to offload their harvest.

So you take a drive to the apple orchard to have a socially distant meeting with the Client B family. The Owner Family wants to be prepared for the fall harvest season in case the lockdown doesn't allow for their popular pick-your-own offering.

Like Client A, the lockdown will impact their largest revenue generator and they cannot afford to lose any additional revenue. Such a loss would result in laying off skilled workers and laborers who are needed every season.

The Owner Family also does not want to let a perfectly good harvest go to waste, so the Operations Manager has been rocking and rolling, trying to find alternatives for the harvest. There is already a signed agreement with local food banks to donate some of the harvest, but the orchard would not generate any revenue from those agreements.

The Seasonal Worker is chiefly concerned about any additional work during a harvest for the laborers.

As with Client A, you walk through the engagement dialog. You notice that the Owner Family isn't as engaged and clearly has many other priorities on which they must focus. They're delegating much of the responsibility to the Operations Manager and the seasonal workers. The Operations Manager is eagerly throwing out new ideas wanting to get a plan together.

You know the Rock Star, it's that stakeholder that just gets it done.

The Seasonal Worker doesn't seem to mind doing extra work, but wants to know just how much extra work will be required in order to prepare for the fall season.

You focus on one of the ideas identified by the Operations Manager, taking the extra apples from the harvest and making sparkling apple cider cellar to sell at the storefront.

The Owner Family expresses concerns about additional expenses. By facilitating more conversations between the Operations Manager and the owner family, they make the decision to procure second hand equipment to make the sparkling apple cider.

The Operations Manager, being the Rock Star that they are, does a quick online search and determines a farmer in the neighboring county has equipment for sale and would deliver to the apple orchard for free. The Seasonal Worker, listening to the dialog, is comfortable learning a new production process.

The Owner Family is happy with the idea of an additional revenue stream and an additional product that can be sold in the future.

This is the Communication Path Map you review with Client B to outline the way forward as you continue to assist for their planning.

The Owner Family has questions about mentality type. Mentality type is a culture-based evaluation of how invested a client or stakeholder are in the particular projects, outcome, and success. Information seekers, those are the detail-oriented individuals, groups, or entities who want to learn from the Relevance process and will be an active presence throughout the project. For Client A, it's the Chief Marketing Officer and the Lead Distiller. For Client B, it's the Operations Manager.

Disengaged leaders, those are people, groups, managers, or entities who often suggest a project outcome is not a high priority on their list. For Client B it is the Owner Family. But don't discount the disengaged leaders, you still need to maintain communication with them on projects. Nothing is worse than having a sudden crisis or change in plans and a stakeholder, particularly a manager who is caught off guard.

Then middle of the road (MOTR), or pronounced "moater." Those are the people, groups, or entities who typically know a little bit about the project or its trajectory and would benefit from learning more about the project's limitations and capabilities. For Client B the Seasonal Worker is not fully aware of all the ins and outs of managing an orchard or generating revenue, but knowing what is happening and how it impacts them is important.

Evaluating mentality allows project teams to customize approaches needed to successfully communicate and work with each client and stakeholder.

In late September, you're driving home from work and you pass the apple orchard. You take note of the number of cars in the parking lot, and the long line of masked people, all holding bottles of sparkling apple cider. You're thrilled to see Client B on the path to success.

Sheila Burke, a former Secretary of the Senate and Harvard Public Policy Professor once said, "People you meet on your journey may not always give you direct answers, but listen and observe. Everyone on your path presents a lesson for you."

[TWILIGHT ZONE THEME MUSIC]

Sarah: We're all on this path together, because we're in the Twilight Zone.

Justin: And thank you so much, Sarah, those were incredibly super, super current issues that the Relevance Path clearly shows its value in being able to adapt and overcome whatever current problem you're running into.

JEOPARDY!
30:51

Justin: But now, we're gonna switch gears a little bit. We do something here at Pathoras that is super fun. I'm really pumped about it and we have a special edition of it.

Jeopardy! I know you guys love it. I'm a poor man's Alex Trebek, but we are gonna have some fun tonight with our special edition Relevance Path Jeopardy version for you tonight. All right. So, we're going to introduce our contestants. Alright, are you ready? First up, we have Brett H, our Rock Star. Are you there, Brett?

Rock Star: Hey hey, what up, Justin?

Justin: Yeah, that's what I'm talking about! Then I also got a Kandi, you know her and love her, our Cheerleader!

Cheerleader: This is going to be fun, Justin!

Justin: Yeah, I'm super pumped about it. But, let's wait. Let's see what we got in store for our last contestant. Another Brett, but Brett S, our Subject Matter Expert. Are you there, sir?

SME: Indeed.

Justin: Welcome, welcome looking dapper there. Alright. So we're gonna get started here. I think we gotta go to this guy down here, Mr. SME. You have the first choice.

SME: Justin, I choose Enhance and Visualize.

Justin: Okay, for 200. Here's your clue. Listen up. This Relevance-unique tactic utilizes stakeholder trends and unique responses to cut right to what is effective or needs to be looked at.

[ROCK STAR RINGS BELL]

Justin: Rock Star?

Rock Star: Yea Justin! Yes! Yes! All right?

Justin: What do ya got?

Rock Star: What are the Enhancement Trends or Unique Response Review and the Quick Wins Trends or Unique Response Review? Thank you very much!

Justin: That is correct! Haha I like the riff there. That is, in fact correct. But another acceptable response, we got another one here for you, would have been the E- and Q-ToURspectives, okay? These are great tools for helping key stakeholders identify what's really important for project success and weed out all the white noise. Alright 200 points to you, Rock Star. That means you are gonna select the next clue.

Rock Star: Yes, Justin! All right, I choose Analyze for 400.

Justin: Here's your clue coming up. This focuses specifically on potential solutions and their associated risk levels. It also helps clients visually see what the real or latent needs, obstacles, and goals are for the project based on the stakeholder feedback from those TOURESPECTIVES.

[CHEERLEADER RINGS BELL]

Justin: Cheerleader?

Cheerleader: OMG! Okay. What is Solutions Relevance Review?

Justin: That is correct! That is correct, Kandi. The Solutions Relevance Review helps stakeholders and key project personnel quickly see what's possible. That's the key there and how to mitigate risks in order to reach those awesome project goals. 400 points to you, Cheerleader!

Cheerleader: Yes!

Justin: That means it's your turn to pick!

Cheerleader: My turn? OK!

Justin: Yes!

Cheerleader: All right, I'll pick Numerate for 800.

Justin: Wow, going big there. Here is your clue. This depicts each potential project solution's corresponding benefits and risks in a digestible way so that stakeholders can easily determine their preferred project solutions and overcome any cognitive biases.

[SME RINGS BELL]

Justin: Yes, I believe I heard first from the SME. Go ahead.

SME: Yes, Justin. What is the Relevant Solutions Pathmap?

Justin: Another correct answer. That is correct, sir. The relevant solutions path map is such a neat tool. It allows all the stakeholders to get on the same page towards a unified goal forward that benefits everyone. That would be 800 points to our SME!

All right, let's let's look at the scoreboard here. That leaves Rock Star at 200. Cheerleader, she's got 400. Not far behind. SME with those 800 points, but let's be honest. Everyone's got a shot here. We're going into final Jeopardy! Are you prepared? Are you ready contestants?

Everyone: Yea!

Justin: Here is your final clue. The category is going to be Execute. Here you go. Are you ready?

This is a cognitive bias phenomenon that shows how humans tend to overvalue products that they have labored over and completed. There's another clue. The answer to this clue is also known for their delicious meatballs.

[JEOPARDY THINK MUSIC]

Justin: All right. You've got your timer there. You know it, you love it. Who's gonna do it? I like your penmanship there. Rock Star's tuning his guitar, making sure he's all ready to go.

I think that's it. We need to see. What did you get there, Mr. Rock Star?

Rock Star: All right, Justin! What is the IKEA effect?

Justin: Incredible penmanship. That is correct!

Rock Star: Yes! Yes!

Justin: Your score looks like you're up to $1200. Let's see what you got Cheerleader. What do ya got?

Cheerleader: Ah, Justin, what is the IKEA effect for $600?

Justin: All righty, already you are up to a grand. Let's see if SME can pull it out. What do ya got?

SME: Well, Justin, what is the IKEA effect for $800?

Justin: Oh, man, he bet it all. Oh, man, that is correct. The IKEA effect for everyone listening. That is something that happens all the time in your projects, but it's rarely acknowledged to happen. That's the problem.

Just by remaining cognizant, though, of this cognitive bias, any project can quickly save time, money, and resources, because you can stay firmly on the Relevance Path to reach those goals that actually matter, alright? If you're getting over those cognitive biases you can actually get to those goals that matter.

I hate to say it, but SME, you are our winner tonight with $1600 of fake money, but congratulations! You are the winner. Oh, man.

SME: Was there ever any doubt?

Justin: Man, you guys.

SME: Enjoy your evening.

Justin: You guys, that was super fun. That was a lot of really good information there though.

WHAT'S CHEF ALANNA COOKING IN THE KITCHEN?
37:51

Justin: We heard Marcy talking about that secret sauce. This is a really cool part, Pathoras Instructional Designer. She's incredible! We call her The Chef here. Alanna is going to be given us a little message here from the kitchen to tell us about that delicious sauce. Take it away, Alanna.

Alanna: Thanks Justin! Hey everybody, Alanna here and I'm in the kitchen whipping up a batch of our secret sauce. I'm betting if you're here, then you wanna learn how to make our secret sauce, too.Don't worry. We've got you covered.

[CHOPS VEGETABLES]

Alanna: We're in the process of gathering all the best ingredients for an educational, highly immersive, and enjoyable training program that will teach you all about Relevance. The training solution will build upon the previous course where we will follow the crawl, walk, run philosophy for training.

Crawl will be our foundational course that introduces the Relevance terms and concepts. Walk will be our hands-on course where we will present you with challenges and you put our tools to practice. Run will be where we help you problem-solve your current challenges and by then you should have no trouble running down the path to reaching your goals of saving time, resources, and money.

We aren't registering people just yet for the program, but be sure to subscribe to our website, www.therelevancepath.com to receive the latest news. Okay, everyone,that's it for now. Back to you, Justin.

Justin: That was an awesome little recipe you had cooking up there. I cannot wait to get started on that training program. It's something that I have had the pleasure of working behind the scenes a little bit. Hopefully get that training program out to you to learn just how incredible that delicious secret sauce is and how it can work for you guys.

You heard her, she specifically mentioned our website. That's therelevancepath.com. All right, do I have to say the WWW part? I hope you guys got that part. therelevancepath.com. Great resource! Even if you just have questions after the event like we talked about with asking questions right now, you can go straight to the website, ask us questions there and you will receive a response from our team.

We also have great tips, tricks, and tactics there all to help you with your goals of saving time, money and resources, while you're doing those projects and making them a reality. We even have some really cool, user-friendly templates that you can use on your projects there so that's an incredible resource.

Justin: But here, this is our next chapter here, is one of my favorite elements on the entire website. It's gonna be a blog! Now I know everybody's got a blog, but this blog that we have coming for you, I personally know the author and she is incredibly, incredibly wise and super cool. Very, great writing.

You're definitely gonna want to check this out. It's gonna be fleshing out the idea of Relevance. It's going to make it more real for you. So Jane, our incredible blog writer, I don't know if you're there. Can you hear me? I'm looking to find out what they can expect in the future.

Jane: So, great question.We know that the Relevance Path could be applied to work, but what I'm writing about is much deeper.

Justin: Ah, deeper? Like how deep are we talking here?

Jane: Well, pretty deep, Justin. I've been thinking about the concept of Relevance and how it could be possible to just get overwhelmed by remembering all the different steps, concepts, new words.

Then it occurred to me, we say, "*Be* relevant" or "*Become* relevant." It's not just something that you learn how to do, but it's something that you become. So I'm writing blog posts about how this looks on a personal level. It has to do with first learning about yourself. So, applying the Relevance Path steps to yourself. Reviewing your own situation, listening, dialoguing with yourself, engaging with yourself. Understanding your own personal obstacles, your appearance, and unrealized needs and desires.

It also has to do with being honest with yourself about your level of investment. Central to all of this is learning to find your own voice and be willing to speak the truth even without worrying about fitting in and just maintaining the status quo. It's about being innovative.

So, being relevant also means being current and authentic and applying Relevance to your own personal development will extend into all areas of your life, not just your workplace.

Then for the second blog series coming up later this winter, I'm going to be documenting my own personal experience as I apply Relevance to myself and to my new office environment and write

about how that's going on a weekly basis. So these blogs are gonna be on the website. So make sure that you subscribe so you can receive alerts as the blogs are being posted.

Justin: Man, that sounds amazing, Jane. I can't wait to get in there and see those blog posts. Everything you were saying is spot on and just so fascinating how it's so multifaceted with Relevance and how it applies to us personally.

Justin: So, that was awesome and if you remember that path map, we're finally here to the question and answer section. We actually are gonna get to ask Marcy some of our questions that we've collected from you guys along the way.

Marcy, are you ready for some questions and answers?

Marcy: I am, Justin, thank you. Let's get started.

Justin: Yeah, you're in the hot seat now. All right, our first question. It comes from Charles. He wants to know what drove you to wrote the book? To write the book? I guess, write the book?

Marcy: Yes. That is a great question. Thank you, Justin. Thank you, Charles.

So, the reason I wrote the book was because we, over the last 13 years, kept on having a lot of really amazing successes on site and time and time again, our clients and our partners alike in industry kept saying the same thing, which was, why are you able to succeed here when no one else can? So, really force us to take a step back, really think about why is that?

What we realized is, we polled the team, and we recognized that we actually had a series of processes and very similar activities that were going on which we can formalize into a true blue methodology. So, fast forward. Here we are with the Relevance Path in hand and we are super excited to share it with the world so everybody can benefit from it. Great question.

Justin: That is a really good question. Our next one comes up from Alec. He wants to know if you could share just maybe just a couple of the wonderful and relevant paths you write about in this awesome book.

Marcy: Great question. Thank you, Alec. So, what's really unique about the Relevance Path and what everybody's been saying to me, both in industry, outside of this industry, people in the commercial world, it's been really incredible, and it's something that I've always felt very personal about, is that we do something different in Relevance. We actually focus on exploring cognitive biases.

Too many people are not doing that and that allows us to really take a look at what we're doing and evaluate ourselves, not just, you know, drink our own Kool-Aid and say, "Hey, we're doing this great project and let's just read the requirements. And, yeah, let's start executing on it." That's not what we're talking about here. It's really taking a look at ourselves. Are we really answering what the client really needs? Have we really identified the real needs, obstacles, and goals?

And in today's world, everybody's starting to hear about this concept of unconscious bias. You hear it in the media, everybody's talking about in HR, we should be taking these unconscious bias courses as well.We have been doing it at Pathoras for the past 10+ years and it's been a part of Relevance. I think it's a really great reason why we're being so successful, too.

Justin: That is so true. So true.

I think we have a little bit of time just for, I think maybe two more questions. This one I think I've missed. I don't think I got who this came from, but they would like to know, this anonymous question comes from I'm not sure, but it says what was the publishing process like? Working with a publisher, unfamiliar with our customer space? Very specific, that is definitely interesting. What was that like?

Marcy: Okay, so a lot of different pieces here.Interesting because I was asked to write this book. As a lot of people in the industry know Pathoras has been hailed as one of the Top 50 Best Places to Work in the United States by Inc. and other national benchmarking. So, I was asked to write this book.

And there was a publisher that had asked and at first, I was kind of scared about it, didn't really want to do it, given our industry. But started talking through it with, you know, publications review board, realized that we really could present this methodology, and actually talking with the publishers, I used the Relevance Path in order to actually build the book as well. They didn't understand the processes, they didn't understand this methodology, so I essentially helped eliminate that relevance

gap so that they can understand it and I could write it with them.But it took us working with the team and going through the PRB, but it's not a scary process if you do things right and just abide by the book, so to speak.

Justin: That's awesome. That's like Relevance-ception. I've been thinking about that one. Using it to make the book, to make re-. That's incredible.

Our final question, I think we have one- a little bit of time left for one more. Dave wants to know, any plans for the audio book?

Marcy: Ooh, okay. Good question, Dave.

Justin: I am available. I'll just throw it out there.

54:09

Marcy: Well, good to know, because truth be told, I don't like my own voice.

Justin: Oh, you got a beautiful voice.

Marcy: Aww, you're sweet. But, beyond you, Justin, just, you know, I think you have some competition.

Yea, the Cheerleader and the SME have been talking about having this barbecue-off and whoever says that they're gonna win is who will actually do the speaking on the book. But, we should see, I'm really excited to see. Or maybe we could, you know, kinda do a "kumbaya" and everybody can be a part of it. But, the idea is, there have been, a lot of people have been asking for the audio books, they can read on the way in and out of work.

On top of that, we're actually also thinking about doing a podcast series. I'm super excited about that as well.

Justin: Ooh!

Marcy: That is down the line, so that, too, will be coming.

Justin: Very cool, very cool. Those are all great questions.

Marcy: Yes, thank you, Dave.

Justin: All right, so those are really good questions. Thank you guys all for your submissions. It was really cool to explore all these basics of Relevance. And now that I think that we have a little bit of a better understanding of Relevance and how it can help you and we've gone through the question and answer. Again, if you did not get a chance to submit your question, you can always go to the website, and if you did, we will get back to you with someone from our team.

FINAL WORDS

Justin: It has been an incredible night. We had a little bit of difficulties, but let's be honest, that was par for the course. We still had an incredible time. We hope you learned just a little bit more about how Relevance can equal your success. Don't forget our website, therelevancepath.com. It has a wealth of information for you guys to continue down that path.

It's gonna have a summary and the video of the party, along with all the questions and answers that we talked about. They're gonna be posted there. And you can find information, don't forget this, how to actually get the book! This thing, you want this in your hands, okay, so you can figure out how to get the book from the website.

And again, thank you guys so much. It's been a pleasure. I'm gonna give the last word to Marcy. Take it away.

Marcy: Thank you, Justin, for epic hosting skills.

Just side note, Justin is talking about doing some stuff on YouTube, so I'm looking forward to seeing that myself.

Thank you to the entire team for putting this event together tonight. We have such a great crew here, I'm so grateful for you all, and thank you to everyone out there for walking down this path with us.

What we love about the Relevance Path is that any project can meet success beyond what was initially envisioned or imagined. It just takes the right attitude, culture, character, and approach to get there and Relevance can help make that happen for any project.

In short, the Relevance Path provides a vocabulary and a toolbox for overcoming barriers that help organizations, as well as our current clients and anybody else, achieve the greatest results possible.

The benefits of Relevance are expansive, not only for us at Pathoras, but also for everyone who travels down the Relevance Path with us, or it travels down it by themselves. In short, we like to think of Relevance as a carefully designed and crafted process, methodology, and toolbox to achieve the following things:

One, establish long-term relationships among teams and organizations by creating trust, improving communication and identifying key workflows.

Two, uncovering new wisdom in the real project needs, obstacles, and goals for project success. You can't get to the end of a project without identifying those. It's so important.

Three, encourage technological advancement for teams that may not have been aware of processes or systems that could improve their productivity and mission.

Four, save time, money, and resources while reallocating them to where they're needed most. So important nowadays.

Five, enable efficiencies so that teams and organizations and even people, like Jane was talking about, can use their precious time to work on things that really matter to them.

And because we're Pathoras, I can't do number six without, or leave without this, which is number six, help keep America safe and help our clients meet and exceed their goals, and this especially refers to our critical national security initiatives, because that's what we're here for. That's what we love to do. We love to help everybody else meeting their goals, too.

Bottom line here, no two projects or situations are ever the same. The truth is that seeing things on paper is one thing. Seeing them in real life is another thing, So, we know how important it is. And how can we have a compelling desire to stay relevant, and we know that you do, too.

Should you need any assistance, we will be here, Relevance Path in hand, ready to accompany you where you need to be, where you want to go, and how you plan on staying relevant, always. Plus, use the tips and tricks from today's party to help you save time, money, and resources while reaching those amazing goals that you're just destined to accomplish.

So thank you again for spending the time with us, enjoying this party with us. Hope you enjoy your popcorn, which is my favorite snack, and sip on that sparkling champagne and enjoy your sanitizer. And from all of us here to you, good night, stay safe, and stay relevant.

RAFFLE PRIZE REDRAWING!

Justin: And we're back! Hey everybody, it's me again, Justin Adkins, your Relevance Path launch party host. And I've got incredible news. Some of our winners of those raffle prizes were unable to fulfill their duties.

You know what that means? It's back! Our magical raffle prize jar.

[SHAKES JAR]

Justin: And I'm just gonna jump right into it. The one that someone didn't get to get? The moon lamp!

I'm just gonna grab one in here. You actually are gonna win the moon! Gail White! Congratulations to Gail White. We're gonna get that moon lamp to ya soon.

There's another one. The iPad is up for grabs! The iPad is going to go to… Who's it gonna be? Who's it gonna be? Rachel Meinhold! Congratulations Rachel. Man, I should have put my name in there more times.

But for real, thank you again so much for joining us. We had such a blast and congratulations again to our winners. If you have any more questions about the book, the website is relevancepath.com. Congratulations again to our winners. Thank you so much.

Stay safe. Stay relevant.