FREIGHT UNIVERSITY · LOGISTICAL FORWARDING SOLUTIONS

The Professional Logistics Service Provider Certification

FIELD MANUAL · FRONT MATTER

CHAPTER iii

Invoking your thinking

SESSION TWO

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keep your word · keep your deal · freight gets moved

REFERENCE

How every chapter is built

Eight parts, in this order, in every chapter of this manual. Full explanation is in chapter i.

1. **Objective** What you can do when you finish the chapter.
2. **The teaching** The substance.
3. **Forms and documents** What paperwork this subject touches.
4. **Terms** The language of this subject.
5. **Official sources** Where the rule comes from, cited so you can read it yourself.
6. **What this protects the carrier from** The reason the chapter exists at all.
7. **Do this now** The work.
8. **Linked video and chapter** Where to go deeper.

The sixth part is why the chapter is in the book. If a chapter cannot answer it, it does not belong in your manual. That is the filter on everything in this program: **does this keep the trucking company alive.**

Invoking your thinking

OBJECTIVE

By the end of this chapter you know what a professional logistics service provider is actually thinking about when a trucking company is in front of them, you can describe the kind of carrier you are looking for, and you have gone out and found one near you.

THE TEACHING

In the last chapter you learned what you are. This chapter is about what you think about, because those are two different things, and the second one is what makes the first one real.

Invoking your thinking is not about working harder or getting more organized. It is about what your mind goes to when a trucking company is in front of you.

Most people coming into this business think one of two things. How much money can I make off this carrier. Or how many loads can I get him. Both of those are about you, and both of them are the wrong thing to be thinking about.

Here is the thinking. **Your job is to build trucking companies through the services you offer.**

So when a carrier is in front of you, the questions are these. Who are they? What are they running? Is their equipment right for the freight they are chasing? What do they need to stay in business?

You are not a dispatcher. A dispatcher passes on loads. You are not a broker. A broker passes on rates. A professional logistics service provider passes on thinking, and that is a different job.

The word for what you do is development. You lead a trucking company from where it is to where it can survive and grow. Everything on your menu — compliance, cash flow, rates, relationships, records — is a tool you use on their behalf. Not a product you sell them. A tool you use for them.

PICK ONE INDUSTRY AND ONE TRAILER

Before you go looking for anybody, decide what kind of freight you are going to work in and what kind of trailer moves it.

One. Not two, and not three.

If you are working dry van, look for dry van carriers. If you are working flatbed, look for flatbed carriers. People starting out want to keep every door open, so they try to work dry van and reefer and flatbed all at once. That is three different kinds of freight, three different sets of lanes, and three different kinds of carriers. You cannot build consistency in any of them because you are starting over every time you switch.

Pick one. Build inside it. You can add later, once you have a system that runs.

WINDOW SYNDROME

I want you to understand where a driver's thinking comes from before you go meet one.

A driver spends eleven hours a day behind a window. Then he stops for fuel or food, and there are other drivers there. Every one of them is pulling different equipment. And the first question anybody asks, every single time, is the same one.

How much are you making off that load?

That is the only question at the fuel island. Nobody asks what it costs you to run. Nobody asks how much downtime is in it. Nobody asks whether that lane runs every week or whether that was a one-time number. Nobody asks what his trailer payment is. Just the rate.

I call it Window Syndrome, and over the years it wears down the mind of a good driver. Because a rate with no cost attached, no lane attached, and no consistency attached is not information. It is a number from a man in a different truck, pulling different equipment, in a different market.

Here is what it does to him. He hears a number, decides the grass is greener over there, and switches trailers. Then he hears another number and switches again. He is chasing whatever paid somebody else last week. Every switch costs him money, costs him downtime, and costs him every relationship he built in the freight he just left.

The switching is what puts them out of business. Not the rate. The switching.

THE TRAILER IS THE LEVER

Here is what almost nobody at that truck stop understands.

The trailer is what you get paid off of. The trailer decides what freight is available to you. Change the trailer and you change every load that will ever be offered to that truck.

The truck usually stays. The trailer is where the leverage is.

Now put that next to the rule from the last chapter. Capacity follows freight. You do not pick a trailer and then go hunting for freight to fill it. **You find the consistent freight first, and then you match the equipment to it.**

That is the correction. A carrier switching trailers to chase rates is doing it backwards, the same way a man gets his authority before he has any freight. Same mistake, different equipment.

YOU ARE THE DEALMAKER

When you find a carrier pulling the wrong equipment for the freight that is consistently available to him, doing something about it is your job.

That means knowing where trailers come from. Manufacturers. Rental companies. Truck and trailer dealerships. It means being able to pick up a phone, find the equipment, and put together the arrangement that gets it under that carrier. Trailers can be rented. Trailers can be leased. He does not always have to buy one.

That is a deal. Understand this now, because it matters for the rest of the program: **a deal is not only a load.** A trailer swap is a deal. A rental is a deal. Terms with a dealership is a deal. You are the dealmaker, you represent the carrier, and your job is to open doors and take limits off the table.

And moving to the right trailer does not have to cost him more. Done right it brings in more, because consistent freight is worth more than a high rate he gets once.

IT DOES NOT STOP AT YOUR DESK

Here is the part I do not want you to miss.

Invoking your thinking does not stop with you. If it stops with you, nothing comes back around, and the loop is broken.

You do not put a carrier in a training program. You do the work in front of him — the research, the phone calls, the deal — and he follows because it works. Carriers learn by following. Your clients depend on your knowledge, your information, and what you point them toward, which means your thinking shows up in their business whether you meant it to or not.

Read that again, because it works both ways. If you never invoked your own thinking, you will pass the fuel island question along to a man who is already surrounded by it.

Part of this work is helping a driver understand that he is more than a driver. He is a business owner who happens to hold a steering wheel. Most of them have never been told that by anybody, and nobody at the fuel island is going to say it.

WHO YOU ARE LOOKING FOR

Before you go out, know who you are looking for.

You are looking for a small trucking company — a mom and pop operation, one truck or a few — that already knows what they are doing is not working, and wants to change.

That last part is the whole thing. It is a condition, not a size. They want consistent freight. They are willing to swap trailers if the freight calls for it. They want to be part of something that keeps them going.

A carrier who thinks he is doing fine is not your carrier. Not because he is wrong — because you cannot develop somebody who is not looking to be developed.

HOW YOU FIND THEM

Locally. Not across the country. Where you live.

When I got into this business, I drove around looking for semi trucks in Walmart parking lots. I looked for trucks parked in people's driveways, because that is a one-truck operation and that is exactly who I wanted. I met drivers at church. I got to know them.

And then I asked questions. What kind of freight are you hauling? What rates are you getting? What is the lowest rate you have taken? Is the truck paid for? What is the equipment costing you?

That last one matters more than it sounds like it does. A man with a paid-for truck can survive on freight that would put a man with new truck payments, new trailer payments, and new insurance out of business. Same load, same lane, two completely different answers. You do not need to dig into his finances. You need to know which of those two men you are talking to.

This week you are gathering. You are not advising anybody.

Do not tell a driver his trailer is wrong. You cannot back it up yet — you cannot research a lane until Part 2 and you cannot check anybody out until Part 3. Find them. Learn who they are. Write it down.

The carrier you find this week is the one you carry through this whole program. You will research their lanes, look at their record, and eventually build their deal. Pick somebody real.

FORMS AND DOCUMENTS

— Your carrier profile — who you are looking for, written in your own words.

— Your field notes — the carriers you found and what you learned about each one.

TERMS

Invoking your thinking — putting your mind on the right thing — building the trucking company, not what you get out of it.

Development — leading a trucking company from where it is to where it can survive and grow.

Window Syndrome — the thinking built at the fuel island, where the only question asked is what a load pays, with no cost, downtime, consistency, or lane attached to it.

The dealmaker — your job. A deal is not only a load — equipment, rentals, and terms are all deals.

Equipment consistency — staying with the trailer that matches your consistent freight. What repeated switching destroys.

OFFICIAL SOURCES

None in this chapter. Checking a carrier's record starts in the next chapter, and the rules behind it are cited by section in Part 3.

WHAT THIS PROTECTS THE CARRIER FROM

A carrier who hires somebody thinking about their own cut instead of the company. That person books loads and never asks whether the equipment fits the freight, so the carrier keeps switching trailers chasing numbers he heard at a truck stop, and goes under with a full schedule.

DO THIS NOW

1. Write your carrier profile — who you are looking for, in your own words. You will read it out loud in this session.

2. Name your one industry and your one trailer type. Write down why you picked it.

3. Go find them. Locally. Parking lots, driveways, truck stops, church, anywhere trucks and drivers are. Find at least two.
4. For each one, write down what freight they haul, what rates they are getting, the lowest rate they have taken, whether the truck is paid for, and what the equipment is costing them.
5. Answer this in writing: does their equipment match the freight they are chasing? Do not tell them your answer. Keep it. You will test it in Part 2.

Items three, four, and five come back at the opening of the next session. You will be asked for them by name.

LINKED VIDEO AND CHAPTER

Chapter iii audio lesson — ____

In Freight University: *How to Choose the Perfect Carrier.* Start at the top of the page and work your way down.

Hands forward to chapter iv — how you get in the door.

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BEFORE THE NEXT SESSION

1. Your carrier profile, in your own words.
2. Your one industry and your one trailer type, with your reason written down.
3. At least two carriers found locally, with your notes on each.
4. Your written answer on whether their equipment matches their freight. Keep it to yourself.

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keep your word · keep your deal · freight gets moved