

Paul Hebert

Speaker 1: [00:00:01](#) I can't think of anything other than, you know, you know, legal background, uh, arrest history, those kinds of things.

Speaker 2: [00:00:15](#) [inaudible]

Speaker 1: [00:00:15](#) well that's, you know, I'll have to give you the a, you know, you know, it's funny, every one of my references from a movie at some point, you know, so it'd be like the stripes, you know, convicted.

Speaker 2: [00:00:25](#) No.

Speaker 1: [00:00:28](#) Ah, convicted. No. Anyway. All right.

Speaker 2: [00:00:39](#) Paul Hebert, welcome to Behavioral Grooves!

Speaker 1: [00:00:40](#) well my pleasure. Thanks for having me. Okay.

Speaker 2: [00:00:53](#) Okay. Coffee? No doubt. Our percent Oh, down.

Speaker 1: [00:01:04](#) I dunno what, I don't know what that means psychologically, but, but definitely easier.

Speaker 2: [00:01:10](#) Oh, cocktail. Ah Hm.

Speaker 1: [00:01:22](#) I was going to initially say the ladder cause I don't like making mistakes, but sometimes a mistake lead you to a, an epiphany. So I, I don't know if I would pick either or. I think it's one of those things that experiments are fun. So I guess if I knew ahead of time it was going to fail, I'd say no, I, I'd go with the, you know, I'd avoid the mistake if I knew ahead of time it was going to fail.

Speaker 2: [00:01:51](#) [inaudible]

Speaker 1: [00:01:53](#) well, so much for the speed round. Right? Absolutely. Exactly. That's right.

Speaker 2: [00:02:10](#) [inaudible]

Speaker 1: [00:02:10](#) yeah.

Speaker 2: [00:02:34](#) [inaudible] [inaudible] yeah.

Speaker 1: [00:02:43](#) Why not? You know, I'm cheap. Right? So why not?

Speaker 2: [00:02:47](#) Huh?

- Speaker 1: [00:02:49](#) Yes. Yes. I'm a I'm a value. Exactly. Exactly. No, it was fun. It was a really, it was, you guys did a lot of good stuff. Absolutely. Because we, we, everybody likes to know when you're sitting, right? So, yes.
- Speaker 2: [00:03:12](#) [inaudible]
- Speaker 1: [00:03:17](#) well, and most of us wouldn't be here if it wasn't for a few of those sins. Right. So,
- Speaker 2: [00:03:23](#) yeah.
- Speaker 1: [00:04:25](#) Yup, yup, yup.
- Speaker 2: [00:04:38](#) Okay. Sure.
- Speaker 1: [00:04:47](#) Yeah. I mean, first of all, I think there's always this discussion about, you know, incentive versus recognition. I think this is where this gets conflated and entangled. So people look at, say, I want to run a program, but I want to make sure that I reward my top performers because they're important to me as a company. Uh, they bring in, you know, the 80 20 rules probably in effect in 90% of these companies. So, you know, this idea of every warding your top performer isn't a bad idea. It's the application again. Right? So most of the stuff is that they're all, they all have a grain of good idea in them, but they're applied poorly. And this is one of those I think we see so often, is that a company will say, I want to run quote unquote an incentive program. So I'm going to take my top 10 people to Hawaii or I'm going to give them all, you know, iPods or whatever the, the, you know, or iPhones, whatever the hot thing is this week.
- Speaker 1: [00:05:42](#) And in their minds, they're thinking that this is gonna motivate everybody in their audience because the award is so great that they're going to work real hard. And as we all know, every, every organization, every sales team, every channel, um, follows that 80, 20, and it probably has some sort of normal distribution of performance. So the reality is, as soon as you launch a program, it says, I'm going to reward 10 people or 10% or whatever the number is. The other 90% say or I'd say maybe 87% cause there's always a 3% that hovers around that break point that they might win. The rest of them are like, Oh, that's great, I'll see you next year. So you really have created a program that potentially could lower your overall sales because the top 10% of the top 10 probably you're going to be the same people that would have been there last year. And it's not a bad idea. It's just not a good incentive program.

- Speaker 3: [00:06:54](#) Okay. Yup. Yeah.
- Speaker 1: [00:07:22](#) Right, right.
- Speaker 1: [00:07:33](#) Sure. Especially if you're even close, right? I mean, if you're, if you're bouncing up near that top 10%, say you're at 85%, you may never hit that top 10%, but boy you, you would still maybe make one more sales call. Uh, but now you're saying, man, the heck with it, I'm not gonna bother. So yeah. Yeah. I mean, like I said, overall you could lower your entire sales curve. Yeah. Your top performers are still going to be your top performers. And, uh, I, I think again, the idea is not a bad, it's, there's nothing wrong with recognizing your top performers, but I think we have to understand that that's a retention play. It's not a motivation and incentive play. In other words, keep those folks that are doing a good job, make them happy, recognize them. We want to make sure that they don't leave. I mean, that's the core, right? Whether it's your distribution or your top salesperson, you want to build a relationship with them so that you have an emotional connection and they don't walk out the door. So that's a very different strategy in a different goal than I want to have everybody sell 10 more units or 10% more. Very different goal.
- Speaker 3: [00:08:41](#) Yeah.
- Speaker 1: [00:08:48](#) Right? Yup. Yup. Okay.
- Speaker 3: [00:08:53](#) [inaudible] yeah. [inaudible] yeah. Okay.
- Speaker 1: [00:09:41](#) Yup.
- Speaker 3: [00:09:52](#) Yeah. Yes.
- Speaker 1: [00:10:05](#) Oh, no doubt about it. Oh, that's right. Right.
- Speaker 3: [00:10:29](#) Okay. Yeah.
- Speaker 1: [00:10:38](#) Yeah. I mean, when are you going to do right? I mean, everybody thinks that's the logical way to do it is I have a 10% increase. I'll give everybody a 10% increase in a way we go, it's crazy. It's like they, they didn't pass the math class in college, I guess. I don't know.
- Speaker 3: [00:11:13](#) Right, right.

- Speaker 1: [00:11:25](#) Yeah, absolutely. I mean I think I always liked to look at it this way. You take your top performer, just like we were talking about with sin number one, rewarding, you know, calling the recognition program for your top performers in incentive program. One of the problems with setting goals like that is thinking about your top performers who are out there. Probably uh, I always like to say is not having a lot of head room. In other words, they're selling at a very high level. They are killing it usually year after year. And for them who say they have \$1 million book of business to move that 10%, that's a hundred grand increase, but they're probably pushing up against maybe their theoretical limit of what they can sell. Whereas somebody else who's just starting out in a brand new territory that's never had this product or service a hundred grand to them could be absolutely nothing.
- Speaker 1: [00:12:12](#) They could, they could do that, but just answering the phone twice a day. So how has that 10% make any sense at all? So you're now going to demotivate your top performer by giving them the same goal that you're giving somebody with a brand new territory. Uh, that's, you know, and, and 20 new leads, you know, I keep thinking of Glen Berrigan loss, right? They get all the better leads. So yeah, I mean that we w I think so. You know, it's just, there is no new art. Right. And art imitates life, so it's kind of this whole circle. Um, but yeah, I think we just, I think we, we always try to find this path of least resistance in a lot of these programs. And it just, it's like you say, it makes sense and it makes just enough sense that I can sell it and people will buy off on the budget and they say, okay, go do that.
- Speaker 1: [00:13:03](#) And then they sit back and wonder how come this just didn't work the way I thought it would? Wow. You know, we're talking about human beings at the end of the day. And that's all, that's always a fun thing for me is that we keep thinking human beings will react predictably. And we now know with all the behavioral economic stuff that's now being talked about, uh, with, you know, I mean, I think Ariely's book predicted really brilliant international, you know, says it best. I mean, it's the best title and forever I think. Um, but they don't work that way. So yeah. Spreading it around.
- Speaker 3: [00:14:14](#) Yes. Yup.
- Speaker 1: [00:14:21](#) Yes,
- Speaker 3: [00:14:31](#) yep.
- Speaker 1: [00:15:00](#) For sure.

- Speaker 2: [00:15:12](#) Okay.
- Speaker 1: [00:15:15](#) Yeah, but Tim, that means they have to work harder. [inaudible]
- Speaker 2: [00:15:25](#) okay. Yeah.
- Speaker 1: [00:15:40](#) But you know, one of the funny things about all of these sins, and we talked about it when we put the whole, the deck together was originally that, you know, this idea that, that yeah, it takes work, but I've found over the years that if you do that work the first time out of the box, it gets easier each time. So it's kind of like learning any new skill, right? You come down that learning curve. So yeah, it feels a little rough the first time out of the box and we don't have the data pulled together right now or we don't have a Salesforce person that can put together that report for me, but the minute you get one thou, the next time you do it, you've kind of come down that curve a little bit. It gets easier and easier, so I always try to convince my clients, at least do it the one time I'm asking you to, because believe me, next year, next year, you're going to be going, how do we slice and dices differently and better so that we can set, because now they're into it. They see it works.
- Speaker 2: [00:16:39](#) Yeah. All right. Yup. Yup. [inaudible] [inaudible]
- Speaker 1: [00:17:42](#) well, you know this, this is one of those that really shouldn't make sense to anybody. The minute they think up, but for some reason it's still, you know what I mean? Some of these other ones I can kind of understand. There's some logic there. There might be a little bit of soft edges around it, but this one's pretty set and dry cut and dried. That one big award for one person or even a very, very few, even if you do first, second and third. That to me, that's just so out of the, out of the ballpark, uh, as far as a good design. But I do think that it happens because in a lot of cases we start to look at our own history like we talked about in the white paper that this idea that because I think it's a motivation and I had earned it, then everybody else will too.
- Speaker 1: [00:18:26](#) So we start to fall into those biases and those traps about how we make decisions. And this is one where I just think I find it difficult to believe that they do it and it still happens with all the evidence out there that that says this is just a bad idea. But again, I keep coming back to a path of least resistance. And you know, it's the, it's the idea that, um, and I think this is funny because I think in our industry or my industry, our collective, uh, idea of motivating behaviors, most people think because I'm human and because I feel this way, therefore I know what other people are going to do because obviously I'm human. So what I

think has value, even though they haven't read one paper on how people really behave and how they make decisions and what the biases are, and they don't, and all of them, a lot of them are subconscious, right? So they don't even know they're happening, but they think they're right. And I think this is, again, one of those program types that comes from, because I think it's right and I'm human and it motivated me. Must be a good structure, right?

- Speaker 3: [00:19:32](#) Yes. Yeah. Okay. Okay.
- Speaker 1: [00:20:34](#) Right. Get something else.
- Speaker 3: [00:20:39](#) Yeah. Love it. Love it.
- Speaker 1: [00:20:59](#) Yeah. Wow. Yeah. Talk about unintended consequences of a program. Right? Wow.
- Speaker 2: [00:21:21](#) Yeah,
- Speaker 1: [00:21:23](#) yeah,
- Speaker 3: [00:22:02](#) yep. Yeah, yep. Yeah.
- Speaker 1: [00:22:29](#) Well, you know, it all depends on your goals, right? And I think this is, again, it gets back to the whole design. You know, processes, what are you trying to accomplish? Uh, are there other things besides just that one thing? Uh, that we want to make sure that we reward and therefore, you know, you could have people that are doing, you know, everything you want, right? But for whatever reason, they're not going to hit that goal or they're not going to be above the quota. But that doesn't mean they didn't do what you wanted. Uh, we all know sales is somewhat cyclical to a certain degree. We also know that salespeople have other things to do besides just close deals. Uh, again, this gets, I, I always hate these kinds of things cause they get back to, and I just wrote about this the other day on my blog is that we focus so much on outcomes when it comes to rewards is that above quota becomes a criteria, right? But it has nothing to do with what that person did, the behaviors they exhibited, the effort they put into it. It's just an outcome. It just happened. Um, and there's just so many of these programs where, yeah, I get that. You want to make sure that everybody's above quota and that that's the only way you can earn. But there's a hundred other things they could be doing that may or may not,

- Speaker 2: [00:23:38](#) yeah.
- Speaker 1: [00:23:39](#) Impact quota today, but we'll inquire Pat coated tomorrow. So it's just this idea again of getting back to make it easy, make it simple. I mean, we're talking all of these sins end up coming back to, I'm worried about complicating things and I want to make sure a, it's simple for me to sell up. It's simple for me to launch and talk about. I think we underestimate the intelligence of the people we're trying to influence out there. Right?
- Speaker 3: [00:24:18](#) [inaudible]
- Speaker 1: [00:24:18](#) yeah.
- Speaker 3: [00:25:03](#) [inaudible] [inaudible]
- Speaker 1: [00:25:04](#) right?
- Speaker 3: [00:25:13](#) Yeah. [inaudible]
- Speaker 1: [00:25:20](#) yeah. And, and I, I think we forget, or I shouldn't say we, I don't, you don't, you guys don't. But the people that need, uh, incentives and motivation and nudges to do things other than hit goal are the people that aren't hitting goal. So by limiting it to only people that achieved a goal, you're basically just saying that nobody else is worth trying to get them to do something different. And that's the whole point is that if we spend a little bit of time and energy on the middle 60 or the bottom 30, in some cases I can get them to move and become a high performer someday. I mean, ultimately the big picture on all of this stuff is to try to move that entire distribution, that whole performance curve up. And these are all different ways to do that, both tactically and strategically. And so this idea that you have to hit gold to participate in any awards is just on its face kind of backwards.
- Speaker 3: [00:26:39](#) Yup. Right?
- Speaker 1: [00:27:02](#) Yeah,
- Speaker 3: [00:27:03](#) yeah.
- Speaker 1: [00:27:09](#) Out of everything. And that's the thing is it's not even, it's not even, you can't play in this little piece. It's just that one thing keeps me from playing in the entire game. I mean, is it, it's, it's bigger than that. It, it basically is eliminating you from any options anywhere else. So, so really bad skin. Yeah.

- Speaker 2: [00:27:29](#) Yup.
- Speaker 3: [00:27:59](#) Okay.
- Speaker 1: [00:28:00](#) Well, um, there are a lot of people that do that, that's for sure. I've, I've run into them myself, especially when we get to winners list and I compare that to the performance and it's like, wait a minute. And they're like, yeah, I know. You know, but that's just the way it is. I'm like, man, you've got to really think this stuff through again. Um, when we try to make one strategy or one tactic due to too many things, this is what you end up with. You start cutting corners to make sure that these outliers are covered. And unfortunately, programs, you know, sometimes help, uh, an individual at the top performer and sometimes they don't. And that's okay. Uh, I mean, talk about privilege. I mean, my gosh, just because you're always a top performer doesn't mean you will always be a top performer. I mean, there's gotta be, uh, you know, kind of some variability in there.
- Speaker 1: [00:28:52](#) So, but I think this is a big, big problem because I think it speaks to, in my mind, more of a, gosh, I don't even want to say it this way, but I think I will. A moral issue, it talks to an ethical base. Uh, this idea of lack of transparency. As soon as that happens, what else is not being done above board? What else is not transparent? Is the guy standing next to me or the woman sitting next to me that sells getting a different commission structure? Are they getting special bonuses that I don't know about? Are they getting other perks? Because obviously they got the trip and didn't earn it. So there must be something else going on here. So it's just, it speaks to this idea of a, a really, um, just opaque world that doesn't have any visibility into the real world rules. So
- Speaker 3: [00:29:45](#) yeah. Yeah. [inaudible] great. Yup. Okay. [inaudible] yeah. Okay. All alright. Okay.
- Speaker 1: [00:32:30](#) Yeah, and I think we, I think a lot of clients also think that this is not a big deal. In other words, it's, it's just the program, right? So don't have to worry about it. But the reality is there's a cascade here that the minute, like you just said, like the minute I find out you're lying about this, or you're not being truthful here, that cascade now is, you're not truthful about anything. And so now, not that, not only just disengage me from sales or from performance, you've disengaged me from the entire organization because now everything is questionable. So this little little trick to say, I want to take care of the top performer. Now think about it this way. The people that will probably get

the most upset about this and really start to freak are your top performers. So this whole idea of trying to make sure and protect your top performers that they stay with the company through this recognition program and you bend the rules a little bit because one of them was, is actually damaging everybody else.

- Speaker 1: [00:33:25](#) I think, again, it's this idea that we think all of these types of sins aren't that big a deal and we just forget how much these things cascade after a few years. Humans are just that way, right? We have to be, we're built that way evolutionarily, right? We have to be paying attention to these little tiny things because that's survival of the fittest time, right? If I think there's a tiger behind that rock, it better be, you know, and if you lie to me about it now, I can't trust you when you tell me there is one I'm going to say, well maybe there isn't. Maybe there is.
- Speaker 1: [00:34:16](#) Yeah. Again, I think this gets back to what we define things as in making sure that we, um, we have a good understanding of what we're trying to accomplish. When we say a top performer, what are we saying in what I mean? I can have your best, uh, closer. I could have the best, um, person that's the best at discovery, finding out what the real pain is for the client. So we have to define, all right, what is low performer versus high performer? If your program is all about education and training, I may not be the top performer in, in sales, but I might be the top performer here. So I think, um, this idea of,
- Speaker 3: [00:34:56](#) okay,
- Speaker 1: [00:34:57](#) only looking at top performers of people were the, again, it's so nuance on that other one. And Tim, you've actually done I think, a little bit more digging in on this than me, but
- Speaker 3: [00:35:08](#) yeah, yeah. [inaudible] [inaudible] [inaudible]
- Speaker 1: [00:36:29](#) okay.
- Speaker 3: [00:36:37](#) Yup. Okay. Right. [inaudible]
- Speaker 1: [00:37:19](#) exactly. I mean, you just, you, I mean, you would know, I get yelled at this sometimes for doing this, but I always try to also back this into that, that 90% of people out there are good parents. Right. And if you've got more than a couple of kids, you would never treat your children exactly the same and measure them exactly the same and reward them exactly the same. Because everybody that has kids knows for a fact, every kid's

different, every kid's different motivationally, every kid's different on what they like. Some kids like, you know, chemistry sets and some kids like bikes, whatever. So though, you know, when we have that rewards discussion that falls into there. But even under this performance area, two is I've got a, you know, a daughter that can draw like nobody's business and I have a son who he, you know, he can't make a stick figure, so I'm not going to give them, uh, incentive for drawing.

- Speaker 1: [00:38:05](#) I mean it's just not going to happen or that will be the only one. And I think we have to look at everything and all of this stuff we should be thinking in terms of people being multi-dimensional, your processes, multi-dimensional. There is not one way to do anything anymore. Uh, just like there isn't a single target client that everybody looks exactly like this. So I think approaching this from a portfolio kind of approach is about the only way it makes any sense is to say, look, except the fact that everybody's different, every situation is different and there's probably six, 10 a hundred million things that you can look at that'll drive your business. Whatever your goal is, try to at least encompass that from a managed, manageable standpoint. You know, keep as many as you can. Not too many that it's hard to do, but not too few that you start to punish people. And again, it gets back to, I can't keep saying this over again. It's back to this idea of path of least resistance. It's just easier to do the wrong thing, but you know what? All of these sins, it's easier. Even in real sense, it's easier to do the sin then, but not do the sin. Right?
- Speaker 2: [00:39:11](#) Yeah.
- Speaker 3: [00:39:21](#) [inaudible]
- Speaker 2: [00:39:23](#) yeah. Yeah.
- Speaker 1: [00:39:27](#) But I, you know, I think that's a, you know, those of us that look at it that way, or probably a little bit more attuned to the technology that's available today. And, and one of the things we haven't mentioned through any of this is it isn't really technology driven. These are all human issues, but technology gives us the ability today to write better incentive programs in the old days where it costs \$150,000 to run a program. You, you pick the one big blunt object, you know, the trip to Hawaii because you are going to have to have a a hundred grand behind it. But now that I can have the ability to launch stops, start 30 days, 60 days, 90 days, and I don't have that huge hurdle. I can design better programs. So technology doesn't drive your program, but your technology allows for better program design. Our favorite.

- Speaker 2: [00:40:18](#) Yeah.
- Speaker 1: [00:40:20](#) Oh, can't get any better.
- Speaker 1: [00:40:30](#) Yeah. Yeah. There's a lot. There's a lot. Um, you know, more money, more problems. There's a lot, a lot of references out there when it comes to money, that's for sure. You know, and, and again, this again, this is probably the grandfather of all, let's just do it the easy way. Uh, every club, every company that you're going to run a program for pays their co their employees or as some sort of mechanism to pay their distribution channel. They don't have to create anything other than a PDF that they email out and then they just add some money to the paycheck or they add some money to the, the next, uh, bill, the invoice that goes out or comes in or whatever the system exists. I don't have to do anything. I can just throw it in there. And it's just simple and fun and yeah, I understand that.
- Speaker 1: [00:41:15](#) But again, the goal of this is to have an impact and you're, they're missing a lot of things, especially I'm not even taught, that's just the operational and functional part of why this is a bad idea. But when we get into all of the, and this is the one that I think bothers the most because there's probably the most data available than all of these sins. I could convince people of one through six without even blinking. You get to this one though, for some reason everybody wants to argue with you. And it's like the data for this is huge. There is so much data around why money is not the best way to drive performance and to nudge behaviors and change things. It just, it astounds me that you can present all of this and then the client will look across the table and go, yeah, but, uh, money works.
- Speaker 3: [00:42:42](#) [inaudible] [inaudible] [inaudible] [inaudible] [inaudible] yeah. Okay.
- Speaker 1: [00:45:13](#) And, and not by an insignificant amount, you know, it's like doubled some cases. Right. So I, yeah, so, and, and even when you tell people that, they still say, yeah, but money works. I'm like, it doesn't work. Well, and you know, as you guys, I was just thinking about it, I hadn't thought about this in years until we're just chatting now, but do you remember the story? It's, it's now 12 years old. So this is, you know, um, about the guy who traded a paperclip.
- Speaker 3: [00:45:41](#) Yeah.

- Speaker 1: [00:45:42](#) For something. And then at the end of the chain, he actually got a brand new house.
- Speaker 3: [00:45:47](#) Yeah.
- Speaker 1: [00:45:47](#) He started with a paper clip. And the point of that whole story, the reason is this struck me is if I had come to somebody and said, I have a dollar and I'll trade you that dollar for \$2, somebody's gonna say, well, abs, why would I do that? That's the stupidest bet in the world, right? It's a stupid thing to do all the way making a dollar 50. Nobody's going to do that until it's exactly a dollar or less. But the paperclip isn't money. The paperclip represents something else. There's some utility to it. There's a connection there that's over and above the, the, the, you know, the, just the fungibility of a dollar being worth a dollar because in that guy, the guy that traded it for a pen say needed a paperclip and he didn't need a pen. Right. And then the pen got traded for this and the penguin. But each trade, the value exchange was different because the people valued things differently. And I think that they would not have done that if it was all cash. So that to me that's a really good way to explain the difference between cash versus non-cash having a different value in people's minds, whether it's hedonic or something else.
- Speaker 3: [00:47:19](#) Right, right.
- Speaker 1: [00:47:36](#) Yeah, I can't, I mean again, this, this whole part of this is also I think wrapped up into a longer discussion about goal setting, about um, you know, right. Even even in a point program where you're not awarding money and you're awarding points that are redeemable for tangibles, uh, until you make the decision to convert that mentally from the points or the dollars into the tangible, that connection doesn't exist yet there, it's still a medium of exchange. And I think what we're finding, and I think one of the things that these cash versus non-cash type studies get too, is they always ask you to compare cash to some item or some thing or some event, something that has a boundaries, something that isn't just, it's not like compare cash to 10,000 points. Because that isn't, there's no hedonic value to 10,000 points I need to do.
- Speaker 1: [00:48:40](#) I need to create that image of what it is I'm going to do. And I think this is a big, big downfall and something I've been really harping on lately is that it's hard to get people in. It's important though, I think to get people to set a goal and a program to say, what do you want to do? If you hit some of these, these, these milestones and you earn some of these points or you earn these different incentives, what are you going to do? What? What

does that mean to you? Get them to act to actually say or write down or commit. I mean, we can talk about Cialdini and commitment, right? Put down what it is that represents to you. Because now I've converted that from just earning points to earning the chemistry set for Mary or the bike for Bobby or the, uh, you know, whatever bullying for your spouse or your, your significant other. That just changes that whole discussion about what are you doing? It's the, you know, what do I, it's the two bricklayers, right? The, I'm building a, I'm building a wall, I'm building a cathedral. And until you have that vision, it's still, you know, that, that, that we need to make sure in all of these programs we convert that process into some sort of tangible thing.

- Speaker 1: [00:50:03](#) Yup.
- Speaker 3: [00:50:04](#) Okay.
- Speaker 1: [00:50:12](#) Oh,
- Speaker 3: [00:50:21](#) okay. Yep.
- Speaker 1: [00:50:38](#) Well of course they are.
- Speaker 3: [00:50:51](#) Okay,
- Speaker 1: [00:50:57](#) great. Yup. Right, right.
- Speaker 3: [00:52:00](#) Fabulous. [inaudible]
- Speaker 1: [00:52:07](#) what you heard it here first? Vandalism. Vandalism is the way to performance. No, I totally, Oh,
- Speaker 3: [00:52:31](#) okay.
- Speaker 1: [00:52:35](#) Yes there is, and there's my guitars right there next to the TV. Yeah, yeah.
- Speaker 3: [00:52:44](#) Yes.
- Speaker 1: [00:52:49](#) Overseas as well. Born in Paris,
- Speaker 3: [00:52:55](#) yeah. Okay.
- Speaker 1: [00:53:08](#) Uh, not really. No. I mean, first of all, I mean my, uh, my playlist is really time sensitive. It's, it's a, it's a phase. It's a portion of life versus there and it covers, it's interesting cause it covers two

different distinct, uh, buckets. And I read something somewhere that your playlist is typically a function of what, when in your life you felt happiest and most fulfilled. You will typically pick music from that error because that will remind you of how you felt there. So it's not just being exposed to it and liking it at different stages. You typically just end up reverting back to, I felt good during this time period. Music in that time period was X. Therefore it just kind of, again, back to not knowing what we don't know about ourselves. It's one of those things. So in my mind, I have two different genres.

Speaker 1: [00:53:58](#) I have like from 75, 74 to about 83 is one block. And then I have a block from about 95 96 to about 2006. And if I look at my playlist, I fall into those two groups and one is, you know, high school, college kind of, you know, no cares, no worries, doing pretty much what you wanted until my father saw the grade cards and my loans came due. Then, uh, it was when I took a job in sales, actually a for, for as an incentive sales guy. And I just had a blast doing it. I had so much fun. And, uh, we'd moved to a new neighborhood. We moved down here to South Carolina. The kids were young. It was just a great time. So when I look after having read that and then looking at my, my playlist, there are those two chunks of time that are predominant in my place.

Speaker 1: [00:54:49](#) There's a few obviously, but they typically, uh, you know, there's a few from this year or last year or the year before, but those are typically, um, reminiscent of an influenced or informed by other songs from those other periods. So yeah, I just don't remember it having impact. When I lived in Virginia, uh, we were, I was very young, like second, third grade, that kind of thing. When we lived in Japan, um, we didn't list, I mean, the only other time I can remember is, um, when we lived in, uh, New York, that was the first time I ever had my own bedroom. I have three brothers or two brothers and three sisters. So there's six of us. And you know, we weren't wealthy by any stretch. So for most of my life we were three to a room. We had three bedroom house, right. And six kids. So, uh, I had, the first time I ever had my own room was when I was in the sixth grade.

Speaker 1: [00:55:50](#) So I started recording music off the radio with a reel to reel. And I still remember that. And I do have songs like, um, Eva destruction by very Maguire's, like one of my all time because I remember recording that off the radio. I remember Timothy by the boys being one of those songs that sticks out, you know, uh, I can remember in the sixth grade band called, um, uh, I think it was called, um, was, I can't remember if the band was called DOA or if the song was called DOA, but it was, and the, and the

band had some sort of also weird, like blood something name or something like that. But I remember that because a kid threw up in the cafeteria when they were, somebody was playing that song in the cafeteria because it was so great, you know, so graphic according to him. Anyway, so, you know, little things like that. But yeah, so I guess those are placed, but they're, you know, specific. But I don't think it had, you know, w I mean it was mostly, you know, other than being in Japan and Paris, it was kind of just America, right? It was, I mean, my life was all military basis, so it was very, even though it might've been California, Alabama, Virginia, New York, they were all military basis. Pretty similar.

- Speaker 1: [00:57:08](#) Yeah, absolutely. Military. I mean, everybody, everybody, I knew father wore uniform to work every day. And you know, we all went to the same school. We all went eight saw each other at the TX and blah, blah, blah. You know, so it was, we were enclave
- Speaker 3: [00:57:31](#) [inaudible]
- Speaker 1: [00:57:32](#) that was in the, that was a U S well that was U S when I was recording in the sixth grade. That was based in upstate New York. Um, in Japan, like I said, in Japan, we were out running around. I, I, I tell this to people and they don't believe me, but when I was 10 years old, when you're 10 years old in the military, you get your first military ID. And we live just outside of Tokyo. And when I turned 10, I got my military ID. You could go off base with a military ID. So me and my buddies, we'd just go off and wander around the suburbs of Tokyo and that was perfectly acceptable. Nobody complained. My parents are like, yeah, we just tell them we're going off base. Great. Nobody cared. I mean, so we spent most of our time running around, you know, there was no, we didn't have a TV. My dad didn't even have a TV. We didn't bother. He said, well, there, it's all going to be in Japanese. So I bring it over. So he stored it while we were in Japan. We didn't even have a TV except he did buy one. Uh, when the moon landing happened, he wanted to make sure that we saw the moon landing.
- Speaker 3: [00:58:27](#) Yeah,
- Speaker 1: [00:58:29](#) yeah, absolutely. Yup. No, no, no, no, no.
- Speaker 3: [00:58:34](#) Yeah.
- Speaker 1: [00:58:40](#) Oh yeah. I feel like part of the family. You bet.

- Speaker 1: [00:58:53](#) Uh, just, yeah, download the ebook, listen to the podcast we cover. We don't cover all the sins in the podcast. We cover three of them a little bit deeper maybe. Um, and, and just check yourself. I, I tell everybody this is just take a step back and recognize a, you don't think correctly about this stuff. You just have to take that extra step and say, is that really true? And just, just do that. You, you'd be surprised. And I mean, Google's your friend, you think there might be a better way? Probably Google it. Not only because your name and Kurt's name and my name might come up in that search, but uh, but no, I think, yeah, download the ebook, listen to the podcast. [inaudible] my pleasure. Yeah, absolutely. And, uh, anytime you need some help, let me know. All right. Absolutely.
- Speaker 2: [00:59:59](#) Yeah.
- Speaker 1: [01:00:09](#) Uh, well it's, it's a, uh, stored. It's on demand. But yeah, there was an email forwarded to both to, to you, uh, that had both had a tracking cookie or a tracking link just for you guys, uh, so that you can, and that takes you right to the landing page where you can download the ebook, download the webinar or listen to it, and then you'll get credit. You'll have that link and that'll we'll know who's driving what.
- Speaker 2: [01:00:36](#) Yep.
- Speaker 1: [01:00:38](#) Whose photo do you want? That's rarely. Does anybody want my phone? Yeah. Alright. Yeah, no problem. Got it all. Got it all queued up. Uh, yeah. Yeah, probably just, um, uh, uh, uh, I'll get in trouble for this, but you know, as your question asked me earlier, forgiveness and being wrong, just yeah, put my email in there. It'll be creative group. I'll send that to you. You'll be able to pick it up from the email. I send you here in a few minutes. Oh, no problem. That's great. Yeah. I had to laugh. I'm sitting there looking at you guys and you came in with a scarf on and, and, and Kurt looked like he had a cable knit sweater on. We're going to hit a high today. A record high of like 99 98 crazy. I know, I know. A Chicago was like 48 this morning, so I was surprised cause you know, we're, we're hitting high record eyes, uh, South of Charlotte, Greenville. So, yeah, we're, we're equal, just almost equidistant between Charlotte and Atlanta, but by the mountains.
- Speaker 2: [01:02:19](#) Yeah, yeah.
- Speaker 1: [01:02:25](#) Actually, you know, Greenville's got a fairly robust, uh, airport here as far as flight times. I've got seven, seven choices into the direction to non-stops into Chicago every day. So I, I have no

problem getting in there. Actually, my commute is less than a lot of people that live in Chicago. I can get into Chicago, I can be from my driveway to my desk and less than three hours.

- Speaker 1: [01:02:49](#) Yeah. So it's, it's a, it's a simple, I'm 10 minutes from the, I can literally, I can literally be in the waiting room in front of the gate and 22 minutes from my driveway. So it's an up flights, one hour and 20 minutes, 30 minutes, and it's 20 minutes to the office, so less than three hours. So I mean, it's just, and it's, you know, the, it's easy as hell. I mean, it really is. It's a, it's a non issue in the hotel I stay at, it's next door to the office, so I walk to work every morning, so it's easy.
- Speaker 2: [01:03:16](#) Yeah. All right. [inaudible]
- Speaker 1: [01:03:24](#) we need a, we need to rain, man. Oh, bad, bad, bad, bad.
- Speaker 2: [01:03:32](#) Yeah,
- Speaker 1: [01:03:34](#) I need it. I have my lawn reseeded and all of that. And then the no water came in and they upped our water this year. They've like doubled it cost twice as much. So, yeah. So who knows? But, but I don't, I, you know, after my five years in Minneapolis, I do not miss what's coming your way. When I'll be sitting on my deck on new year's day in a sweater.