

RJon: Welcome to the call. Today is Thursday, March 28th, 2019, about 4:00 p.m. Eastern Standard Time, and this is the How to MANAGE a Small Law Firm Digital Monthly Group Call.

I think we had a little bit of a mix-up with the notification because we switched conference call providers and we have a relatively low turnout this month. I know we've got a lot of members, but I don't see a lot of members here and we usually have a very high turnout on these calls, so we're going to do something a little interesting and give everyone who's here some extra attention and you'll get a little bonus laser coaching if you choose to step up and take advantage of it. Just for everyone who's going to be listening to this recording later on, I mentioned we're starting a little bit after 4:00 p.m. because we decided as a group to just give everyone a chance to see if anyone dialed in late. We agreed that we'll just proceed with the call and give everyone a bonus and I think everyone who joined us agreed that that was a pretty cool opportunity.

Last month, we talked about how most lawyers become a slave to their law firm and we talked about how easy it is to allow yourself to slip into that and also how simple it is to break free. I want to emphasize easy to slip into becoming a slave to your law firm, not easy to get out, but simple to get out, to break free. There's a big difference between things that are easy and things that are simple. Lots of things are simple, not always easy. We make things hard by the way we feel about them. We make things hard by the implications we assign to them. We make things hard by the stories we tell ourselves around them. We make things hard because sometimes things that are simple can have a big impact on our lives and change the way we live our lives, and sometimes it's hard to adjust to changes in our life even if the changes are better.

I'm reminded of the first time that I got a new car after driving a lot of crappy old cars for a long time and I remember getting into the car and it had a keyless -- I didn't have to put the key in in order for the car to start. That was hard to get used to even though it was clearly better. If you don't have a keyless startup car or a keyless open car, it is definitely better. It was hard to get used to because it was just unfamiliar and I had to adjust myself to my new circumstances. I was used to the way that I would have to jiggle the door handle to get the driver side to open in my previous, old, piece of crap car, and the new car, of course, didn't have that problem. I just found myself even with the new car that didn't have the messed up door handle doing the little jiggle. It took me

probably a good long month, maybe longer, to stop habitually jiggling the handle on the inside in order to open up the driver side door.

The point being we have the ability, we have the wonderful and amazing ability as human beings to adapt ourselves to any circumstance and that includes bad circumstances. We have a tendency to look for meaning and rationalization and justification and explanation for the circumstances that we find ourselves in and if you allow yourself to remain in a bad situation for too long, it stops feeling like a bad situation. It just feels like normal. Pretty soon, you start to have a lot of stories, reasons, explanations, justifications, rationalizations, and before you know it, you're defending your normal even though objectively you recognize that what you now consider to be normal is far from what is really desirable and the situation is only exacerbated because you find you get surrounded by people who accept that as being normal also. That's why they're there with you. They're there with you because they consider it to be normal also.

Recently, I was invited to an event that was hosted by someone else and this event was held at a very, very modestly priced hotel. There was nothing terrible about the hotel. I'm not going to name the brand or anything, but it was a very modest, sort of a budget traveler kind of hotel. It's exactly the kind of hotel that I used to stay at all the time when I worked at the Florida Bar. For those of you who don't know, I started my career -- I was a small law practice management adviser with the Florida Bar's Law Office Management Assistance Service and one of my duties there for four years was to travel around the state and go into broken law firms.

When a lawyer had violated the bar rules and the Florida Bar Disciplinary Committee recognized that a contributing factor or a cause of the violation of the bar rules was some of one or more of the well-known law firm management problem that tend to lead to the bar violations, bar rule violations, 54 percent of the bar grievances that are filed have the root cause in a law firm management problem and that includes a marketing problem or a sales problem or obviously staff management problem, staff supervision problems, lots of problems with financial controls or lack thereof that has nothing to do with theft or dishonesty or incompetence as a practitioner, but rather just poor business management leads to, like I said, 54 percent of the bar grievances that are filed nationally. That's not just the Florida statistics. That's a national statistic.

Anyway, the Florida Bar would send me around and I would go out and do an on-site evaluation and analysis of the law firm in order to find the cause of the problem and make recommendations for how they can fix the problem so that when the person got their bar license back, they didn't just create the exact same problems again. We just want to fix the problem, not just give the person their license back after suspension and then let them create the same problems, so the disciplinary committee often called on my department, the Law Office Management Assistance Service, to go out there and help them ascertain the cause of the problem and prescribe solutions.

Long story short of all of that is when I was working as an employee, as a full-time employee of the Florida Bar, as you can probably imagine, we stayed in modest priced hotels. They didn't make us stay at slums, but they certainly weren't going to allow us to stay at the kind of hotels that I consider to be normal today in my life and career. Today in my life and career, most of our Live Quarterly Meetings that we have for all of our members -- in fact, today I'm standing at one of the hotels that we have a lot of events in -- we normally stay at Ritz-Carlton properties and other five-star properties. That's just the standard that we consider to be normal now.

The point that I'm making with all of this is that recently, I was attending someone else's event and they hosted it at a modest hotel, exactly the kind of hotel that I would have stayed at when I was working for the Florida Bar making \$40,000 a year being paid for on the Florida Bar expense account, so you can imagine they didn't let me stay at nice places, and I was surrounded by people who thought that was normal. When you go to breakfast at the restaurant and you talk to other business travelers, that's normal. We were all up-and-coming, young in our career, getting started, hard-charging, young people traveling on business and because we shared a similar set of values and we shared a similar set of beliefs about the world and ourselves in it, no big surprise, we ended up at the same type of hotels on a regular basis.

Nowadays, of course, I run into a different kind of person when I go to breakfast or make small talk with someone that I meet in the lobby of the hotels that I stay at nowadays, the point being with all of this that we have to be careful about our environment because the environment that you consider normal is an effect. The environment that you consider to be normal is an effect and it is an effect of a lot of beliefs and a lot of values and a lot of ideas and a lot of stories and a lot of standards. These beliefs and ideas and

stories and standards that you have going on in your head cause you to take certain actions at certain times in certain ways and they cause you to refrain from or hesitate to take certain actions at certain times in certain ways. When you take certain actions, you wind up at a modest priced hotel eating off of a breakfast bar buffet with a coupon that you got when you checked in. And when you take other actions because of a different set of beliefs and stories and priorities, you find yourself staying at a Ritz-Carlton type of property and that becomes your normal.

The danger is when you are speaking with everyone in your environment who considers the modest priced hotel to be normal, they've got a lot vested in preserving their perception of reality. They've got a lot vested in protecting their stories. They've got a lot vested in protecting and justifying their priorities. They've got a lot vested in maintaining their perception of how things are. When you start making changes to how you are thinking about things, it will make them very often uncomfortable, sometimes very uncomfortable. When you start taking actions that they don't understand because you're now thinking in a different way with a different set of priorities with a different level of understanding about certain things, it might cause them to be very uncomfortable and maybe even scared particularly if these people love you, particularly if these people care about you and are concerned for your best interest and all of a sudden, you're taking actions that are very different from any actions they're used to you taking.

All of a sudden, you're not taking actions that they're used to you normally taking. All of a sudden, you are making decisions based on a set of priorities that's very unfamiliar to them because you are evolving and developing a new set of priorities based on your new understanding and perception of the world. Of course, when you think differently about things, you tend to think about different things. In other words, when the way you think about things changes, you tend to begin thinking about different things. So now, you're not just thinking about different things, but you're thinking about them in a different way and you tend to take different actions and you tend to take those actions in a very different way, which as you can imagine produces very different results as compared to the actions that you were taking before based on your previous way of thinking and your previous set of priorities, et cetera, et cetera, et cetera.

This is why it is simple. Well, let's start off with it's easy. It's easy to become a slave to your law firm. It's easy to become a slave to your law firm because pretty much all you have to do is agree with

everyone around you about all their stories and pretty much all you have to do is agree with everyone else about why they're doing what they're doing and do the same things and you'll get along just fine with them. They'll accept you and they'll befriend you and they'll commiserate with you and they'll agree with you and they'll validate you because in the process of validating you, they're validating themselves. The only problem is if you're all doing this at a Denny's, that's the reality you're reinforcing. That's why it's easy to get trapped in your law firm. It's easy to become a slave to your law firm because it's easy to agree with most lawyers. Most lawyers are slaves to their law firms and the easy thing to do is just agree with all of them. Unfortunately, you then become a slave to the law firm too.

Now, it is simple and it can happen really, really fast to stop being a slave to the law firm, but it's not easy because the number one thing you've got to do is change the way you think about things and then the second thing you've got to do is change the things you think about. The third thing you have to do of course is deal with all the consequences of the people who will start to judge you and very often criticize you and doubt you and express concerns about you for your best interest I'm talking about, and I'm not saying that to be sarcastic. They're worried because they don't understand why you're doing things differently than you used to. It's unfamiliar to them.

The first part that makes it hard even though it's very simple, the first thing that makes it hard is it's hard to think differently than the way you're thinking. It's like the fish that lives its whole life in the water does not even consider the possibilities that it might be wet. If all you know is being a slave to your law firm, if all you know is struggling, if all you know is worrying about cash flow and worrying about clients and being disappointed with staff and all those kinds of problems then that seems normal to you. That is your reality. That is your normal. That is your environment and it's hard to step out of that and say, "Wait a second. This doesn't have to be this way."

Now, there's plenty of evidence all around you that proves beyond the shadow of a doubt, beyond a reasonable doubt, not just by preponderance of the evidence, but beyond a reasonable doubt, there's evidence to prove that it doesn't have to be that way, but that doesn't stop people from continuing to insist on believing what they've always believed. Unfortunately, we know that's the way people are.

The second thing is one you've begun to accept that the way you're thinking about things might not be the best way to think about things and that there are alternate ways to think about things and you begin to actually think differently about things, you inevitably run into problem number two, which is still simple to overcome, but not easy. Problem number two is now you're starting to think about different things. You're no longer thinking about the same things you used to think about. You're now thinking about brand new, different things.

For example, back when I was broke, I spent a lot of time thinking about scrounging together money and all kinds of different ways to save a few hundred dollars here and a few hundred dollars there and I would think about all these different ways to save a few hundred dollars here and a few hundred dollars there and ways to economize. I would spend all kinds of time and energy coming up with what I have to say which some pretty clever, creative ways to save a few hundred dollars here and a few hundred dollars there and I became very adept at thinking about those things. I became competent with those concepts and ideas and because I became competent with thinking about those things and dealing with those issues, I began to become very comfortable with them. However, if you're growing and changing the way your business is operating, you are going to start off by thinking in a different way, which is going to cause you to begin thinking about different kinds of things and almost all of these different things that you're going to be thinking about are going to be new to you and unfamiliar to you.

The first time that I sat down with a financial planner to talk about planning some resources -- before, I never had any resources. I had no need for a financial planner. I didn't have to learn about all the things that financial planners need you to talk about, need you to think about, need you to analyze. I didn't have to think about asset protection. I didn't have to think about dynasty trusts. I didn't have to think about spillover trusts. I didn't have to understand the different tax codes and tax implications and different strategies around that. I didn't have to think about those things because those things weren't relevant in my life, but once you begin to think in a new way, you end up thinking about new things and these new things that you think about, you tend to be a neophyte. I felt very out of my element and I felt very out of my depth when I was thinking about these new things.

What happens with a law firm is you're thinking about things the way you've been thinking about them all along. All of a sudden, maybe you read a book. Maybe you hear the lines of a song.

Maybe someone makes an offhanded comment or a remark. Maybe you read an email from a company like How to MANAGE a Small Law Firm and for whatever reason, it finally resonates with you and bam, you're ready to start thinking in a new way. Well, pretty soon, you're thinking about new things except most of these new things you're thinking about are things you're not used to thinking about, which means they're unfamiliar to you and you don't have a lot of experience dealing with these issues. And because they're unfamiliar to you and you don't have a lot of experience dealing with these issues, you tend to feel uncomfortable because it's new. It's like anything that's new. It's always going to be uncomfortable. Let's say you even power through that. Still, we haven't said anything that's complicated. We're talking about why it's simple, but not easy.

We get to the third part, which is now you're thinking in new ways. You're thinking about new things in a new way, which inevitably changes your priorities, which makes everyone around you uncomfortable because everyone's got themselves acclimated to your priorities. Everyone's got themselves acclimated to your priorities and now you're starting to make changes in your life and it's disrupting not only your routines, but it's disrupting their routines. A lot of people don't like to have their routines disrupted, and so you making moves to make your life better starts to become very uncomfortable for them, and so they start to make it uncomfortable back on you. Why won't you just go back to being the way you used to be?

So change the way we think about things, change the things we're thinking about, change our priorities that inevitably causes a human being to take different kinds of actions. Now, you're taking different kinds of actions than you used to take. Maybe in the past, the action you would take would be listening to the news when you're driving to the office and the action that you're taking now when you're driving to the office is listening to something on our free app that you downloaded that teaches you about the business of running a law firm more profitably. You're taking different actions. Maybe because you're thinking in a different way and thinking about different things and changing your priorities, the next time you are meeting with a prospective new client, instead of taking the action of blathering on and on and on about yourself and where you went to law school and what a great lawyer you are and how you're Superman or Superwoman and making it all about you, maybe now you take a different action, which is you turn the focus onto the prospective new client and you talk about their hopes, their dreams,

their goals, where they are today in their life in terms of their time and their money and their reputation.

You talk about where they want to be in terms of their time and their money and their reputation. You talk about where they don't want to be if they don't make any changes in terms of their time and their money and their reputation. You talk about the things they've tried to do before that did work or didn't work to try to improve their situation in terms of their time and their money and their reputation. You talk about how they're going to feel about themselves if they wake up a year from now, two years from now, and they are still in the same situation or worse. These are completely different actions as compared to the actions that you used to take before you started learning about how to actually sell legal services and this is so simple, but the simple change in your behavior will produce more clients and higher revenues.

Well, now you've got more clients and now you've got more revenues, so now you're forced further out of your comfort zone because now you start having to think about hiring staff whereas before, you never had to think about hiring staff because you were broke and you didn't know how to convert prospective new clients into paying clients and you were staying in your comfort zone and you can sit around with all the broke, struggling lawyers who complained about the economy and complained about the client and complained about all the rich lawyers who must be making more money by screwing people over except you haven't screwed anyone over. You've been just a decent person and you just turned the conversation around to making it about the other person instead of all about yourself and now you've got this whole brand new problem of more business and hiring staff. Then you go back to the lawyers who are sitting around commiserating about how bad everything is and you're talking about hiring an associate or hiring an executive assistant or hiring a second or a third paralegal and they're looking at you and you are now threatening their reality because pursuant to the rules that you and they have all agreed on, what you're now experiencing should not be possible and this is hard to deal with, these relationships with people.

This is all very simple. It's simple. It's predictable. It takes certain actions. You produce certain outcomes. It's all simple, but I'm not saying that it's easy. Last month, we talked about how easy it is for a lawyer to become a slave to his or her law firm and how easy it is for a lawyer to become a slave to his or her law firm and how simple it is to break free. It's easy to become a slave, it's simple to

break free, but it's not easy to break free, which brings us to this month.

This month, I have a lesson for you that will help you sell more legal services. It will help you with your marketing. It will help you with your sales. It will help you with your staff management. It's a simple little thing that will just help you in lots and lots of different ways. I want to ask you to just play along. If you're driving your car, I would encourage you to seriously consider pulling over, pulling out something to write on. When you come to these monthly digital calls, I hope everyone takes your business, your own business seriously enough that you come to these calls ready to do some work and not treating it just like entertainment, which means you show up in a state of mind, ready to think, ready to keep an open mind, ready to be exposed to new concepts and ideas, ready to take notes, and ready to do some exercises because that's how you're going to get the most value out of this experience.

The first question I want to ask you to think about and take a shot at writing down -- and if we have time today, and I think we will, we'll give everyone a chance to raise your hand and we'll do a little laser coaching -- is why do you do what you do? Why do you do what you do? Now, what I don't want you to write down is statements about the way the world is. That's not why you do what you do. Let me just jump ahead of everyone and say you don't do what you do because people need your help. People need all kinds of help in all different ways and you have not made a decision to dedicate your life and dedicate your career to solving those problems, so you can't just say, "I help people build million-dollar solo law firms because they need the help." That's not why I do what I do although it is a true statement that clearly they need the help.

Why do you really do what you do? Why does it really matter to you? Why have you chosen -- consciously or unconsciously, why have you made this your calling? Why is this your cause célèbre? Why is your career and your life dedicated to doing what you do? There are so many other things you could be doing. There are so many other ways you could be making the contribution to the world. There are so many other problems you could be solving, but you do what you do for a reason and it's important for your marketing and it's important for your sales and it's important for you managing your staff to be in touch with the truth of why you do what you do. Let me just tell you, it's not usually a very pretty or politically correct truth. It's usually pretty hairy. All right. Question number one, why do you do what you do? Think about that.

Question number two, what do you do? Now, this goes back to the lesson on what's on your magic statement and I'm not going to redo the whole magic statement lesson again. I'm going to trust that everyone on the call has taken the initiative to learn some basics that we teach around here about how to build a multimillion dollar law firm and at the root of it is being able to answer the question that you should expect everyone is going to be asking you everywhere you go because sooner or later at a networking event, someone is going to say, "What do you do?" and saying, "I'm a lawyer" or "I'm a bankruptcy lawyer" or "I'm an immigration lawyer" or "I'm a family lawyer" or "I do wills and trusts" or "I help people with real estate closings," that is pretty lame and pathetic. You've got to come up with something better than that. We call it a magic statement and there's a whole exercise around it. You can search the membership site you have access to. If you're listening to this recording, you're a member of the Digital How to MANAGE a Small Law Firm and you have access to this resource. Download it through the app or find that on the app and just listen to that lesson and practice it this week or next week when you're driving around your car and I promise you, your networking will become more productive for you. Meeting with prospective new clients will be more productive for you. Pretty much everything you do to try to grow your law firm with marketing and sales will work better when you start working on your magic statement.

The first question is why do you do what you do? What really drives you to do what you do? Second is what do you do? When you're at a networking event and someone goes, "What do you do?" what do you say? Remember, you can have different magic statements for different audiences. When I go to visit law schools, I talk to law students who are thinking about starting their own law firm and I say to them -- when they say, "What do you do?" I'll say, "I help lawyers start and build successful law firms the right way the first time." I don't necessarily say that when I'm at a bar function, at a CLE event with a bunch of lawyers who have obviously started their law firm the wrong way the first time. I don't need to embarrass them. I'm not trying to make them feel bad. I'm not trying to make them wrong. Instead, I'll focus on, "I help good lawyers build amazingly profitable law firms." "Oh, okay. Well, I'm a good lawyer and I would like to learn how to build an amazingly profitable law firm," different magic statements for different audiences.

The third question is I want you to describe your favorite type of client to work with. "I love working with people who are like this." These are the kinds of people I love working with. I love working

with entrepreneurial lawyers. I love working with open-minded lawyers. I love working with lawyers who are open-minded and entrepreneurial and who are creative and want to make a contribution to the world. I love working with entrepreneurial, creative, open-minded lawyers who are intellectually generous, who are curious and who are emotionally mature enough to accept that there might be a better way of doing things and have the courage to test new things to prove to themselves whether it's going to work or not and not get stuck in analysis by paralysis. These are the kinds of people I like to work with.

I like to work with people who have a compelling reason why it's important to them to build a better law firm so they can make a better life for themselves, a better life for their families, and contribute more value to the world. These are the kinds of people I like to work with. I want you all to take a moment and think about why you really do what you do, how you're going to answer the question when someone asks you, "What do you do?" and describe your ideal or your favorite client and describe what kind of person this is and how they see the world and how you would describe that person.

All right. I'm going to take a drink of water and while I'm taking this drink of water, I'm going to invite you all to press *6 on your phone to raise your hand. Press *6 on your phone to raise your hand and we'll do some laser coaching and answer some questions on a first come, first served basis. Here we go. The first person has got their hand up; second person, here we go, *6 to raise your hand.

Sherri: My father was a very abusive alcoholic. My mother went through a horrible divorce, and as a child, we were homeless and lived in a dilapidated motel that was overrun with roaches and rats. I woke up one day as a kid to a woman yelling down the street naked, yelling, "Help me! I've been raped!" I have two beautiful little girls and I will be damned if they ever experience the kind of turmoil that I experienced as a child, and so I do what I do, number one, to give a voice to those people who either don't have a voice or don't know how to ask for help or who are afraid to ask for help or don't know where to ask for help. I want to have a successful firm so that I can get into the community and help people in ways that my mother and I were never able to get help.

RJon: Tell me more about why you do what you do. I understand you have this experience and it's a compelling story, but it doesn't answer my question why you do what you do. I think you think it's self-evident, but I'm telling you it's not.

Sherri: Oh. It sounds cheesy, but for me, it really is about helping others. There are so many people who they need somebody to stand up for them and there's nobody willing to take take a stand.

RJon: I want to challenge you on this.

Sherri: Okay.

RJon: Okay, because I really want to help you build a successful business because having a successful business will give you the resources to help a lot more people and I really think what you're doing is important work, but I feel like I would be doing you a disservice if I just let you off the hook and said, "Oh well, that seems to make sense." I've got to call you on it and say you still haven't convinced me. I don't believe you're really telling me the truth about why you do what you do.

I also suspect that you probably worked with some coaches or some marketing people in the past and they probably helped you come up with a story, which is a really good story, and by story, I don't mean to suggest that I don't believe every single word of it because I do. What I mean is I think that people get so triggered by your story that they don't think clearly enough to help you really think through how to make it a million times more compelling. You're missing something huge here. Do you understand where I'm coming from?

Sherri: Yes, I hear you and honest to God, I want to make this better, so help me understand. My childhood was such that everywhere I went, there was a wall, there was a wall, there was a wall, and I do not --

RJon: Why do you do what you do?

Sherri: I want to break down those walls for other people.

RJon: No. Why do you do what you do?

Sherri: I'm not sure what you're driving at, but I'm --

RJon: We're going to get there. Don't worry. I'm going to help you.

Sherri: Okay. Okay, good! I want help.

RJon: But I'm going to have to challenge you in order to help you.

Sherri: Okay, challenge away. Really the thing that keeps coming to mind for me is this is a way to give back. This is a way to make things better for other people when they don't know how to --

RJon: Yeah, that's really nice. Listen. That's really nice and that's how I know you've probably worked with someone who helped you come up with this and it's a really good job. It's a solid B+, but I want to get you to an A.

Sherri: Okay. Help me.

RJon: All right. I'm going to tell you something that I hope helps you with this process.

Sherri: Okay.

RJon: I'd be willing to bet \$1,000 that I know why you do what you do. I've been doing this for a really long time. I've helped a lot of people through this. I've done hundreds and hundreds and hundreds of thousands of dollars of personal growth on myself to get in touch with my own shit and I want to give you the confidence to believe that I know what you do. I know why you do what you do. This isn't a mystery and I'm not trying to play cat and mouse and I'm not trying to play Socratic Method, law school professor bullshit. I genuinely believe that I would be doing you a disservice if I didn't help you make these neural connections on your own, so I'm going to take you through this, but I promise you, I'm not trying to play games with you and I'm not trying to hold anything over you. And if we run out of time or you're just not getting it, I will just tell you what I think the answer is. Fair enough?

Sherri: Fair enough.

RJon: Okay. Why do you do what you do?

Sherri: To do for myself what nobody ever did for me.

RJon: Thank you. I believe that you do what you do to try to save the little girl you were.

Sherri: I think that's an accurate assessment.

RJon: Okay. Would you please just role-play with me for a minute and let me just ask you again. I'm going to repeat the question. This is so I can set up the vibration and the movement of this and I'm just

going to ask you again why you do why you do and I want you to tell me that answer. This is all being recorded, and so afterwards, I want to ask you to go back and listen to the recording and I think you're going to hear a different person speaking.

Sherri: Okay.

RJon: Okay?

Sherri: Absolutely.

RJon: So why do you do what you do?

Sherri: I want to do for myself what nobody ever did for me.

RJon: When you say you want to do for yourself, what do you mean? I think you're just getting a little tongue-tied.

Sherri: I want to do for others what nobody ever did for me.

RJon: "Because in some way..." Just repeat for me please, "Because in some way..."

Sherri: Because in some way --

RJon: "I just feel like..."

Sherri: I just feel like --

RJon: "Somehow that will help the little girl that I used to be."

Sherri: Because I just feel like somehow, that will help the little girl I used to be.

RJon: How does that feel saying it?

Sherri: Fine, so to do for others what nobody ever did for me because in some way, I just feel like somehow that will help the little girl I used to be.

RJon: Okay. Now, I want you to take out the "do for others" part of it and just tell me again why you do what you do and don't make it about others. Just make it about the little girl you used to be.

Sherri: Okay. To do what nobody ever did for me because in some way, I just feel like somehow it will help the little girl I used to be.

RJon: When you go back and listen to this recording, I just want you to feel the energy coming out of you now in your voice versus the energy before.

Sherri: Okay.

RJon: Because when you tell me that you're doing it to help a little girl you used to be -- I mean, you understand that I don't do what I do to make you money and I don't do what I do to help you build a successful law firm. I do what I do to heal my own wounds and as my own form of therapy. I have my own fucked up reasons why I have to do what I do to help you have a successful law firm to prove to the establishment that I'm not an asshole because I have so many critics out there and I've had so many doubters out there and I've had so many people judge me and insult me and treat me so unfairly when I tried to speak the truth as best I understood it and it made me wrong. If I can help you build a successful law firm, that proves to them that I was right.

By the way, I don't even know you, but I could use you to help prove my point. Do you object to me making you rich in order for me to prove my point?

Sherri: No.

RJon: There's not one part of me that's altruistic there, is it?

Sherri: No.

RJon: Do you believe me when I tell you that I have a need to help you build a successful law firm from my own messed up reasons?

Sherri: Yeah.

RJon: Now, let's try this one on for size. I want to help you build a successful law firm because I care so much about you and I care so much about lawyers. Lawyers really make the world a better place. You're a lawyer and if you have a successful law firm that you can help make the world a better place, I just wish that someone had helped me with this stuff, so that's why I want to help you with this stuff. Which one feels more authentic?

Sherri: Yeah, absolutely the first one.

RJon: Now, it's not politically correct, right?

Sherri: Right.

RJon: It's not polite. It doesn't necessarily paint me in the most positive light. There are plenty of people who will jump on the truth, the real reason, and they'll say, "Oh, he doesn't even care about his members." At our last Live Quarterly Meeting, we had something like 16 or 18 of our members stand on a chair and cheer because they broke the seven-figure barrier with their law firm for the first time in the previous year working with us and I don't think any of them were upset about the fact that I was healing myself by helping them build successful law firms. I think they were okay with that. Do you get where I'm coming from?

Sherri: Absolutely.

RJon: Look, I'm not saying that this is the story for everyone. Everyone has got their own story. I'm just telling you the read I'm getting off of you and I could be completely wrong. I don't even know you.

Sherri: I think you're pretty close to the truth.

RJon: Okay. Well, I've been doing this for a while. That's why you do what you do. Now, what do you do?

Sherri: This is from the other day, RJon. My law firm helps protect vulnerable senior citizens from financial and physical abuse and from self-neglect.

RJon: Okay, and your ideal client?

Sherri: Is an adult child who wants to take care of their parents, but they can't because of their own life demands, but they still want to make sure that Mom and Dad are taken care of and they're not being taken advantage of.

RJon: So now, let's just stick these altogether in reverse order. You're going to say, "The kind of people I like to work with the most are" then you're going to say what you do then you're going to say why you do it and I'll walk you through this, okay?

Sherri: Okay, so the kind of people --

RJon: You're just doing this in reverse order.

Sherri: Okay, got it. Okay. So my ideal client is an adult child who wants to make sure their parents are taken care of, but they can't do their own life demands.

RJon: No, no, no. Back up. That's the circumstances of the person. I'm asking you to describe the person.

Sherri: Oh, the person themselves, yes. My ideal client is someone who is well-educated, that they understand that to help --

RJon: You're still describing their situation. I'm asking you to describe the person, personal qualities, personal characteristics. When I describe the kind of lawyers that I like to work with, I didn't describe their education. I didn't describe what state they live in. I didn't describe what practice area they're in. I said I like to work with intellectually generous people. I said I like to work with people who are creative. I like to work with people who are smart. I like to work with people who have the courage to try new things even knowing that trying new things will often subject them to the judgments and criticisms of people around them who are afraid to step up and live their full potential. I'm describing the person, not their situation.

Sherri: Okay, got it. This is a really good question. I am looking for adult kids --

RJon: Just say, "I like to work with..." That's what you're looking for.

Sherri: I like to work with loyal, dependable, intelligent adult kids --

RJon: Who appreciate what their parents did for them.

Sherri: Who appreciate what their parents did for them.

RJon: Let's just start with that.

Sherri: Okay.

RJon: Just say that again.

Sherri: Okay. I like to work with loyal, dependable, intelligent, adult kids who appreciate the sacrifices that their parents made for them and want to make sure they're protected in their golden years.

RJon: Now, say what you do.

Sherri: My law firm helps protect vulnerable senior citizens from financial and physical abuse and self-neglect.

RJon: Now, tell us why you do what you do. "I do what I do because..."

Sherri: I do what I do because I want to do what nobody ever did for me because in some way, I feel like it will help the little girl I used to be.

RJon: This is obviously very, very rough, but do you feel how powerful this is?

Sherri: Yes, and I will tweak it, but this is fantastic. Thank you, RJon.

RJon: You're welcome. You're also in our boot camp, right?

Sherri: Yes. I'll be coming to Atlanta and I just as an aside want to thank you for December's coaching call because as a result of those GAS calls, I had four new clients the last two weeks of December.

RJon: What's your average new client worth to the firm?

Sherri: \$1,500.

RJon: So that's \$6,000 that just fell from the sky?

Sherri: Yes, as a result of the coaching call in December, so it's been very helpful.

RJon: That's pretty cool. One of the things that I'm hoping you're going to get from coming to the live workshop that you get at no additional charge because you're in the boot camp -- hint-hint to everyone listening -- one of the things I think you're going to get as a result of that is you're going to see that \$1,500 is too low of a price. You're actually doing some damage to people by charging them only \$1,500.

Sherri: Okay, very good.

RJon: You're doing a disservice to your clients by charging them only \$1,500.

Sherri: Yes, and that's why I want to learn because December was great and that was helpful and I know there's so much more here, so I'm ready to learn.

RJon: Let me help you with this because I suspect that everyone will probably benefit from hearing this even though it's not on the agenda for this month's call, but let me help you with it anyway since we're on it, okay?

Sherri: Okay.

RJon: If I came to you and I said, "Price is no object. Tell me everything you could possibly do to help me protect my senior citizen elderly parents from..." blah, blah, blah, all the stuff you just said, just list it off, all the stuff that you could do to help.

Sherri: It depends on what stage of the process they're coming whether the parents are too far gone mentally that they can't do anything. If they're coming to me, if they're bringing their parents to me for estate planning, for an individual, I would charge \$1,000 for a will, a power of attorney, a healthcare surrogate, a preneed guardian designation, and a living will. If that's a couple, I would charge \$1,500. Within the guardianship realm --

RJon: Let me stop you for a second. You're going to charge \$1,000 for what again?

Sherri: It's a will, a power of attorney, a preneed guardian designation, a healthcare surrogate, and a living will.

RJon: How could you possibly fit a gallon of good stuff into a quart? How could you possibly do that job the way that I want that job done to protect my family for only \$1,000 for real, and I'm not saying that to be funny. I want to challenge you to really change the way you're thinking about this.

Sherri: Yes, and this is one of the things that I need help with because --

RJon: I'm helping you. I'm asking you. Tell me how you could possibly do all of that for only \$1,000.

Sherri: The challenge that I've encountered is that people don't want to --

RJon: I'm not asking you about people. I'm asking you how you could possibly -- this goes back to the conversation we were having before. You are getting validation from other estate planning lawyers who you sit at the Denny's counter with and coupons to save money on the Denny's special and all of them are doing their clients a disservice. That doesn't mean that's the way it has to be.

I'm asking you sincerely, how could you possibly do that job the way that you would want that job done for yourself for only \$1,000?

Sherri: I can't. I should be charging more.

RJon: So where are you under-delivering? Where are you cutting corners for only \$1,000? If you deliver that for only \$1,000, somewhere somehow, someone is getting the short end of the stick.

Sherri: It's me. It's not funny, but it's me.

RJon: No, it's not you. It's not you. You are a conduit to the ultimate recipient of the short end of the stick. You charge \$1,000 for something that really should be probably more like \$3,000 and because you don't want to give the client the short end of the stick - - because you don't want to give the short end of the stick to the client who's sitting in front of you today, you spend hours educating them about how the process works. You spend hours helping them make the kinds of decisions they need to make so they're educated, confident decisions that lead to powerful, empowered decisions. You draft everything in plain English terms and try to get the legalese out of it as much as possible. You sit with the client to show them how their wishes, which they expressed in plain English, show up in all the documentation and then you give them a demonstration and walk them through how to use all these documents and then you fund their trust all for only \$1,000, thereby giving them great value, but you yourself making yourself feel better, thinking, "Well, I'm getting the short end of the stick. I'm not giving them the short end of the stick." Is that what you're saying?

Sherri: Yup, pretty much.

RJon: No. Bullshit.

Sherri: Okay.

RJon: Because you don't have an associate working for you, do you?

Sherri: No.

RJon: I know you don't because how could you possibly afford an associate when you're selling your legal services at a loss. So you don't have an associate working for you. You probably don't have a paralegal working for you. You're probably not working with the latest, greatest technology and tools and resources. You probably don't have a housekeeper at home taking care of your house and

an executive assistant running all your errands for you. How am I doing so far?

Sherri: You're doing pretty good.

RJon: So you show up as the best version of yourself today for the client who's in front of you now and you show up as a slightly less best version of yourself tomorrow and you show up at a slightly less best version of yourself the day after that. Now, fast forward a year, two years, three years, and you are now a shadow of the best version of yourself that you used to be because you have literally been undermining yourself and the whole thing is collapsing.

It's like when a client says, "Why won't you make this argument in front of the judge?" and the answer is, "I won't do that because I don't believe in that argument" and the client says, "Well, what's the harm in trying?" The answer is it might not hurt you, but it will hurt my next client because if I give away all of my integrity and give away all of my credibility trying to make some ridiculous argument that isn't going to make any sense to the judge today, tomorrow, next week, next month, next year, somewhere or somehow, I'm going to show up and my client will suffer because the judge will see me coming and think, "This guy is going to talk a bunch of bullshit and everything he says is a lie." So you might not be selling out your client today, but you're selling out your client tomorrow.

Sherri: Okay.

RJon: Oh, and by the way, do you have a family?

Sherri: Yes.

RJon: Are you showing up as the best version of yourself for them? Not if you don't have a housekeeper, you're not. "Oh, I just love to spend time with my kids." Yeah, I love to spend time with my kids and have them watch me scrub toilets. "Come on, kids. Come watch mom scrub some more toilets." "Come on, kids. Come watch mom run some errands." "Come on, kids. Come watch mom mop the floor." "Come on, kids. Come watch mom..." do all this shit that doesn't feed her soul. "Oh yeah, but I spend lots of time with my kids." Good for you.

So you're not giving the client who's standing in front of you today the short end of the stick. You give them all the value that you could give them for \$3,000 for only \$1,000, but then your law firm doesn't have a lot of profit, and so you can't hire anyone to help

you, so you have to wear yourself out doing secretarial work and paralegal work and other stuff like that that doesn't really add a whole lot of value to the relationship. Then you wear yourself out at home because you don't have any profits to hire help and then you wear yourself out because you don't really take nice vacations and then you wear yourself out because you don't have the latest technology and the latest resources, and then you show up fast forward a year later and the client says, "How much?" and you say \$1,000 and they say, "I'll take it" and you're a wreck.

Sherri: It's not good, so let's fix it.

RJon: Well, I started off the call by saying this is not complicated. This is all simple, but it's not easy. It's not easy and I said the first thing that has to happen is you change the way you think about things. Now that you've begun to think about this in a different way, it will lead to you thinking about different things than you used to think about. How you think about things will change what you think about. You're about to start thinking about a whole new set of what's. Do you follow me?

Sherri: Yes, absolutely.

RJon: Then your priorities are going to start to change and that's going to drive different actions. And then all of a sudden, these actions you're taking and these new priorities are going to start to make everyone around you feel uncomfortable. How is it that I'm the first person having this conversation with you? Well, the answer is because most of the people you hang around with are broke. How am I doing so far?

Sherri: Let's get uncomfortable because that's where the magic happens.

RJon: Am I right that most of the people you hang around with are broke?

Sherri: I don't really have time to hang around with anybody.

RJon: Okay. Well, if you were to go hang around with some lawyers, am I right that most of them are dealing with the same kind of problems you're dealing with? They probably don't have a lot of staff. They probably don't have a lot of domestic help at home. They probably are worried about how to save their nickels and they have a lot of stories that rationalize and justify and support the same reality. Do you see where I'm coming from?

Sherri: Absolutely.

RJon: So I'm really glad that you enrolled in our four-week boot camp program. Commercial, everyone pay attention, four-week boot camp program. This is where you're supposed to pipe up and say, "It's amazing. It's worth every dollar. You're crazy if you don't do it."

Sherri: No, it is really good. Just the magic statement alone was worth every penny. It's fantastic in helping figure out the numbers because you don't know what you don't know and this is showing me what I don't know.

RJon: The real value of the whole thing is actually when you come to the live meeting which you get to come to for free and you're going to be around -- it's not just that you're going to be around all the other people from your boot camp. It's that you're going to be having lunch with hundreds and hundreds of other lawyers who are building successful law firms and when you tell them, "Yeah, I charge \$1,000 for" whatever, they think differently than they used to. They now think more along the lines of what I just described and they hold you accountable and they say, "Have you thought about this? Have you considered that? Have you tried this other thing? I used to think that way and I used to feel that way. I used to be worried about this and I used to be concerned about that, but I tried this and I tried that and it's working."

You're in a different environment, and by putting yourself in a different environment, it can't help but change you too just like if I put myself into an environment and agreed with everyone who was broke about all the reasons why they're broke. Pretty soon, I would either have a mental breakdown or I would have to convince myself that they're right. It's either my reality or their reality. One of these realities has to come out on top, and since my reality has been sleeping at the Ritz-Carlton and flying first class and living really well, I'd rather stick with my reality. I'd rather drag you into my reality than visit you in yours. We'll both eat better. Is this resonating with you?

Sherri: Absolutely. It's very helpful. Thank you, RJon.

RJon: You're welcome. Okay. You know how to describe who your ideal client is in terms of their personal qualities and their personal characteristics. Everyone should be paying attention listening to this. You're describing your ideal client in terms of their personal qualities and their personal characteristics. Then you're saying what you do in terms of like a magic statement like we've taught

you in the past, and then you will talk about why you do what you do and when you go do this, your networking will be more effective. Your sales calls will be more effective. Every time you get up and do a speech, it'll be more effective. Everything you do in marketing and communicating the value of your firm's services will work better.

All right. We've got time for one more. Thank you. I don't even know your name. What is your first name?

Sherri: Sherri.

RJon: Hi, Sherri! Well, I look forward to meeting you in person.

Sherri: Yes, you as well. Thank you so much, RJon.

RJon: Bye-bye. Thanks. All right. Next up is going to be area code 253.

Male: RJon!

RJon: How are you?

Male: Fabulous! How are you?

RJon: I'm doing well. Thank you for asking. Let's just go through this exercise, shall we?

Male: Go ahead.

RJon: Why do you do what you do? What's driving you?

Male: What's driving me is giving the people the help to recover from their trauma that I never received from my childhood and birth traumas.

RJon: And birth traumas.

Male: Correct.

RJon: Tell me again why you do what you do.

Male: To help give people the help to recover from their traumas that I didn't receive when I was recovering from my birth and childhood traumas.

RJon: What were your birth and childhood traumas?

Male: My birth trauma was I was born with cerebral palsy from anoxia.

RJon: Okay, and your childhood trauma?

Male: My childhood trauma was attempting to minimize the effects of that birth trauma physically and emotionally and psychologically.

RJon: What were some of these effects?

Male: I did not have use of the left side of my body the way I did on the right side of my body, so that affected my gait. One hand was larger than the other. One foot was bigger than the other. One leg was longer than the other. They said that I might have a speech impediment, but the more I talked, the less that was any problem.

RJon: Did one side of your body grow faster than the other? Is that what this is?

Male: No. My left hand is still smaller than my right and my left leg is still shorter than my right. My left foot is still smaller than my right. I have the muscle tension in my left side of my body as much higher always than on the right side of my body. I'll be 60 this year, so no, this is not something I'm going to grow out of.

RJon: Okay. I just asked because I have a friend whose daughter has a condition that's very similar to what you are describing. I don't know the technical term, but it's like what you're describing. Anyway, back to the point, why do you choose to continue labeling that a trauma?

Male: Because that's the way it was labeled for me.

RJon: And if it was labeled a gift, would you still be calling it a trauma?

Male: That's the way that I consider it.

RJon: Still or then?

Male: Oh, then, I did not. Now, I do.

RJon: Now, you consider it a gift. Before, you considered it a trauma.

Male: Or a curse.

RJon: All right, so why do you do what you do?

Male: To help people realize that their trauma can be a gift.

RJon: Okay. What do you do?

Male: I help people recover from trauma, move forward with their lives, and plan for their futures.

RJon: What does that mean? That's a little ambiguous. What do you actually do? You practice law, yes?

Male: The focus of my practice is personal injury.

RJon: Okay. I think you need to be a little bit less cerebral in your answer of what you do, so let's work on that. Tell me again what you do.

Male: I help people recover from trauma.

RJon: After a personal injury, after a car accident, after some sort of injury.

Male: Yes.

RJon: If you don't say that, you sound like a physical therapist. It's a little too far out there. Do you follow what I'm saying?

Male: Absolutely.

RJon: All right, so let's work on this a little more. Say again what you do.

Male: I help people recover from injury, move forward --

RJon: "I help people recover from the..." How about if you just take a page out of my book and feel free to use it and say, "I help people recover from the financial, personal, and professional traumas that often follow accidents" and then the rest of your magic statement. Is that an accurate statement, what I just said?

Male: Oh, yes.

RJon: Okay. So what do you do? Say it again.

Male: I'm sorry. I'm listening to you and not writing it down.

RJon: Okay. Well, this is being recorded.

Male: Yes, that's why I'm not writing it down.

RJon: Okay. "I help people recover from the..."

Male: I help people recover from the --

RJon: "... financial, personal, and career traumas..."

Male: -- financial, personal, and career traumas --

RJon: "... that usually follow..."

Male: -- that usually follow --

RJon: How do you describe the kinds of cases you do? Are they auto accidents? Are they slip and falls? Are they personal injuries?

Male: The majority of them are motor vehicle collisions, but I also have a gunshot victim and I do some slip and falls, but the majority of them are motor vehicle collisions.

RJon: Okay. Well, for right now, let's just stick with motor vehicle collisions, okay?

Male: Okay.

RJon: So, "I help people recover from..." Go ahead.

Male: I help people recover from the injuries --

RJon: "... the financial, personal, and career traumas..."

Male: -- financial, personal, and career traumas --

RJon: "... that usually follow..."

Male: -- that usually follow a motor vehicle collision.

RJon: "That usually happens when someone is involved in an auto accident."

Male: -- that usually happens in any motor vehicle collision.

RJon: Okay, and change "usually" to "sometimes".

Male: For me, they're not an accident.

RJon: Okay, so change "usually" to "sometimes caught in auto", whatever you just said because they're not an accident and I think it's pretty strong.

Male: Okay.

RJon: Now, why do you do what do you do? I'm sorry. Now, describe your ideal favorite client.

Male: My ideal favorite client is someone who is really motivated. They've got what you would like to call GAS about recovering, their health, their finances, and everything else from that situation

RJon: Okay, so someone who's really motivated to put their life back together.

Male: Yes.

RJon: Got it. Now, start off with tell me who your favorite client is.

Male: Someone who's highly motivated to recover financially, psychologically, and physically from their motor vehicle collision.

RJon: Okay. Now, say what you do. "My law firm..."

Male: My law firm helps people recover financially, physically, psychologically from the effects of --

RJon: Recover from the financial, personal, and career traumas that often follow motor vehicle collisions. "We do what we do..." "I do what I do because..." "This is really important to me. It really matters to me to do what we do because..."

Male: Because I have --

RJon: Do me a favor and just say, "It really matters deeply to me to do what we do because..." It'll put you into a different kind of energy if you say that.

Male: It really matters to me to do what I do because -- should I finish now?

RJon: Yeah.

Male: I didn't have anyone to assist me to recover from my birth and childhood traumas.

RJon: Okay. You've got to work on a little bit more of that story of why you do what you do, but I think if you put this together -- obviously, you've got to put it in your own words. You can't use my words not because you don't have my permission. It just needs to be authentic to you.

Male: I understand.

RJon: I think this becomes a really powerful video on your website. I think this becomes a really powerful message in all of your articles that you write. I think this becomes a really powerful message in any free report that you produce as part of your marketing campaigns. I think this becomes a really great way to open any kind of talk or speech you might do. I think this becomes a really great way to give potential referral sources, the confidence that you're really committed to doing right by the client they refer to you so that they look good. I think this is a really good way to distinguish yourself when you're meeting with prospective new clients from all the other personal injury lawyers who are just talking to them about where to get you the biggest settlement. I think this also expands what your law firm is and it's no longer just a law firm. It's now a financial, personal, and career trauma recovery business that happens to also practice law and help people with their legal problems. The money that you recover for your clients simply becomes now the financial resources that your firm now uses to provide all these other services.

I think you stop having a law firm. I see this as becoming something bigger than just a law firm. This is a caterpillar that turns into the butterfly. The law firm is the caterpillar. The butterfly is your real life mission here. I apologize if I'm being a little too flowery or running away with myself. I'm just really excited for what this could be for you, and I happen to know who this person is. You haven't used your first name, but I happen to know who you are, so I know how much this means to you.

Male: Thank you.

RJon: How does that feel?

Male: It feels great.

RJon: Make sense?

Male: It makes total sense. Everything you say makes total sense.

RJon: Excellent. All right, everyone. Hey, listen, send me -- you know my email address. Send me an email just to let me know how you're doing and let's catch up.

Male: Are you talking to me?

RJon: I'm talking to you. I don't want to use your name because I want to protect your confidentiality because this is being recorded and we've got people listening.

Male: Right on. I will.

RJon: Good. All right. Listen, everyone, we are coming up on 5:30. We've been at this for 90 minutes and I hope everyone is getting a lot of value from this conversation and any lessons. Growing a firm from zero to \$250,000, the first stage of growth, as we call it, it's mostly about hustle-market-sell, hustle-market-sell, hustle-market-sell. You don't need a lot of sophisticated financial controls. You don't need a lot of well-developed policies and procedures and systems because it's probably mostly just you and mostly what you need to do is get out of your own way. Stop doing things that are counterproductive to your goals and improve the communications that your law firm is doing with the world with better marketing, better sales, being more in touch with why you do what you do, being more clear about what it is that you actually do, and getting laser-focused on who your ideal client is because that then leads to the next logical question of "Where do I find that person?"

To go from \$250,000 to \$500,000 of gross revenue, it's mostly about getting to build a team. You're going to start to hire an associate. You're going to hire a paralegal. You're going to start to hire up some staff to help you with things. You're going to start to get some freedom from the daily grind because you start building a team and then you start needing some better policies, some better procedures, some more checklists, some more templates, start building a superstar team, and start to have a law firm that runs more on systems and less on sweat, less on your sweat.

Then we get to around half a million dollars, \$500,000, about \$40,000 a month in gross revenues, about \$10,000 a week, and you're going to now start to really hone in on the financial controls, the metrics, the key performance indicators because now all of a sudden, a little percentage here, a little percentage there is real

dollars. A little percentage here, a little percentage there when you were at \$100,000 or \$200,000, it was nickels and dimes that didn't really matter, but now you're half a million, making the march to a million, and those nickels, those percentage points here, those percentage points there, they start to add up. Key performance indicators really start to matter. A little inefficiency here with the staff, a little inefficiency there with the staff really starts to cost you, so we start putting key performance indicators, start putting metrics, start really learning how to run your law firm with the dashboard and by the numbers.

I don't have an MBA. I don't have a CPA. My undergraduate degree was not business or finance or economics. Well, part of it was economics, but I didn't learn anything about this stuff in my econ classes. The good news if you are a lawyer is that lawyers are really good at analyzing financials of a law firm or any business really once we teach you how to do it because it's all about the concepts and the ideas and the numbers are really not that important. They're not really that important in what you're going to do with the financial analysis. The financial analysis is all analytic management and analysis of concepts and ideas. Then you get the firm from half a million dollars to about a million and a half dollars in gross revenue and then you bring in a full-time professional legal administrator, and that full-time professional legal administrator will essentially give you back your life and they give you back your freedom.

The real challenge is that if you spend too much time hanging around in that first stage of growth, in that zero to \$250,000 range, and you're there for too long and you're surrounded by too many people who tolerate that kind of life and that kind of environment, that starts to become -- you wake up one day and it becomes your new normal and then you start finding ways to defend your normal and justify your normal and rationalize your normal because no one ever wants to admit that they just don't know what they're doing. It's not something people usually are very comfortable saying because once you say, "I don't know what I'm doing," the next logical thing that one has to do just as a matter of personal integrity is say, "Well, I need to get some help" and a lot of people don't really want to do that, and so instead of saying, "I don't know what I'm doing," they'll ignore the evidence which exists beyond a reasonable doubt that things can be better and they'll start telling themselves stories and get really defensive.

It all goes back to what we were talking about at the beginning of this month's call, which is how you're thinking about what you're

thinking about matters. How you're thinking about what you're thinking about matters and that's where I'll leave you. I'll see you on the discussion forum. I'm happy to answer questions there. Thank you all for your time and your attention. Have a good week. Bye, everyone. Bye-bye, everyone.

Male: Thanks, RJon.

Male: Thanks, RJon.

RJon: Thank you.