



Episode 29



Todd Herman

Todd Herman has been described as a “visionary” and “leader” in the sporting world and has been featured in numerous media publications. He is the creator of the 90 Day Year, a program for business owners want a highly refined system to get out of their own way and see their business and personal leadership thrive.

Voiceover

This is Business Reimagined. Every week we talk with thought leaders and revolutionaries who are bringing innovation to their industries, like today's guest Todd Herman.

Todd

I tell people, "Break this. Tell me that this doesn't work this way." Inside that Venn diagram is I say, "Business is about three things and three things only." Every single business. Manufacturing, coaching, consulting services, eCommerce, whatever the case is. It's about people, it's about process, and it's about product. Don't over-complicate this. It's about those three things.

Voiceover

This is Business Reimagined with Danny Iny.

Danny

Todd Herman is a high performance kind of guy. From his own sports career to coaching athletes and then crossing over from sports to coaching high powered



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executives in the oil and gas industry and beyond, Todd is a man of many talents with a wealth of experience. It all started with the dreams of a boy on a small Canadian farm.

Todd

For some reason, when I was about eight years old and walking on the ... I remember exactly where I was on the farm. This idea of New York City popped in my head. Now, we didn't really have television that we watched back then, so I really didn't even know what New York City was. It was just an idea and I had heard about it. Was like, "That's where I'm going to go live." I never really felt like I was meant to be on the farm.

Danny

How did he get from the farm to New York? Like so many people who have achieved greatness in their lives, his path was a zig zag from one thing to another. It was his entrepreneurial mindset that made the progress possible. After his own athletic career, Todd went on to coach kids developing what he calls athletes, referring to body, and motions, and mind. He was so effective at it that the requests started to come in for him to speak to audiences on the subject.

Todd

Speaking was always my thing. I was always very comfortable with going on stage, which I guess comes from my 4-H background. I grew my business by simply speaking. You know what it's like, Danny. Anytime you get on stage, people automatically brand you as an expert, whether you deserve it or not. It worked out quite well.

Danny

Todd really made an impression on his audience. Not just the kids, but their parents as well. He points out that people often filter what they hear through their own



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experiences. It was just a matter of time before the adults in the audience made the connection to a different type of field, the world of business.

Todd

They would say, "Listen, I loved what you were talking about with athletes, but this is what's happening in my business, or this is what's happening in our ministry in the government. Do you have anything that you could help with there?" I didn't, but being a good entrepreneur you say, "Well, of course I do." That's how my other coaching and consulting company started, which was No Limits.

Danny

From coaching athletes, it was a nimble entrepreneurial shift to coaching people in the world of business, but Todd tends to go against the grain and do things differently. He freely admits that he doesn't promise to coach happiness. He coaches results. That, he says, is where his clients find their happiness. That's not all he does differently. The great example of this is the concept of content versus context.

Todd

Giving people a solid framework or a model for understanding this world that they're stepping into, there's a lot of people who, especially I think in the on-line space, they teach by process thinking that that somehow is what people need. That is content. I'm delivering context because context delivers ah-hah's. Content doesn't typically deliver ah-hah moments for people. When you're able to take a really big idea and constrain it down into an elegant Venn diagram that says, you know what, this idea of business, the whole thing that you're stepping into, is really just about three things. It's about this, this, and this. Where these overlaps happen on this Venn diagram, that delivers that.

People sit there and in five minutes you're able to elegantly describe what something is about. Now you can step into the prescription part, which is where content sits.



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That's another thing that differentiates myself from a lot of people. Again, there's some great people who know how to deliver frameworks and models that can deliver that insight for people.

Then, the final thing. The one thing that separated me on the sports side of things was in the sports psychology world there's a lot of sit down and let's talk it out and let's do therapy, whereas, I did a lot more teaching and education. I wanted to talk to the young people like my youth athletes or amateurs and tell them, "Hey, this is actually how your mind works." When we topple some dominoes going in this direction, do you get results immediately? Sometimes you can. Maybe you don't, but if you keep on taking this step forward, what you're doing is you're re-wiring how your mind works.

When you give young people that type of information, I had way too many experiences where at the end of a talk someone would come up to me and they'd go ... They could be 13 years old and they would be saying, "Why aren't they teaching me this stuff in school? My life would be so much easier." My response back to them would always be, "You're 13. Be grateful that you actually got this experience now because I wish I had it back when ... But you're only 13."

Once you give and empower them through information and through education that's done in the right way, you're giving them the tools to sit in the palm of their hand instead of force feeding one thing down their throat. I don't know if that answers your question about some things that make me possibly different, but that's been my model.



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Danny

Oh, no. It's really helpful. You're giving a talk to a bunch of 13 year olds, and it changes their life. What's in that talk? What are you telling them? What are you teaching them?

Todd

Well, I mean, I'm doing a lot of storytelling. I'm giving them a lot of metaphors and examples that are in there that are talking about other people that have traveled down the same path as them because it's no different for a 14-year-old who's trying to be great at hockey or tennis or baseball than it is for the entrepreneur that's embarking on trying to build some on-line teaching platform for themselves. We over-complicate it and we think that we're the first ones that are going to be blazing this trail, and yet, you and I both know that the biggest mistake people can make is reinventing a wheel and trying to make it unique in their own thing before they've ever even stepped out of the gate.

The best thing you can ever do is model the people who have already done it. After you've closed that feedback loop and developed some experience from it, now you can go back with your own paintbrush and add your own color to it. The mistake people make is they try to create their own version of it right off the bat, and that is a huge mistake. Athletes, what I'm telling them is when you take a look at what your sport is about, this is where sitting down and really taking a look at what it is that that industry is about or that sport is about and saying, "What is the 30,000-foot view of what is hockey all about?"

Well, hockey is not about putting a puck in a net. Basketball isn't about putting a ball in a hoop. Soccer is not about putting a ball in a net. All three of those are very, very similar sports. They're almost the exact same. Why? Because those three sports are all about two things. Time and space. When you know from a 30,000-foot view level

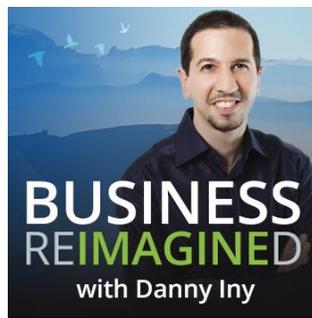


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that your sport is really about time and space, that can start to inform where you spend the majority of your time honing your skills.

Joe Kid sitting on the couch sees Sydney Crosby, one of the great NHL players today, make some sort of move behind the net and he wants to go and practice that. That is not the best use of your time because his skills are so far more advanced and his thinking level of the game is so different than yours. What you need to do is stick to the foundational basics. The kids and the people who stick to the foundational basics, you will always have a very strong place to come back to if things don't go your way.

Then, I also talk to them about, hey, this is how your mind works. The more you focus on this one area, the more it's going to expand in your mind and create a receptacle for you to just take in more information and glean insight from it. What I mean by that is when you start focusing on this new goal of improving your ball dribbling skills, you'll start to notice how other people are doing the exact same thing. That only helps to grow your skills. In mean, in that speech I'm talking to them about how their mind works. Then, I'm talking to them about really what their sport is all about, which gives them a new lens and a new viewpoint on it. Then, I give them a pathway for how they should be. A framework for how they should be structuring their time and their schedule so that they can improve those skills and feel really confident when they're out there.

Danny

That sounds really powerful and insightful and elegant. It also feels to me a little bit incomplete. Let me share what I'm thinking and ...

Todd

Yeah.



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Danny

You tell me what I'm missing here.

Todd

Yeah.

Danny

There is simplicity on the near and on the far side of complexity.

Todd

Yeah.

Danny

Understanding that hockey or basketball are about time and space, that's simplicity on the far side of complexity. Without having gone through complexity, I don't know that someone who wants to learn how to be good at basketball can look at the game and pull out that that is the key pattern. I could see someone looking at basketball and saying that, "Well, it's about two things. It's about dribbling and it's about shooting."

Todd

Mm-hmm. (Affirmative)

Danny

Because it takes a sophistication to know what are the things that you have to look at. Where does that insight come from? Where can that be pulled out of? You have expertise, obviously, with soccer and basketball and hockey. When you're coaching someone in a business context ...

Todd

Yeah.

Danny

How does that work? Does it come from them? Do you have to know their industry? Where does the insight as to what the few key things are? Where does it come from?

Todd

Where does the source of what those few key things are come from you're asking?



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Danny

Mm-hmm. (Affirmative) Yeah.

Todd

Well, I mean, for me it's just ... From where it comes from me is just a lot of experience. I mean, I haven't honed my skill in just working in one area. I mean, I've worked in retail, I've worked in hospitality, I've worked in the energy sector, so oil and gas, manufacturing, coaching and service-based companies. From that experience, you get in ... Finance as well. The more and more you get exposed to a lot of different business models, the more you see just how similar they are. In the beginning you don't see it, but then after awhile you start to create these little hooks in your head of, "Okay, where does this sit? Where does this make sense in my head?" You go, "Oh, actually, it's very similar to this. Because of that vast breadth of experience, I'm able to sit back and ... Getting back to that whole what is business about thing.

I have a Venn diagram that I draw all the time and I say business is about three things. I've presented this at MBA program and I tell people, "Break this. Tell me that this doesn't work this way." Inside that Venn diagram is I say, "Business is about three things and three things only." Every single business. Manufacturing, coaching, consulting services, eCommerce, whatever the case is. It's about people, it's about process, and it's about product. Don't over-complicate this. It's about those three things. Where people and process intersect with each other, that's where scale and growth happens. Scale and growth is an effect of something. It is not a cause of something. If you're trying to scale and grow because you want it to deliver something else for you, you're putting it in its wrong place.

Process and product intersection, that's where revenue and profit sit. If you're struggling with revenues and profits, it's an effect of either poor product in the



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marketplace, not enough products in the marketplace, poor positioning of the products in the marketplace, or it's you've got a bloated process and operational part of your business because that's sucking profits out of your business.

Then, where process and people intersect, that's where brand happens. All those people that are going out there and telling you, "You've got to build a great brand", that's fine but unless they tell you that it's about having an amazing culture and having great people inside your business with awesome customer service skills, and then also it's about having great products that match up with the needs and the wants and desires of the people in the marketplace. You cannot manufacture a brand in today's marketplace. It is an impossibility because we no longer as business owners hold all of the power like we did 20 years ago when we had all of the brochures and there was no great information super highway to go out and do your own research with. That is now in the hands of the consumer or the client.

Brand is the effect of having great people and great process. I can present that in five minutes. Now, I don't need someone else to come up with the insight. I'm delivering them insight through having really good, strong intellectual property. I'm not asking the athlete to sit there and know that time and space is the thing that their sport is about. I'm delivering it to them in an elegant way that they go, "Oh, I never saw it that way, and now that I do that's going to inform the approach that I take to my sport so that I can be at the highest levels of performance or draw the most out of myself."

Does that answer the question about getting to the other side of ... Yeah. How we get through complexity to get to that simplicity sake is that only comes from experience.



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That does not come from just sitting around and reading a book. You have got to experience it.

Danny

No, that makes perfect sense. I agree with that completely. When you give athletes or executives or business owners, you give them that model, that framework, that clarity.

Todd

Yeah.

Danny

Is that enough?

Todd

No, it's not. Context in and of itself isn't enough, but it does become a diagnostic for people and they go, "You know what? We're really struggling with scaling and growing." We pull it back and we go, "Okay, well that means we've got some sort of people issue or we have some sort of process issue in your business. Do you think you have all of the right people, the right butts in the right seats in your business right now?" Do you have quality people because it's really hard to scale up a great business using the lowest common denominator outsourced individuals? That'll get you to a certain level, but that'll never get you into the market leadership position. Never. No company has ever gotten themselves to becoming a market leader by simply outsourcing to the least qualified, lowest paid individuals. If someone says, "Yeah. No, we've got great people. We're just running them on a treadmill non-stop." Ah-hah. We've got bad systems and processes then. Let's work on that part of your business.

It becomes an elegant way of decision-making for people and finding where the biggest win is for them to be working on right now. Adding in a whole bunch of new



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products, because if people think that scaling and growing is by adding a bunch of new products they're only going to clog up the machine that isn't working efficiently right now anyway. No, you do need to have a depth of expertise in definitely one of those three circles, people, process, or product, to them help steer people if you're coaching or you're consulting or you're advising, to a finish line that they're actually wanting to get to.

Danny

You need context; you need subject matter expertise.

Todd

Yeah.

Danny

What about the mental game stuff that you focus on? Where does that fit into the picture?

Todd

It fits into every single part of it. Think about it this way. You've got a lot of people out there right now who are ... We're living in a freelance world right now where it's very easy ... The barrier of entry to start a business is at the lowest point that it's ever been. There is no barrier of entry almost to starting something in the service-based world. There's still barriers of entry in ... If you're going to open up a retail shop, you still need to go get the physical location and it still takes capital to make that happen, but in many other industries that's not the case.

People forget because there's a lot of people out there who are like, "This is the greatest time in history to start a business because it's never been easier." Yeah, but if it's never been easier for you, you know who else it's never been easier for? Everybody else that's out there. We're in a global marketplace. We're not just competing against people that are in your immediate area, it's the world. You need



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to have some pretty solid marketing skills, or you have to have a pretty solid set of relationships behind you that can help you launch a business or a product. I just lost my train of thought because the question was that you had asked ...

Danny

The mental game.

Todd

The mental game. Yeah. If you think about it from the people, process, and product perspective, if you're a solopreneur your face and your name is in every single one of those circles. You're in the people part of your business, you're in the process and systems because now you're delivering on the product, and you're also the product itself. If you have some issue with impostor syndrome, which is a huge problem out there in today's world. Impostor syndrome is simply that dismissing all of your achievements onto something like luck, or well it was going to happen anyway. Impostor syndrome shows up in worrying that the world is going to somehow find you out as being a fraud.

Well, think about it. All of the skills and competencies it takes to build a business, you're not going to be good at many of them. I mean, I know I'm not. That's why I hire people to do that for me. You're trying to be a great marketer; you're trying to be great at sales. They're two different things. You're trying to be good at operations and processes and systems. You're trying to be good at leadership and communication skills. Plus, you have to have technology nowadays. If you're trying to bootstrap it, now you've got to be somehow adequate at that. Oh, by the way, now I've got to get good at graphics so I've got to go create my own graphics and layout. Now, I've got to know color balance. That's an impossible task for one person to try to achieve, so it's okay. Feel like you're the impostor because God knows I've been



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when I'm trying to do these things pretty much inadequately. I'm only half good at them. That's a natural thing to feel when you're launching something.

Where we don't want to feel like we're a total impostor is when it comes to ... It could be if we're in that coaching and consulting space, where it comes to our content and where we feel like we've got real value to deliver. The mental toughness side of things comes in at every single point along the way because I work with just some of the highest performing people on the planet. Everyone that people would point to while they're watching their sports highlights and saying, "Oh, man. I wish I could do that." Here's what I can tell you. They struggle with some of these things as well all the time, but they continue to move forward. It doesn't stop them. The reason it doesn't stop them is because they've got great coaches and people around them to continue to move them forward, and they've just flexed the muscle of action so often that they know that there will be a better time or I will master this, but only if I go out there and continue to hone that skill or improve it or whatever.

The strength of your mental lens, the strength of your mental toughness will come in at every single point along the way and will only flex that and become better at it from getting out there, taking action, skinning our knees, falling down, getting back up because the idea that it's supposed to be smooth and a clean ride so to speak is just a massive delusion. We should be going out there expecting obstacles and challenges to get in our way.

Danny

It makes sense that this feeling of impostor syndrome and you're playing out of your league so to speak, this feeling being prevalent, especially with high performers makes sense because it's a moving goal post.



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Todd

Yeah.

Danny

Right? If you're not striving to achieve more, then eventually you're going to get good at whatever the little bit is that you are striving to achieve. Then, you're fine. You're comfortable. If you're always striving to achieve more, then as soon as you have reached a point where, yes I'm comfortable, the striving is pointing to a higher level. You're always ... Yeah, it's a moving goal post.

Todd

Well, I mean, it also gets to that point where, you just brought up, once you get to the point of comfortable ... I tell people, "There's no such thing as comfortable. There is no such thing as a comfort zone. Life works in polarity in most everything and you can always just point to nature because it's probably the greatest teacher that we have." If something isn't growing, it's dying. There is no in-between for an animal or a plant. It's either growing or it's dying. This place where people think, "You know what? Things are just comfortable. We're just going to leave it at the status quo." That's an illusion, that's a myth. It means that you're actually dying and decaying. Your business isn't competitive anymore. There's other people that are moving past you. You might not see it right now, but it will definitely show up at some point in time in the future, unless you work on something.

It's not even just about striving and achieving for some brass ring that's out there. It's actually about striving and achieving for the intrinsic motivators that are inside of you. Things like growth. We're all intrinsically motivated to grow. We're all intrinsically motivated to explore the world around us. We're all intrinsically motivated to learn and consume the world that we have. Babies teach us that all the time. I know you've got a little one and your little one is doing that all the time. Their hands are reaching out. They could be grabbing at the edge of the crib. It's a



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new sensation for them and they just explore that with their hand. If we forget that part of us, then we start to put the lens and focus on things that are outside of us.

My people, what we focus on is the process. Let's always achieve better personal bests because when we can focus on that, that's where mental toughness really sits. Mental toughness does not sit outside of us. It sits inside of us and it's this internal knowledge in knowing that no matter what life throws my way I am completely flexible and adaptable at responding to it in a healthy way.

Danny

This sounds great. It also sounds a little bit overwhelming. To succeed you need the context, you need the subject matter expertise, you need the mental toughness. If someone is listening to this and thinking, "Well, I don't know if I have any of those things." Where do you start?

Todd

Well, I mean, we're not looking for perfection right off the bat either. I mean, you've got to remember, I mean, I've been living in this world for 18 years. When I take a look at what I had when I started 18 years ago working with 11, 12, and 13 year olds, I'm vastly better than I was back then, but I cared a ton. There was a group of young kids that I was working with who their school had went to see a sports psychologist speak and talk to them about just the mental game. They came back and they said, "Todd, you'll never believe what this lady said to us at the beginning of her talk." I said, "Oh, what's that?" She said that, "Hey, just so you all know. I actually don't like children, but I want to talk to you today about the importance of sports psychology."

This is someone who had subject matter expertise, or they had book knowledge, and didn't apply it in a way that was going to ever engender or endear people to the message because she didn't care. The place to start is you've got to care about the



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thing that you're trying to go out there and teach because from that that is going to draw you towards getting more expertise, becoming more competent. The only way you can get that is by getting in front of people. I have over 50,000 plus hours working with people one-on-one. That means privately. Talking to them about the fears, the self-judgments, the criticisms that they have, and how we can employ some strategies and tactics to help get them to that next level, or help get them past that so they're not dealing with all this resistance that they might have. I can only do that by putting one foot in front of the other, making myself better today. That's it. Focus on am I getting better today? Then, all that experience, that wisdom, that subject-matter expertise only gets honed.

I mean, pointing the spotlight on the finish line of someone else is only going to create more of an impostor syndrome. Well, I can't do that. Yes, you can because there's a lot of people who don't like Todd Herman. There's a lot. That's fine. They're going to be well served by someone else because someone else, even seeing this now they're going to say, "This guy is full of crap. I mean, I really care about people's happiness." That's great. Then, make that a part of how you deliver your stuff. I'm going to go about it your way. You go about it your way.

It comes from a place of you better damn well care because I have a lot of issues with people who look at this as some sort of fantastic vehicle to extract money from people so that I can lead a great lifestyle. That's the wrong lens to take to it. Terrible because there are 13-year-old, 14-year-old girls and boys that are out there right now and they have a very short window of time for them to achieve a sporting goal, whether it's getting a scholarship. If there is someone who goes out there and reads just a couple of books and then calls themselves some sort of expert on something



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and starts branding themselves that way, and delivers that message to a 14-year-old or a 13-year-old kid, and that person wastes time that they don't have trying to reach a goal, that bothers me.

I'm not the type of person that's trying to empower everybody to go out there and be an expert because I don't think everyone should be an expert at something. Now, that might not be a very popular message for a lot of people, but that is what I think is the truth. Now, if you do have the passion for it, make sure you care because there's a lot of people who do this who don't care. That lady who stood in front of those kids didn't care. She needed to justify the degree that she took and she was finding a way to justify it by standing in front of a bunch of kids and talking to them about the semantics of psychology and how to apply it to sport.

I came at it from a place of, listen, I've had a lot of experience. I've stumbled, I've fallen, and this is a great model to use to develop your inner game. Use it because it's only going to help you become, not just a good leader on the field of play, but off of it. Whether it's after school, in the workplace, or whatever. I cared. I just care about the people that I work with.

Danny

I guess that's where it all starts and where it all ends.

Todd

Yeah.

Danny

Todd, this is great. Is there anything that I should have asked you about that I didn't?

Todd

I mean, the other big key area that helped me out an absolute ton and get me past a lot of road blocks or challenges that are a natural part of the process is finding a



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mentor. Someone who could possibly take you underneath their wing and steer you around obstacles or challenges. I was fortunate enough to meet Jim Rohn at an event many years ago where he was the keynote speaker and I was sitting at the head table with my uncle. I didn't know who he was, but we struck up a conversation and he took a liking to me and challenged me to do a few things and then give him a call when I was done with them. I called him back essentially the next day with all the tasks completed and saying, "Okay, now what do I do?" Again, I didn't actually know who he was. If I had known who he was, even though I did them very, very fast, I probably would have done them even more lightning speed. Jim helped me with that initial stage of really building out essentially my personal brand and my intellectual property.

Now, how did he do that? I traded a lot of my time to get underneath his wing. I would ask to do research for him. Just any menial type thing just so I could be around him as much as I possibly could. Now, I wasn't physically around him. He would send me things. Mentorship is huge. Then, I reached out to Harvey Dorfman. Harvey Dorfman wrote the book "Coaching the Mental Game". Again, I offered to come and work for him for free for 30 days. I didn't have the money at all to go from where I was in Western Canada to North Carolina where he lived, but I stayed in a Motel 6 for \$29.00 a night in order to just be around him and I saw exactly how someone who was revered in the world of baseball conducted his coaching sessions, talked to his athletes, supported them. He had a very matter-of-fact way of working with people. He didn't have a sports psychology degree. I didn't have a sports psychology degree, but we both ended up becoming very well-known in that space for supporting athletes on the mental side of things.



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Mentorship is huge. If you can get around people who are already doing it, you get to avoid all of those mistakes that we end up making from personal experience because they've done them for you, which is the benefit of even you. I mean, you've got this program on building courses. You've made a lot of mistakes more than likely. I know I have.

Danny

I've made tons of them.

Todd

The benefit of putting a few dollars down to buy a course from someone, that acts as mentorship for you. It's just people don't view it that way, and that's a mistake. You're robbing yourself of the opportunity. Then, here is the other thing. If you do end up buying a program from someone, resolve to be the one who is the superstar in that program because, Danny, you and I both know as someone who puts things out there, we want to only shine a light more on the people who have taken action in their own way. We give you the tools. Here are the tools. Here's a process to do it. Go and execute and you're going to do it in your own way.

When you're successful at it, of course I want people like that around me because you just stand out. The number of people who actually take action and implement is, unfortunately, low. If you're the one who resolves to be the one who does take action, I mean, that's how you immediately show up on the radar screen of people who might be a few steps ahead of you and they want to help you out because they know that by helping you out you're only going to continue to take action. Nothing's more frustrating to people like you and me than giving advice to people and them never ever taking action on it.

Danny

Mm-hmm. (Affirmative)



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Episode 29

Todd

I look at it as you just robbed me. I spent time and energy giving that to you and I could have spent time and energy on someone else that could have possibly taken action on it.

Danny

That's powerful.

Todd

I mean, don't be afraid to reach out to people, but don't go at it through the lens of, "Hey, I want to get something from you." You've probably had those emails as well from people, and I get them all of the time. Instead it's, "Hey, I really love what you're doing and putting out there in the world and if there's some small way that I could get around that and help you out with whatever it is that you're doing. I know that you're a busy person, probably have a ton of different projects and things on the go that sometimes you can't even get to all of them, but if I can take a little bit of that weight off of your shoulders, I'd be happy to do it because you're someone that I admire or look up to or just want to be around to see how someone at that level operates." It goes a long way. It goes a long way.

Danny

That was Todd Herman, reimagining the ingredients of high performance. Context first, meaning the framing of what matters and how to focus your attention, and content second, which is the strategies that you learn to actually implement. There was a lot of meat in this interview so rather than try to distill it to a single key insight, I want to encourage you to let it sit for a few days and then listen again and pull out the ingredient for higher performance that will have the biggest impact for you. To learn more about Todd's work, visit ToddHerman.com. That's T-O-D-D-H-E-R-M-A-N.COM. Or, the9odayyear.com.



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Episode 29

Voiceover

This has been Business Reimagined with Danny Iny. Join us next time as we talk 2016 with our own Danny Iny.

Danny

We're in the weird industry that has evolved in a variety of phases, where in different ways, just being a decent person has been a competitive advantage. And if you think about that, the right message, the right person, the right time, that's just how you would treat someone in a decent way if you were to ever interact with them. As a person in an interaction, it's just treating people the way you'd like to be treated. and it's perplexing to me on some levels but it's also really exciting that we're still in a space where you can have a significant competitive advantage by just being a decent person.

Voiceover

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