Joe Polish Interviews John Paul Dejoria

Joe: You've all heard the expression, "It's not where you start, it's where you finish." That's sure true for your first speaker this morning, the person I'm going to be interviewing. He's born in Los Angeles, the son of immigrants, raised by a single mother, having to sell Christmas cards and newspapers at age nine to help support his family. Joined a street gang as a teenager and was headed in the wrong direction. Then he joined the US Navy. After serving his country, he got a job as a janitor, then pumping gas, then selling encyclopedias. Then he became homeless. Let me stop here.

If these facts were given to you and you were told to fast forward his life and write an ending, would you ever think you write this? Now, John Paul DeJoria is listed in Forbes 400 worth $3.1 billion. How can that happen? Well, we'll find out as I interview a very special man. Please welcome to the stage, my friend, John Paul DeJoria.

John Paul: Thanks Joe.

Joe: Thank you sir. Thank you. Here we are. Look at all these ...

John Paul: All these geniuses?

Joe: Yeah, shiny, happy people. First off, thank you so much for coming down. You flew down here. Really, really honored. I did a interview with John Paul last year and I've interviewed over 400 really smart people from Richard Brans and [inaudible 00:01:25] all kinds of people. Forbes did an article on the ten most inspirational interviews that I've ever done, and I listed him as one of them because what you had to say when we had that conversation was amazing. I'm really, really excited you're able to share here. Fill in the gaps. How did you raise yourself from homeless to billionaire? I mean, how the hell does that happen?

John Paul: I think if I put it in one sentence, which is difficult to do, when you're really down and out, and you're at the very bottom, all you can do is look up. I think it's kind of in life ... a lot of times when people are down, they look at how to survive while they're down, but stay at that survival mode long term. Apposed to, "I'm going to learn how to survive right now and make it, but I'm immediately going to work towards the next step, the next step and the next step."

Joe: Right. Great. What was the most difficult time in your life? Has it been when you've just been under maybe immense pressure from everything you created or was it really when you were just at-

John Paul: I think when you're down and out, can't pay the bills the next day, that's the most difficult time. When I was homeless the first time, I was in my early 20s, my wife just couldn't handle being a mother anymore, so left a two and a half year old in my arms and wiped out all the money we had and never paid the rent for three months. We
were actually evicted within three days of time that happened. I was in between jobs, but I had money, but she took it all. My son and I were on the streets. We had this old car that we were in and we realized that, "Hey, we're going to make this together." This two and a half year old kid. Where do we get money? We don't have any money.

What we did was, even though we weren't really thinking ecology, we were thinking survival, is I went around to vacant lots and picked up Coke bottles, 7-Up bottles. In those days, you got two cents for a little one, five cents for a big one. I'd go there and they'd have to give me the money and that's how we survived. Then several days later, a dear friend of mine who was what you would call a heavy duty biker with a gang, found me. He just found me, old buddy of mine from high school, and said, "Johnny, come on in. Your son can come live with me here and we've got a couple really cool biker mamas here that'll help watch him while you get yourself reorganized." That was a nice [inaudible 00:03:39] too.

Joe: So how did you learn? How did you learn how to be a successful entrepreneur?

John Paul: I don't think it's learning how to be a successful entrepreneur. I think it's just being able to do something and know you have that ability to do it. You see, the human race has the ability, all of you do, to do ten, fifty times what you're doing right now. If you realize you have the ability, as you go along, you find obstacles, but you overcome them or you go right around them, like water might go around them a little bit. You look at what assets you have. It's a little bit like selling.

Whether it's a tangible product or a service. It's got to be the very best and you put forth its features and then how it benefits the customer. With yourself personally, you put forth the features you have, how these features might benefit. If you have a product ... I'd love to share this with everybody, don't ever go into the selling business. Whether you have the greatest service in the world or the greatest product, never go in there to sell your product. Go in there to be in the reorder business. That's your mentality.

Joe: That's true.

John Paul: Because if you go to sell it, that's where your focus is. If you want to be in the reorder business, even if it's a one time product, whatever you do is so good, that they'll want to tell somebody else or reorder themselves. That kind of helps along the way if you have that mentality. I think selling, oh god, whether it was flower pots when I was a little kid or whether it was newspapers, or in my early 20s encyclopedias, Collier's Encyclopedia door-to-door. You knock on 50 doors and they could be closed in your face. You have to learn how to be just as enthusiastic on door number 51 or 105 as you were on the first door. That's difficult to do, but you learn how to do that.
I believe the average encyclopedia salesman, commission only, door-to-door was three days. That's how long they lasted. I lasted about three and a half years, but I learned to overcome rejection and be prepared for it. If you're prepared, and we'll cover that a little later too, I saw your questions, if you're prepared for rejection before you start anything, whether it's your personal life, whether it's a business life. When you're prepared for it, it doesn't shock you when you come along and all of a sudden see rejection in your face. You say, "I was prepared for that, but I'm going to continue on just as enthusiastic and as confident as I was when I started." That's not easy.

Joe: Absolutely. Do you experience rejection today in the same way you did then? You just keep yourself in an enthusiastic state or is just much bigger levels of rejection?

John Paul: It's a little different today. In those days, let's say you'd knock on 100 doors to get somebody that's reactive to what you're saying, will listen to you. Today it's a little bit easier. I think in life as you build a history, that's conducive to a good life. Where in business you realize success unshared is failure and you try to be honorable with what you say you're going to do, no matter what it costs you. It gives you that clout to be able to talk to people and they know, "Here's a sincere guy. This guy has a track record of doing things right and not ripping off anybody." By gosh, there are ups and downs, there definitely are, but much more easier to overcome today.

Joe: Awesome, thank you. I did prepare some questions that I thought would be the most valuable to have you share-

John Paul: Good questions. I saw them.

Joe: Thank you. Thank you. What are your core values personally and professionally?

John Paul: Core values are ... I would say it's the Golden Rule, do unto others as you would have others do unto you. That's the basis for most religions, but they get sometimes carried away in rights and rituals. That's the core value, do unto others as you'd have others do unto you. Then it's the feeling of knowing that success unshared is definitely failure. In other words, when you make it, it's not really just about yourself making it. Hey, if you make it, you know you made it. Along the way one of the great lessons to learn is it's not all about you.

It's about your ability to be of service to this planet while you're here. By saying, "Me, me, me, me. Look what I did. This is me. Here's my building. My name's on it. I did this, you didn't." By doing something like that, it kind of takes away how genuine you are because people don't like to just listen to people talk about themselves, how great they are, they want to know how to incorporate it to make them successful also, or do something a little different, and I think that's very, very important.
Joe: You know what? I hang out with a lot of quote/unquote "successful" people. Most success in this culture's viewed financially, although I know a lot of extraordinarily wealthy people that are miserable bastards. There's a difference there. The thing that always annoys me if there's someone that knows the answer to something, and there's a person who's asking them about how to build a business or how to do something, and they know what to tell the person, but they withhold. They don't say anything. I love what your whole notion of "success unshared is failure" because I think that's why ... Because so many people that know you, have said so many great things about, "He's such a nice guy. So caring, so generous." My experience with you has been absolutely that. You just want to be helpful.

John Paul: You know, Joe, it's also very self-rewarding. We look around ... and I'm a child of the 60s, so I know what we were looking at in the 60s for self-rewards. The highest high you're going to ever get in your life, the highest high, if you want to be satisfied, the highest high you'll ever get is to do something for somebody else and ask absolutely nothing in returned. Boy, do you feel high and are you energized. That lasts a while. It's very contagious.

Joe: Totally, thank you. What is your decision making process or thinking when it comes to investing your time, your money, your energy?

John Paul: Sure. It's very important because time is the most valuable thing you have. One, make sure where you're putting time and energy is something you want to do, not just because you're exploring with people you don't like or business you don't like or a situation you don't like. Time is so valuable. Try and speak, if you're speaking to people or a situation, to people you feel there's hope for that you could do something with to do something great. Not just make money. Whenever you go into business or in a relationship with someone just to make money, then it means you've already decided to take a portion of your time to make these papers that are [00:10:00] backed up by nothing but will buy stuff. Call it a possession. We have all these great possessions. Well if you have these great possessions, could you give them away? If you had any possession you could give it away. Great, it was a possession and you moved on. If you can't give that possession away to somebody, just give it away, then it possesses you.

Joe: It's true. When I look at a lot of my friends, they don't own their houses, their boats, their planes, their stuff. It owns them. That's very true.

John Paul: Very, very important in life. I think you develop a way of having what you have, have our wonderful things, but understand that you have them and if something happens to them don't get upset. Don't get upset. If you lose some money, don't get upset. Just be so gracious with what you have already and know that you're going to come back and do something else.
Joe: I don't know how you would describe this, but my sense of when I think about you without really knowing your MO on how you do it, is that you are very skilled at where and who and what gets your attention. You're attention is such a valuable asset. When I first met you, I was introduced to you by our friend Dave Kekich. Then you called me because you don't have an email, and I would to have you share how you manage people reaching out to you, how you manage communications because, I don't know if you have an email now, but you didn't have an email. I was like, "Wow," think about that.

John Paul: I still don't. I'll roll over to the last question also that you asked about how do you get into situations. When I start John Paul Mitchell Systems, I had been in the beauty industry and I knew there was an opening for products that were unique and different that weren't in salons. Even though I had no money, that's what I went after. When I started Patrón Tequila in 1989, we were doing shots, you'd hold your breath. I knew there had to be a way to get something so smooth and the world was ready, no matter what the cost was of sipping tequila. Hence Patrón came out.

John Paul: [inaudible 00:12:00] Distributor says, "You'll never make it. It cost too much to make it. You'll have to sell it for $37.00. Who cares if you sit around and sip and enjoy that tequila. Even though you don't get a headache the next day with Patrón," unless you drink the whole bottle, we don't advice that, "the people don't care." I said, "But they do care." I believed that there was a better way to do it.

When I got involved with John Paul Pet, I knew there was a business I would start where my profits would help out pets throughout the world with the profits. Not with me, I knew just a good thing. When I got involved with Irwin Jacobs and Marquis Yachts, that was something that I did that realizing that during the bad situation of 2008-2011, 2012, that the boat industry was done. But if you had the highest quality boats, by gosh, this is the time to get in. That's when he and I got in it together. I'll tell you a little bit later about ROK Mobile and about Aubio, but you look for the situation, the quality of the product, what the end result's going to be and the people you're with. Are these cool people? Do you all have the same energy together to kind of move forward?

Joe: I think that's so critical because trying to do ... There's no such thing as a great business with a bad partner.

John Paul: No. For any amount of money whatsoever.

Joe: Between your companies, how big is your team, your staff, your employees?

John Paul: We're in the thousands. We don't tell Forbes everything because I like to be low key. In fact, I wouldn't even be on that list if it wasn't for Bacardi getting involved to get a little piece of Patrón [inaudible 00:13:34] interest many years ago. I try and stay off
that list. Off that list. I have darn good people. Darn good partners that work with me and they're just the very, very best. The end results is we have thousands. I'd like to share with everybody here if I could, how we treat our people. Why these thousands love us. Let's take John Paul Mitchell Systems. I started the company 35 years ago. We are in 90 countries. Our turnover in [00:14:00] 35 years is less than 70 people. I teach people to do unto others as you would do unto you. There is so many times, Joe, when I worked for people ... I had a dollar for lunch. You don't get much for a dollar.

As soon as we could afford some money, first thing I did was give everybody free lunch. Today, even in Mexico, my staff and partners down there, there are 1500 of them that make the Patrón, if you work during the day, a chef makes you lunch. If you work at night, a chef makes you dinner. You want to pray, I build you a chapel. At John Paul Mitchell Systems no matter where you are, you've got free lunch. If you carpool, we take care of that gasoline for you. You do things for people. If we have a good profitable year, and every year we have, we share through profit sharing with all of our people. We treat them the way we'd want to be treated ourselves. It's not like we're bosses. It's, "You're my partner."

Anybody could pick up the phone and call me. I don't have email and the reason I don't is I'd be inundated with all this stuff business wise, philanthropically, not to mention family, I'd be so inundated I couldn't do all the things that I do and expand upon it. I couldn't if I had email. I'll take a phone call, obviously you'd go through my executive assistant, I'm inundated. This is important I think for you guys to know; if someone writes you a letter ... People just email back and forth. Try sometime if someone writes you a letter, to take their letter and write the answer on and sign and then mail it back to them or pick up the phone and call. It means a lot to people to have that personal touch, a whole lot.

Joe: Infinity greater than electronic communication. Everyday trying to send 10 personal postcards, even if it's coming from my team, it makes such a huge impact. It's the simplest thing. If someone just hand wrote a note to 10 people a day or figured out how to with your team, have your assistant do it, and you did that for a year straight, your life would transform in terms of the depth of the relationships. It's such a simple thing to do. [00:16:00] Did you come across this method of communication or you just knew intuitively that, "I'm not going into this world of email?" Have you ever had an email and you're like, "This is crazy. There's no way this shit works?"

John Paul: When I started looking at it and looked at people around me just being on the computer all the time, even though all of my companies, believe me, are state of the art computerization, they're [inaudible 00:16:20], anyways, so I get my reports the way I want them. I saw that it takes so much time and I wouldn't be able to call people as much or hand write people, special people letters, or time to think, at least in my case. Not for everybody, but in my case I thought, "Mm, let me try and stay away from this," and it worked.
Joe: Awesome. What does success and happiness look like and mean to you? How do you think about that?

John Paul: Success is not how much money you have, which a lot people equate to success. Success is how well you do what you do. How well do you do what you do and do you continue doing it that well? Mastering something is doing it extremely well but doing it that way every time and then having the ability to grow from there, and realizing success unshared is failure. How can the janitor be extremely successful? I'll take a quick minute with a quick story. Worked all my life from 7-years-old and then paper routes at 11-years-old throughout high school. I worked for a while at Stuart's Cleaners. I'm the guy that swept the floors, put the little drape on the hanger, just did all the work after school and on Saturdays. Stuart was so tight this guy squeaked. They paid me a dollar and a quarter an hour because he had to or he'd give me 0.75 cents an hour.

One day after school he calls me and he says, "Johnny, come over here." He says, "Last night I was working late. I went up to my mezzanine to lay on my cot for a few minutes and I took my watch off, put it on the table. Dropped on the floor. I went down there to pick up my watch and looked under the cot and there was no dust. Well the cot's lying, I moved it. No dust. Looked behind the cabinet, no dust. Picked up a rug, no [00:18:00] dust. You cleaned this as if I'm watching you every single minute." "But Stuart, that's my job. You hired me to do it and my mom growing up taught the boys how to clean. I know how to clean, so my job, which I liked my job, is to do the best job I can whether you tell me or not. That's my job." He was so touched. He said, "Johnny, I'm giving you a 0.25 cent an hour raise to $1.50 an hour." Oh my god, for Stuart to do that, it's like, "Wow, I won the Academy Award."

The lesson learned is this; successful people, whether you're working for somebody else or working for yourself, do whatever you do as if whoever is really involved is watching you every single minute do it. That's difficult for people to do. If you can do that, you do your job so well. I had a housekeeper once, 66-years-old, everything was great. I said, "Dini, go home." "No, mister. I'm going to stay here." "Okay, for the next two and a half hours watch Mexican television. I know you like to watch it." "No, mister. I'm not going to do it." "Why?" She says, "Because I'm 66-years-old. You think I'm going to waste my life watching television? I'd be more productive and happier and I found something I missed dusting. I'm going to go through the whole house again." She was genuine in what she said. She loved what she did and who she did it for. That's success.

Joe: That is really awesome. Talk about having that as an operating system how that would just pave the path of your future.
John Paul: And don't be afraid to say you're wrong. Many of my staff will come over and say, "JP, that's great but this way would have been a little better," be open to that. It can't be your ego. "You know what? You're idea's not bad, but mine's not the best one in the world." By being open, also, it helps you grow.

Joe: What would you consider yourself just really skilled at and what are you just not skilled at? Do you think about that?

John Paul: I don't think about it but I think what I'm really skilled at is being lucky enough, lucky enough in life to be able to have [00:20:00] the ability to listen to somebody else tentatively. In other words, listen to them, everything they're saying and not just think about what you're going to say next. That took a while. I think I'm pretty good at that. I think I'm also pretty good at being nice to people. I believe in just being nice in life. Just be nice. Even with people that have just a lousy day and do some really stupid things. Try and handle the end result in a nice manner. If we did more of that in the world, we wouldn't have wars and everyone would take care of everybody. I think that's important.

Joe: Absolutely. One of the ways that I gauge who I develop deeper relationships with, because I interact with a lot of people, is how people that are more powerful treat people that are less powerful than them. It bugs the shit out of me when I see someone kiss ass to someone who they want curry favor with because they want something. Then they don't say, "Thank you," if someone opens up a door or they're rude to a wait staff or something. It's like be nice.

John Paul: I see a little bit of that. When you all see a little bit of that just learn from it. Say, "Whoa, that could have been me. That's not cool."

Joe: Exactly. Everybody has a purpose in life even if it's to serve as a bad example. What are you not good at that you have learned to avoid because you know it's just not your thing? Like Dan Sullivan has a thing called Unique Ability where you're skilled and then he has-

John Paul: What I'm not good at is taking all the time to do all the little details. Fill out expense reports, just all the details. I leave that to accountants or I leave that to other people that are much better at that. Try and take that segment of my life and think in that segment or do something else. I have a little saying that I picked up selling encyclopedias and it's 'Pay attention to the vital few, ignore the trivia many.' Too many people get tied up. I was at the CIA on a couple times. I train them in management motivation. To Bussy Congard, their executive director, I said once, "I want to teach all you guys here how to handle a piece of paper once." He said, "The CIA, if we could handle a piece of paper [00:22:00] 100 times, we'd be doing good." In other words, fewer moving parts. Try and pay attention to the vital few, ignore the
trivia many or let somebody else handle that that might be much more capable than you.

Joe: That's awesome. Clearly, you have really learned how to build teams, encourage teams, grow teams and so you're obviously very good at having set up management structures, which I think first stems from self-management. You obviously learned how to manage yourself. If you could speak to that. How do you not go off the rails? At times I'm sure you've had, but you've learned from this. What would you say about self-management?

John Paul: Self-management, my god, I could take it back to the US Military when I was in the navy. If you wanted clothes, you folded your own clothes. They had to be exactly perfect and you had to manage your locker and manage your time. A little bit of a start, managing yourself and your time. If you can not manage yourself and your time, where you're just at the end of the day totally frustrating or three phones are going at one time and you haven't figured out how to handle that one yet, don't think that you're a manager. You got to manage yourself first. Your time, how you allocate it. The time you have for you family. The time you have for yourself. Very important the time you have for yourself. Many people, especially entrepreneurs coming up, forget that. They're busy from morning to night and, "Where's your time?"

It's like money. If you get money, whether you work for somebody or make money, what do you do first? Most people, you pay all the bills. Whatever is left, then I have something. Apposed to another philosophy is pay yourself for what you've done. Pay yourself first. Even 5%, take it off the top and just stick it in a stupid savings account if you have to. Just pay yourself something first. If you can't afford 10%, 5%. Then believe me, the rest of the money will be allocated out. Take care of yourself first. That's part of your own self-management. Then, try and find [00:24:00] some time. I find, love to share this with you, about five minutes in the morning. I wake up in the morning, do what you obviously have to do when you wake up and then go right back to bed. I try and clean my space.

Let's say I'm in this room. I will look at the ceiling, look at the walls. I will be in present time or try to. Then I normally have one saying, 'Creator of souls, thank you for all that you've blessed me with and may I go forward to be able to do something that helps make this world a better place?' Try and be in total present time. Not about what I'm going to do today. Not about my next appointment. Just be. Then when you wake up, your head's a little clearer, your minds a little clearer and it's not cluttered.

Joe: That's great.

John Paul: That works.

Joe: Love it. Love it.
John Paul: Works for me.

Joe: You're buddies with Tony Robbins-

John Paul: Yeah, my buddy Tony.

Joe: Yesterday I interviewed Tony and Peter Diamandis over here, founder of the XPrize. They talked about morning rituals and Tony does a thing called, "Priming," where he primes himself. I love hearing people's rituals because what they do in their habits is what creates their life.

John Paul: You can do it on the road. You can do it in an airplane and it's free. You don't have to carry anything.

Joe: Awesome. What's the biggest or most important business lesson that you have learned, either on purpose or by accident?

John Paul: By accident one of the biggest business things that I ever learned was ... I started John Paul Mitchell Systems with $700. The business partner I started with was a top hairdresser, but he didn't do business. I didn't do hair. We had no money. No money. I did 10 or 15 things. After six months we were able to hire our first employee, Shirley Long was her name. I gave Shirley 10 jobs and said, "I hope you can do them, Shirley. Whatever you can't do honey, I'll figure out how to help you." Shirley learned how to do 10 jobs. Not one, but ten. Then I realized, "Wow, it's not just the person that started the company through necessity, but people do a heck of a lot more than what people say you should be doing." We're all capable of that. That point [00:26:00] forward, I paid people very well, but gave them the opportunity to do more than, "This is just your job. This is just your job." That might be anti-union, okay, no disrespect to the unions, okay, no disrespect, but when one has the ability to do whatever they can do that they want to do.

I'll give you the end result. Four months ago I'm in my office. I fly from Austin to LA. Had to do some work. My staff closes up at 4:30, some come in at different hours in the morning to miss traffic. By 5:30, I hear something in the office. I go back there and there's a couple girls working, couple guys. I said, "What are you doing here? It's an hour, two hours after we close. What are you doing here?" They say, "JP, we love working here and we wanted to finish these little projects." I said, "How many people are here?" They said, "I don't know. Hey who's here? JP's here." Twelve people came out with the same exact thing, "JP, we just want to be here. We know we don't have to be here. We're not paid for this. We want to be here. We love what we're doing. JP, we just want to finish this." They didn't want to leave.
Needless to say, we all went out for a really good dinner and couple great bottles of wine, and a little bit of good tequila too. We were a team. When people feel good and respected, and you give them the ability to do more than this is just what the job is, you’d be amazed at how they expand their business. For our size company, take John Paul Mitchel Systems, I should be in the thousands with employees. John Paul Mitchell Systems alone, now this includes the warehouse, has 300 employees. That’s it for the world. Now, we have about 800 part time, but 300 full time employees for the world. Patrón has a lot more because hand bottles blown out of recycled glass, lot of labor intensive there, but you can’t have fewer moving parts, but my people do. My family. They do more, more than three times that many people because they love what they’re doing and who they do it for. Very [00:28:00] important.

Joe: That's awesome. Just as a side, I got some prepared questions here, but-

John Paul: I want to do all your questions. They're great questions. Let's do them all.

Joe: I'll do these and then I'll-

John Paul: [inaudible 00:28:09] I'm here for.

Joe: ... I'm going to ask you after this thing, because I have an interesting question. What have been one or two of your biggest business or life challenges and how did you get through them?

John Paul: The first one was, obviously, starting Paul Mitchell with $700 and living for the second time in my car because our backer pulled out. That was extremely difficult. How do you start a company, balance you bills not going to be paid, knock door-to-door selling your products? Extremely difficult. That story would take up too much time to tell you right now, but if you want to see that story, there was a fellow named Donny Deutsch, who on CNBC had The Big Idea. I was on his show four times. He has a half hour special on step for step how I did it. How the hell do you do it on $700 and no money, start a company and grow it? Along the way, that was the biggest challenge.

You want to know the success out of that? This was the success. How do you know your successful? Two years later, we should have gone bankrupt every single day. Two years later, we were able to pay our bills on time. Not pay them off, but pay them on time. We said, "Hey, we made it and we got $2000 left over. We made it. We’re successful." We're all happy. That was a real challenge. Another challenge is ... There's many businesses I started that didn't go so well, but they were good learning experiences. When I had a partner that I really trusted and they're, like, stealing money or stab you in the back, that was very, very disappointing. On the whole, my other partners are really great, so it weighed itself out.
Joe: Yeah. How many of you have ever had embezzlement in your company? You see it's not a matter of if, it's just a matter of when.

John Paul: Try and handle with love. When you do it ... It sound like, "You son of a ..." [00:30:00] Anyways, try and handle it with love. You screwed up, man. Now what are we going to do to make this right? You handle these things when they come up and it happens in life. Just something that happens and I'm sure it'll happen again somewhere along the way. Handle with love.

Joe: What's the most useful life and business advice you can give to someone who is a high-level achiever or entrepreneur? Not just start-ups, but people that are already at a certain level because the vast majority of people here run very successful companies.

John Paul: One sentence. Success unshared is failure. One sentence. With your own people, with your family, with your friends and with the world. Success unshared is failure. We have 118 Paul Mitchell Schools nationwide of cosmetology. They're all taught over several months. A culture of giving back. They all do fund raisers. We pay for the whole fund raiser. Every dime goes into their local community, their state, our country and the world to make it a better place to live. Success unshared is failure. You don't need money to be sharing. You could do just something nice.

Joe: Thank you. When it comes to money, making it, keeping it, giving it away, what should every person in this room know?

John Paul: Have six months worth of what it cost you to live in the bank, in cash. If things went wrong ... I'm talking about movie theater tickets, gasoline, insurance, have that in the bank. No matter what happens, you know you're going to survive the way you survive right now for a period of six months, minimum. I would say try and eliminate as much debt as possible. Pay off your house if you can first, very, very important. Then, as you're making money, whenever you make money don't invest it all. Oh my god, don't invest it all. You're investing it on the next thing to come along. That's fine, but take a portion of it in a secured investment you're not going to lose. Take a portion of that and be a little conservative on that one. As you're building your own empire, you're building something for you and your family and your friends in the future that no one can touch.

Then of [00:32:00] course with others, you want to take gambles. You want to invest it in yourself and your own growth, but take a little piece of everything and pay yourself first where it's a staple investment so that you feel really, really good. The bigger you get, the harder it is to make sure you're investing money. I'm part of a group called the Giving Pledge. There's about 103 of us. Warren Buffet, Bill Gates and a few of us, and we've already pledged. We were so blessed in life that 50% of our wealth, while
we're alive or after we die, will go to make the world a better place to live. We found in our seminars that we do, you've got to check who you give the money to.

There's certain great charities, but 50% of it goes to fund raising. In one case, 80% went to fund raising, 20% went to actually helping the people out. When you do that check it out, but don't just give money. Give something that'll let somebody do something for themselves to continue. It's like you feed somebody, good you should feed people but when you teach them how to fish they can do it themselves. That should be part of what you're doing. What's the end solution long-term, not just what's a band-aid.

Joe: Got you. Great. What are the key characteristics that you think make the best leaders?

John Paul: One, be empathetic. If somebody comes to you and talks to you and they're just pouring their heart out to you, listen. You may have been there once yourself once and nobody ever listened to you. Listen to that. A great leader is someone that can listen. A great leader that doesn't look at, "Okay, what am I going to get out of this?" The great leader looks at, "What's the entire team going to get out of this? How does this benefit the end customer? Not just me and my team, how do they benefit more than anybody else?" When you have the mindset, it's easy to move ahead and you move ahead with a lot of people that are right on the same, shall we say, thought pattern that you're on. Very important.

Joe: Awesome. What are you working on now, because you're working on a lot of stuff, that you're most excited about?

John Paul: I'll just mention, too, and it's ways that ... Those that have really made it big financially or businesses, think about the next thing you do how it benefits the world and don't be too greedy on your profits. One of the is called ROK, R-O-K, ROK Mobile. We knew there was a better way. If I could take someone that is spending $1000 and immediately have them only spend $300, they just made $700. What's your mobile phone cost? You know what your mobile phone cost you. ROK Mobile. My partners are the biggest phone companies in our nation. Some of the biggest phone companies in the nation are my partners, my carriers. All the big record companies are my partners.

Forty-nine dollars and ninety-five cents a month, $49.95 a month. All your phone calls, all your texting, all your data with no limitations and all your music. Over 20 million songs, all straight on down, no limitations whatsoever, flat fee. In approximately, we think about three or four months, we'll be able to put on international calls for many another $15-$20 on top of all that. No roaming. In the United States that's it. Well, that's revolutionary because the average phone bill on a cell phone is a heck of a lot more than that.
Joe: Can you do this with an iPhone?

John Paul: Yep. Any phone you have. It's done any telephone you have. You don't have get rid of your phone. Take your existing phone, if you need a phone they'll help sell you a phone, but existing phones, any kind of phones you have just transfer it on over. It's very, very unique. You'll notice if you go online to ROK Mobile.com that whatever you pick, maybe the carrier you already have and it's a heck of a lot less what we charge than what the carrier charges. If there's a charge to disconnect from that carrier, that $100 or $200 a month, or just $100 or $200 flat fee, you got to pay it. We can't do that for you. When you look at what you save, maybe you'll make it back in a month or two.

The other one is, and it's revolutionary ... Because I always wanted to effect, which most of us probably do, [00:36:00] millions of people everywhere. The next one is Aubio, A-U-B-I-O. AU is the chemistry sign for gold, BIO of course for nature, nature's gold, Aubio. Most of the population of our planet as one form or another of the herpes complex. Now, the herpes complex is like a cold sore, a fever blister, a mouth ulcer. Has well as, you know, oral or genital herpes, and there's other types of herpes in that category.

Joe: In this room it would be probably much higher.

John Paul: Okay. Anyways, I worked with some genius people. It goes all the way back to the Native Americans. Over the last several years, I have funded, put millions of dollars into it, double-blind studies and everything else. It's topically applied, you topically apply it. Let's say if someone has a cold sore, you feel a tingle when it comes out. You put it on every hour and more than 90% of everyone that does it, it doesn't come out. But, if it comes out, you put it on and in over 90% of all people ... You put it on every hour for a day or two. In about 90% of all people, it disappears in a matter of a couple of days. It's gone. It's a revolutionary product. Unbelievable.

I did it under two conditions. Number one, we'd be able to have something that was all plants that was topically applied, and it is. All grown in the United States of America. Some of them are very hybrid plants. We took some carnivorous plants and hybrid them. Number two, and this is an important thing, I wanted to be available to everybody and everybody could afford it. I didn't want it to sell for $1000 a little tube, or $500, I want everyone to afford it. Try a retail of $39.95. That's it. We just launched it right now. It's just being launched right now. Throughout the world, it's amazing the majority of the world as one form or another of this herpes complex that this could address and be extremely beneficial. A lot of doctors and other people are very excited that we have [00:38:00] something like that.
I know when I looked at your demographics, that about 30% of you are in direct marketing. If you want to see what the model is with Aubio, you’re very welcome to, but I won’t take your time right now. Go to Aubio.com. You’ll see what the model is there for merchandising that product and they’ll get back to you. Rachel or someone will get back to you. That was something where I wanted something that was necessarily. There was a need in the marketplace. Research has shown that involving plants on it did such a great result. People were blown away at what this product did.

I knew it was something that was necessarily. I knew if I priced it properly it was benefiting the world. By doing that, yeah maybe it made a little bit less money, but I still made enough money. What did I do with this extra money? It's going to give me ways to go and help more people on this planet with the revenues, do more things.

Joe: Wow, that's awesome.

John Paul: And better things.

Joe: Do you, yourself, seek out things like this or are they brought to you on a ... because I imagine you're barraged with a zillion people.

John Paul: Barraged and I would say I probably get hit with 100 things a week. Maybe my assistants go through everything and I may see one occasional. I'm over inundated. There's no more room for anything in my life business wise. But, along the way, if you leave yourself open to the universe and believe me it works, just leave yourself open, things will come your way. They'll either interest you or it doesn't interest you. Let's say ten things came my way that really interests me in a big way and I got involved with, let's say, eight of those things. Eight of those things I got involved with, well maybe four of them went wrong, but the others went really, really right. Leave yourself open to the universe, get a feeling.

What are you feeling in your gut? Not just what does it say on paper and how much you're going to make. What do you feel in your gut? Is this something that will do the greatest good for the greatest number, be beneficial? If it is, you'll still make your profits, but you're going to do with [00:40:00] light in your eyes and light in your soul. Very important. The frequency of our planet is changing, Joe. It's rising. More and more people, believe it or not, even look at the news, more and more people are doing things for other people than ever before. It is rising regardless of how bad it seems in the news. The planet is getting better.

Joe: What's perfect is we got the author of the book Abundance, Peter Diamandis, here who has clearly proven that the world is getting better on all levels. That's great. What are you most proud of in your life?
John Paul: Two things. One ... and one of my fellow brothers, Horatio Alger, is part of your group here. I was able to when the Supreme Court receive their Horatio Alger Award. It's the only award given to the Supreme Court and it's for Americans that went through a lot of adversity but shared along the way to help make America a better place to live. I was very, very proud of that because I know I did a lot and continue to do a lot and to be able to know that someone with a high school education that was able to do this, that America still works. That was an unbelievable proud moment. Another proud moment was when I started Grow Appalachia several years ago.

All these people on welfare on how to get them fed and put them all in businesses in agriculture. We have 30,000 just eating off their gardens now and going to farmers markets selling their eggs, selling their products. It was something I was able to do philanthropically and see an unbelievable result. Very proud. Needless to say, all my kids, family, wife, every one is doing great. My loved ones are doing really, really great. My God, hello out there, I love you. There's a lot of great people are doing a lot of good things right now and I'm very proud to have my association with them to give them a helping hand to do that.

Joe: When we talked backstage and even when I interviewed you, you know that I'm doing work with addiction. I'm doing a documentary on helping addicts and you have a tequila company. You actually gave the land to Arbor, talk about that, [00:42:00] for them to build a recovery center.

John Paul: You bet you. Georgetown, Texas I bought this fabulous ranch. Almost 80 acres. We put horses there for equine therapy and I built it out for them so that people would have a place to go. It's quite a program. Get an end result, I saw even within close friends of mine, close to me, they would go into rehab. Come out of rehab, go right back into rehab. Like a revolving door. I knew there had to be a different way. Some wonderful people, Justin Harvey and Jim and several others, found a way, because they were addicts, how to get out of it, but stay out of it, and put a whole program together.

Where someone had to go there for three months and live, but then for the next twelve months be monitored. I believe they have the lowest return factor anywhere in the nation. Maybe even the world because they cared about it. Cost wise, it was very exciting, too. You go to some of these CC rehab places, they're extremely expensive, $60-$70,000 a month. Their whole year long program, actually it's more than a year, is, I believe, $48-$49,000. That's all. Which is really cheap considering there's room and board involved in this. They did and they have a smaller program. It was able to have good results. Therapy by communicating with horses, communicating with one another, keeping the guys and girls separated and having a good end result. I believed in that, and by the way, I don't own any part of the company. I got the land basically at cost. I let them just pay me back over a long period of time for the whole infrastructure I put in for them. It's helping people out.
Joe: That's great. Awesome. With Paul Mitchell Systems, and Patrón, and ROK Mobile, and all the different things that you're doing, I can't help but think of a guy like you on Musk. With Space X and Solar City and Tesla. These types on entrepreneurs are so damn unique where they can be in charge or running or owning something. Either [00:44:00] all of it or parts of that. Who do you call for advice? When you're like, "I need to figure out what to do," do you employ those people or do you have a few key relationships that coach you, that help you? How do you-

John Paul: The answer is I don't. If there's something I don't know something about, I'll go within my own groups of families to see if there's someone there that could answer it, or I look for outside advice from someone that knows a heck of a lot more than me. I go there and I say ... I don't have a regular ongoing mentor that I go to. If it's law, I'll go here. If it's administration, I'll go here. If it's getting rid of AIDS for the world, I'll go here. I look for those people that are much more knowledgeable then I. Much more. They're out there. I think I do this because if you go to one or two people, which is wonderful if you have good people, as long as those people are smart enough and kind enough to say, "I know so much but boy, this person knows a hell of a lot more," go to them also.

Joe: I'd like to do some Q&A with the audience. Just a couple questions. Not a lot. Before we do that ... If anyone has a question we won't ... Let's do four, four questions.

John Paul: May I add something in there really quick?

Joe: Absolutely.

John Paul: I just came back from the World Knowledge Forum as a key note speaker in Seoul, Korea and they asked me one question that I want to share with you all. That question was, "John Paul, you started Paul Mitchell with $700 35 years ago. Can an entrepreneur do it just as easy today? We don't think so as it was back then. We think it's a lot harder today." My answer was, "Absolutely. Look at today compared to 35 years ago. When I started John Paul Mitchell Systems and lived in my car, inflation in the United States was 12.5%. Unemployment was 10.5%. Interests rates, if you could get a loan, was 17% prime rate. We waited in line for gasoline and our hostages were still in Iran. We didn't have computers. We had to go type set stuff. [00:46:00] at the local printer." Are things easier today to start a business than they were then? Absolutely easier today. You have so many more things you could work with than we did in our days, so much more. You could start one as easy today and be successful much more easier than I did 35 years ago.

Joe: Awesome. Rob?
Rob: John Paul, great to hear you talk. I'm Rob [Syke 00:46:23] from Canada. At that time the Canadian Ambassador was helping to get the hostages out of Iraq. He just passed away.

John Paul: Great guy.

Rob: Pretty cool. That's a [inaudible 00:46:34] movie. The most amazing thing that I heard, and you said a lot of amazing things, but the most amazing thing in my impression that you said today was, "70 people in your turnover." That was, to me, phenomenal. What are your criteria, or how do you go ... You've hired well to do that. You don't hire duds if your turnovers only 70. What are your criteria? How do you manage to make that selection, which I think you must be genius at hiring?

John Paul: No, but a great question. Great question. I go a little bit the opposite. I look for people in the position that is going to be filled that have a better skill than I could have in that. Or have the ability to have that skill better than I could possibly do. Whether it's receptionist, or the president of my company, how can they do it? I would think for a business people, whenever you have somebody that you're hiring or you're putting into management position, make sure you train them or they have the ability to do what you do better than you. Now you're a leader. I also hire from the heart. Whatever resume you put in front of me, with technical positions obviously are important, but I look at the heart. I feel the heart. I look at the person when I hire. My staff does the same thing. "Will they fit into our family? Do they have the heart? Do they have the enthusiasm? Are they going to be happy here?" If not, obviously, we're not doing them a justice. We've made a few mistakes along the way, but very fortunate, [00:48:00] very few.

Rob: Great. [00:48:00]

John Paul: Thank you, sir.

Joe: Thank you. We'll go to the-

Speaker 4: JP, I'm down here.

John Paul: Where are you? Oh, there you go. Hello there. [crosstalk 00:48:08]

Joe: He wrote a book called Get Off Your But, B-U-T.

John Paul: I love it, man, okay.

Speaker 4: First of all I just want to thank you for being a kind human being. It's very refreshing to see somebody at the top that you feel like if they lost all their money, everybody would still want to be in their life.
Speaker 4: Insecurity drives the majority of entrepreneurs, I found. The insecurity that, "My dad said I couldn't do it so I'm going to show him," "My wife left me for some other guy." Insecurity is a great fuel but at a great cost. My line of work is dealing whatever people with insecurities. What advice, because you are at the top of the mountain for a lot of people, what advice would you tell an entrepreneur who's being driven by their insecurity on how they can change the fuel of their car? Change the fuel of what's driving them? How would we do that?

John Paul: No one has ever asked that question, by the way. I can answer that quite easily. How do you change that? How do you do something different? When I talked to a group of orphans ... When I was in South Korea I spent a few days and talked to different groups. Here's people whose parents didn't want them and the answer was this; if you have rejection in your life or insecurity about yourself, someone didn't like you, your boyfriend or girlfriend broke up with you or you lost your job or something didn't work, if you're prepared for rejection that helps. But what also helps is if you're feeling lonely or rejection and insecure, do something to help somebody else out. You'll get love and you'll feel so powerful when you do that. When I said that I saw some little orphans, younger ones looking at the older ones, they looked back and they were almost crying because you knew they helped that person out.[00:50:00] You can tell them this little story. When I was in high school in the 11th grade in Mr. Waxes business class, my buddy Michelle Gilliam sat behind me. Cute, thin little girl. I was pretty thin so I would write her little notes, passed it back like that. She'd read them. Mr. Wax intercepted the note, read it to the class. Something silly like, "See you at Winchell's after school. Darlene and Ronnie just went steady." Something really stupid.

Read it to the whole class, and made Michelle and I stand up and say, "Johnny DeJoria and Michelle Gilliam, see these two? Don't hang around them. They'll never make it in business. They're not going to amount to anything. Look what they're doing during my business hour class. Sit down." Michelle and I said, "Man, what does he know," right? "What does he know?" I go in the United States Navy, I get out of the navy. Mutual friend said, "Hey JP, what do you think about Michelle?" I said, "Michelle who?" "Michelle Gilliam." "Oh, how's she doing? I haven't seen her in years." "You don't know?" "I've been in the navy." "JP, she's now Michelle Phillips in the Mamas & the Papas." That's Michelle, okay. We're still the best of buddies. She found Mr. Wax on my 50th birthday. She found him. She ran him down and found him and brought him.
We said, "Mr. Wax," we remind him of the story you little shit. It's a matter of [inaudible 00:51:14] yourself, do something nice for somebody else. That's a big helper right there. Don't let people get you down. What do they know? What the heck do they know? "You can never enter the beauty industry, too much competition and no money. Tequila, are you kidding? A $37 bottle? I can buy tequila for $4." Go with your own gut feeling and do something good for someone else and it raises it. I'm sure you found that in your life.

Speaker 4: Yes.

John Paul: You got it.

Speaker 4: Thank you.

Joe: Thank you. Thank you.

Speaker 5: I'm [inaudible 00:51:44] from Germany. Thanks for the inspiration you are giving us. Two questions. The first one, what drives in your enterprises? What motivates you? The second one, what is the most dangerous idea you have had in your life?

John Paul: [00:52:00] Very good. There's nothing in particular that I can single out as motivation. As you're talking, when I see the end result of some of the things I do, and how it's beneficial to those that I do it with or do it for, that motivates me to go on. Why do I have so many companies I'm kind of involved in or I kind of invest in, whatever? It's because I've seen other things happen and I think the end result is going to be a darn good end result. That's kind of a motivational factor. What was the second part of your question, [inaudible 00:52:33]?

Speaker 5: What's the most dangerous idea you've had in your life?

John Paul: You don't have a whole bunch of time so I'm going to make long story short. I thought I could help change the world and be involved as a citizen of the United States in helping change the world. I went into North Korea many, many years ago with the end result of helping them get into four-way talks as business person, not a politician. They wanted to talk to China and the United States and not South Korea. I kind of helped. Didn't do the whole thing, but helped out and was very low keyed about it. I'm the guy that went into Libya to convince Gaddafi to release the two suspected terrorists of Pan Am Flight 103. Not me, there was many other people, but it was like the final thing. I took no credit for it. I just stood by and was crazy. I thought, "I could change the world." Shortly after, they went on trial again.

It wasn't me, the State Department worked at it, but I actually flew into Tunisia and was driven by their agents into Tripoli and then into Cyrene and actually talked with
Gaddafi, which is a whole different story there. I was able to pull it off and it was freaky, it was a little scary. It was me in the middle of the desert. He wasn't friendly, but the end result was we smiled and we took a picture together with my arm him doing a peace sign. That was a little touchy. There's a whole story of how that happened and for him not liking me, how it turned around he liked me. Hoped that answer your question as short as I can. [crosstalk 00:53:57]

Speaker 5: Thank you very much.

John Paul: You bet.

Joe: [00:54:00] awesome. Last question.

Speaker 6: You've inspired me to no end today, so thank you. Bringing it a little closer to home, you said your family's doing well, your kids are doing well. What did you do right with your kids? What would you do again?

John Paul: I did a lot of wrong things, too, when I was younger because I had my little bad boy days there. What I did wrong, I think, but I was a kid, I had a kid when I was a kid. I'm 20-years-old and I end up being a father and not a good one. Over the years, I learned more and more and it was, "How do you spend some time with your child?" More time with them, best thing you could ever give them, more time. Of course, as each child came along and I have four biological children, I was able to do more and more with every one of them. That big lesson was to be able to do something with them. The next thing is, generations change. I sat down and talk to my son today, who's now 18, which was different than to Michaeleine or Alexis when they were younger because it was a different generation.

I have to sit and listen, and maybe disagree with him, but then realize on a lot of things they're saying they were right. They were right. It's kind of like, "Maybe if I listen to the other ones even more closely, it would have even been better." Every child or every year, I do improve considerably, but do know that if your kids do something totally off the wall and they're outlook on life or philosophy is different than yours, things have changed. They could be 100% correct. Listen. I listen and I didn't agree, but later on I found out they're incredibly right. I'm going to give you one quick example real fast because I know you have another gentlemen and you're running out of time.

Michaeleine, who's 31-years-old, is the vice chairman of John Paul Mitchell Systems. Five years ago she came to me and said, "Dad, you're going into magazines and TV, great. You got to get into social media and advertise." I said, "Honey, people want to see ads in magazines. They want to see us on TV." "Dad, the future is social media." I said, "Okay, Mikey. Get us involved in that." Long story short, she was so right. Now most of our [00:56:00] budget is going to social media because it's so much more bang
for the buck. She was 100% correct. She could read it. Also, she's the director of future development. What does the future want with today's generation in hair care of what we should give them or to portray to the world that they want to hear? "Dad, not your generation or five generations ago." Learned that lesson well.

Speaker 6: Awesome, thank you.

John Paul: You betcha.

Joe: Kevin, we said four questions. Sorry, you need to leave.

Kevin: This is four and a half.

Joe: I'm kidding.

John Paul: Very good.

Kevin: First of all, thank you so much. Fantastic. So moved and inspired about all you've done and what you're doing. I've been in the beauty business since 2006. First retail, now online. What's awesome is I used to partner with the Paul Mitchell School down there in Tysons Corner, Virginia.

John Paul: Yeah. By the airport.

Kevin: I didn't know your story, didn't know much about you, but your energy shines through that location. We would partner with them on quarterly for charity events. They would do fashion shows for breast cancer. Every quarter. They would partner on ours as well, so it was really awesome. My question to you now is, how could I or anyone here, partner with you on some of the projects you're doing now that are changing the world? Because it sounds like you're doing some amazing things. What are some of your top projects that we might be able to help with?

John Paul: I would say if you go to the Peace, Love and Happiness Foundation ... Peace, Love and Happiness Foundation, that's my family foundation. If anything from right now between our schools raising money, and of course my own money that I put in, we feed about 8000 orphans in Africa that nobody wanted. All their parents died of HIV. We give them a place from age one day old to age 12-years-old, we give them a place to live, safety and education and honorable food. In the United States I took on all of Appalachia to take 150,000 people that are unemployed, concentrate on 75,000 of them, 1000 at a time, and buy them everything they needed. Their food [inaudible 00:57:54] necessarily, their seeds, their fertilizer, irrigation, their tools to raise their own gardens. With people teaching them how to do it. [00:58:00]

Phase one, feed yourself and here's how you can for the winter. You can have vegetables all year long and it's going to be healthier for you. You'll lose weight. Phase
two, the next year, grow a little more than before and sell the excess to farmer's markets and to local grocery stores as an organically grown produce. Now have yourself an income. Then we have them bees so they could have honey and we gave them 12 chickens and a rooster. Now you have all your protein. To let people become self-sufficient, but also with all due respect and this went over better here than it did in Japan, I should say in Korea, I'm a big supporter of the Sea Shepherd.

I ride the Sea Shepherd boat out there to protect baby harp seals from being clubbed to death and whales from being killed on the open sea. I get involved. If you take a look there or go Paul Mitchell, John Paul Mitchell System, PaulMitchell.com philanthropy you'll see some of the things that we do. Take a look. There's two movies that I produce. One with Richard Branson. They're out right now. I didn't want a dime in return. We just wanted to have the world to see them. One is called Racing to Extinction. The United Nations showed the debut on the side of the United Nations building. All about how we are causing the extinction. Another one is a must for everybody. It's called Chloe, like C-H-L-O-E and Theo, T-H-E-O. Chloe and Theo. Richard Branson and I are the main executive producers.

It talks about how we have to change now. Somebody that came down from the north to try and find their elders, what he went though just to let our people know from the Alaskan natives how we have to change the world now. It's almost too late. These are two beautiful movies. I'm sure you'll find information online. We're involved in so many things. In Los Angeles we have Chris List, how to take homeless and put them to work. In 2010, almost the height of our unemployment period of time here, we had 3000 homeless come to us, all homeless. [01:00:00] We give them a place to live, clothes to wear that are donated, where to eat and we teach them how to do a resume and how to interview back and forth.

You couldn't get jobs in those days. Tokens to take the bus for an interview. School them on how to interview. When they come back, school them on what went wrong. Out of those 3000, 1600 got a job and they were homeless to start with. There's just so many things [inaudible 01:00:24]. Take it a look at it. We do a lot of good.

Kevin: Thank you very much.

John Paul: You're welcome. Thank you, sir. Good question. Go to our schools. Our schools will tell you also.

Joe: Is there anything that I could or should have asked you that I did not?

John Paul: I think you did one heck of a good job and, of course, I wanted to get in there that the world, I think, is getting a better place to live in. In life, you will run across disappointments. You sure will. You'll run across things that happen in your life that
are so wrong, but I have a little saying. It could be a good one to end my segment with for me, unless you have another question?

Joe: No.

John Paul: In the end everything will be okay. Pause. And if it's not okay, it's not the end. In the end everything will be okay, and if it's not okay, it's not the end.

Joe: Awesome. Thank you. That was great.

John Paul: My pleasure.

Joe: Thank you so much. [crosstalk 01:01:17]

John Paul: My pleasure. [inaudible 01:01:29] by the way. [inaudible 01:01:31] still on. Thank you. I am here for you. When they told me about this I came from Korea to New Hampshire, an unexpected death happened there. I turned around and came here. I flew my own jet. They were kind enough to give me a nice room here. I came here because I was told, and from talking to Joe before, that this is a group that can help change the world and do nice things along the way. When you're kind, especially with your influence, it helps others become kind too. Thank you.

Joe: Thank you so much. [01:02:00]