

# **Tony Robbins**

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## **Introduction**

Hi, this is Jay Abraham and I'm here with my interview partner, Rich Schefren. This is the first experience that you're having with us and we want it to be probably the most profound and impactful when possible. So I prevailed upon one of my dear friends and somebody that I admire just really greatly, Tony Robbins. Tony is a 30 year master expert at engineering change, at stimulating peak performance, at creating some of the most profound success achievements in the world. I've been a friend of Tony's and he has been a good friend and a mentor of mine for 20years. He is arguably the world's preeminent turn away expert because he was been called in for more people and for more places and more situations to turnaround lives, to turn around businesses, to turn around careers, to turn around sports teams, to turn around...literally, economic situations, political situations for presidents and very, very high profile individuals. He basically has done things nobody else I know and I'm very familiar with over 1,000 of the top experts, speakers, authors, and masterful trainers in the country. Tony is "the" expert on expertise.

A couple of the distinctions, I think, are probably really worthwhile for you to know before I tell you why he, more than anyone we chose to really set the stage for your membership in the League of Extraordinary Minds. American Express Business recently did a survey of all their card members and they asked, “Who would you like to be coached most by if you wanted to take your business to the next level?” Out of all the respondents out there, there were five who were all about the same at the top; Anthony Robbins, Warren Buffet, Lee Iacocca; Bill Gates and Ross Perot. So, Tony is in one of the most stratospheric and rare universes of respect, admiration, and trust in the field of engineering, profound and lasting change and successes.

Accenture, one of the top consulting firms in the country, named him to one of the 50 top businesses intellectuals in world. Their criterion was not just something arbitrary, they analyzed searches; they analyzed people who were using people’s methodology, ideology and body of work. Tony was one of the top 50 in the world. He has spoken to audiences of every kind I think to the tune of 3.5 million people. He is unquestionably the highest paid speakers but speaker is a disservice to him because he is not somebody who stands up there and rah, rah, motivates or captivates although that’s a by-product of his gift and his skill. He transforms people’s lives. He forever positively alters their circumstances. He shifts their paradigm. He transforms their reality always for the better. He’s been gifted and blessed by a lot of hard work and some really well wired brain chemistry and some really, really wonderful mentors to be probably one of the most influential, talented and gifted men I know.

A couple of other things that will just comfort you in knowing why I ask him to set the stage here for us and really get your mind in gear and probably what's the most important, for everyone listening, is currently Tony owns and runs 12 companies but he started numerous other ones. He has had companies that cumulative has done much as \$500M annually in revenue. He has sold them for huge profits. So, you're talking to the real thing. You're talking with someone who feels what you feel, knows what you're going through and can help you transcend and transition all the issues that you think are keeping you from greatness.

He has a new reality television show on NBC called "The Breakthrough". It is going to be him intervening and transforming people's life. When you watch, I wanted him, more than anyone, to set the stage for you, our new members, so that you could get excited about how much more is possible for you in your life, in your business, your income, the depth of joy, satisfaction, certainty you could get.

I could go on and—oh, by the way, he has written five of the top best selling books of all time. They are published in 14 languages. He has created one of the most successful and enduring change management methodologies that ever existed. I could go on and on. He is a good friend. He is somebody I admire. He is something that I thoroughly enjoy interacting with. He is somebody I learn from constantly and he is somebody is going to contribute un-hedging for the next couple of hours to you to get you started in this relationship with us.

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**Jay:** Tony, thank you so much.

**Tony:** Oh, my god, thank you but I feel like you were reading somebody's obituary or my father's bio.

**Jay:** That's true, I admire you. I admire your body of work. I admire your mind. Thank you.

**Tony:** It is a pleasure being with you Jay. I hope people – I'm not to try and go and do the same thing back for you right now.

**Jay:** Oh, come on, do it to me.

**Tony:** Anybody who has done the homework on you knows why I'm your fan. I don't think there is an individual that I've ever met in business and I've had the privilege of working with millions of people who is more focused on finding that difference that makes the difference in business. I try to do that in life and in business but you've had laser focus on how to do that in business and so many industries simultaneously. I don't know what the real number is but I know the estimates that I've read before that you've

increased between three and four billion dollars of increases and sales for business, some people estimate higher. I am on that side. I personally have benefited from your insights and your work so, I'm [inaudible] not just because I'm a good guy but because frankly, I feel indebted to you and I want people to be exposed to your abilities and your skills. Also, all the people that you're going to be introducing people to in this "League of Extraordinary Mind", it seems we'll be able to talk on this a little bit, it would be egotistical for me to be even attached to such a thing but I think the people that you're bringing forward, I think your interviewing here many of them are dear friends of mine, they're the best experts in that area and I'm excited for people to be able to hear many different insights. I would just upfront that before we begin, I want to warn people that I am a force of nature, so to speak. I'm like a – you ask me the question and I'm going to go on and run with it because I know we have very limited time and I want to try to add as much value as possible. My expertise is obviously doing turnarounds in both businesses and individuals so I hope your questions will lead me in a direction where I can add value in both areas. If you don't, I will anyway. I just hope—I do speak rapidly. I'm a very passionate guy. People that speak in a more gentle tone won't be turned off and will stick around for the essence and what value that I hope we can add for them in the little time that we have here.

So, thanks for having me on. I'm a massive fan of your as you know for more than 20 years as well. I've learned so much from you. I'm glad to be a part of this inaugural kind of session here. Let's begin with whatever you want to hit me with.

**Jay:** Okay, let's get going and thank you. It is going to be fun.

The question that I want to begin with and the one that I think will be the springboard for the entirety of the rest of the session is...how did this amazing and enormously influential journey begin for you? I know it didn't start with a silver spoon in your mouth but how in the world did you become the person of such influence, knowledge and impact. Please, please, please, share everything.

**Tony:** I won't share everything. I'll be taking up all your time. I appreciate the compliments there. I think it started with the one thing that every human being can come back to or reignite and when they do, their life changes, and that's hunger. If you asked me, Jay, I've been with 3.5 million people now for three decades from 100 different countries. I tell people at this point I could be an idiot and I'd have to see that there are patterns in human beings that make them succeed or fail. The ultimate, fundamental thing that makes the difference in people is not their intelligence, it is not

their ability, it is not their skills because you and I have seen so many intelligent people that never maximize that ability. It is their hunger.

Hunger can come from a lot of places. It can come from pain or it can come from inspiration. It can come from meeting the right person or, you know I – Quincy Jones is a good friend of mine. He created one of the greatest, you know, most best selling albums of all time. He worked with everybody from Michael Jackson to rapper, from the old guys of jazz who begin it all to the chairman – what's his name? I can't think of his name right now.

**Jay:** Frank Sinatra, Stevie Wonder, all those people.

**Tony:** He has worked with everybody from the old time original jazz greats to the Stevie Wonders, I mean, he created Thriller and Bad with Michael Jackson. You name it, this is a man who has worked with rappers to even chairman of the board. You name it; this is the man that has done it. He told me that his entire life changed the day that his fingers touched the piano and he heard those sounds. There was a hunger inside of him that was ignited. So for me that hunger really began, I think, more out of pain than pleasure. I didn't have a great gift where I just touched the piano or a paint brush got in my hand or I saw something sitting and I drew it, it was more growing up in an environment where I was completely dissatisfied. I

think dissatisfaction can either make you angry or that anger can be converted into drive. That's what it did for me.

I grew up in an environment where I met my third father, I said mom I'm confused. We were always financially strapped. One of the reasons I had as my foundation and I'm proud that we feed three-million people a year now and it all through stuff that started me feeding two families. That all started because we had no money when I was 11 years old on Thanksgiving, no money, no food, we wouldn't have starved, we would have figured a way to survived but we were definitely not going to have a dinner and somebody came to my house and delivered food.

I think the not having made me want to know why that certain people have. I have a 30 plus year obsession with wanting to know the answer to this question, Jay, and that is what the difference is? What is the difference in people? What's the difference between the guy that leads and the guy that follows? Why do some people just follow and some people just make it happen? Why do some people talk about stuff and other people really do it? Why do people have the best intentions and then not follow through? Why do people get into a relationship where they really love the person and then they sabotage the hell out of it? I want to know there are people – when I first started growing up and I was looking at these answers, I was

like okay, I want a better life, these people have a better life, why do they have a better life?

My answers as a kid were...well, look at them. I grew up in a very poor environment and there are people in my school that were quite wealthy. I literally lived on the other side of the tracks physically, the railroad tracks right beside our house would shake, you know, they were living in these big mansions and it was like they had more money and so they have more love in their life. They are able to go on to college. Somebody can pay for them to go on to Harvard. I had this whole story built in my head, Jay, that a lot of people built. But when you're honest with yourself and you don't have to be very honest. All you have to do is live enough life, after a while you realize the truth of the matter is biography is not destiny. We all would love to believe that somebody else had this special gift that when you look at life and you see people that were given everything, very often their life just sucks to coin a term. I don't mean to be crass about it but it is true. How many people have you ever seen that – anybody listening, think about it, somebody that you know was given everything? They were totally loved. They had great family support. They had a tremendous education, maybe great economic advantages and today, for all of that was given to them, they live their life miserable, unhappy, frustrated or maybe going in and out of rehab.

Then you see people that were stepped on in life, literally that life seemed to sucker-punch them, you know, where they were given no economic advantages, no educational advantages, they didn't seem to have much love. They didn't have a great stable family life. Maybe they were emotionally or sexually, or spiritually abused, verbally abused, look at the Ophra's of the world. She was born to a 13 year old mother, no father, abused sexually several times by family and friends when she was a kid. She gets pregnant at 13 years old. She has a baby but the baby is still born. What would that do to anybody's head even if they adapt and become one of the most influential women of the world? That is how life really offers us.

So it is not by biography. Decisions equals destiny. It is not your conditions. It is your decisions. Yes the economy has lots of challenges right now. We have a level of debt that we're generating by the second, by the minute that has never existed in human history. So I'm not one of those guys that if you listening today that say oh, this is how you turn around your business, just go out there and be positive. I believe in intelligence. I believe you don't go to your garden and chant there is no weed, there are not weeds, there are no weeds and hope they go away, you see it as it is. You don't make it worse than it is so you don't have to try. Then you see it better than it is so you get a vision of what you're going to

do so you're not stuck with what is and then you find a way to make that happen.

For 30 years, basically, I've been looking to see who are the people that are different and what makes them different. I can tell you empirically without a shadow of a doubt, just because of the privilege of time of life I've live in and the profession I've had and the way I've lived it that when you are [inaudible] people, you begin to know that the one competitive advantage above anything else in life ultimately comes down to psychological strength, emotional fitness. The people that can get themselves to make decisions, to focus on what they can control instead of what they can't control. To come up with a meaning that instead of it is over, this is the beginning and here is how I'm going to do it. The people that can keep flexing their approach when things aren't working, until they find the answer, until they find the innovation, until they find the solution, those are the people that dominate sports, entertainment, business, politics, your local community and will shape your world. Those are the people that you begin to know their name, ultimately, historically or this current time in history because they found a way to create what I consider to be the ultimate competitive advantage.

Ultimate competitive advantage, to me, is they have created a way to add more value to your life than anybody else has. In essence think of it this

way, if you want to be wealthy, if you want to be successful in business terms and if you want to be wealthy in my opinion in emotional and spiritual terms there is only one way...add more value to other people's lives than anybody else is adding. If you're scared to death and customers are not buying and they're not responding, you have to find a way to add more value. You have to find a way to do something for them no one else is doing, just a little bit better than other people and that really, truly to get that competitive advantage of making them your raving fan. My whole focus is if you want the ultimate competitive advantage in business and in life, create raving fan customers whether that be clients that you have or your business or your wife at home, if you have raving fan customers when the going gets tough, they're not going to leave you. They're going to stick by you.

Satisfied customers will leave in a heartbeat when they get a better offer but raving fan customers are there with you. You can't create raving fan customers by a marketing campaign. You create raving fan customers by doing things to others that nobody else will do. I'm proud that – I don't have to talk about what I believe or whether I do stuff or not because you can watch anybody's lips move. I say if you want to judge who somebody is maybe come branded by what they do. Don't watch how their lips move, watch the direction their feet move for a decade or two or it might be decades and you'll know the results.

So, to me, this all starts with hunger and it begins and ends with finding a way to get hungry, to find a way to help others to meet their needs. If you do that, you can make it through any economy, you can make it through any challenge and most importantly, you'll feel rich and fulfilled inside while you're on the way to gaining economic fulfillment and economic riches as well. You can have that as well. How many people do you know that made a lot of money and they're dead inside because they haven't found a way to add value. If you're going to have that long-term competitive advantage, nothing will do it more than building a brand that people love. You build that where they love you, they love your product, they love your service and in the viral market that we live, they will get the word out like nothing you could ever buy by marketing and nobody believes that marketing anymore any way. The latest statistics or I read a study the other day that 72 percent of what people read comes in a form of a brochure or advertising by the organization doing the advertising in the marketing. It is not believed by the average consumer but 68 percent (I don't remember the exact number, I believe it was 68) of what a plan tells them people believe. That is what influences them today.

So if you want to influence people's friends, influence people by finding a way to add that value no matter your industry, no matter what your

product, no matter what your service, no matter what area of your life you're talking about.

**Jay:** That's a great first answer. We're going to go on and it is going to get better and better. With that, Tony, we want to figure out how you can become that person. How you can add value, specifically, transactionally, let's get into it.

We want to talk now about influence, Tony, because influence is foundational to everything that you stand for. The first question is...since influence affects everything, what does it take to influence but then let's talk about the next level. How do you become a master at influence because you teach those so give us a little foundation and then take it to a higher level.

**Tony:** I was going to say what does it take to influence? It is probably just understanding one thought and that's this...to influence another person, you have to know what already influences them. Think about it, Jay. Everybody tries to influence other people based on their model of the world. What influences them? Most people that are really good at influencing people that are like themselves and people are not like themselves they think they're pig headed or confused or frustrated or unintelligent or they don't they style. The reality is if you're going to

become a person of influence you have to say I have to understand what actually influences people. If I know what is influencing this person right now, then I can bring my product, my service, my idea, my philosophy, whatever it is that I want to give to this world, I can bring it in a way where that person will take it in, consider it and hopefully utilize the experiences to hopefully share it with the world because it touches their life so much.

Ultimately, what influences people for everyone are two factors. In the moment what influences us the most is the [state rate]. When I say the state rate, I mean the mental, emotional, physical state. Simply stated, if you are in a frustrated state of mind, that influences everything you see, every interaction, every conversation you have. It influences your perspective because that core emotion that is really driving your body, the emotion of frustration literally overwhelms and colors everything else that you're experiencing. I don't know if you've ever had this experience, Jay, but most all of us have but you know, ever smash at somebody that really had nothing to do with them or it was just the state that you're in. Jay, I don't know if you've ever experienced this. I'm sure you have, most of us have. Have you ever been in one of those situations where you are frustrated with something? It had nothing to do with the person that was talking to you but they walked up and delivered something a certain way

and you snapped at them. Honestly, it had nothing to do with them but it was due to the state that you were in.

**Jay:** Absolutely.

**Tony:** We've all be guilty of it sometime. There is no excuse for us being this way but we've all done it. Well, state does that. Somebody can come up and you can misinterpret something. You can think that they're trying to harass you when they were just teasing you. It is just the state that you're in. Conversely, if you're in an extraordinary state of mind, like you're in the flow, if you're in that place where you just feel like you're in your creative flow or you're just really happy or you're feeling excited about life and the same stimulus comes in, that same person comes in, you're going to have a totally different reaction to them. You're going to interpret what they're saying in a different way, you're going to connect with them in a different way. People that listening to me right now, I've started talking really fast and passionate and excited. If they're used to somebody talking more slowly and if they were in a more gentle state, it might have been a little overwhelming for me to start talking at this tempo right now because they'll go what is this? This fast talking guy is just hyping me up on stuff. Some people prefer to hear you talking at a different tempo, in a different way, in a different element. So, the state that somebody is in definitely influences the way you want to communicate with them.

Sometimes you have to identify if you need to change their state to influence them. Sometimes that's not one of the privileges of being there. Some of the people that I know you've interviewed for the series are friends of mine and you'll get somebody like Doctor Cialdini and he'll talk to you about how to influence somebody before you even open your mouth, how to put them in a certain state through reciprocation or through social proof that makes them literally listen immediately to what you have to say or if you talk to Stephen M.R. Covey, he'll talk to you about ways that you create that bond trust because trust is an ultimate state to bond you with people and then will allow you to influence them. If I don't trust you, if I think you only have your own agenda, I know you have your own agenda but if it is only your agenda and your agenda is more important than meeting my needs, there is no way in hell that I'm going to listen to you in the long term.

So, ultimately, state is what influences us moment to moment and if you change the other person's state or your own either my your physical presence, by the style of the copy that you write, by the environment you create isn't just the salesman or an individual that does this or a great speaker or a politician or a great parent but all of us ultimately, if we're going to be successful, we have to innovate and that is to create new values for people and we have a market. We have got to convince,

influence, persuade, entice, attract people so our ideas, products or services in order to have an impact in this world and certainly in order to be successful in business terms.

So, state is number one. Long term though, what influences us, Jay, is a person's blueprint. The blueprint is really an understanding of what your core belief is about how life is supposed to be, how people are supposed to be, how you are supposed to be. We all have a different set of beliefs, a set of values, a set of rules that say this is how life is supposed to be, this is how it is not. In fact, if somebody listening right now, if you're listening to my voice and if I were to ask you is there an area of your life right now—Jay, I'll do it with you. Is there an area of your life that you are really, really happy with right now. Let me give a caveat up front that some people say no my whole life is terrible right now. There are too many problems. I have problems here, there and everywhere.

Well, if you're fair to yourself, if you're having problems in your business, you probably still have a great intimate relationship. If you don't have a great intimate relationship maybe you are close to your kids or if you're not close to your kids maybe your body is strong. If your body is not strong, you know that often you have a close relationship with God. Ultimately, there is an area that you could be happy and I'd like, if you're a listener, so you can understand your blueprint for a moment just think

for a second what area of my life I'm really, really happy with right now in my life. I'm really pleased with or I could be happier if I was really just thought about it.

Jay, what is it for you?

**Jay:** Well, I think it has to be in my personal life. I'm very happy with my kids, my wife and my place in the personal cosmos not in the business community but in the personal cosmos.

**Tony:** You should be in the business community. Anybody who doesn't know Jay and I'm not necessarily plugging him but I am because I am a big fan of Jays. I was willing to do this interview both to help people listening but also because Jay is probably the person that has been responsible for five, six, seven, I don't know what the real number...eight billion dollars. Certainly, I know several billion dollars worth of increase is from businesses so your place in the business world is there. In your personal life, what is it? Let's say your relationship with your wife, your kids, why are you really happy with that right now? Why?

**Jay:** It is very fulfilling to me. It is quite wonderful. You've known me in my life when I was a hard driving, triple "A" type person. I'm pretty mellow at this juncture in my life. I appreciate my humanity, my mortality, and I

so much appreciate other people. I just enjoy that portion of my life at an extraordinary level.

**Tony:** That's great. What you'd be saying if I asked anybody and dug underneath and they'd say my relationship is going well or I'm happy with my career and not with my business. If you dig into why, they'll hopefully tell you in essence it is the way that I really want it to be. My life conditions today match my blueprint. They match how I like it to be.

You may have additional goals or desires that are larger but you really not just that. If you look at somebody who is unhappy or if there is an area of your life—if you are listening to me right now and you want to understand what influences you, think about what you're unhappy with, what you're not pleased with. Some people don't use the word unhappy because their life has to be perfect every moment. The truth of the matter is if you're growing whenever you achieve your goal it is never enough because life is not about achievement, life is about growth because when you grow you have something you can give and can serve to other people. It is never the end because if you face the end you're in trouble.

I think it was John Wooden who said it is what you learn when you know everything that really matters. He was the greatest basketball coach in history. He won 11 out of 12 NCAA championships.

If there is an area that you're not pleased with or if you were to focus on your not happy about, if you're listening to me right now what is that area and you'll begin to see what influences you would want. Jay, for you, if there is an area that you are not as please with, what is an area that you're not quite as please with right now?

**Jay:** Well, my long-term focus. You know me as being very strategic for other people but my own life I'm very instant gratification oriented. I happen to be very impatient.

**Tony:** So, yours is interesting. If you're personally sad—well, I'm not happy in my relationship or I'm not happy with my finances or I'm not happy with my business right now, I'm not happy with my body and I go why? They'll say well, because I'm ten pounds overweight or thirty or well, we just don't see eye to eye in our relationship or well, with the way the economy has had this clinch, we've lost credit resources and we don't have as much capacity to advertise or whatever it is, people aren't spending their money, all they're saying to me is that in this area of my life my life conditions today don't match my blueprint of how I think it should be and so I feel dissatisfaction, unhappiness, pain, frustration, whatever the level is. If it is really different than what they expected, they get really upset. If it is only a little bit different they might feel mildly

discomfort. In your case, for example, it is more mild discomfort or you'd change it, right? I know you, Jay. You have an idea of how it should be but you love the fact that you have so much freedom in your life to do what you want, when you want, where you want, I don't think that's bad but your blueprint, your mental blueprint says I should do it more this way. It doesn't match so you're for mild, you know, it is not as good as I wish it were in that area but my life feels good in other areas so who gives a damn. That is usually what happens with you.

I bring this up because to understand you, Jay, to influence another person you have to know what all the influences are. The first person that you should start with is yourself.

**Jay:** That's a great point.

**Tony:** So, your states influence you and that is what influences you bar none in the moment. The moment that you got hungry enough, excited about some strategic element, you'll do it right now. You'll put the effort in but if you're not you won't. But if your blueprint says this is how life is supposed to be then you're going to keep drifting back. You're going to keep looking at this.

I bring this up because, again, my voice is a perfect example. I'm conscious of it because I just want to add so much value here and I know I talk way too loud and too fast for a telephone call and I can't see your eyes and face or someone I'm talking to so I'm kind of going like a bullet train here.

**Jay:** You are very logical, very sensible.

**Tony:** I understand. But to the listen who still may be listening that wasn't turned off, there are people whose blueprint is that if you're talking fast, you are not feeling it or if you are authentic. You pause for periods of time and I'm more than capable of that but I go crazy when somebody has a different blueprint. My blueprint is damn it, if I only have this much time giving everything you got that's valuable. So I'm not operating from my blueprint since I don't know who I'm talking to straight across my me and just try to become aware at times that I need to balance this thing out.

But my point to answer your question is this: to master influence. You have to become a person of influence. You've got to decide to master it, not dabble in it, and it all begins with saying, okay, everyone is different, everyone is unique but there are some universal principles. If I am dealing with an individual, if I was sitting across from somebody right now, Jay, who did not have, let's say, the capacity to take in information as fast as I

know you do and probably most of your listeners, then frankly I would completely change the pace. I would operate from a different frame of reference. I would go into a different state. Or if I found out that your blueprint was “I don’t give a damn about anything related to innovation; all I care about is marketing,” then I would put my focus on the marketing.

So once you know how the blueprint functions – of that person – you’re going to be able to meet their need.

You brought up earlier this question about innovation and how do you really make something better constantly? The way you make it better is you make sure it meets people’s needs. Again, I want to remind you, my target here is I know your audience is a business audience and that’s my core audience as well, people who own their own business, people that have created a business or people that are managing or leading a business. Those are the people I work with every day of my life. But they are also human beings and my goal for this little interview of ours – I have a secondary agenda – which is I want to make sure people leave this call not only doing better in their business but to remember what it takes to have a extraordinary life. To have an extraordinary life you do the same things you do in business but you do it for your family, you do it for your friends. You create raving fans by adding more value to everybody around you, your children, your husband, your wife or anybody else.

But here is what you've got to understand. Everybody's idea of added value is a little different. There is something universal but I have found because I've had this unique laboratory where I have had the privilege of spending three decades of my life where I have traveled to more than 100 countries and I've been with three and a half million people – I'm talking about face to face; I'm not talking 50 million people getting books or tapes or something like that. I am talking about people I've actually interacted with, as you know, Jay.

So, as a result at this point in my life I could be an idiot and I would have to be able to notice that there are patterns in human behavior, patterns that make people crazy, patterns that make people happy, patterns that make people succeed, patterns that make them fail. And so the essence of all my work is taking those patterns and teaching the people and then – you know, not normally like this with an audience just throwing it all in one quick little taste but breaking it down and getting people to do it or an event putting them in immersion and once you teach it, getting them to use it.

Having that caveat, let me just give you the core of what I think ultimately influences your blueprint, what determines whether or not you create raving fan customers is whether or not you meet their needs. There are

unlimited needs. We could talk about the need for making a difference, the need for love, the need for joy, the need for happiness, the need for food, the need for shelter. There are six core human needs, psychological needs that if you meet these needs, then anyone that you're dealing with will experience an experience that makes them a raving fan. They will be fulfilled. Maybe the best way to describe it is they will feel like they are falling in love. Maybe [it was, but maybe I'll] put it this way.

I have to take people that won't sit for a three-hour movie that someone spent \$200 million dollars to make and I've got to give them – if I am going to fulfill them, I want to train them. I don't just want to do a quick little hour talk. I want to get them immersed where they just understand the stuff intellectually but they do it, to get them to do whatever I condition them. To condition them I've got to put them in immersion like learning a language. You don't go one word at a time. You go to France and you live there if you can – or Italy or whatever.

I take people and I do my short seminars, just the hours, as you know, five zero on a weekend. People will sit for a three hour movie and I've got something like what in the front-row the sales in New York, we had 12,000 people, three days and nights, four days, really, right? I got in the front row Anthony Hopkins, the actor, Sir Anthony Hopkins, who has been dragged there by somebody and he's saying, I'm not going to sit for

more than two hours. I'm not going to sit for a day, much less three days. I meet his needs so much he doesn't leave. He's there. Now he's a raving fan.

Or I've got a soccer mom from Germany who has a headset on because we're transmitting four languages simultaneously in a room of 12,000 people for 50 hours. How do you do that? You create raving fans by adding more value and you do that by knowing what influences people. I want to know how to change their state. And I know how to meet their blueprint by meeting ultimately their six human needs.

So that's a long set up what I want to give you hear because it is worth listening to if you are still with me on this.

**Jay:** Go for it.

**Tony:** These six needs are the reason why anybody does anything, they are why they buy, they are why they try, they are why some people hold onto their problem because that problem meets their needs. What are these needs and then let's look at how you can meet these needs.

The first human need is the need for certainty which is that need to feel like you can be comfortable, that you can avoid pain or ideally you could

have some pleasure. But at the very minimum, certainty can be comfortable. It is the survival instinct at its base. You think about it, Jay, if every day you are in pain, continuous pain would equal continuous damage. And continuous damage would equal ultimately death. So meet the need for certainty. If you can meet this need for people where they are certain that your product, your service, the relationship they have with you it's certain that you are going to deliver for them, that you're going to be there for them, you create a bond with that customer, with that client, with that son or daughter, with that friend, with that husband or wife, boyfriend, girlfriend, intimate lover that is very useful on your space.

Now if that is all you meet people eventually get bored out of their mind because certainty is one of six needs and not everybody values certainty at the top of their list. But we all have it.

The second need we have, ironically, is the need for uncertainty, which is the need for surprise, the need for difference, the need for simulation. Who has that need? Every human being alive. Whenever I am in seminars I ask people, I usually will say, you know, tell me something. How many of you out there love surprises? You can guess given by how been the audience is. Almost everyone raise their hand. You look at them and go, "Bull!" You all love the surprises you want, right? And surprises you don't want you call problems. But you need those too to feel alive.

So a customer has got to feel not only certainty you product is going to give them what they want, but variety. There is no way, you know, even most people don't go to a seminar or even look for the audio program is they go there is no way that someone's going to capture my attention for that time and really immerse me. But I've created so many techniques to create so much variety, so much surprise that you're alive every moment.

Third human need: the need for significance, the need to feel unique, special, important, the need to feel needed. Every human being has this need. If you can link you product or service to making that person feel like they can do something significant or be more significant, you will own that customer, you will own that client. You will have a deeper relationship with that human being.

When you talk about this, when you think about significance, you can get it all kinds of ways. You can meet all your needs. You can get certainty by lowering your expectations, and then you could be certain. You can get certainty and comfort by eating a bunch of food, overeating or smoking a cigarette. You can get variety by going to a movie or taking a drug. You can get significance by smacking somebody and picking a fight. You can be significantly good or significantly bad. I always tell people the reason we have violence in our society and we always have is if somebody feels

insignificant, it is hard to build the tallest building in town, but sure, you can burn down the tallest building in no time as we learned on 911. If I feel insignificant, I can become significant through violence very, very quickly. You can get significance by the way you dress, significance by adding more value, being more generous than anybody else that is around you and you get that significance; by learning or having a skill set nobody else has.

But if you meet your customers need for significance, you'll own them. I will give you a good example. Steve Wynn is this good friend of mine. He is just a brilliant man. If you are not familiar with him, he's the guy that basically built modern Las Vegas. Back 40 years ago he went to Vegas and he started help rebuild it and in about 20-plus years ago when nobody really built a new casino and at that time I think 10 years he came up with a Mirage and built it in a place when there was nothing else in Vegas – it is now the center of Vegas. And he builds the volcano with this whole idea, and then he built the Bellagio, billions of dollars and built that water fountain he thought it was the dancing music. Now he has built the Wynn and the Encore and so forth and so on. He is just an absolute genius.

When he and I first met it was a New Year's. I was digging in with his mind. I wanted to find out, you know, what his ideas were, strategies. I wanted to know, how do you rebuild a city because this guy single

handedly basically set the standard and did that for the city of Las Vegas. So we talked for hours and hours and hours and then he asked me: he goes, “Okay, tell me the core of what makes you tick. How are you able to do these turnarounds, you know, on athletes where you do it in one session at a fair or [inaudible] and turn them around? How do you do it?”

I said, well, because I am a person of influence and all leaders are – so are you. I know what really influences them and at its core I know what their needs are. I know that is going to kill himself only because they feel completely insignificant, they feel uncertain. They feel like there is no – and I went through. That person feels like they would rather be dead because being alive is more painful than dying, in their mind. All I’ve got to do is change what they associate with that.

Or an athlete, how I give them certainty back. I get them back in that place where they can perform at their highest level. An athlete loses certainty, you see him run out on the field, like a kicker in a football game or an NBA player going to go for a free throw and you look at them and you go, they’re going to miss it, and sure enough they do. You knew because you could see they were missing certainty. So I know how to condition that into somebody so that they have that edge again.

So I am walking him through this. When I got to significance, Jay, he went crazy. He goes, “Stop, stop, stop, stop!” He goes, that’s the one! That’s the one! I said, what do you mean, that’s the one? He goes, Tony, that where I made all my money. That’s what made me a billionaire. I said, what are you talking about? He said, if you can get people to link significance to your product or service, you own them. And people will pay more for significance than just for certainty and just for variety. I said, what do you mean? He said, look, every hotel I’ve ever built I made it the most unique one, the most special one, the one that everybody wanted to be at. And he started walking me through how he did it with every single hotel, how he topped the one before. He said, look, you know, if you see a woman’s handbag and it is \$19, and this one is \$5,000, the only way you get \$5,000 for pretty much the same cloth and the same material, not that much difference – certainly not a 5,000 percent difference, is because you’ve made it unique or special, you’ve made it desired. He said that’s really the secret in business. So significance I spent a little time on, the third human need.

The fourth human need is connection and love. Who needs connection? Who needs love? Everyone breathing, including the person who goes, I don’t need any love. I don’t want any love. They’re just afraid of losing love or the pain they associate from the past. But we all need it. If you can

link needed the need for connection to your product, or love to your product, people will spend any amount of money, time or energy for it.

You know, AT&T did this years ago. I don't know if you recall but I remember back in the young [inaudible] campaign, a great marketing company, you know, branding company at that point. AT&T ran these studies and they found this problem. They wanted to increase the amount of time people spend on the phone. People made many calls – this was obviously almost 50 years ago, 40 years ago now, I guess – but at the time they were looking and saying, okay, what do we do to get people to spend more time on the phone? The people would call but a different generation of people, people that are older would make brief calls; younger people would be on the line longer.

What they did was they interviewed people that were their primary demographic and they found these people who said that calling somebody was impersonal. It was obviously way before the Internet, instant messaging and things of that nature. They said the problem is I want to see the person face to face. I want to be with them. What is the difference between talking on the phone and being there in person? Well, when you are in person you can reach out and touch that person [or a guy with a movie cam] struck onto that and said, you know what we've got to do? These people call to set up a time to visit but they don't visit, they don't

spend deep time. We've got to make them feel like they are in the presence of those people.

So they came out with those ads that some people are ancient enough to remember, you know, the AT&T "Reach out and touch someone," where they would literally show this person calling their grandma or grandpa, uncle or aunt or whoever it was, and they were on the line and there was all this emotion and music and they were connected at the peak of "Reach out and touch somebody." They created connection by picking up a plastic device and talking into it, something that at the time seemed completely irrational, stupid and ridiculous. So you can meet these needs many ways.

So that's the fourth human need, connection and love.

Fifth and sixth, real quickly. The first four everybody finds a way to meet in their life. The question is do they meet them zero to ten and they do it in a good way, an empowering way or disempowering way. We all find ways to do it. So you can meet these needs in a variety of ways.

The final two needs, number five and six, are the spiritual needs of human beings, that is, the need to grow is number five. We all grow or we die. We feel alive when we grow and we feel dead when we are not growing. I always tell people, if you want to be happy just focus on one thing:

progress. Progress equals happiness. If you have not achieved your goal yet but you are making progress; if you leave this interview today and just say, you know what? Screw it. I'm going to make this change in my business or I am going to go master this or I am going to go and enroll in a new class, or I'm going to just start walking. You may not be at your goal yet but you can start working out, you're going to start feeling better immediately as soon as you make a little bit of progress.

If you start to make your relationships better even a little bit, you're going to feel alive and happy. So growth is life.

The sixth one is you've got to contribute beyond yourself. To have a meaningful life you can't just get things; you've got to give things. One example of that I can give you just real briefly from an influence perspective is Betty Crocker, a name everybody knows, been around for half a century. After World War II – I think it was General Mills; whoever owns Better Crocker. I'm probably forgetting the right company – they came out and they did these ads. They did these focus groups to see what women really want. They were now in the workplace. They weren't just sitting home cooking anymore. They wanted to be able to bake cakes and they didn't have time, so they came up with this idea of this instant cake baking mix. During all of the focus groups, Jay, all the women said, oh, my god, we would love something we could make immediately like that,

that took no time, etc, etc. But when they actually created the product they had a giant problem on their hand because nobody bought it. Nobody bought Betty Crocker in the beginning.

So they brought in this social psychologist who was actually a guy that was related to Freud, Freud's distant cousin, and he did these focus groups of women to find out why they wouldn't use the product. He got them freely associating, and what he found out was they felt guilty that they didn't contribute anything in making this cake. The women of that day were all trained that you have to make a contribution and your contribution is, you know, through baking is one of those contributions, and to do it instantly took no effort so they felt guilty so they couldn't enjoy so they didn't do it.

All that he did is he came back and he said to the people running the Betty Crocker product line, he said, all you need to do is this: add one egg. And they said, but the recipe doesn't need an egg. He said it doesn't matter. Tell them to add an egg and the idea of breaking open that egg, putting it in there and adding that personal touch psychologically will make them feel like they are making a personal contribution and he said, watch what will happen. You know the rest is history. Betty Crocker [did the same]. By the way, if you ever want to make a cake with Betty Crocker, you don't need to add the egg. It is all psychological to meet your needs.

I am telling you this because I don't care if you are Apple Computer. Apple Computer has raving fans because they add more value, they are always making it better, but they are meeting people's needs. There is absolute certainty if you are an Apple user that this is the best product in terms of do-ability and use. If you have ever gone and used Windows of any version you know that you've regularly got things that are stopping you, tripping you up, virus protections and all that crap goes away the minute you got Apple. You've got something solid, it's strong, it works, it's consistent and people love that certainty. But if it was just that, it would be the most boring product in the world.

It also has enormous variety. You never know what Steve Jobs is going to come up with. He's going to create a new interface, a new way of using pictures, a new way of doing movies, a new way of innovating and creating more pleasure in your life. Most of Apple's product connects you to something or someone – not just through the Web but the way they have done pictures, the way they have done music, the way they have done things that make us very emotional and produce connection, emotion and state alteration in us. That has been their focus and doing that better than almost anybody else. By the way, I have no stock in Apple. I am not promoting it because someone has asked me to. I am just an Apple fanatic like many other people, millions of other people.

But ultimately Apple is always growing. They are always doing something that allows you to be able to do more with less. And contribution, not everybody needs, not everybody those final two needs anyway, but most people feel like, wow, it's contributed to my life in a significant way. Look what I can do with this quick little video of my son's baseball game or these pictures in a slide show and a piece of music in a heartbeat. It allows these companies even that they can give to other people which have been in that area.

So what is true for a company is also true for you personally because I want to make sure that you end up hanging up on this call eventually or listening to this audio, that you are going to say, look, I'm going to make my life better. I am going to meet more people's needs. I'm going to be person of influence. To do that I'm going to start thinking about am I meeting my husband or my wife or my son or daughters need for certainty or not? Do I really need enough variety in this relationship, or in this product or service or in the way I am delivering this product or service to my customers?

Am I really providing enough significance for people? Am I really creating a connection with them, or helping them connect with someone

else? Do they feel like they are growing or our product is growing and improving? Is there something where they feel like they are contributing?

If you can meet one of those needs, people will have an interest in your product. If you meet two of those needs you'll have people that were pretty excited about your product and maybe even satisfied. If you meet three or more of these needs on a zero to ten scale, where they think of it as a seven, eight, nine or ten, you'll get people who dipped into your product or service.

I will give you the best example you test this with. Think of your own intimate relationship. I have dealt with tens of thousands of relationships over the years and one of my areas of expertise and part of it is because I failed so miserably in the beginning. No one teaches you how to make relationships work. So I sought out the best people. What were their tools, what were their strategies, what did they know about women? I didn't understand I would have to know about myself when I went after all that intimacy.

Now, you know, the last decade plus of my life, my life and my life's savings is the best ten years part of my life ever I could ever dream of. I'd trade everything for it with no exaggeration, Jay. Jay, you know me well

enough to know to know that that is absolutely true and the way I live my life.

**Jay:** Thank you. Yep.

**Tony:** But I bring this up because whenever I see couples separating, they will almost always sound like a person who is a dissatisfied customer. They will say, well, you know what? They didn't meet my needs, they didn't do this, and they didn't do that. Or they will talk about how they gave that person everything. And I'll say yes, everything except what they needed or they wouldn't have wanted to leave you. And people don't get that.

I'll give you one last example. I'll shut up. I'm kind of crazy here, but I just wanted to add some value. Just think of it this way.

I have never met a couple where a man and woman came to me and said, look, in my relationship with my husband or wife, my boyfriend or girlfriend I have so much certainty. I know them, they know me. I can count on them, they can count on me. It's amazing. And I have so much variety. You never know what he or she is going to do. They are always surprising me. It is such a killer time to be together and you never know what we are going to do. And, oh, my god, I feel like I am the most important, significant person in their life.

I know nothing is more important to them than me. I feel so much deep connection in love with them and we're growing and expanding together. You know what, I have to leave them. It doesn't happen. If you meet people's needs you will absolutely have raving fans and that will be your brand for your husband, your wife, your son, your daughter, your customers/clients so that is where the ultimate competitive advance will happen.

Finally, I've dumped a lot on you, next question. I need to give you a chance to breathe.

**Jay:** You are expansively addressing a broad spectrum of really critical issues. I think everybody in our membership really needs to focus on and you're un-hedging giving very generously. We appreciate it.

I have about four more questions. They are all important. The next one is...how do you succeed in business. It is very simple, how do you succeed in business. What does a business owner need to be not only in a competitive sense but in a successful sense in the current recessionary, ultra competitive, dog-eat-dog brutal economy?

**Tony:** Why don't we take this and maybe channel this into how do you master things. What you have to be to be competitive today is you have to be masterful. You can't dabble. You can't try things.

**Jay:** That's fine with me. I want the best answers that are going to help our members get the best outcome.

**Tony:** Okay, think of it this way. I can give you an individual strategic or tactical advantage as to here is what to do but the ultimate advantage still is that you add more value than anybody else and ultimately, that means that you become masterful at your business. You become masterful at both influence but you can be masterful at truly innovating and marketing and masterful at running your business. So, anything you want to master—again, I contrast this babbling where the average person today expects things to be so easy and they are. You can go on the Internet and get the answer on anything that you want instantly. You can instantly get your music. You can download your books not just your music and your movies.

We live in a world where we expect everything to be so easy that most of us have gotten into the habit that if it isn't easy after a while, we go and do something else. We just do the next thing. We multitask. We don't stay with something and go deep enough to really become the master of it.

When you do that, you can make anything successful. I don't care what it is, your body. Most people dabble with their body so they don't have much energy or they're not in the shape that they want to be. People that have mastered it all, you can see it, you can feel it. They have that energy. They have that strength. The relationships, you can see a person that will dabble versus somebody that goes deep and they master it.

The same thing is true in finance, in money. Somebody who just kind of wants to be financially free but they don't really focus on how to master it enough. They don't do what's necessary and then they end up always having financial trouble. It is the same thing with a business. We'll focus on it from a business perspective but you can take it from any.

I think there are three pillars that are so damn simple, three kinds of pillars of a Parthenon, so to speak. I know it is a metaphor that you use, Jay, and I really like it. If you have a one legged stool, it isn't going to stand up, you have to have at least three to have a company be solid and stand.

So, think of these three pillars to progress. Three pillars to mastery, three power pillars if you will. These three pillars, if they are in place you'll succeed in whatever you're focused on, whether it is the business, the relationship, the finances, any area of your life. The way you can test this is not to believe me but to look at the areas where you are successful. For

example, if there is an area that you are really good at, you're great with your body or you're great in your business right now but you just want to get better or you have great intimate relationship or you have a great relationship with your kids or the spiritual part of your life is great, whatever it is or you're great at mastering money, you're great at investing, anything that you're great at, I promise you that the first pillar is already in place.

Anything that you're not as great at that you want to be, this is the pillar to start with. It is so damn simple. Pillar number one you must become absolutely obsessed on mastering this area of your life. You have to have a laser like focus where you constantly focus on this area. As simple like call [inaudible] for simple sake, get focused. If you get completely focused, obsessed, razor like focused on making progress and mastering this area of whatever it is, your finances, your body, your business, marketing, innovation, whatever it is, if this becomes your absolute focus, you are the first pillar in place and you will be able to get where you want to good assuming that you bring the other two pillar in place as well.

Think about how simple this is. If you think about something that you're really good at, really, really, good at, how much time, energy, effort or focus do you put in that area of your life. I promise you it is plenty. That's why you're good at it or at least there was a ton of time put into it initially

but a ton of focus put into it initially. We live in this world where people multitask all the time. They're listening to me right now and they're doing their text or their email and so forth, there is nothing wrong with that but all the research shows that if you smoke marijuana, many people know how much that alters your state and how much it slows down your processing. Research has shown that multitasking makes you less effective than doing marijuana and your actual ability to master a task.

There is a whole series of research projects I could dictate but for time right now, I'll just tell you it is true. If you don't believe though, Twitter me and I'll copy you on the actual links. It's a fact that because most of us want an immediate result, we [opt for] continuous focus but it is an overly simplistic metaphor. If you take the sun's energy and put it through even a damn magnifying glass when you're a kid and you start a fire on a damn leaf. That's what happens when you focus on something in an area.

The area that you've done well in, you got three things. A: you've focused on it. B: you've been really specific about what it is you want. Some people might say well you know what, I'm not losing the weight and I'm totally focused on it. Yes, you're focused on it but you're not focused on what you want. You're focused on what you don't want and your problem is being general. What do you want? I want to lose some weight. Finally, you lose a pound and you met the goal. I want to make more money. Fine,

here is a dollar, get out of here. You have to be incredibly specific and clear because clarity is power about what it is you want. If you're crystal clear about something that what it is you want and you know exactly what it is then the third part of that A, B, C is you know what it is, it is clear and specific, the third part C: it is so compelling. It is so exciting. It gets you up early. It keeps you up late. You can't help but think about this.

If someone says well, I want to lose weight that is not specific. I want to lose 30 pounds that is specific but by the tone of voice you can tell it is not compelling. If it is I want to lose 30 pounds because I want to feel like I did 20 years ago. I want to feel like when I was 21 years old. I want to walk by a mirror and make it be impressed. I want to have energy that when I come home I don't say honey, I'm home. You go HONEY, I'M HOME! There is a different energy ready to go. I don't know what it is for you but all I know is if this first pillar is in place, it has to be clear, specific and compelling and if you put focus into anything enough, you'll begin to master it.

Who has done this? Anybody a master, I mean Jay, how many hours, how many interviews have you done in your life with different types of businesses as an example?

**Jay:** Oh, god, it is thousands. You know that I basically, I've been up to four in the morning many, many times. I've traveled the world. I've done whatever it took.

**Tony:** I know that about you because I've seen you and you're always adding more. You are never satisfied. It is not like I have all the answer. Your mastery is your lifestyle. It is like you're always looking; the same with me. You and I while we're doing the interview together, we've both done this for years. We want to know the answer. We're hungry to know more about what matters most.

**Jay:** I always want to know who has a piece of the puzzle that I'm lacking.

**Tony:** I agree with you a 100 percent. My focus is I want to talk about things that matter, that people that make a difference and people who can produce the results so ultimately, if you're focused in this area you're going to have energy.

So, Tiger Woods, how focused is he on the game of golf? Probably more focused than anybody ever before him and the reason was he didn't just decide that he wanted to play golf or he wanted to play well or he wanted to win, if you dig underneath it, if look at somebody like Tiger Woods how focused is he. How laser focused is he in the area of golf to be a

master in that area. You know it. He is totally focused but most importantly he is clear at what he wants and why he wants it. Hunger is everything. Eighty percent of achieving anything is knowing why to. Twenty percent is know how to. I know that from dealing with millions of people.

I know people that have ten times the intelligence but they never maximize it. They have any reasons to do so. If you look at somebody like Tiger and you get a chance to talk to him or if you read an interview with him or you do some homework on him, you'll find underneath it his goal is not to play good golf, great golf, excellent golf, extraordinary golf, his goal is not to win some tournaments, his goal that he defined many years ago is to be the best player that ever lived. That is how specific it is. He is so driver to do that, he'll do anything. He lifted weights. Nobody in golf did that. Golfers never lifted weights, they wore checker pants and they avoided the gym at all cost. This guy revolutionized the game of golf by his laser like focus.

Here is what happens, if your focus is clear and it is totally compelling, you got the reasons that you're driver. Now you need the second pillar of progress. The second pillar of power and that is you've got to get the best. Get the best tools, get the best strategy, get the best skill, get the best insights, get the best mentor, the best coach, the best map because the

territory is always changing and somebody who is the best knows what needs to happen now. It is like being on the Web and trying to run your business, the world changes so quickly that if you don't know what's happening, you're left in the dust. The idea that everything is changing then if everything is changing you better be changing, too and you'd better be doing it rapidly. But in order to do it, you need some guidance because hit and miss is not the way to learn.

Early in my life, I met this guy name Jim Roane. Have you ever met Jim, Jay? Do you know Jim?

**Jay:** I have.

**Tony:** Jim is an amazing man. He is towards the latter part of his life now. He is not in good health and bless his soul, I hope he'll be here a lot longer but he was one of my first mentors. He taught me something. He said, "Tony, success leaves clues". If someone is successful at anything consistently not once in a while but if they're able to do it consistently they are lucky. They're doing something. They what they're doing, you do the same thing; you'll get the same results. Sow the same seeds, you'll reap the same rewards, it doesn't matter age difference, the gender difference, the color difference, none of that matters if you take on those same tools. Over

the years, I got really good at this concept of modeling and I know you have as well which is posh, you know.

When I was starting out in my early business, I was first in sales for a company, there was a guy there that was the number one guy, I couldn't sleep at night knowing that this guy could get nine out of ten people to say yes and I believed in this product I was selling. It was my life. I wanted to share it and I talked to ten people and I couldn't get one. I talked to 20 people and get one person. He would talk to ten and get nine. My view was really simple before I even knew what Jim Roane was like. I have to take that guy to lunch. I have to pick his brain. I have to figure out what he is doing so I can do that. I don't want to sit here and learn by my own experience. It might take me three, four, five, ten years.

So, to get the best, you get the best role models, the best tool, the best strategy, and you do whatever it takes. I had no money. I used to go down to a place called Knight Education. I know this because recently I bumped into the daughter to the man that owned this place. I was like a 17 year old kid. I would sit in busses to downtown LA which would take me a couple of hours to get there because I lived in the San Gabriel Valley. This guy had the largest audio collection in history at that stage. This is prior to the Web and everything of that nature.

So, I go down there I'd [stock] that money working as a janitor and I would buy these tapes and I would listen to these tapes as I was working as a janitor because you're not to talk to anybody in the middle of the night. I was going to high school still. I would listen to these tapes while I slept to program my subconscious mind because my whole mind-set was I want to know what other people already know. I want to be very young and very wise, not very old and very wise. I want to condense decades into days. And Jay, to give you a plug and it is an honest and sincere one because I know what you're building this for, this League of Extraordinary Minds is all about giving people an entrance into that and you're doing it initially for people as a service for them just to let them try it out. So I know the value of this.

I'm only living for this process so figure it this way. Even if that first pillar is in place and you are focused, you are clear, it is compelling, you are hungry and driven, you know what you want, you know why you want it, it is your world, now, if your strategy for how to go about it is old or off or outdated or just slightly off, you're not going to get where you want to go. It is not enough to believe in these positives and these directives and be excited. Those are important components. Focus is power but only if that focus is in the area that is going to give you the reward. If your goal is to see a sunset and your strategy is start running East, I don't give a damn how positive you are. You're screwed. It is not going to happen. So, you

need that second pillar which is what I've been doing for my life. I take all the stuff and try and make it, reform it, it's entertaining and where you get people to not misunderstand it but you experience it.

The third pillar of progress; the third pillar of power for your business or for any part of your life. You want to master something not dabble? Get laser like focus. Get focused and clear, make a [inaudible], and get the best tools, strategies, resources. Who do you know who knows what they want, they know why they want it, they've got all the tools, all the abilities, all the skills, all the strategies, but they're not doing it. For most people for the first step it is you have to get going. You have to get yourself to unlock and unleash and take that consistent master flexible action that gets you where you want to go until you get there.

So the question to ask yourself is why don't most people follow through? The people that listen to this audio program and I'm not suggesting that I'm the right person for you as a coach. So you can write me off if that is not the right style and some of you are probably are still not listening to this tape anyway. But, if you get with somebody and you know that they can make a difference—Jay, if somebody can make a difference in your business or you've got somebody like Steven Covey who can help you with trust in your organization or you get someone like Brad Smart who can show you how to recruit better people. I'm giving an interview with

him later on. I saw him on your list. Brad is a brilliant guy, a good friend of mine, too. If you have somebody that and you don't actually take what you're learning and apply it then there is a problem. Here's the problem, you have inner conflicts. It is that simple. You have inner conflict. You hear all this great stuff for your business and you know it will work but your brain goes...yeah, but have no more time. I know this is what I need to do but you have an inner conflict that says the time isn't there. As long as you have that inner conflict you don't follow through.

Bear in mind, one of the reasons you do that is that you don't have time it is that it is overwhelming. Listen to this audio of [inaudible]. That's why I usually do things one step at a time. It is why I created the 30 day program and things like that with someone who will listen to one tape and we focused on one principle and I give you one action to do and the day two you do the second one and pretty soon you have massive momentum because it is chunked down and you're not trying to eat the whole whale in one bite.

But, it isn't that you don't have time, it is that you're overwhelmed or if you don't know what is most important to you but as long as that conflict is there, you won't begin. Or, you have a conflict that says I want to take the business to the next level, I want to do these new things but either your conflict is you want to have control and certainty and what you've been

doing you have control of. You know how to do it and you are certain about it. This is new and you're uncertain. So this conflict makes you take two steps forward and three steps back. Am I making sense, Jay?

**Jay:** Yeah, you are. You are.

**Tony:** The bottom line is – I just want to make sure that people listening get this. People that own a business and you're working with somebody and they say they're going to do something and they are really focused on it and they really have the tools but they're not doing it. Instead of thinking that they don't care, dig for a while, usually they do care. Maybe they really want to make a difference. The reason that they're not going forward is there is an inner conflict. They want to make happen what you're saying but they're also afraid they're going to fail and they don't feel like they have the tools to make it happen. They have competing agendas, competing commitments. They're committed to being in control but they're also committed to, at some level, empowering everybody. Well, they don't go together.

In an intimate relationship, you may be committed to having love in your life but there is nobody there. You don't have a passionate one. You see because all the good ones are gone. No, because you have inner conflicts because (a) you want a great relationship and you want all this love but (b)

you have this other commitment that says I never want to be too vulnerable. They don't go together. It doesn't work. Or, I want to make a lot of money but I don't want anybody to ever judge me. It is never going to happen. I don't want to break your bubble. So the way that you turn this around is the first step to getting, you know, unlocking or unleashing is before you can get aligned, you have to become aware. You have to be aware of what's stopping you. That's the very first step, become aware.

Sit down and brain storm or get with your team and go okay, we say this is our objective, we all seem to be focused, do we all know why we're doing this? Are the reasons strong enough? You might find that your reasons are strong enough but your team doesn't have strong enough reasons. Some people do things for pride because they want to be number one. Some people do it for money. Some people do it because they want to have fun. You have to align the focus with the reasons.

Two: Do we have the best tools? If we don't, let's go get them. But if we have the focus it is compelling. We got the tools. We've got the strategy. We got the coaching and we're not doing it let's find out what the conflict is. Let's brainstorm so we at least become aware because you can't change something you're unaware of or it is hard to change something that you're ignorant of. So what is stopping us? What are our conflicts? What are our competing agendas? What is it that we're afraid of? What are the risks that

are holding us back? If you do that with yourself and within your team, you'll have the first part of resolving this inner conflict and getting yourself to take action.

Once you get the awareness the next thing you have to do is you have to mitigate the fear or mitigate the problem. So you might say, well gosh, what if we did it this way there would be less risk and more reward. Or, you know what, what if we approached it and we met our customers this way and we just tested it. We put up a website and we put everything in it but we didn't make the product yet because that is going to take too long and we see whether the people buy it or not. When we go to buy it we can say that we're sold out and we'll have a set of buyers. We'll know that they're going to buy when we have it. This is the way to mitigate this where we don't take as much risk but we're able to take action right away and get this thing going.

Or maybe together you say, you know what, now that I can acknowledge what the inner conflict is, the risk is worth the reward. And once it is worth it to let go of some control to get more flexibility or more scalability or more leverage and have other people help me do this or it is worth being financially free to have a few people think that you're not a good person because they don't have as much as you do and they just think you've done it by no effort or not adding value. People do this. They make

these things up. It is worth it; it is worth it to have freedom. You can resolve it that way.

You become aware. You mitigate and then you align yourself. When you are align, when everybody of you and your team says this is the right thing to do, let's make this happen now alignment is power. In a simple sense, think of it this way, united we stand but divided we fall. When you unite yourself, you're going to move forward. When you united yourself, you're going to move forward. So that's what I do for people, in essence. I work with people to get them so laser focused on what matters most to them, make it crystal clear, make it so compelling. I help them get the tools that are necessary to give them that competitive advantage so they can do more in less time, produce that result by modeling the best. And then I help them integrate themselves so they get an action. They unlock and unleash in the simplest way humanly possible. That's how you master anything. If you're not making progress with your body, you're not focused on it, it's not clear, it's not compelling, you don't have the right tools. You're doing the Atkins' Diet instead of something that matters or works long-term, or you've got inner conflicts. The same thing is true with your relationships and the same thing is true with your business. So again, trying to give you – you know, cram everything that I can share with you that matters into a short period of time.

**Jay:** Good answer. We have two more questions and we have a delightful announcement. And Rich is going to ask the first question. Rich?

**Rich:** Okay. Tony, that's great. And along those lines, I know that you and Jay have talked privately about this, and I was wondering if you could share it with the rest of the group about your two master lessons of life. Would you share them with everybody listening right now?

**Tony:** It sounds foreboding, master lessons of life. But this whole conversation, if you're going to boil it down, is saying step up and don't doubt will master your life. I mean if you want an extraordinary life, don't settle. Don't settle for less than you can be or you can do or you can create or you can give to anybody else. And I think all of us underneath want that. But if I was going to try and boil it down, you know, years ago trying to say what creates an extraordinary life? And my answer was it's different for everybody.

Really an extraordinary life in my opinion is life on your terms. Right? It's like for some people an extraordinary life is spending time with their kids, being able to laugh and have a good time and have a lot of freedom. Some people's idea of an extraordinary life is performing at the highest level in sports or helping to make a difference in their community or changing the culture or writing a great book or building a company. I

mean it's different for everybody. So life on your terms, though, really requires you mastering two major lessons of life.

The first lesson of life is really the science of achievement. And I think most of your listeners are pretty damn good at this or they're probably not listening. They wouldn't even have reached out and they sure as hell wouldn't be listening at this point in the conversation. They would have turned it off and said, oh, I can watch, you know, *Friends* right now or get on the web and Twitter something or search something. The bottom line is ultimately you've got to be able to achieve what you really want by turning your dreams into reality. And there's a science to that.

There are laws of accomplishment; laws of achievement. If you want to master your body, there are certain laws. There are certain laws that if you violate them, you know, we all know, you're going to have a lack of energy. You're going to be run down; you're going to have dis-ease or disease in your body. There are other principles that even though we're all unique they're universal. Universal laws that if you do them, you're going to have lots of energy. You're going to have vibrancy. You're going to have strength. You're going to have vitality or a healthier life.

Same thing is true with finances. There are laws of money. Regardless of your age or your gender or your background and belief systems, you

know, you can believe whatever you want, but if you violate certain laws financially, you're going to be broke. You're going to have too much money at the end of the month. You're going to have financial stress. On the other hand, if you align with certain financial laws, you're going to achieve. You're going to have financial security or financial freedom depending upon which laws you apply and to what extent. So there is a science of achievement and that needs to be mastered.

You know, I've spent a good deal of my life focused on it. But the other part of what life is about, the other master lesson really is the art of fulfillment. And that is an art. And the reason I say it's an art, because what fulfills a person is as different as are human beings. It's like, you know, I believe in the beauty and power of diversity. When things are all the same, it's pretty boring. Some people want everybody to be just like them. That's the last thing I'm looking for in life. You go to the forest and the beauty of the forest that God's created is unbelievable diversity. Every kind of plant and animal, they're all unique and different. So when it comes to being fulfilled, the reason I call it the art of fulfillment is because what one person thinks is beautiful or a piece of art somebody else might think is ugly and neither one of them is wrong. It's just personal preference.

But I bring it up because there are some principles that make people fulfilled. And the principles of fulfillment really come from two things, and I mentioned them earlier but I want to repeat them. And that is if you're going to feel a life that is meaningful, if you're going to feel like your life really matters, then life has to be about growing and giving. I think that one of the beautiful things about picking a career where you're a business owner or a business leader is that you're rewarded to the extent that you can add more value to other people's lives. If you can truly keep growing, keep finding a way to innovate, keep finding a way to beat the competition or not even have competition because your brand becomes so strong, the value you add is so strong that you dominate your field, the only way you can do that is really understand your customer's needs and keep growing and keep giving them what they need.

Well, the same thing is true in an intimate relationship and the same thing is true spiritually. We grow or we die. We give or we feel dead inside.

And I've got friends and I know the two of you have got some friends that have been incredibly successful. I've got one buddy that sold one of his companies and literally netted more than a billion dollars in his net earnings out of it. And cash-wise I think he had about \$600 million at one point, just in cash. And I remember when he sold the company; he was out of his mind. He felt like it was the greatest thing that ever happened.

And I remember seeing him a month later. I remember seeing him like three months later. Three months later the guy was going crazy, and the reason was he thought that the secret to life was to just achieve your goal and that was it. But when he had his company, he had something that every day was demanding something from him. He, you know, had to grow, he had to figure out solutions, he had to be able to adapt. In that company, he was meeting all six of his human needs. I mean think about it. He was in that company I think for 30-something years. So he had total certainty about his ability to make a difference there.

There was always variety because he had so many employees and so many activities. And if you've got a business, you've got challenges, good and bad. You've got challenges. They're always there. Things are always changing. Tons of variety. He felt significant, like he could make a real difference with his company, with so many people in his company, for his customers and clients. He felt a connection to the products and the services and the people and the history and the clients. He was growing because he had to and he was always contributing something. He was meeting all his needs at 10-10-10 and it was love for him. If you talked to him, he never talked about work being a burden. It was just like he loved what he did. He sold that and traded it for a bunch of dollars. More dollars than he could ever spend, and he was miserable. And guess what he did? Not too hard to figure out. He figured out he was going to try and buy the

company back. He couldn't do that, so he went and started a bunch of new companies so he could go do it again.

In the Bible it talks about six days of labor and one day of rest. And I'm not telling anybody what to believe religiously or spiritually, but I do know one thing. Almost every religious book has a formula for success; formulas. And one of those is we need to be growing and giving. We need to be contributing. We need to be engaged. We don't have to be paid for that work, but we have to do something to have our life feel meaningful. So we can't just achieve; you've got to experience the art of growing, giving and if I can add one more word to it, it's celebrate. Some people have got the greatest life, but they don't celebrate it. And I think celebration is an art.

When I have people come to events with me or I work with an athlete or a business person, I usually get them to stop first and celebrate what they've got because we've forgotten. We've forgotten how great we have it. You know, you look around, we live in a world where two-thirds of the planet lives on \$2 a day or less. Where a mosquito net could save the life of family members and they can't afford \$5 to make that happen. I mean we live in a crazy world where most of us, our worst problem is somebody else's best dream. But when you lose perspective, you don't celebrate anymore. You don't really experience the benefits of what life is offering

you because you just don't take it in. You're just not grateful. You don't feel the meaning of your life. So achievement won't give that to you.

Again, as I said earlier, success without fulfillment is the ultimate failure.

I'll give you a good example that's only from about five or six months ago. I remember reading about this guy, Adolf Merckle. Adolf Merckle was, in 2007, the 44<sup>th</sup> richest guy in the world. He had \$12.8 billion in personal assets. He had a company that was doing \$40 billion, not million, \$40 billion a year in annual sales, the conglomerate he built up. It's a pharmaceutical company he started out with early in life and he built that up into this giant conglomerate.

And last summer, or about six months ago, on the news, I remember hearing that this guy, because I had been introduced to him before so I knew his name, threw himself in front of a train. He killed himself. Why? Because between 2007 and 2008, he had gone from \$12.8 billion in net worth down to a mere \$9.2 billion. He lost \$3.6 billion that year and he was trying to get bridge loans and the bridge loans didn't look like they were going to go through and he killed himself. He literally killed himself.

Most of us would look and go that guy's an idiot. But most of us have the same level of a lack of celebration or appreciation. It's all relative for what

we have. I mean what you and I have compared to somebody living in, you know, Somalia, you know, it's staggering. And yet we don't experience it. So if you want an extraordinary life, you can't just achieve. You've got to master the art of fulfillment by growing, giving and celebrating. I mean if you think you've got stress, this guy killed himself because of financial stress. His family, I was reading the article and it talked about the distress he had about financial circumstances, the loans and the uncertainty about the refinancing made him kill himself. And here's what's ironic for Adolf. Adolf got the loan two weeks after he died. They approved the loans for all his companies and his companies are still solvent.

So I would say to people, if you want to have an extraordinary life, become an extraordinary grower, giver and celebrator, if such a word actually existed. Grow, give and celebrate on a huge scale and you'll have the riches you want. Otherwise, you're going to cheat yourself about what it's all about. So you know, when it's winter, instead of saying oh, my god, it's winter. It's so cold outside. It's so dark. Customers aren't responding. Get good at winter. Instead of freezing to death, become great at skiing or snowboarding and getting close with your family. If you do that, you're going to have the extraordinary life that you deserve.

And the best way to do that is the way that we're trying to do here, which is to feed your mind. Every day, stand guard at the door of your mind and don't let the junk in. Feed your mind with good stuff and take a little more action and you're going to find that you'll make the progress that you've been wanting. And the dream you've been dreaming about, pretty soon you'll be living it. That's the essence of what I really want people to know.

**Jay:** That's a great conclusion. We're going to have one final question. It's not going to be selfish to Rich and me. It's going to be directed to people who want your perspective on how to get the most out of the interview service. But first I want to make a couple of very reflective comments. The first is you've overwhelmed us with content, powerful content. You've over-delivered. You've given us more ways in the brevity of a couple of short hours on how to override about every limitation, impediment, personal business restriction that we currently face and you've been very generous. You've been unhedged and I'm very appreciative on behalf of everybody.

Before I ask you the last question, I want to make a couple of comments and then I want to share something privately that you and I sort of worked out on behalf of everybody, because I'm very happy about it. First of all, a statement. And this is for the listener. You can every business and marketing strategy out there and still not follow through, implement or

execute and you get nowhere. If there's one thing that separates people that succeed in business massively, financially, in life, it's the power of their mindset; their psychological strength. And to my delight, Rich and I have attracted in the panels we're interviewing, the experts, we've selected the topics, the content, and people of enormous mammoth mental stature. You excel and you've demonstrated it here. But we always try, not for our benefit, but for the benefit of the audience, to try to extract, exact some great advantage for our listeners from the experts that we interact with.

And you and talked privately in advance and I told you that I've personally benefited a lot. You and I have worked together and I've watched and seen countless people who have gotten enormous benefit out of your UPW, or Unlimited Power Weekend. I've seen people transform their life from your Date with Destiny. I've seen people really grow monumentally from the stature and the quality of unprecedented expertise you brought to your Mastery series. But probably the best foundational starting point you've got is your Ultimate Edge. It's a multimedia program and you sell it very aggressively. But we were talking privately before the start and you had remarked how impressed you were that Rich and I have very generously tried to buy everybody their first nine interviews. Not nine minutes or nine days, but six weeks and nine separate two-hour interviews. And you said I'd like to replicate something like that.

You and I were talking and you said, Jay, if you're game, I'm fine letting anybody in your audience experience and try out that program basically risk free for 30 days. And I thought that was really great. And Rich and I don't benefit from this, but we know the quality of your work and I wanted to conclude this before I ask you the last question by just telling people you've offered. Now I'm accepting and I'm conveying it to everybody on your behalf because we think it makes a difference. Because that particular program is focused on teaching people how to master the inner strength we've talked about on this call. It teaches people the skills and mindset to really have a higher probability of following through, executing and implementing. It provides tools for them to build their inner strength so they can deal with just about anything that shows up in their lives. And they can always take the correct and the positive and the powerful action necessary.

You like to model, and you wanted to model what we're doing, so you've offered if anybody wants to avail themselves of it, all they have to do is either call your office – and I have the number and I'm going to give it for you. It's 866-766-7150. Or they can go online to [www.tonyrobbins.com/freetrialoffer](http://www.tonyrobbins.com/freetrialoffer). And I can attest to the fact that it's one of the most profoundly needed and appropriate programs out there. But you're very generous to let our members avail themselves of it. We're

making this offer not for our own benefit. We don't profit a dime. We just think it's really very good.

That stated, and I'll repeat it at the end one more time, I'm going to ask you the last question. And it's a catch-all question, because you know what Rich and I are doing. You know why we're doing it. You of anyone because you were the progenitor of the concept of really probing and CAT scan and really evaluating and analyzing and mining the mind of masters. Can you give a little summary comment to our listeners about what they might do to get the most out of the nine sessions they're not paying for but they're going to experience in the journey of experimentation we've got in store for them over the next six weeks? Any insight you've got, any recommendations, if you've got any suggestions you've got would be gratefully appreciated.

**Tony:** Well, that's very nice. I think first of all, anybody who has listened here knows the high level of passion for having access to experts and being able to peer inside their head or CAT scan their head, as you described, and find out what are those differences that make the difference from their perspective. From the value of that to me is, I mean there isn't a dollar amount you can put on it. You're talking about something that, from my perspective, it's about how do you compress those decades into days? I

think you're talking about something that's priceless when it comes to being able to learn from the very best.

And I think, Jay, I can say without reservation with you that you're a person that your entire life, what you've done, and same with myself but in a completely different light, and I think in ways that I don't have the skill set of, you've really dug in and found unique ways of understanding the unique marketing aspects, the pieces that someone can apply to make a difference in their business. And you've done it in so many different industries that I think the one thing that people will not get from this interview. And the reason I would encourage them to go to the next one no matter what, whether they liked this interview – hopefully they did if they're listening still – or not, what this interview probably doesn't allow because you've given me the gift because of our friendship is the amount of give and take and stimulation that you and I have when we have more time. And where a lot of these things come from is from stimulation you and I have come through in our discussions through the years. So I think that getting a chance to hear that.

And I also know that Rich has an enormous ability, because of his life and business experience about those things as well. So it's a long way of saying it's a priceless experience to give yourself 60, 90 minutes that you can use what I call net time, no extra time, to move yourself forward. And

what I mean by that is, you know, everybody, if you look at how they spend their day, they spend a certain amount of time doing their emails and a certain amount of time that they're responding to phone calls and a certain amount of time on the web and a certain amount of time driving in their car. Cleaning the house, working out, whatever the case may be. I look at how can I use no extra time, that's what net time is to me, how can I use no extra time and move the game forward?

Because I know when I'm listening to somebody, I know I'm not going to remember everything they say. But if I get on distinction – just one – that gives me an insight about how to make something better with my business or something better in the innovation side of things or something better in my intimate relationship or something better in an area that matters, if I just get one idea and I act on it, the rest of it goes deep in my unconscious and it will get triggered by something else in the environment. And in my case, I believe repetition is the mother of skill. So I'll listen to something again and again. But I would say to people give yourself the gift of taking advantage of the gift this man is offering you. And give yourself a little time when you're driving your car, when you're working out, when you're cleaning the house, lock down and don't just download these things or get these things. Download them and listen to them where you don't feel like you're giving anything up.

And you may find yourself in some of these sitting down and going wait a second. I don't want to do anything else. I've got my computer on and I'm typing some notes out on it. I'm done with this interview and I'm going to write down five things, six things I got out of this interview that are distinctions I want to remember, that I'm going to follow through on.

If I was doing it with me here, I would say to you, you know, ultimate competitive advantage you've got to have is really creating raving informed customers. I've got to add more value by innovating. I've got to become a person of influence. I've got to know what influences them. I've got to learn how to influence their states. We unfortunately didn't end up talking about how to do that, but I've got to change their state. Or I've got to understand their blueprint. I've got to understand their six human needs. Or how can I do this? I'd make a list of distinctions I made and action items to follow through on and I'd then go do that. Or what are my inner conflicts that are keeping me from following through? So I would avail myself of the information. I'd eliminate any block I had about time by using net time. And I'd come up with one or two distinctions out of each to follow through on. And I think if you do that, you will find this league of extraordinary minds will get you extraordinary results in your business.

I think also many of the principles, I try to relate them to people's personal lives as well because I think people want an extraordinary life and not just an extraordinary business. And so, you know, you've got a list here of people that are kind of a who's who that are friends of mine that I really love and respect who I know add value to people's lives I can without hesitation say priceless, take advantage of it, move yourself forward.

And obviously if people want to move forward with me, the good news about what we're offering them with the Get the Edge product is it's chunking down what I've been throwing at you here in one session into little bite-sized elements that allow you not just to draw the inner strength, but how do you change the body, the mind, the emotions, relationships and your business. But I want to make sure that I tell people that I didn't just do this to put information out. I did this because I want to connect you with Jay and I want to connect you to his insight and I want to connect you to the people he's going to connect you to and hope you'll take advantage of that fully.

**Jay:** Well, you're very gracious, and you should know that an inspiration for us doing this is really watching what you set out to do. You've transcended that in a lot of your work. I felt when you started with your Power Talk series, you were making probably one of the most heartfelt efforts to expand the understanding, the connection, the knowledge base, the action

capabilities of people on such a broad spectrum of critical elements in their life. And we're trying to do it mostly for entrepreneurs and business owners, but to your not surprise, most of the quality of people we're interviewing, they have incredible perspectives on balancing your life.

The last thing I want to say again is a heartfelt recognition of the fact that you didn't have to do this. And even though you agreed to do it, you didn't have to do it so openly and generously and pack as much as you tried in the last couple of hours. Again, I can't personally endorse Tony's work enough. I've seen an enormous array of people really transform their lives. And I think he creates his foundation and his bedrock and his cornerstone products to really get you the quickest start, the fastest out of the gate improvement possible. And again, for him to willingly let you try it out at his risk is really an irresistible proposition. And we don't gain one iota from it, but we think it's meaningful just like this last two hours has been very foundational for you to get the most out of our service.

So again, it's [www.tonyrobbins.com/freetrialoffer](http://www.tonyrobbins.com/freetrialoffer), or you can call directly to his offices, (866) 766-7150. You're a good friend. You're a very passionate man who's got an enormous array of knowledge residing in the catacombs of your mind. And when it gets out, it's contagious. We get excited. Rich?

**Rich:** A floodgate of knowledge and advice.

**Jay:** Yeah, you're very gracious. And we appreciate it on behalf of all our members. You're a good friend. Thank you.

**Tony:** Thank you, Jay. And I want to leave people with just one thought. I can remember the day that turned my life around, without going into long detail, was the day I was at my lowest point. And I was driving my little Volkswagen down the 57 freeway on the way to Pomona, California. And I remember pulling over a little after midnight and I had this drill because I was so frustrated. I had all this knowledge and skill and ability I had worked on and I tried to help so many people and nothing was working and I was broke and frustrated. And I have it to this day, the journal. And I wrote a full page, one sentence I never forgot, and it's the essence, Jay, of what I think has made you successful as a man and I'm sure for Rich and for anybody who is listening when we're most successful and when we're most fulfilled. And it was really simple. I wrote down, "The secret to living is giving."

I think if we've given some gifts here to people listening, then we've done our job. And more importantly, we can feel really fulfilled tonight as we leave this phone call. And I thank you for the opportunity to be able to give.

**Jay:** No, it's our great pleasure. Thank you very much.