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ACCELERATING ENTREPRENEURIAL SUCCESS PODCAST

EPIISODE
156

Vinnie Fisher

Show Notes at: <http://www.aesnation.com/156>



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Best of success,



John Bowen
Co-founder, AES Nation

John Bowen: As entrepreneurs, we are running hard to make a huge difference. I've got to tell you, having a few people who've run in front of us and who have made a big difference giving us a little counsel is invaluable. I have a remarkable entrepreneur, a serial entrepreneur. He's actually a reformed attorney; corporate and tax. Why he's reformed is he's built a number of businesses, three of them in the eight figures. He is really, truly a serial entrepreneur who knows how to be exceptionally productive and accountable. You want to definitely hear the insights Vinnie's going to be sharing with us. So stay tuned. I'm John Bowen, and we're at AES Nation. All about accelerating your success even more.

Vinnie, I tell you, I am so excited to have you. You are a high-energy serial entrepreneur making a big difference, helping a lot of fellow entrepreneurs. First of all, thank you for joining us here at AES Nation.

Vinnie Fisher: John thanks for having me today. High-energy definitely would be one of the things I'm accused of a lot.

John: It takes that to really do life, and you have. We met at Joe Polish's Genius Network Mastermind Group. You were kind enough to share a ten-minute talk, a 10x talk. It was just really powerful, because I'm a financial guy, and you have a strong financial background and helping businesses. Before I get there, I want to go a little background. You have so many life lessons you shared with us in that ten minutes and then you and I on side conversations. Tell me how you got to where you are today, so we have a little background.

Vinnie: Wow, big, big, big one. I'm a father of four children, married for twenty-plus years to my wife. Come from a very broken background. I suspect that really tells a lot of the story as to why I'm such a tenacious scrambler, because I've made some decisions in my life. I didn't want certain things that I would have had. I'm a lawyer by training; a corporate and tax lawyer. Was trained in one of those big, fancy firms, and I broke away from that, because I had a greater desire to do certain things in the world that allowed me to open businesses and change peoples' lives. That's what got me here, is ... A guy who comes from the other side of the tracks, who made some very conscious decisions, and then, literally, has doubled down on the blessings that I've been given.

John: That's one of the things that, Vinnie, we all have to be, is just be so appreciative and grateful for the privilege to be and do what we do. One of the things that you speak very strongly about is this ... The whole concept as an entrepreneur ... In the introduction, I'm saying, "We're running real hard," and all this ... One of the mistakes you said that you made early, and I've got to say, this is one that I shared with you ... It's a game changer when you make the change. This is seeking mentorship or counsel earlier. It's not only when we're young; it's at every stage of our businesses. This is so invaluable. How did you arrive at this

conclusion, and more importantly, how can our fellow entrepreneurs really take advantage of this?

Vinnie: It was a low point for me, John. I want to make sure the premise is clear. I believe that we need to be surrounded with men of character that we strive to want to be. There's already a bigger, perfect vision of the life we're supposed to be leading, and we get caught up in our own mess. For me, it was literally breaking out of the cycle of behavior that I would have been modeled. I learned to just trust myself and do it on my own. Then, when I started getting and gaining validation by successes, and so I quickly wanted to ... I didn't even realize this, John. I was just doing it on my own. This idea that I'd have to point down in the crowd and point to you and three other guys and say, "There's the reason I'm successful," never occurred to me.

In one of my low moments, when I wasn't sure we going to make payroll in our company, I wasn't sure who to call. I actually didn't even know to call. At that point, I already had sold one eight-figure business. I thought, "What shame is this that I'm sitting here almost emasculated and don't know what to do?" I literally prayed about it. What I realized is that the most wisdom ever on this earth was a guy, Solomon. What jumped out at me was a verse that said, "He was serviced by a multitude of counselors." It was like I had never read those words before.

Since that day, I ... depending on the issue ... I don't do goat herding. I don't need to speak to a goat herder, but if I want to speak to some financial expertise I'm going to call you, John. If I want to speak to somebody about how to accelerate customer service, then I'm going to call someone who claims to be that expert. I would say take this another step farther. Bill Gates and Steve Jobs did this. They were like mentors to each other in competition. People don't realize that they met weekly, and they were competitors in business. I don't think we draw enough close to the men who are trying to strive to do some of the similar things we do and draft off of each other. You know what? One of my closest friends is a pastor, so when I biff in my marriage, which is about every hour, I pick up the phone and call him. Our life should be ... We should be running alongside and chasing men who can help us and not have to figure it out on our own.

John: I think this is so important. One of the reasons you and I know each other ... We may not have run into each other. We're very conscious about it. We were in a Mastermind Group so that we'd meet people we wouldn't necessarily meet. I'm in Florida for Mastermind Groups. I have the advisory board. I get on the phone. I was thinking behind the scenes, people don't know. Steve Jobs now Bill Gates were extreme competitors, but they did have counsel. Then, when Steve came back and they needed money, where Apple might not have really made their payroll, Microsoft, Bill Gates gave them the money. I can still remember. I'm in Silicon Valley, where Bill Gates came up on this big screen, and little Steve Jobs is having the

conversation where Steve Jobs is so good at presentations. Everybody's booing that Bill Gates is coming on, and Steve is explaining why Bill is giving him money to get this going. It was paid back quickly. Apple's done okay since then.

The power of mentoring and having somebody that's walked the path before you ... Today's electronic communication, we're all tied together. To me, this is one of the most important things. I'm going to go one more. I started a small mutual fund company. I've always been in financial services. Really didn't know what I was doing. I went to the big law firms and the custodian groups, and they're telling me what I needed to do. I called one of my buddies, who I had good fortune to grow up with, who's a billionaire, who's got, now, one of the largest mutual fund companies in the world. I go, "David, would you be willing to help me for a year beyond the mutual fund board?" He goes, "You know, John, I will." It was a big favor, because we were a small player. He flew up quarterly for the meeting. I had this table of all of these experts. David would call me before, and this is what you should be doing. In the meeting, he and I could have a fifteen-minute conversation, and it was done. It was very successful; sold it for an awful lot of money. Having the right counsel at the right time just cuts through it.

One of the things I want to talk about with you, Vinnie, because you are a high-energy guy. Many of us, as entrepreneurs, have ADD, and we're all over the place. One of the things you mentioned to me, is speed kills. I used to be a pilot in the Navy. I know about speed. I love racing cars and all this stuff. I think you have a different distinction on speed kills.

Vinnie: Yeah. I'll joke around the office and say, "We don't need another Vinnie." I have enough vision for a blind village. The last thing we need is another me. One of the things that I discovered over time ... I started this journey with a lawyer. Interestingly, his name was John. He was a mentor to me in some respects, but would always come back and tell me, "Vinnie, you're bright. Don't go so fast. Sit and think about your initial reaction, and test it." Years later, in business, it occurred to me. I'm sitting here with you now. I carry a little black book. Everything I do; notes. I used to come back from a wonderful Mastermind, or a meeting, or anything, and I'd think of ten ideas. I'd pull three or four key people in the office together and I'd start brain dumping my ideas to everybody. Everyone in the office would be kind of freaked out. They didn't know if they had a new job. They didn't know what we're doing. They didn't have the maturity or wherewithal, at least I arrogantly thought, to know we're just in thinking mode.

One day, I realized that the only thing I need to do is start writing down my ideas. I had to start validating them to myself before I could start presenting them to either my advisory board or to our executive team. What I learned about with speed killing is I can be too quick to jettison an idea either in good or bad direction, because I haven't actually taken the time to test it through the fire. That's really ... When I think about speed kills, it's take my idea, and quick, to initiative. The funny thing is when you're the leader with a vision, you, a lot of times,

have the burden of being right a lot. That sounds like a shocker, right? We have to make a lot of decisions, and without leadership, the people will perish, so that's my job. Since I do that all the time, I get caught up in this, "We'll just run after my idea, because at least sixty to seventy percent of the time, I'm right, so let's just go with it." What I learned, is when I was thirty to forty percent wrong, it hurt, and it hurt really bad for our companies. I've learned to not be so quick to run after my newest and greatest dream. I just woke up and took a shower.

John: This is so important. I do a little of the same, Vinnie. My teammates would, after a meeting ... You're at a Mastermind Group, and I'm taking all my notes and so on. I come back, and I'm all excited. We're going to change, and we're going to do this. Most people don't like change. They're willing to improve and redirect, but if you do that, and you're involved a lot of things, and you're a creative person like yourself, you can throw up a lot of stuff. That's really troubling. This is so important to ... even taking twenty-four hours. What I do on these meetings now, is I'll take the notes, and then I'll summarize the first day back. One of the lessons I learned is that I quite honestly, unless it's something I really should do right away, I schedule a time three weeks later. I don't even look at it in between to review it, because then it's kind of ... We've got a different ... The world is ... We're not in the throw of things. This has just been so invaluable for me, because what we do is we don't lose these things along the way.

You and I, and everyone listening and watching this, as entrepreneurs ... You talk about the world as an oyster, but we live in a world of abundance. There's so many different things. I could go start a hundred companies tomorrow.

Vinnie: And take twenty with you.

John: Yeah, I know. By the end of the podcast, we'll stay on a few minutes after. We'll start at least ... We'll focus down on ten or something. How do you deal with that, as an entrepreneur? When you are really creative, you're visionary, and you are. It's so easy to get excited, and boom, boom, boom, and we've got a team. "Oh, we'll just bring them over. This will be just a little easy one to do."

Vinnie: Yeah. The one thing I didn't say to you earlier; is I've learned through the ... I have an MBA in this problem of chasing a lot of things. I think that's a skill set that's actually unique to the entrepreneur, maybe even different than just the ... what I would consider a small business owner, that doesn't have an entrepreneurial spirit. I did a study myself, personally watching the most successful men, not only in my own life, but the pattern of Uber wealthy people and Uber successful; not just money, be it in accomplishment. They had, really, one common trait; they just did one thing at a time. I had to say to myself honestly, "Look how much I'm not." I just surrounded myself with people who helped me, in the beginning, develop a habit and routine to start saying no.

I'm have an advisory board, like you. I love that term, by the way. A board of advisors personal to me, who literally know that my weakness is to chase the new shiny thing. Thankfully, for me, I have people in my life who help me stop saying yes to things and make sure that I do not do that. I'll tell you, it's been huge. I still do it every day. I hear an idea; I want to chase it. I don't believe there's a lie out there, we can cure this. I think this is actually a part of my life. I think the beauty of that is that I could very quickly assimilate a very hard problem and make it an easier process for somebody else or myself. I don't think that the plan of the Lord was for me to remove that. I need to protect around it and think about the cracks in the door, and where the windows open, and make sure I don't suddenly drift away. I need that accountability around me to make sure I stay focused on what we've all decided is the most important thing.

John: I need it as well. Vinnie, you're not alone. This is stuff that is just so important, because what happens is as you have more and more success, and you're creative, you've a great team backing, you sometimes think you're a little invincible and you can do all this. One of the best lessons I got, and it's really what you're saying, is this whole concept. Either it's, "hell, yes," or "ell, no." It's a pretty high bar to be a, "hell, yes," because there's a lot of great ideas over sitting down, over a coffee, or a glass of wine, or whatever you and I go over. "Boy, that'd be a great business. That'd be great business. That'd be a great business." You can get side-tracked. They're all good ideas, let's say. They may not be, but let's say they are. When we compare to what we're doing and the focus we have, it's very likely they're not going to be a, "hell, yes." They're going to be a, "nice to have." Go ahead.

Vinnie: As part of that, I like when people say, "Look ahead in your life," and, "What do you want it to be?" The way that I've been built, I have a very hard time looking ahead five years. I mean tragedy, death, addition of babies in the family; it's really hard to look ahead. I respond very well on more of like a ninety-day plan. I even need more accountability, because it sounds good ninety days from now, let's go for it. I'll tell you, I respect, immensely, the people that can look a few years out, and decide what they want, and stay on that path. I even need a little bit more accountability, because my slow drip can happen a lot faster than a guy who's focused at something a little longer in time.

My encouragement to your listeners who are out there, who have endured this long of just listening to where they are now, would be find out, really, where your tension point is on vision. If it's more like me and it's a short leash, then find a way to look what that looks like if you compounded a bunch of those together. Does that define what you want to be in twenty-four months? If you're someone who has a long leash, continually ask yourself that question, or commission someone you trust who's going to tell you the truth, and even if you don't want to hear it, asking that question over and over again.

John: Yeah, and I think having ... This is kind of what you talk a lot about, Vinnie, is this whole concept of self-awareness, because we're aware of our surroundings, but sometimes we're not aware of ourselves. How are you using that effectively, and how can our fellow entrepreneurs do it?

Vinnie: I'll tell you, diving into yourself. First off, I believe this. I've not seen any company, let alone thrive ... just survive or thrive without building team or knowing the core numbers of their business. Let me park that to the side for a second and say, "When you back up and go back to this premise, how have I applied ...?" Really, what you're asking me is like a little bit different question. It's tough. This is such a passion point of mine, John. I feel like I've got a step back for a second and say it this way. If you want to be defined for something ... and I know I'm going to go a little abstract here. Your question is a little different. I don't think enough of us really look inside of ourselves and find out what truly brings us joy. I think happiness is a lie that's a tough one. It's like love; how do you define it? You've never seen it or tasted it. It's a very hard thing to define. What gives you the most joy in life? When you stop and you really feel that satisfaction ... It's like a golf swing. We should remember that feeling. Then, we have to find ways to continue to replicate that.

When I started doing that in my business life, I started to realize I'm ridiculous at people. I have an emotional quotient super high. When I turn around and look at the line of people that want to work in my business, the line is long. I'm very much a cheerleader, so I'm always trying to drive. I'm an exhorter, is what the Bible would say. I really push out someone's talents within inside of them to thrive in who they are. I learned that about myself. As the CEO of a company, I believe one of our most important jobs should be to acquire and continue to source talent to join our team, so great. Not only was I positioned as the leader of our company, one of my core strength fits in line with what I think a CEO should do.

Secondly, it just is what it is. Because I like people so much, I'm pretty good at at least the opening side of sales. I may not be a great closer, but I'm a great opener when it comes to sales. Those are my two things, and once I actually not only realize I'm good at those, but if you freed up the rest of my day and I only did those two things, I would go home immensely satisfied. Not to the point where I don't want more. I think this lust of wanting more is real. I think it was built in us for a reason. We want to continue to chase things, but satisfaction, or feeling a sense of accomplishment, there's that loss, that entrepreneurial gap, that everyone talks about. Until you can figure some of that out, I don't know how the heck, other than by sheer luck or blessing because you're covered, how you build an organization that grows beyond you in an effective way.

If everything else breaks on this video and they hear one thing, dive inside yourself, go on a journey, and go back to some of the people who are going to share that tough love with you, and see if you're right. See what they say. "Man, I completely thing that you're something

better at this or that," and I've learned to ask my people. I've learned to ask prospects. I don't need the validation. I want to understand that my awareness is accurate.

John: Think of Dan Sullivan's Strategic Coach. He calls it a unique ability. You're saying, and I'd call it, we're good at it. A lot of times, we're not really sure, particularly earlier in our business careers, what we're best at. Someone outside can tell us; the people that are closest to us, both personally and professionally. I always go back to ... What was it? Curly. I'm forgetting the movie now.

Vinnie: Oh, Three Stooges?

John: No, the one where Curly ... It's a western. Billy Crystal, and the movie.

Vinnie: Oh, yeah.

John: Yeah, you only have to do ... They're around the campfire, and the secret of life; you only have to be good at one thing. That unique ability, and if we take the time to be self-aware, usually that one thing we're really good at, we enjoy doing. Boy, if we can surround ourselves, as you're saying, Vinnie, with people who compliment that, who really get all the other stuff off so that we can say focused on it, that unique ability, we can really be hugely successful. It took me a while to get to that point. "What am I good at?" So many of us, as entrepreneurs, when we get high-energy, we're passionate about what we're doing, and we think we're really talented. We can do everything.

Vinnie: The other side of that, John, is ... By the way, City Slickers is the movie.

John: City Slickers, thank you.

Vinnie: One of the things I've actually added to that arsenal is actually, by voice, claiming out loud to other people what I'm not good at. I actually believe that awareness of something that you're not good at is just an insubordinate position. Claiming it allows you to do something about it. If you just leave it there, rattling in your cage, it creates this position of insignificance. You're insubordinate, or you're ... Just because I'm fat or old ... If I know I'm fat and I don't say anything about it out loud, I'm probably not going to do anything about it. I started saying ... because I get a lot of credit that our companies grow, and they're wonderful, and they've got systems behind it. People come in like, "Hey, this thing runs so well." Guess what? I absolutely am terrible at creating process and systems, and I learned that very early. I've had at my hip, at any time, somebody who's amazing at that. It's only because I can say out loud to you, and people are like, "Oh, my gosh. We thought Vinnie was great at that." I'm absolutely horrible. I have a motto. I can walk down a dirt road, but let's pave behind me as we go. Someone else has to run the paving truck. It's just-

John: The thing that I think that's so powerful, and I want to make sure ... I'm pretty sure you're doing this, but I want to call attention to it. What it is, is it's admitting that you don't have that strength, but I think you take it a step further, because you've got a great team, is you acknowledge the teammate, the team, for having it. It's so important, because otherwise, they kind of still look at you ... You're the CEO, you're the visionary. "What should we do?" "I don't know, you're the ..." Once you acknowledge that they're the person ... "We're going to go this direction. You and I can have the big picture of what we want the business to look like, but I'll tell you, I'm not good at the nuance of systems." When you have that going, it's just amazing. Your team, you know, you can bring in the team to do that. I love it. I have all these great people working with me to really build this phenomenal business.

Vinnie: Yeah, absolutely. Actually, it's a transfer of ownership you're talking about. Now, someone else actually owns that piece of it, and I think it's wonderful. Otherwise, we get this Jesus factor, where everyone's like, "Let's wait for the pontification," and then they all sit around. I'll tell you, once I claimed all the things I'm terrible at, which is a long list, we really did start moving in a much stronger direction.

John: Let's go ... We're so busy on all this stuff, Vinnie, and you have a concept of, "Don't leave anything on the table." It's not what most people think. Tell us what that means, because this is really what ties it all together. We're in business not for more business. We're in business for a great quality of life. What's this table stuff we're talking about?

Vinnie: Probably from my sports background, you know. Don't leave anything on the field. That kind of stuff. The idea of, "Don't leave anything on the table," probably comes because I wanted to make sure, I was the youngest, that I got food to eat before it was ... I had to fight for it. I had advice from a friend when I was busy with young kids. He said, "Why don't you be in a hurry to say yes to your kids?" As we were conditioning him to say, "No, let's not do this. Later, I'll do this," I remember one day getting home in the throes of life, growing our first hundred-million-dollar company. That sounds very arrogant, but true. I was sitting at the kitchen table, our counter, with my wife, and my son comes running in and says, "Dad, can we go throw the football?" Right there, I had a decision to make. Do I just say yes and deal with it, or do I do the normal, "Hey, I need five minutes to unwind with your mother, and I'll get back to that"? I made a decision to say yes, and we went out and chucked the football around.

I'll tell you, it set me on this journey of, "Don't leave anything behind. Don't leave anything on the table." I'll tell you, live your day. There's no promise for tomorrow. I don't care ... Whatever it is, I don't do well with finger pointing for other people in my life. Take some accountability, and just go for it. Don't wait for ... My thing I say to my children all the time is, "The enemy is perfection. The antidote is progress." I want everyone to just go do it. You never hear anyone regret trying. You hear people regret not trying.

John: This is so good, Vinnie. Let me go to the next segment. I want to kind of bridge, and you putting a lot of this advice together. I have a segment we call, "The Book of the Day," and I'm pulling up your website, and this is your first book. The Best Investment ... I love the title. The Best Investment: A Better You. The human capital that we all have is huge, but what would our fellow entrepreneurs find in this book?

Vinnie: Yeah, so we already have gifts that we didn't earn inside of us. We have value that the world deserves. We just lack a vision of it. This was a passion book, where all these things came out of me. Sometimes I read it and go, "Where'd I get that? That's amazing." What I'm trying to help you do is unlock that person that's already there so that you can spend the rest of your life using those valuable tools and gifts, helping other people. That is the basis of this book.

John: That's great. It is a very powerful book, but you've been working ... I'm going to pull up the image of the cover shot, and by the time we publish the podcast, you're going to be live with this. You didn't stop there. You would think you'd learn from the first book. You got the second book, The CEO Mindset: How to Break Through to the Next Level. This is something you've been doing over and over again. Share with us, CEO to CEO, what's in there?

Vinnie: I want everyone to understand this concept. You can be a complete leader. Most entrepreneurs are either good at sales and/or marketing, which is really just sales, or product development. That's what we'll call the unique ability, or superpower, of most entrepreneurs. We don't pay attention to the other core components of our business. I really want it to be ... After figuring this out with sixteen hundred employees later, and all these wonderful things, and lots of revenue, I want to help people understand that you can be the complete leader of your business by having the proper mindset, building a world-class team around you that isn't hunting for unicorns. It's purposeful, building that team around you, and understanding the real numbers of your business. Once I'd started understanding this, this book literally was ... Once I was done with the first one, you thought it would have been a check the list, I'm done. That was a passion book, and now I'm on this journey where I really want to help un-trap entrepreneurs from this mindset of thinking that it's only going to go as far as I can take it. I think there's truth if you allow that to be what owns your business.

John: I know, Vinnie. I was there with you at Genius Network Mastermind Group, where you did the ten-minute presentation worth hundreds of thousands of dollars. Everybody was busy writing down all this, and it's something I'm passionate about because I'm a financial guy, number guy, and having Fully Accountable, and you have behind you the Fully Accountable. This section is what we call, "Resources," and what I want to do, is I'm going to put up the screenshot of your website, your company, Fully Accountable. This is a back office solution. I was listening to it, and I got to say, Vinnie, there are very few ... I have a number of

businesses. I'm totally virtual, global headquarters. I have a virtual CFO that I love to death. It's just been phenomenal, and I don't think people really fully understand when you have the right team working with you, how big a difference it can make, both early and in later stage. Tell us a little bit about how you got to this business and then what you're doing now.

Vinnie: This business was created to fix a major hole in my life. I had a pretty large accounting department that was all historical-based. I'm amazing at growing gross revenue. I know my ability to sell, see a position of an idea. I was just not that good at keeping it.

John: It's very important what comes down to that bottom line, we've learned over time.

Vinnie: I would put pile full in our bank account, and I would watch it evaporate and not know where it was going. I'll tell you, the solution was simple for us. I started with a dedicated person who was parked on our QuickBooks and then parked on our fancy little software, be it our affiliate program or whatever other thing that reports information, like a Facebook, or Google, or our affiliate program, or our CRM. The problem was those tools are great, but they never connect it to our bank account. I literally made this young guy tie all those together. Literally, we just started, every day, paying attention to those numbers. It's what let us 10x our health company.

A couple friends of mine were like, "Dude, how are you growing so fast?" I'm like, "I got rid of the losers, and I'm riding the winners." They're like, "How do you even know what those are?" Marketing becomes fun when it's all about math, and so that's what we did. Now, at Fully Accountable, we offer a complete integrated surface. We're like ... I consider ourselves an outsource CFO service on Prozac, because we offer a complete service. Even your virtual CFO, I'm sure is great, is kind of a one or two-man shot. Once they have a couple engagements, they're done. We built a tool and a resource that allows ... We're trying to impact a thousand.

John: You didn't do this early enough for me, Vinnie, here.

Vinnie: What's unique about our business and what we're excited about, and we want every business to get a hold of this. It starts with knowing your real numbers, so we've had to fix a whole industry where operations and accounting don't communicate. We just literally took advantage of APIs and spent a bunch of man hours figuring out how to connect those. Now, we offer integrated management reports that are real-time. We have what we call, basically, an on-demand accounting system, where we can produce your daily and your monthly report, and you don't have to manage a bank account to a tax return. You can run like a bigger business, and I think the small businesses have been ignored, because we don't pay for those things. The way we solve it is go hire this great guy, and leverage our payroll, and then ask him to do everything.

We just figured out a way to make it very affordable. For the price of less than even an admin in your company, we can be your entire accounting department and have an on-demand, real-time reporting. If you want, I can have your post up for you for the show. We have a digital version of some of those reports that you've seen, that I want every company to have. I want them to know their key metrics, and we've built scorecards, and great dashboards, and all these fancy, eye-candy things. It comes down to one simple fact. Our data analysts read those numbers, and we talk about variances, fluctuations. Whether our company does this or you do it yourself, which by the way, if you're not doing it now, I don't recommend that as the solution, somebody needs to read your numbers and report back the critical information. That's, quite honestly ... We filled such a big need, John. That's why we're exploding. We haven't figured out a good sales message. We've just solved a gigantic hole of tying operations and accounting together, so you're looking at real math.

John: It's so valuable. We do the daily reports, and we're fully integrated on all our stuff, and so on. I think the scalable business model, that's why I wanted to have you on, is just so important, because all the lessons you're learning solving the problems for everyone, you become even more successful for every client. That's why when we have ... Having just one CFO is kind of crazy with one business, because the lessons that you learn, and with today's technology, the ability to scale this stuff up and the value of numbers for making decisions. No longer do we go, "I feel like we should do this." No, this is the end of fact. If you want more of this, you focus on that. If you want less of that, okay, let's get rid of that.

Vinnie: If you want a futuristic idea, this is something I think I'm passionate about. I think the concept of the CFO as a full-time team member is going away. I think it's very virtual with today's technology. I think it's very accessible. You only need it four to six hours of your month. I think the real executive that needs to be discussed on a team is this hybrid between a COO and a CIO. Information is so critical today that having some type of data engineer around is probably going to be far more critical than what we historically have thought of as a finance officer. That's one of the core premises of why we believe you can virtualize this part of your business, because I think the actual operation of your company, there are other executives that I think require the payroll resource more than the finance.

John: No, I totally agree. I was doing some work with some PHDs on predictive analytics, because as you get all this data, now ... Boy, how do you use it? When you start using it, it's just amazing. We have a database of about four hundred thousand in our financial advisor business, and we've been able to use predictive analytics to identify those fifteen thousand that don't know us yet, who have a high likelihood of predisposition to work with us. It's amazing. Business is evolving very quickly. Let me go to the last segment here, which is, "Key Takeaways." Vinnie, this has been really powerful, and let me just summarize some of the key takeaways in the notes that I've taken.

Number one, seeking mentorship. Vinnie really did it elegantly, and certainly ... Almost every business I've had, that's been one of the key things. Speed kills. I don't know how many things you've killed along the way, Vinnie, but I've killed a few this way. Be thoughtful. Take some time. We're on this long journey together. The world is full of abundance, that oyster, as Vinnie was talking about, but make sure that hell, no. You've got some kind of filler. If it's not you, someone on your team, the people close to you. Self-awareness. Take the time to really do an assessment of yourself. What is that unique ability, that super strength, you have. The last thing you want to do is work on your career on weaknesses, and finish it with strong weaknesses. Surround yourself with great people. This is one ... People are not a cost center; they're an investment. Very quickly, they can scale up if you let them. You bring in the right people. I really love them, "Don't leave anything on the table." This is all about ... We're building businesses to have great quality of life.

The number of divorces, families ... As business owners, we have ... I've got a great wife of thirty-six years now, and there are some dark moments everybody has. If you don't have the support network of the family and spend the time, critical. I love the idea of the virtual CFO. Been using it for the last fourteen years, and great to see somebody really scaling it up. Vinnie, again, thank you. I'm going to encourage everybody to go to AES Nation. We'll have all the links of everything we talked about there. There'll be a full transcript. Go through it. A lot of value here. Take it. Remember, you don't have to execute immediately, but I'm going to say read it, set it aside for three weeks. Come back. What should be that improvement? Don't tell your team you're going to change. You're going to improve it; make it even better together.

Vinnie: Love it.

John: Your team is counting on you. Your family's counting on you. Your clients are counting on you, and all those future clients. Make a difference. We wish you the best of success.

A Second Opinion on Your Finances

A Complimentary Service from Financial Advisor Select for the Members of AES Nation

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John Bowen
Founder and CEO
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