



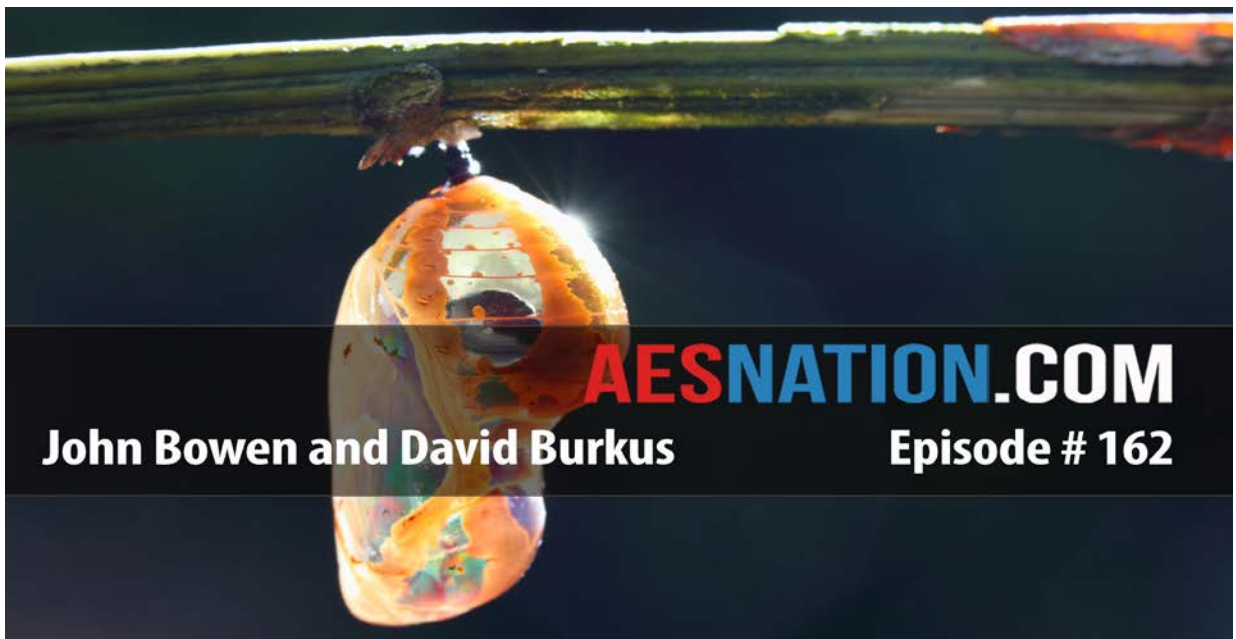
AESNATION.COM

ACCELERATING ENTREPRENEURIAL SUCCESS PODCAST

EPIISODE
162

David Burkus

Show Notes at: <http://www.aesnation.com/162>



Dear Fellow Entrepreneur,

We are thrilled that you have joined us here at AES Nation, where we're dedicated to accelerating entrepreneurial success—your success.

We hope you find this transcript to be a valuable supplement to the podcast and encourage you to share it with like-minded entrepreneurs in your network.

In addition to our five-times-a-week interviews with leading entrepreneurs, keep in mind that we have plenty of other resources to help put your success on the fast track:

- Our **monthly live, interactive webinars** co-hosted with Dan Sullivan of Strategic Coach feature today's top entrepreneurs. These are world-changing entrepreneurs who have the insight to help transform your business.
- Our **virtual conferences** showcase business leaders and experts in elevating your success and your life. These one-day online events give you access to the in-depth presentations and interaction that you'd get at a live conference from the comfort of your office or home.
- The **AESNation.com weekly newsletter** will always keep you on top of the latest interviews and events. [Sign up here.](#)

Thanks for being part of the AES Nation community. We'll see you online.

Best of success,



John Bowen
Co-founder, AES Nation

John Bowen: As entrepreneurs, as we start having success we've got to provide some leadership. We have to inspire our team, our clients, our customers to really make a difference and along the way, we've got to be innovative as well. There's a lot to be done and you wouldn't be watching this podcast, or listening to it, unless you wanted to accelerate success. My commitment to you is to bring remarkable individuals, fellow entrepreneurs, who are out there making a difference. Today I've got a fantastic guest, he is an author, a speaker, a pod-caster, and a professor. He's totally focused on leadership and innovation, and he's got some insights that are going to help you make an even bigger difference. Stay tuned, you do not want to miss this.

I am so excited to you have you here. You and I met Jayson Gaignard's mastermind talk. You were always surrounded by all the gurus out there, they wanted to get your insights, and I also saw you were a pretty good partier there as well. I still remember the scene of the rope ... But, we won't go there along the way. One of the things that, since we met, I was very impressed, I picked up your books, bought both of them, almost done with one and I wanted to share you with our audience. First of all, thank you for making the time.

David Burkus: Yeah, thank you for having me. It was awesome to meet you there as well. I wish they would've had a rope for you too.

John: Maybe not a big enough one for me, I don't know what it was.

David: I can tell you that I was cold and that was better than a coat.

John: It was cold. It was one of those outdoor parties that only California can have, that is really freezing. In any event, it was a fantastic event if you joined masterminds, Jayson does a fantastic job with mastermind talks. What I want to come back to, David, one of the things that I love, I'm very interested and my fellow entrepreneurs are as well, is on this leadership stuff. Many of us became accidental CEO's and you picked out 2 of the toughest areas to be really focused on in your studies and sharing this leadership stuff and this innovation, and where do good ideas go and how do we actually make them work and leverage, and all of this. Give me a little background on how you got to being this on the platform TED talks, and all this other stuff.

David: Yeah. A lot of is that, I hate to say a cliché but it's that follow your bliss idea. Where I'm laser focused is on facilitating the transfer of good ideas and leadership and innovation are two areas where there are a lot of people talking and not everyone's ideas are backed by research or backed by provable models. That was really my goal, was to bring those through. If you go back to 14 years old, this was never the plan. The plan was actually to be a writer, to be a novelist, to be your John Steinbeck or Ernest Hemingway, although those things didn't really work out for them.

John: They didn't have that great of life.

David: Yeah. That brought with it the desire to figure out, "Okay, what do you want to write about?" Where I got really fascinated was, around the time that I was at university, that was when your Malcolm Gladwell's, and your Dan Pinks of the world began writing. That, as a genre, really, really appealed to me because it did that thing, it brought together that practitioner and that scientist, or that empirical academic model, or as I like to say now, my goal is to tear down the wall between the ivory tower and the corner office. This style of writing really does that, it blends the practice with the research behind it. That's been the goal in everything that I do, whether it's writing or speaking or the podcast, or all of that. That's been my biggest thing. There's a lot of leaders out there that I think are really, really hungry for good ideas, provable models that you don't really know if it will work for your company anyway. That's really been the goal.

John: It's so interesting, David, because what happens is that, I know I am hungry for information in this lifelong learning. That's why we both met at this mastermind talks. So many of our fellow entrepreneurs are in CEO groups, or listening to podcasts and videos and shows like this and yours, and we'll come to that later. I want to go to lessons learned, because you've done a lot of this empirical research, you've had the privilege of working with so many fellow business owners, entrepreneurs. One of the things that you talk a lot about is this innovation and great ideas, and this concept that the world is waiting for these great ideas. What are you talking about in your books and your speeches about this?

David: In my first book, the first book is called The Myths of Creativity. This is one of the biggest myths, I call it the mousetrap myth. There's that saying, you just need to build a better mousetrap and the world will beat a path to your door. It's a fun saying, but it's total rubbish. History, especially entrepreneurial business history, is filled with great ideas that got rejected at first. We laugh about some of them. Kodak invented the digital camera that led to its own bankruptcy and Xerox invented the personal computer. The truth is, these aren't one-off ideas, in fact most often our reaction to new and original ideas are to reject them.

This is a bias that we all have because for an idea to be innovative, for it to be that thing that the market will see as a disrupt-er, it needs to be new and it needs to be useful at the same time. The challenge is, if something is new it departs from the status quo, it departs from past experiences, but if we're going to judge it as useful, well then, what do we have to go on? We have status quo, we have past experiences, we have what the market is doing now. We're simultaneously asking something to depart from our experience, but we need to use our experience to judge it. As humans, we're terrible at this.

I think, in a sense, this is good news, bad news for entrepreneurs. The good news is when you experience the rejection, that's just another step in the process, everybody's been there.

Walt Disney tried 300 something times to get a loan for Disney World. We've all been there with the idea that people don't get your ideas. That's the good news. The bad news is that as you scale this is also a problem that you're going to experience, because this is a bias that we all have. We fall need an innovators anonymous like, "Hi, my name's Dave, I have a bias against great ideas." There are ways to mitigate that, and that's really what a lot of the smart leaders do is figure out how can they mitigate this bias so they can have more of these great ideas?

John: We're saying there's 2 parts to this, David, and I totally agree and I want to take the first one. As entrepreneurs, there have been plenty of times, like the ah-ha moment, I got it. On occasion, I've actually had one company I did extremely well with that idea. There is more than one idea. How do we go through, as leaders, where we get so excited ...? Sometimes I think it's easy as an entrepreneur to be a manic-depressive. I've talked with a lot of the psychiatrists along the way, we've had a few, Ned Hallowell I interviewed here and he said, "No, you're not a manic-depressive, you're just normal." Entrepreneurs, we're like Ferrari's on the engine, but bicycle brakes and it just causes accidents along the way. How do we create, take these, when we think we have a great idea and that bias as it's our idea and can waste just so much energy and really be disruptive to our own companies, but it may be that great idea we're struggling with, David? How do we deal with that?

David: I definitely hear you. There's a lot of times where we're super excited about our thing and we're just frustrated because other people can't get it. This happens often. There are a bunch of different people who study how ideas move through populations, what are the characteristics of ideas that spread really, really quickly, and we've learned a couple of things about that. I like to think of them as the litmus test for, "Yeah, you're excited about your idea but can you get other people excited about your idea?" There's a couple criteria to meet.

The first is try-ability, meaning how low is the bar for people to try it? If it's really expensive to try it, if you're asking people to buy in to your idea but it costs, think about the Segway scooter, "Oh, great idea." But, it costs \$2000 to try it, very few people are going to take that risk. If there's some way we can lower that bar, we know this from marketing way back, this is why we invented the free trial and the money-back guarantee. There are other ways that people still see psychological cost to switching their life to adopt this new idea. Very low bar to try it, we call that try-ability.

The other thing that we need a lot of times is observe-ability. The people who do try it have to be able to see a very easy to observe change as a result of adopting that new idea, buying that new product, whatever it is. More importantly, sometimes this is called share-ability, people need to see that that change happened. Think about the last product or service you really bought into, or think about, we just came from mastermind talk, which is this great event and people, when it's your first time, which it was my first time, everybody asked me, "Why

did you come here? What are you doing?" Basically, my response was exactly that share-ability, observe-ability, it was, "I know a lot of great entrepreneurs who have been through this and said it really, really helped them, so I figured I would try it."

That was really, that's how ideas spread. We see somebody get that result and then because of that, we're more willing to try it as those people share it with us. You need a really low bar, you need to be able to observe a really big change once that's happened, and you need people to be able to share it easily. If you have low-bar to try it, easy change, but it happens in a closet and nobody sees it, your idea is dead in the water in the market. By the way, this is the same thing if you're trying to sell the idea to investors or to other partners, et cetera. This is where ideas like minimum viable product, or minimum viable prototype become so useful because, again, they're lowering the try-ability before we go forward with a huge initiative, we're just going to prototype and test it and we're going to learn things from that.

Those are the things that we really need to do. The challenge is, we have to take that alongside our idea as leaders, that Ferrari engine of just wanting to ram the change through immediately. That doesn't help us move it through the population we're trying to get it.

John: What I love about this, David, every one of the things you're talking about, the low-bar and try, getting results right away, and the share-ability, the minimum viable product type or prototype. We're getting the feedback from the marketplace. The marketplace is telling us, because there's so many people that give us advice whether it's a good idea or not, your mom doesn't really count unless she's going to write a check for this.

David: Exactly.

John: We got to have check-writers along the way, that's what you're measuring. I want to take it a little step further, because we did 1 side and you brought up 2 sides. Then, you start scaling up, I've got a number of businesses, I've got a bunch of people working with me and they're talented, fellow entrepreneurs and they're bringing ideas to me, David. They're not my ideas. How do we ... They're just as passionate and I am sure there's some gold nuggets there, but sorting through and all of this, how do you recommend these business owners, or fellow entrepreneurs, deal with this?

David: This is the challenge of leadership. Once you get to a position where you're leading others because of your entrepreneurial venture, one of the things you're going to be asked to do is make decisions. You've got to decide what ideas do we try and what ideas get killed? The challenge is you can end up killing great ideas because we've got this bias. People are coming to you with a new idea, it departs from your line of thinking and your status quo, and they're trusting that you'll use your best judgement, but what are you going to use? You're going to use your past experience.

The one question I teach a lot of leaders, or I train a lot of leaders to ask, I stole it actually. I stole it from Roger Martin at ...

John: We do not steal, we repurpose. We repurpose.

David: Right, exactly. There's a myth in The Myth of Creativity called the originality myth, which speaks to that.

John: Right.

David: It's a combination of pre-existing ideas. Roger Martin, from the University of Toronto, Rotman School of Management, has this great question when he's deciding around strategy. I think it's the same great question when we're deciding around an idea, which is, when someone comes to you and they're very excited, they've got that Ferrari engine type thing you were talking about, your job is simultaneously to weigh the idea but not kill their enthusiasm. How you respond, if you respond whole-heartedly, that's great, but you've now committed to trying the thing the way they wanted to. If you respond hesitantly, you might kill their passion.

Your challenge is you've got to figure out how to respond. The way that I tell a lot of people to respond is with a simple question, what would have to be true for this idea to be worthwhile, or for this idea to be valuable, or for this idea to work? What would have to be true for this idea to work? What you then do is you encourage them, "Look, I know you're excited but let's think about what things in the market, what things in our organization, what context has to be true in order for this to work?" You're also giving them a checklist of ways they can test their idea.

They come up with 4 or 5 things that have to be true about the market, or about the company, or about a vendor in order for their idea to be able to be implemented. We can go test those things, we can go look and see if those things are true. Then, if they are, we've crossed that initial bar of, "Okay, maybe this is worth trying out, this is worth doing the prototyping." Again, you're not killing their enthusiasm by saying, "Well, I don't know if this is going to work because of X statement." You're asking them, "Hey, what would have to be true for this to work?" You're letting them help you figure out how to test the idea.

John: I love that because it's so easy for us to go ahead and take responsibility, "Okay, well I'll take it from here." Let it die, kill off them or at the same time, feel the pressure, "Hey it is a good idea, but I don't have quite the passion or bandwidth they do." What would have to be true for this idea to work? Tell me. Go out and find it and then we'll test it. What's so great in

today's world, it's not that hard to test things like it used to be. You used to have to spend millions of dollars to go test something, now in today's world it's relatively easy.

David: Yeah. One of my favorite companies that I wrote about, I'm pretty sure it was in Harvard Business Review, don't quote me on this, but is Adobe. They're a big company but they were once a start-up. They have this thing now that they call a kick-box, it's a little box meant to kick-start ideas. What it is it's a notepad, it's a Starbucks gift card for caffeine, it's a thing of 2 different sizes of Post-It notes, a couple different markers, and \$1000 prepaid Visa card. Basically, what it is an invitation to go prototype your idea. The only requirement for getting one of these kick-boxes is you're willing to share the results of your test. It doesn't mean you have to succeed, just you're willing to share your results.

I love that idea for 2 reasons. One, it's empowering to the employees, yes. Two, like what you said, it also sets the top line cap on how much we're going to spend. By definition, "We're only going to waste \$1000 on this idea if it doesn't work." Truthfully, even if it doesn't work, we're going to learn stuff that makes probably that investment worthwhile. That's 2016, that's the way we are now is we can actually find ways to prototype an idea and set that top line limit of, "It's only \$1000." Before, we used to have to spend a million-dollar R and D budget just to test 1 idea, now we can give 1000 people \$1000 and we're good to go. We've got basically the same idea.

John: It really is getting a predetermined, "Hey, innovation, we're supportive, we want you to try this." Adobe's actually up the road from me, I didn't know this. They are growing at a pretty good rate too. Okay.

David: Oh yeah.

John: Let's go to the next, where one of the things that I find, and this is something I'm subject to and our fellow business owners and entrepreneurs, you listening here, I'm sure some of you feel the same way, is that for leading an organization, we've got to come up with these great ideas and we've got it working and even an idea worth executing and that's getting results, they don't last as long anymore, David. The pressure for many entrepreneurs is pretty high that they feel they've got to keep on doing this. With everything else going on, boy, it's easy to fall on this.

David: Yeah. I think so. The truth is a lot of, as your business scales you've got to come to that realization. The best way I've ever heard it said was by Dane Atkinson, he's the CEO of a company called SumAll out of New York. His line to me and I put it in the new book was, "Great leaders don't innovate the product, they innovate the factory." In other words, the factory is a metaphor here for any working environment. In other words, they get that their job is no longer to be that frontline person innovating the product, innovating the service offering,

strategically differentiating. Their job is to look at the whole organization and go, "What do my people need in order to do their best work?"

At a certain point, and I get it, because you've started the company so you feel like you've got the best ideas because you grew it from 0 to the 20, or 50, or 100 people it is now. But, if you didn't need them, you wouldn't have hired them. A lot of it is taking that realization that, "My job now is to take care of them because their job is to take care of our people, our customers, our innovation, et cetera." Your job as the person at the top is to innovate the factory, innovate the organization itself to get your people what they need to keep doing all of that stuff that you were talking about before. If you don't, you're going to burn out, like you said, because you can't do it all.

John: I think this is where so many CEO's, start-ups, and small business never make it to that next level. They're always chasing that next idea. If you take that same energy and the innovation becomes the systems you're working on, one of the things, it just, today, again the technology, it's pretty easy to work on systems and see the incremental improvement and, in some case, exponential with the new tools. All of a sudden an individual running hard can do a million dollars of revenue. If they're really talented or have a great idea, maybe about 5 million of revenue. They're not going to do 10 million.

They've got to get they systems, and then you get 20, 100 million. That's where the systems are really working and we're getting rarefied error because people are, so many of us are just thinking we have to come up with something new. No. We've got to really run with what we have and put those in place and support our team, as you're saying, David. One of the things that I like, I love about the work that you do that's so powerful is that you are an observer out there. You've got your own business sharing these ideas and everything else, I would count you as a fellow entrepreneur, but your business is one of observing and you have a really good mixture from the academic side and the entrepreneurial side.

One of the things, I know so many people, this one I actually have not been guilty of, it's one of the few things because I taught grad school investment theory and growth on the financial side, and had the privilege of working with 4 guys who ended up winning the Nobel prize in economics in different years. I have a great respect for the academic community, but I've got to tell you so many of my fellow entrepreneurs, it's like if you haven't walked the path in front of me, it can't be worthwhile. You write about this, David. How do we help our fellow entrepreneurs really understand there's some really good ideas on both sides of that wall?

David: Yeah. I get it. There's players and there's coaches, and it's really tempting to say, "If you're not." I'll use an American rules football analogy, right? "I'm a quarterback, if you're not a quarterback, what are you going to teach me?" There are people who are a thousand feet in the air looking down on the entire field, they've got some things they can share with you.

Granted, your job is not just listen to them and don't listen to QB's, but your job as the leader is to listen to all of the different perspectives. That's where, I come from that academic background of, "My job is to tell entrepreneurs what other entrepreneurs are doing." Also, to pair that with, "Here's the research and human behavior and in social science that's why this is a good idea."

Your job, as the entrepreneur, is to figure out how this applies to your company. It's interesting because that's the number 1 push-back that I get from a lot of people. I hear it all the time, it's like, "Yeah, but you're not running a 100-person company." "You're right. I also came from talking to high-level economists and management researchers who are doing studies on those same companies and here's what I can tell you." It's not my job to tell you exactly what to do, but it's my job to speak to where you are on the path and give you an idea of what that path looks like from other people's perspectives.

Ultimately, I love that idea of you've got to be going down the same path as me. The truth is, no entrepreneur goes down the exact same path of any other one. There's the limit on how much we can learn from hearing about just one other person's path and copying exactly what they do. It's either not going to work because it was from a different time, they did it 10 years ago and it's a different market now, or it's going to work but you're not going to be happy because it's not true to you. Your job is to listen to as many different perspectives as you can get and figure out how that applies to you.

I've taken it on me that my job is to help you do that by giving you lots of different perspectives. I'm an entrepreneur, I run the 0 head-count model, so other people that do that, there's some stuff I can tell you about how I run my business. The true value is I can tell you what I've gotten from a variety of different perspectives and put that in a way that you can take it and apply it to your life. That's the sort of service-offering that I give.

John: David, let's change segments, because I want to go to some of your work here. Let's go to the book of the day. I'm going to pull up on Amazon, you're Under New Management book. I've got to tell you the day, I think I bought it, it has the date April 26 was the day I bought it, was the day I met you.

David: Oh, that was so nice of you.

John: Actually, it had nothing to do with being nice. I thought there was some real value that I could bring, and there is. Why don't you tell our fellow entrepreneurs what's in that book? What caused you to write it? Then, there's so many lessons in there, but give us some perspective.

David: Yeah. What influenced it was really this idea that there's a lot of the business presses littered with a lot of crazy ideas from different entrepreneurs, different companies, on how to run their company. Everything from unlimited vacation, to total salary transparency, to not having any management structure whatsoever. My goal was really to cut through the clutter and go, "Okay, what are the ideas that aren't just fads, but actually represent a shift in the way that we're working?" Most of us, when we think about management, we think about how to run a company. We're using ideas that were actually invented almost 100 years ago by a guy named Frederick Taylor. Frederick Taylor, Principles of Scientific Management, anybody that's gone to business school, this is lecture number 1, day number 1.

The problem is, Taylor was trying to figure out how to manage a factory, a physical place that would produce stuff, an assembly line. The assumption in that was that you had 2 tiers of people, management and labor. Management's job was to figure out what to do, labor's job was to not question and just do it. Most of the businesses that power our economy today don't work like that. We've switched from a physical factory to an idea factory. Most of us are called to, even our employees are called, to make decisions, come up with ideas, solve problems. That requires a different style, a different management.

The ideas that are in this book, I think represent, not just different ways to run a company but different ways to run a company for the era that we're in now. As I like to joke, the future's already here it's just not even dispersed. The ideas in the company's profile in this book are the ones that I think represent where we're headed. You can go there or not, but your talent and your most valuable people are going to be attracted.

John: What I loved about it, David, that was really helpful is you took almost an idea or a case that you went through in each chapter. It really gave me the chance to like, "Okay, that one, I've got to consider that. That's exactly what I need. No, that one's not going to fit in my business." You could be really selective because you went deep enough to get the mind working. Most of these, not all by any means, but most of these I've heard of but you actually, not only shared the story, but how it was being applied and raised how, as a fellow entrepreneur, how you might do it. That was great. Thank you.

David: Oh no, thank you. That was absolutely the goal. It couldn't be just 1 company doing 1 idea. I had to see it at that hot, cool start-up, but I also needed to see it at a supermarket. Then, there needed to be ... I'm an org psychologist by training now, there needed to be real research into human behavior that explained why this was such a good idea. Otherwise, it's just that same old, same old, "Here's a 4 box model and if you just do this your life will be fine." That's not the truth about how a company is run, it's better to go, "Here's 4 or 5 companies that are all doing different spins on the same principle and here's the science behind the principle. You can figure out how to best bring that to your company."

John: Let's go to another book that you wrote, it's a great book that I have but have not read yet. You said, to start with, the Under New Management first, and I have. The Myth of Creativity, the truth about how innovative companies and people generate great ideas. We've touched on all of that, but give us a little bit of what's in the book.

David: Yeah. Just like there's a lot of faulty beliefs about how we're supposed to run a company in 2016, around creativity and innovation there's a lot of stories. There's a lot of misconceptions. If you think about, even just people who just use the phrase, "I didn't feel inspired." When it comes to creativity and innovation, they're actually relying on language that speaks to the old Greek ideas about the muses and all of that sort of thing. Then there's other stories that we tell about whether or not we have the right genetic gifting, or whether or not we done. Even stories about how it's supposed to work in teams and in companies.

The goal with the Myths of Creativity is the stories that we tell ourselves are true even when they're not true because they become true. We can tell ourselves a story that's not accurate and tell it enough to where we believe that story instead of the truth. That's really the goal of the Myths of Creativity, is to go, "Here's what you might believe about how creativity works, here's what science and the experience of some of those companies that we admire, Google, Apple, Pixar, et cetera, here's what the science shows and what the most innovative companies show is the actual accurate story. If you're in that disconnect it's time to rewrite your story and tell yourself a better one."

John: It is so important to do all of this, that's what I love. I'm going to go to your website as a resource here because what I like is you're very focused on 2 things and your website makes it very clear, "How can I help you? The creativity or leadership?" These are both so important. If someone wants to reach out to you, what are they going to see on the website?

David: You spoke to it, the first thing above the fold is, "These are the 2 areas that I speak to, so how can I help? Which one are you interested in?" There's a ton of resources on that, DavidBurkus.com is probably the best place to start. You're going to find some info about the books but there's also free talks that are up there, the podcast, a bunch of other resources. The goal is exactly that, to give you a plethora of information in whatever way you want to consume it, and let's talk. From there, there's a myriad of different ways to contact me. I have small children even that still required getting fed in the middle of the night and so even if it's emailing me at 4:00 in the morning, even though I wrote a chapter against why that's a bad idea, or Twitter, or whatever it is, I'll probably respond.

It starts from there and then we go, and the goal, like you said, at the top of the site, how can I help? That's the goal, how can I help you figure this out? Whether it's leadership, whether it's innovation, whether it's just trying to figure out how to survive inside of a company and

keep your sanity or you've taken that leap, you've decided to be an entrepreneur, how do you build that? If I can help, I'd love to do it.

John: This has been really great. What I want to do is summarize, in the next segment, the key takeaways. There's so many of these, I've got a lot of notes. Let me go through 4 major areas that we talked about. We talked about great ideas as the entrepreneur and this belief the world is waiting, and how important it was that the minimum viable product to prototype, that had 3 components David shared with us. That low bar to try, we make it easy on our customers, our clients, it gets results very quickly in whatever change or improvement we're looking to have. Then one that I hadn't heard, or I didn't pick up as much is that share-ability, and that's really, if we're going to grow exponentially, this is so critical.

The second thing, where he flipped it around, was on the employee. Some of us get overwhelmed in business as the leader and our employees come to us with all these great ideas and it's so tempting to shut them down. David talks about weighing the idea and doing it in a way that we're respectful, not killing it, and quite honestly it might be a great idea too. What I loved, the question he asked us to ask, I'm encouraged and I wrote this down and I will be doing it, I have not been doing it in the past, but what would have to be true for your idea to work? Boy, let them run with it a bit. He shared the example of Adobe with a kick-starter box, if you will, \$1000 cap and some tools to get them going and in today's world, how powerful that is.

Then, we talked about great leaders. Really, the innovation as we scale up, is not on the great, big, new idea, it's on the systems and supporting the people, because you've got all these great, talented individuals, if you hired well, and you've got the right people on the bus, that will take it. Scaling up that incremental to do the exponential growth is really there. Then, lastly, one that I'm passionate about, you wouldn't be listening to this, or watching this on video, if you weren't a lifelong learner. To be competitive today, we need to be. There's a lot of fellow entrepreneurs that we think just, if it isn't somebody that walked the path in front of us and had more success than us, then it's really no value.

I'm with David, that it's a combination. I love academics where there's really thoughtful research going on to examine the processes, because we've all met fellow entrepreneurs who are a little full of themselves. We have to discount those, what they're saying, and getting the rigorous, empirical research can be so valuable. David, I want to thank you. I want to encourage everybody, pointing to the logo AES station dot com, you can get the transcript, all the links that David and I talked about. This is some amazing things, you're making a big difference on innovation and leadership, keep up the great work. For everybody out there, your clients, your future clients are counting on you. Go make this happen. Go make a difference. 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

Dear Fellow Entrepreneur,

Like many members of AESNation, I'm a serial entrepreneur. In addition to co-founding AESNation, I'm the founder and CEO of Financial Advisor Select, a firm dedicated to helping successful people make informed financial decisions by introducing them to top financial advisors.

If you're like many successful entrepreneurs, you and your family already have a relationship with a financial advisor. You may even work with several financial advisors. If you are completely satisfied with these relationships and confident that your finances are on track toward helping you achieve all that is most important to you, we congratulate you.

However, you may not be entirely satisfied. You may be wondering if there's a financial advisor who is better-suited to address your family's very specific financial challenges. If so, you are not alone. In today's uncertain economic climate, many successful entrepreneurs are wondering if they have the right financial advisor.

To help you find out if you are currently being served well, Financial Advisor Select is offering a complimentary second-opinion service to all qualified members of AES Nation. Simply [contact us](#) to schedule an exploratory call with one of our personal financial concierges. We will introduce you to a financial advisor who we believe has the ability to address your particular needs. The financial advisor will then meet with you and provide you with a second opinion on your finances. There is absolutely no cost or obligation to you.

[Find out more about how Financial Advisor Select can help you and your family.](#)

Why do we offer this service? Because at Financial Advisor Select, we have just one purpose: to help successful individuals and families achieve financial peace of mind by connecting them to top financial advisors in their communities. We look forward to assisting you.

Best of success,



John Bowen
Founder and CEO
Financial Advisor Select