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EPISODE
208

Brad Martineau

Show Notes at: <http://www.aesnation.com/208>



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Best of success,



John Bowen
Co-founder, AES Nation

John Bowen: As entrepreneurs, we want to make a huge impact. We want to deliver really great value to people we care about. Our market, our avatar, our ideal client, our ideal customer. But you know what? It's amazing. So many of us struggle on it. We don't have the systems in place to really make this work. And today, I've got a guy who is one of the top entrepreneurs, a fellow entrepreneur like ourselves, who helps other entrepreneurs put together killer systems leveraging technology. And I've been with Brad just a few meetings, at different mastermind groups, and I've got to tell you, he's one of those guys that stands out at every meeting, mainly because of his advice. And everybody goes to him, because this is, once you know what you're doing, and you have the systems to do it, your ability to accelerate your success has never been greater. I'm John Bowen, and I am the co-founder of aesnation.com. Stay tuned as I introduce you to this remarkable entrepreneur that's going to help you be hugely successful, even more.

So excited that you're joining us here today. You are the go to person for so many CEOs, that struggle with systems and technology, but before we go there, I always like to get the back story. First of all, thank you for joining us.

Brad Martineau: No. Thank you for having me. I'm excited to be here.

John Bowen: Brad, give me a little back story. My guess is, you didn't ... I've sat next to you in the last meeting. I just watched you doodle out systems. You are a system guys, and I don't know if I asked you, how do you do that? And you gave me that app, and so on. It's just you just think this way. I'm guessing when you were a kid, you didn't do that. So how did you get here?

Brad Martineau: Yeah. So ironically, actually ... I don't know if it's ironic actually, but growing up, I'm the sixth of ten kids. And the reason why that's important, and the reason why I share is, it relates to this. When you have your first kid, when anyone of us had kids before, have your first kid, pacifier, falls on the ground, you throw it away and incinerate it. Second kid comes along, pacifier falls on the ground, you just throw it away, and get a new one. Third kid comes along, you will sanitize in the dishwasher. Usually acts by the third kid. You're like, "Whatever. I'll just brush it off of my leg and give it back to the kid." So, I'm number six. So, you can anticipate what happened. Nobody even got me my pacifier when it fell on the ground.

So, the reason why I share that is because what happened is, I have amazing parents. I didn't have absentee parents, but by the time I came around, they were like, "Yeah. You just figure out stuff out yourself." And so, I did a lot of figuring out how to get what I wanted. And what I realized, really early on is, when you have the right process, or the right framework, you can do everything faster. There's not anything that's actually inherently hard. There's only things that you don't know how to do yet. And so, once you discover the framework and the system, you can do so much more stuff done. It is ridiculous. My mom would be like, "Hey, you've got

to go work out in the yard for five hours." And my brain is like, "Wait a minute. I have an idea. How about you tell me what you want done, I'm going to figure out a fast way to get it done, so I don't have to spend five hours in the yard." What I didn't realize at the time, is that she had nine other kids, and she just wanted us to be in the yard for five hours. So, didn't work out so well.

But that really is what it was borne out of, is growing up, it clicked at a young age, that if I understand the mechanics of how something works, then everything goes way easier. And if I can not only understand the mechanics, then I can build a framework and then a system so that I don't have to be the creative one that's rethinking up or re-remembering the steps. I actually want to take all of my knowledge out. I want to put it into a system that I'll follow. It makes me way better at what I do, and would also it allow, is that I can bring somebody else in, and I can have them follow that same system. And now with technology, now what I can do is I can put technology behind most of it and automate it so that when I as a human, I have to go do work, I can do way better work because I'm not spending my time. I only have a certain amount of time, and what I'd rather do is spend it on meaningful work that can't really be systematized or automated, rather than re spending my time over and over on mundane things that I could just use technology or systems to just handle.

So, it happened at a young age. I fell in love with it, and I could go through examples of like, I'd play basketball, about how I learnt how to shoot, and the mechanics of shooting, how I raised my kids, and how I run the morning in my household. It's a checklist of what has to be done by 6:45, and then 7:15, down to how my closet is organized and the type of clothes that I wear. And this is what it all boils down to for me. We all have the exact same amount of time, to accomplish whatever it is, that we're trying to accomplish. Irrefutably, you can't argue with that fact. And what I know is, that when I create systems that are simple, and I leverage technology to automate the things that can be automated, it means that no matter how successful I already am, what it does is, it gives me more time to go create the impact that I want.

And I'm just like, "I'm going to maximize that." So, I only have a certain amount of time with my kids. I want to maximize and have everything be simple so that when I spend time with my kids, one, I have more time to spend, and two, when I spend it, I can do more meaningful stuff, rather than trying to struggle to get my kids to brush their teeth. My kids just do it because they know by 7:15, that crap has got to be done.

John Bowen: Brad, you know it's funny. I think of myself as really system driven as well, but you win. Let me go to my fellow entrepreneurs. The idea here, I've had a number of businesses. I've got three businesses now. But we're in business not for more business. We're in business, in my mind, for supporting the quality of life that we want. And the last business I had, that wasn't in global headquarters now, my poor house, I had 400 employees. And I've

got to tell you, we didn't have that many systems, and it was a very successful business, but the quality of life, really, I may use a technical term, sucked.

Today, I have a much more profitable businesses. Great quality of life. And the reason the businesses are successful or adding more value, and I've got to tell you, I have always ... And we were talking about this, Brad, when we were together, I've always used enterprise systems, and really work with your peers, in putting systems into place once we've proved out the concept. Then it makes such a difference in life. I love simple and elegant, and technology today is so cost effective to make things simple and elegant.

Brad Martineau: Yes.

John Bowen: Before we turned on the cameras, I asked you some of your life lessons. And the first ones, and one of the things I like to do is really get clear on how you've been so successful. And you've personally been successful. The people that have the privilege of working with you. I've met so many of your raving fans. Your marketing apostles, and you gave some really simple and elegant things here. And number one, I always wear glasses. And I'm thinking, I was a pilot in the navy, so I've really good vision, but you know what? This is so important because people lose focus all the time. Why don't you tell us what you're talking about here?

Brad Martineau: Yeah. For sure. This one actually, I go to my dad. My dad growing up, had a question he liked to ask us. Remember there's ten of us. And it got to the point where I was like, "Dude, I don't understand what you're saying." So, here's a specific example. We were going ... It was when Aladdin came out. And we all piled into our suburban. I'm pretty sure it was illegal, because there were ten of us. We didn't have seat belts. It'd be illegal today, but it wasn't then. We were going to see Aladdin in the movie theatre. And getting ten kids to a movie theatre is a pretty big production. So, I'm hyped up. We're going to the movie theatre, there's popcorn or whatever.

We get into the car. I could still see it. We're in the garage. It's a three-car garage, or whatever there. He turns around the suburban, puts his arm up. I'm sitting in the middle, between like four other siblings. And he says, "Alright. What do we want to have happen here?" And I'm like, "Old man, I want to go watch a movie. I need some popcorn. What the freak are you talking about?" And it wasn't until way later, I had kids, started to raise a family, started to run a business, that I realized the power of the question of, "What are we actually trying to do here?" And what was really interesting is, for a long time, before this clicked, I would sit around in meetings and I would hear people talk. And I would sit there and I'm like, "What are we talking about? What is the objective that we're trying to do?"

And people would come in and ask questions. And I thought, that I was missing something. I thought there was a conversation happening up here, above my head, and I just hadn't got smart enough to understand it yet. And then what I realized is ... And I don't know. There's a thing that says, "67.3% of stats are made up." I'll make one up right now. I would then suggest that 90% of meetings and conversations, people are talking in circles, because they don't actually know what they want to have happen. They don't know what the outcome is, and so the idea behind always wear glasses is, if you wear glasses, and you take them off, everything becomes fuzzy.

You can still sort of navigate, but it's fuzzy. And it's way less likely that you're going to get where you want to go. It's kind of like, imagine playing pin the tail on the donkey. You wear glasses, and you take them off. Good luck. It's all fuzzy. The target is just way harder to hit. And what most people do when they set their goals, or they set their targets is, they actually don't set goals, they set directions. And what I mean by that is, people will say, "Okay. I want to make more money." Or, "I want to lose more weight." Or, "I want to have more free time." Or, "I want to take more vacations with my kids."

A really good sign that you are not wearing glasses is, if your objectives use the phrase more, or less. The way that you put your glasses on is you get really specific. Like, how much money do you want to actually make? Because what happens there is, "Now I know what the target is to get to." And in some cases, it's like, "Oh, relax. You're already made enough money." I might be able to divert my energy somewhere else, instead of pretending like I've just got to go and make more money. How much weight do you want to actually lose? How much time do you want to have with your kids? What are the actual vacations that you take?

For me, what I found is, almost ... Again, I'm going to make up a stat, but the majority, I'll stop making up stats. The majority of -

John Bowen: And remember you're talking to research guy that does a lot of empirical research.

Brad Martineau: Maybe you can google some of the stuff.

John Bowen: I can actually. I will.

Brad Martineau: What I found is most of the time, most of what people struggle with first, if you can eliminate a majority of problems that people just got to clear what they were actually trying to do. And that happens at a high macro strategic level, all the way down to, I'm trying to decide how I want to onboard a brand-new client into this product offering. And people will start to talk about what emails they're going to write, and how they are going to send them, and how they're going to design them, and whatever. And nobody stopped to say, "Hold on a

second. What are we actually trying to make happen here?" So, the first one is, if you can always stop, and get centered, and put your glasses on, know what you're trying to make happen, it literally changes everything.

John Bowen: It really does, Brad. It's so interesting because our fellow entrepreneurs as they're listening to you, are going, "I was in that meeting 15 minutes ago." There's so many things that we get. They're so important, and there is no clarity, and the second you start getting clarity, for yourself, and then the rest of the team, it's amazing what you can accomplish. But as we go, I'm going to go to your second life lesson, which was really good. Ninjas don't start as ninjas. What are talking about here Brad?

Brad Martineau: Okay. You'll notice as we go that these sorts of stack on each other. Remember I'm more like a framework and a systems guy. The first one is get clear on what it is you're trying to do. Put your glasses on. And then the second one is, we're humans. And as humans, for whatever reason, it's really hard to keep something simple. So, we can't imagine the simple version of doing anything. We always have to come up with the extremely complex, fancy version. We tell ourselves that that's what's required. So, this idea that ninjas don't start as ninjas, is born out of mantra that we have internally, which is, you get, or you start simple, and you get fancy later, if necessary. And another way we'll say it is, that the permission slip for fancy, or ninja is, signed simple, or fundamentals.

And the idea really is, that if you can walk around and always have this question present in your mind, it will completely change your life, and your business, which is, what would the simple version of this look like? What would the simple version look like? And it reminds me, we went out to base camp. They have the ... It used to be 37 signals. We've got the project management tool. And they introduced a really interesting angle on this as well. They do their development cycles in six weeks. And they said, "Everything changed for us when we realized we're not going to define the scope of a project and then see how long it takes us. We're going to define the scope of the cycle and we're going to create." She was like, "Look, for every project, there's a six-day version. There's a six-week version. There's a six-month version. There's a six-year version. We just choose the six-week version."

And it's along the same lines of what would the simple version look like? If you think of the next project you're trying to launch, if you shifted your mindset, and you thought, okay again, ninjas don't start as ninjas. There are a whole bunch of things that don't have to make it in here, and I'm human. Which means I'm going to try and cram them in. So, what I'm going to do is, I'm going to say, what would the simple version look like, that I could launch in the next 24 hours? Or whatever the actual timeframe is, that you give yourself. I found so much power, in the, "What would the simple version look like?" As opposed to the, "Oh, it's got to have this. And it's got to have this. And it's got to have this." So, the idea is, get really clear first, and

then take what you come up with, initially, and recognize that it's going to have way more stuff than you need.

Just start to trim it back down, so you're left with just the core piece, that you could actually get done and you could actually launch, so that it can actually produce some sort of benefit, and some sort of outcome. And it really applies whether we're talking business, whether we're talking at home. I had a way more grandiose plan, and the simple checklist that we have posted up on the walls for our kids, but the one that actually worked was the simple one that has five check boxes. And it's totally changed how our mornings run. So that's the idea, behind ninjas don't start as ninjas. It's, what's the simple version going to look like? And the permission slip to get fancy assigned simple. And you only do that actually, if you have to. And most people realized you don't actually have to.

John Bowen: Yeah. You know it's funny. I'm in Silicon Valley, and one of the things that when I was financial advisor, I had a lot of entrepreneurial, high tech entrepreneurs. And I'd ask them, Microsoft would have this big announcement that they were going to go after their space. The question always became, "How many people do they have, and what's the duration of the project?" You know, when they're going to announce something. And the only time they got word, was when it was a small group, and a very sharp period, because if it was 100 or more people, and the kind of open ended, nothing would ever happen. It's so big.

We have one of our more successful program we have, and it's a thought leadership platform for a financial advisor, and we've been beta testing where at 800 paying \$400 a month, we think we can go to 2,000. And one of the things everybody wants to add all these features. And we started simple, let the market tell us. It's not even close to what it started in the business plan. And then what's happening is, we put one caveat, that they can't take any more than an hour a week for the principal to execute. And that just keeps it simple. Brad, I couldn't agree any more on this stuff. But, let's go one, because we were going over this before, and I go, "I'll leave this one." Can't implement strategy. Every once in a while, I'll come away from one of the mastermind groups you and I are at, and I get all excited about this new strategy. I'll usually grab a couple of my team members and I say, "Let's go do it." And I'll leave it from there, because you'll tell the story of how it works for almost everybody else.

Brad Martineau: It's sort of the cycle that entrepreneurs go through and when I teach this principle, there's a video clip. I don't know if you've seen that, but there's a video clip on YouTube, and it's a guy, I think in Germany, or somewhere. And he's talking to the camera, and it's all excited, and he runs, and he jumps, and he's trying to break through a frozen pool, the ice.

John Bowen: Yeah. You did share that. And I'd gotten that before. I haven't hit the ice that way, but I've hit almost at everything else just as hard.

Brad Martineau: So this guy runs, and he jumps, but instead of breaking through the ice, the ice doesn't break, and he just splatters on the ground, and slides over. And I think that is a perfectly captures what happens, so frequently, as entrepreneurs, which is, we go to an event, or we talk without business coach, or mastermind. We're listening to a podcast, or reading a book or whatever, and this idea pops into our head. And for me, idea and strategy and synonymous. And you've got notebooks, I'm sure, from the events that you've been to. I've got all these ideas. And we have this idea. We get really excited. Like, oh, this is going to change my business. I'm super excited. Like John said, I'm going to get a couple of people on my team, and I'm going to tell them, "Hey, we're going to lock ourselves in a room. Nobody's leaving. I've got pizza coming in. We'll get some diet coke, or whatever. We're going to stay here until it's done. If we have to stay the whole weekend, we're going to stay here."

And then what happens is, it slowly falls apart and it never actually comes to fruition. And here's why. The reason why, is because you can't implement ideas and you can't implement strategies. You can only implement plans. And plans are always bigger than ideas, or strategy. So, another place to really drive this home, another place that I think captures this really well, is when you have a project, like at your house. And what really ends up happening is, the Saturday project is just going to take you an hour, or whatever. And then you end up doing this thing called the eight-home depot run Saturday. And I'm pretty sure that everybody watched had an eight Home Depot Saturday, which is, I go to Home Depot. I get the one thing that I need. I come home, and about 15 minutes later, I realize, "Crap. I did not get the things that I need." So, I make the next run back. And by the time it's seven o'clock at night, and I've literally been to Home Depot eight times, getting new pieces, I want to beat my head against the wall.

The hardest part, or the costliest part of that actually is not the project itself, it's what you were supposed to do. Because you were supposed to be done in an hour and you had seven other hours. And that usually is, now you're stealing from your family, or from your business, or from whatever. So, the idea here, this is, I think, the most interesting principal to take out of it, is, whatever things you've got in each of your runs to Home Depot that day, guess when you needed them. You needed all of them at the beginning. And what I found when I talked about this with entrepreneurs is, a lot of times, because the principle is, you have an idea, turn it into an actual plan. Think about it. If I have a house I want to build, I've got to create a blueprint. I can't just have a house account, and some pictures accounts, and some drawings on a napkin. I've got to actually create a blueprint.

And the blueprint does two things. It lets everybody know exactly what we're going to do, in clarity. So, it's not like this half idea that I dropped out of my head, as the entrepreneur. And two, it identifies all the work that has to be done, so that you can actually get that project completed and launch. That's what a blueprint is. And here's the challenge. What I found, the fallacy in our entrepreneurial, maybe just in our human brains, is that if I go through, and I

identify all the work, I'll have this checklist that's how many things long, and then I feel like, "Oh, that's way more work. I just want to do the idea." It's not actually any more work. Just because you can see the work that you have to do, doesn't change the fact that that's the work that you have to do.

Just like when I went to Home Depot, and I just got the one thing I thought that I needed, and then I went back again, I got the second thing. I went back again, I got the third thing. I needed all of those. And I had stopped and got clear on what it was that I actually needed, then I can bypass the eight trips to Home Depot, and I can actually get the project done in an hour. So when we're working with our clients specifically, and automating how they're converting leads into clients, and how they're delivering an amazing experience to their clients. The very first step that we have to take them through is, one, let's get clear on what he wants. Let's get your glasses on. And then two, let's go identify what are all the things that will need to be put into place? And what are the resources that we'll need? Why don't we talk about that one in a second? But, what are all the things that actually have to happen before I start?

Because if I identify those, implementation is actually insanely easy. The piece that's missing, and the muscle that's missing is architecture. It's your ability to take the ideas out of your head, give somebody else a clear vision of what you want to have done, and then produce a very specific check list of all the work that needs to be done. That is actually what stops implementing ideas and getting people on. So, the idea behind you cannot implement strategy is, as you're out taking notes at conferences and events, at masterminds, what I tell people to do is, you have a note, but when you have an idea, put idea: not a plan, and then put your idea down. Just as a reminder that when you write it down, it's not going to be like that small on your calendar, there're going to be a bunch of pieces that will need to go in to get that thing launched. That's the idea.

John Bowen: Yeah. I know this is so important, because most entrepreneurs have, you're a little bit quick starter. Good, ideas. We can sit and visualize this, and we run with it with our team, and lo and behold, there is the Home Depot run that we've missed a few parts. And I look around and the scattered things that we all have. And in business, these can be hugely expensive, both in time, and energy, and it can create tremendous challenges for your team. As a matter of fact, they might mutiny along the way if you do that too often. So, one of the things, and this is one that you had Brad, and I think it's one that I relate to a lot. I think you said that you're not the plumber.

And the way I think of it is, it's so funny. I don't do the Home Depot run any more. As a matter of fact, I don't do any of it. We've got a pretty large property. We've got a vine yard. We've got a whole bunch of things. I delegate everything. And it really came from one event where I decided to do the Home Depot run, and I was going to replace a facet. And this is many years ago. It wasn't Home Depot, but it was the equivalent of it. And I got it almost all done, but

couldn't finish it off, because I didn't have the right tools. I called the plumber and he charged me more to take everything apart, that I had already done, and it's like, this is where ... One of the things once you're clear on what you want to accomplish, you've got the strategy laid out. You're clear on the plan, make sure you've got the right people with you. And sometimes, we're not the right people.

Brad Martineau: Yeah. There's two elements of this idea of not being the plumber. Maybe there's actually three. The first one is, you have to have people. And I talk about it, but what I used to call it is, just your team of key success player. So, in anything that you want to get created, it's going to take ... There are going to be, one, a certain list of things that have to be done. Each of those things requires a certain skillset. And then you've got to have somebody that has that skillset, to do that thing, so that you can finish the overall project. Like in the case of the facet, it takes a certain skillset and also a certain tool to be able to pull it off.

John Bowen: I'm not sure I had either of those though, honestly.

Brad Martineau: So, once we recognize that, and accept it, I remember when it hit for me, and I still have places where I slip. But I was driving down the road, Germane road, right here. Literally, it's right back here. I'm driving home, and in my mind, I'm starting to conjure up all of the things that need to get done in the business. And I'm starting to plan how I'm going to get them done. What I'm going to do is, my kids will go to sleep, and I'm convinced I'm going to sleep at 9:30, and then I'll spend a couple of hours then, then I'll wake up early. And I literally, stopped about a quarter mile back at a stop sign in traffic. And I just started laughing out loudly. It's just me in my car. And I was laughing out loud at the absurdity that I actually thought that the way I was going to grow this business and move the project forward, was that I was going to be the one that did it. That it was just going to be all me. And then my brain wasn't automatically going to. "No. It's not actually my job to do that."

And so, when I teach that, I'll pull up some slides typically, when we talk about it. I actually did a search. I looked up the definition of entrepreneur. And it says, I believe the definition I found was, a person who organizes a business or businesses. And I'm like, "Oh, it's really interesting." What I did not find was this definition. A person so highly talented that he or she must perform all of the critical tasks in the business so as to save it from impending doom. And a lot of times, we take that approach as the entrepreneurs. "No, I'm the only one that can make this happen." And so, one of the core principles that has led to success for me is the idea that, one, I'm going to recognize that it's not my job to do everything. And two, more importantly, I get no bonus points. My business does not make any more money if I'm the one that coded a landing page, or a fallout sequence, or designed a logo, or whatever. I know it isn't bonus points if it was me.

The only thing that matters, the only way to score increases is if it gets done. And when I go stepping to do things, I'm actually limiting the business's ability to actually grow. So, its, one, you've got to be willing to use people to help you move the business forward. Two, you've got to find the right people, and then three, when it comes to you not, not the plumber, there's another element of this that ties back to the second one, which is, ninjas don't start as ninjas. Which is the idea of, just because you have people doesn't mean that you can give them everything. So, it's great. Like for you, it's great that you don't do anything, but if you give 100 projects to the people that you're outsourcing to, and they don't have the bandwidth, or the capacity to go handle it, you're not any better off. All you've done is, you've moved the clog of your drain, so to speak, a little bit further down to somebody else.

So, you've got to make sure that you're being careful with, or just monitoring how much you're trying to get done, whether you're doing it, or whether other people are doing it. So, I'm always trying to remind myself, "Okay. Is this thing that I'm doing, is this the thing that I need to be doing? Or can I have somebody else handle it, so that I can actually coordinate and orchestrate this entire project, or whatever it is that I need to go do." So, you're not a plumber, and most people think that they are, and they have to figure stuff out.

I actually read something today. So, Jason Fladlien, he was also in the group, that we're in. I was reading his webinar book, and I love what he said about people that want to do things themselves. He's like, "Look, most people know how to go cut their own hair. It may not be perfect, but you can learn how to cut your own hair. But even after that, you'll still probably go to a barber." And I think there is a lot of power in that principle. I know how to wash my own car. Doesn't mean that I ought to go wash my own car. I know how to create a lot of things, as far as it relates to automation. It doesn't mean that I need to be the one that goes and does it.

So, if we kind of go back through these four principals so far, its, one, let me get really clear on what I'm actually trying to create as an outcome. Number two, let me identify the simple version of that. Number three, let me create a really crystal-clear plan, and vision, that I can give to everybody, of the work that needs to be done. And then, as I'm doing that, let me ... Remember, I'm not the plumber. So, let me go find the people that can handle this individual piece, because once I have a clear plan that everybody can understand, and I'm clear on what I'm trying to create, it is way easier for me to go delegate the task. When it's hard to have a team to delegate to, is when you have not developed the muscle to stop, know what it is that you're trying to have happen, and the ability to turn it from an idea, or a strategy, into an actual plan.

You master those two skillsets and finding people that take care of the individual pieces is actually extremely easy. And that's when you get freed up. That's the exact lesson you learn as you try to fix the facet, and now have been able to build a business and a lifestyle around.

John Bowen: Wow. And it's been huge. And the way I think of it, Brad is, this. As we progress through this, is, in the past, I wanted to know how to do everything. Now, I don't. I just want to know who to do it. It's a simple thing, and one of my biggest thing, is I've got a great team. One of the best teams that I've ever had in my life. A number of successful businesses I've had the privilege of working within, and one of my biggest roles is not only orchestrating, but managing, so that I don't overweigh anyone in our team. Because I want their talent too, but it's having that right people. And you talk about that and particularly with technology and systems. And number five is systems multiply people. What are we talking about here?

Brad Martineau: So, I think the easiest analogy for this, is, Ironman. You got Tony Stark. You know that Tony Stark has a lot of money, and whatever his personality is. For me, the Ironman suit is the equivalent of systems and then subsequently, automation. And what it does is, it takes a person who on his own couldn't really do that much, other than make jokes, and spend money, and it creates him to be a much more powerful influence. And systems, do the same thing. So, when I bring a team member on, what a lot of people will do, "Okay, I've got a team member on. I need you to handle this. Go figure it out." And then I'd get frustrated because the person didn't do it the way that I wanted it to be done, or it felt I should be getting more results, or whatever the case is.

And the flip side of that is, if I bring somebody in, and I plug them into a system, and I give them the framework and some organization about how to go do the work, I will get a multiplier in terms of the results that I get from that person. Because I've done the work to identify the system, and how we want this to run, over and over again. Then I can plug technology behind it. All it does is, it continues to increase their value to their business, but also increases their value, and subsequently, to me. And so, if we look at it ...

If we get some examples of how you would use this as you're trying to convert leads into clients. Let's say you've got a team that does one on one sales conversations, you can either put your sales reps into situations where you're just leaving it up to them to do however they've ever sold before, and they just wing it, or you can have a very methodical, very systematic approach of how you qualify and prepare somebody for the sales conversation. Then you've got a sales conversion that is a system where they're walking through a structured call. And they get, you walk through a structured call, then you've got a follow up. And here's what happens. A lot of people think, "Oh, if I do systems, and if I do automation, then there's no personal element. It becomes robotic, and it's not really real."

You could make that happen, and that would be a very poor decision. The way that you leverage systems is, you're removing the unnecessary steps, so that the human can be a better human, and perform better, when the human is necessary. It actually increases the personalization of your interaction. So, in a sales conversation, if we're looking at systems and automation, when I have a systematic process on how they schedule a call, and I can

start to set their expectations on a page, if they're registering to talk to one of your sales team, and then they start to ... Then I've got follow up emails, and videos that are going, before they ever get onto a sales call to introduces the sales rep, and the tee up expectations around that sales call, now when a sales rep gets onto the call, there's a whole bunch of work that's already been done before the sales rep ever had to show up.

Same principle applies when I get on the side of somebody just bought, and now we've got to do some work for them. What if I automate it? I had a system around. Here's what I know they need. They need to know this first. If I show them these five things, it'll overwhelm them. So, I just want to start with this. Once we're done with that, I'll move to step number two. Once we're done with that, I'll move to step number three. And all that's going to happen before anybody in my team ever has to lift a finger to do any work. And now, when my team does have to lift a finger, they're going to be way more effective. Will be able to get way more done, which is great for your team. The flip side is, your client will have a much better experience because it's unparalleled systematically. You already know what's going to happen. And they're going to get way more value.

If you do events, your ability to use automation and systems, so that you have a specific process of how you're designing an event, how you fill an event, and then what happens when people actually come into an event, systems are ... It's the way to multiple people because otherwise what happens is, the creative power that a human being has in their head can either be spent on mundane non-creative activities, or it can be spent on creative activities. And the only way to get past those mundane non-creative activities, I call them minutia, is to create a framework, and a system, so that I don't have to think about what I'm doing to get past those. I get to think just about the creative side.

It's the reason why I have a check list for my kids in the morning. My kids can go through the morning, just subconsciously. The routine of knowing just exactly what they need to do, which means we can actually have valuable family conversations. They can actually do things in the morning because they're not waking up trying to remember or think about what they have to do. So, systems, for me, are the ultimate multiplier of people, because they allow for the creative energy inside of your people to come out, because it's not being spent on completely unproductive and non-creative tasks.

John Bowen: This is big. You know, where it hit me Brad, is the 2008-2009 downturn. It was a global situation, but in the financial services, it was substantial. My business, all of a sudden went down 45% in revenue. That's never fun. No matter what, and we'd done well and other things, so my wife and I are venture capitalists, in our businesses. And it's like, "Okay, we don't like those. What do we need to do?" And what was happening in our case, financial services industry. We were typically doing projects that were large consulting, research projects, building thought leadership. Anywhere from a half a million to two and a half million-

dollar revenue. But they forgot our phone number during this period. Everything just kind of stopped. And I had the good fortune of being a mastermind in the case, the one we met at, Brad. Geo-polished Genius Network. And I go, aren't the financial advisors the end users of the stuff we're doing, they still need us. Why don't we go ahead and market to them? And I didn't have the systems. And we started off.

I didn't know what marketing and automation, everything you do, I didn't know what it was. And I'll tell you, it just changed my life. And all of a sudden, I didn't need the corporate clients. We replaced them fairly quickly, and we became more valuable to the corporate clients because of the insight, by going direct. It was just huge. One of the things I'd like you to do, Brad, is just, tell people what you do. I'm going to put your website up, because I love the slogan, "We make, automation easy." That's great. How do you do it? What do you do? And who are the right clients for you?

Brad Martineau: Yeah. Perfect. We work with entrepreneurs and their teams. So, businesses that are established, they've got clients coming in, they're delivering for those clients. The ideal perfect fit client, or the ones that we work really well with are typically where you have a sales team that is interacting and engaging with your prospects, one to one. And then follow it up by your fulfillment or delivery is not just a product drop ship. We can work with those clients, but it's a lot more. We can only evaluate your business when you have team members on your side that have to engage with your prospects, and/or your clients at some point in the process, and here's what we do. We recognize that automation can literally, just like you just described, can literally transform a business, and then subsequently an entrepreneur's life. And the key to be able to leverage automation, where your business literally runs like an assembly line. It's like, leads come in. Leads turn into prospects, turn into clients. It's predictable. You can look at it and see how the conversion is happening. The key there is, you have to know what the system is first, that you want to automate.

So, we come in and we're working with clients around, "How do I create a more predictable process from the point that I capture a lead, until they become a client, and then how I deliver my product, or my service to those clients." So, when our clients come out ... Like we've done work with Joe Polish. He's got a mastermind. We've done work with Damian John, and their company. We've worked with a lot of the big-name people that you're supposed to mention, to make you sound really cool. You know what I'm talking about. And then we've worked with a ton of entrepreneurs that are like ...

We just had one here yesterday, shooting the course. And he's just starting a business, because he sold his last business, and he wants to get this one up off the ground. And what we do is, we come in and help them get really clear on, "How could I actually leverage automation in my business? Where are the spots in my business that I could improve the sales conversations that are happening because I put a system in place, and I automated?"

And I actually can improve accountability. I can improve the experience for my prospects, and all of that."

So, we say, "Well, where can we do that?" Maybe it's in the sales process. Then what we do is, we design what that system will look like, so that everybody in the organization is really clear, "This is how we're going to run this part of our business." And then we come, and we actually build and install the technology to run it. So that as a business owner, I now have systems that are multiplying my people, and I've got it automated, where I could just get the reporting of what's happening. We can go make tweaks where necessary. So, it might be on the sales side, it might be on how you deliver a particular product, or service.

It might be in what you're doing with some of your leads. It could be that you're trying to figure out how to get webinars launched. So, it's all the different elements that you're trying to run in your business, to go from lead to client, and have people that are happy, and love what you're doing. And you want to set that on autopilot and systematize it where it just works the same way, every single time, and you've something you can count on.

So that's what we do. We take all of the craziness and chaos out of understanding how you can automate your business, and then ultimately, how to go implement the automation. We take that all away, and simplify it, so that you've got a more predictable process to convert leads into clients.

John Bowen: I'll tell you, it's so valuable. Let me walk through what I think are the key take aways here. You laid out really well. We want to get clear on what we want to do. The glasses, they got to be on. Second, we've got to recognize that we are as, Brad said, human. And we're going to make mistakes. And so, what we want to do is, really get very clear on the strategy, the plan, and then, the who. You don't want the plumber. And some of you fellow entrepreneurs, I'm a good technology user, and I have written code a long time ago, in Cobalt. 100 years ago. Where now, the tools are so good, and what we're talking about, marketing automation, I can tell you, has changed my life tremendously. And the ability to scale up with very few people. You don't need as many people. You need really talented people they're going to make a difference. And then use those systems to multiply the people. And it's amazing the impact we could each make, on our market place. And we get to do well by doing well.

Brad, I want to thank you for your time today. This has been invaluable, and a heck of a lot of fun. You are making a huge difference. I want to encourage our fellow entrepreneurs to go to aesnation.com. We're going to have the transcript, the show notes. Read it a few times, because there's so many pearls of wisdom in there. Thank you Brad.

Brad Martineau: Yeah, thank you.

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.

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Best of success,



John Bowen
Founder and CEO
Financial Advisor Select