



Justus Murimi: Addressing The Unique Challenges Entrepreneurs Face Transcript

[00:00:00] Hey Capitalists. Ryan here. Thanks for listening to Capitalism.com. I am very proud to be introducing you to Justus Murimi. Justus and I are working together. He coaches entrepreneurs, and he's an entrepreneur himself and he has been working with us at Capitalism.com on a variety of different things, but most directly he is now in charge of growing and nurturing our community.

[00:00:26] But where he has been helping me the most is helping me get more self aware as an entrepreneur to the challenges that I see but don't know how to address, but also the challenges that I don't see that I need to address. So, Justus is extremely self aware and he has an ability to help other people see the challenges that they are overlooking. Justus's background is in the church, and where he got a heart for entrepreneurs was seeing that there were members of his church that had nowhere else to go because they were carrying this big burden of being entrepreneurs and had nobody else to talk to or go to.

[00:01:03] And so, he developed this very unique ability to serve those entrepreneurs in a way that they weren't formerly supported. So, I asked him to come on the show and talk about some of the challenges that are unique to entrepreneurs that we don't often see, and when we know about them, what do we do to address them? I think you're really going to enjoy this talk with Justus. Enjoy.

[00:00:01]

[RYAN] Justus Murimi what's up, dude? I feel like we should high five so people know we're in person. What's up?

[JUSTUS] How's it going, man?

[RYAN] Good to see you, dude.

[JUSTUS] Thanks, man. Good to be here.

[RYAN] It's been so much fun working with you. We've been together now for two months. Two months, it's our two month anniversary, everybody.



[JUSTUS] It's funny, I talked to somebody yesterday that was applying for Cap Inc. I go, well how do you know Ryan? He goes, well, we started dating for a little bit and then things turned from here to there. I was like, I was just silent and I was like, what? He goes, I'm just joking, man. I was like, oh, I didn't know because he'd never brought you up.

[00:00:44]

[RYAN] Was this guy's name Dan?

[JUSTUS] No, it was David. His name was David, he's from Australia.

[RYAN] I'm going to have to look up who you are, David. You know I don't ride that way. Despite many rumors on the internet and Reddit, I do not ride that way. I used to get YouTube comments all the time that were like, Ryan, just admit that you're gay. Just admit it. And finally, I started saying, you know what? You might be right. I might be ... I don't know that I'm not gay, I've just never met a man that I wanted to kiss.

[JUSTUS] That's a good way to put it.

[RYAN] And I did it, and people stopped saying it at that point. I'm open to it, just never met a man I wanted to kiss, that's all. On that note, great podcast, Justus. Thank you for being here today, this was fun. I don't know how to pivot out of this.

[00:01:33] So, you weren't familiar with Capitalism.com before we started working together, and we were introduced through a mutual friend of ours who used to do some work for us, and we were in need of somebody to be in charge of product and community. And it's one of those things as an entrepreneur that I always assumed that no one could do. It's one of those blindspots, it's like no one can do this but me. No one can host calls, nobody can do Q and A but me, nobody can love on our community more than me.

[00:02:04] And so, those are the things that end up monopolizing your time and being on your plate. Even though you enjoy them, you're not freed up to do them to the best of your capacity. That was when, alright, I knew that needed to be our next team member and we met in a week and a half from me looking for that. It's going just okay.

[JUSTUS] I love it! Come on, it's going great!

[00:02:27]



[RYAN] So, what have you noticed, since we didn't know each other and you didn't know about us beforehand, what's been your observation of the community and what we do here?

[JUSTUS] I think, first, when our friend shared about you, I was like, okay, well let me apply quick because this matches who I am, this job. And I was like, let me look into everything that exists in this world. Who is Ryan, who is Ryan Moran? At first I was like, oh, he's a guru and he's really good at talking about this stuff and he's probably behind the scenes not really helping anyone, it's just more thoughts that lead to more thoughts that lead to more thoughts, but nothing's really happening.

[00:03:06] Then I listened to the podcast, and I was like, I agree with what he says. Then I'm looking at the videos. Then I hear the testimonials. Then I see the people. Then I come inside and the people are real, and they really are scaling these businesses, and we're really ... so, I was amazed. I went back to my friend and I was like, hey, this guy really does it. He's like, yeah, he actually really does it.

[00:03:30] And our friend is pretty connected with a lot of people that have a following, that have a grand following. He sees it and he's like, no, he's actually legit. And so, not only was what you're doing is awesome but the people in the community are really doing it. They're really doing it.

[00:03:50] Just as an example, I sat down one day and I was like, hey, we're looking for people to interview, but I want to hear from the people that have either scaled, or they're at seven figures, or they've had an exit. And you're like, okay, cool. And you started listing these names and I kept writing them down and I was like ...

[RYAN] Like thirty minutes later we had a list of way too many people of people who had built and sold seven figure businesses and that made me super proud because I am guilty just like everybody of not taking inventory of your progress. Then we had that conversation and I was like, oh, I guess I am kind of good at this. I guess our stuff has actually helped a lot of people.

[00:04:36] And it was not the first time, but the first time in a while that I'd taken inventory of the progress of the people that we are helping, and that was such a beautiful moment. And your background is in helping entrepreneurs grow and scale, and I would love for you to share that story of when you were working in the church and you kind of took over. I think in our final interview, I noticed the job title at the church and I said that's a pastor without the accolades or the pay of a pastor. Is that right?



[JUSTUS] Yes.

[00:05:08]

[RYAN] And you told me this story about how there was that group of entrepreneurs in the church that you noticed had special unique needs. I would just like for you to tell that story.

[JUSTUS] Yes. So, one of the things that I noticed when I was working in the church was I would come around these amazing entrepreneurs and a lot of times they're only nabbed for, can you help us get funds for this building, this building campaign. They're usually excited to do so because they like to see growth.

[00:05:34] They were also some of the smartest, most talented people and they were also the loneliest, meaning people thought because they were entrepreneurs they had it all figured out. Life must be good, things must be doing really well. But they were going through all of the struggles any entrepreneur would go through. They just kept pushing forward and they were successful.

[00:05:55] But I noticed a loneliness. I noticed a deep desire to create change. Most entrepreneurs get in the game because they want to solve a problem, and it's an incentivized problem also, meaning I see a problem, I want to fix it, and I can fix it because there's profit involved. So, they go for it and they make a change. So, they employ people and create change there. And then those people are able to create change in their own families.

[00:06:23] And so, I often will say that the future of justice is business, because a person with a business can come in and solve a business, and while solving that problem, can create wealth for the people who are involved in it. And so, I saw a ton of loneliness. They would come to me and I would just ask questions, and it might be their marriage, it might be something with their kids. Or it might just be that they've had this thought in their mind that they haven't been able to think all the way through because they're the lone wolf and it's lonely at the top.

[00:06:57] Who do you bounce your ideas off of? Should I move forward on this? Should I fire this person? Should we invest in this thing? My job wasn't to have the answer. My job was to remove anything in their mind that would keep them from making a decision. The goal was the journey. The journey was the process, and all those sayings.

[00:07:15]

[RYAN] When you say you had to remove anything that was preventing them from making a decision, what do you mean by that?



[JUSTUS] Yes, so a lot of times for a ... and you'll see this, I've seen you speak to this, but for most entrepreneurs, they are ... they need to make a choice. They need to make a decision. And if they're all in their head about all the other options they have, they often will say, "I feel stuck." And so, for a lot of entrepreneurs, we want to simplify what needs to take action. It's between A and B. What gives you the most confidence right now, because you need to choose.

[00:07:54] And a lot of entrepreneurs know what they need to do, and it's either imposter syndrome, fear of failure, multiple things that are just keeping them from doing what they know they need to do. They might just be afraid of doing it. So, I want to remove every distraction, every shiny object from their mind to where they're going, "I know what I need to do."

[00:08:13]

[RYAN] Let's go through an example of this. So, I'm just going to take the example of thinking about firing someone. You're going through all the different options in your brain about whether or not you should get rid of them or keep things or change things, whose fault is it. I have experienced where I can't sleep at night because I'm thinking about what the conversation is going to be with that person, can I keep them as a contractor, would it be right to keep them as a contractor, should we just part ways? And that's how I'm internalizing what you're saying right now. So, how would you walk through that process in order to get somebody unstuck?

[00:08:49]

[JUSTUS] Yup. So, I want to sometimes just go ahead and bring them to that conclusion of, let's just say you fired them. I want to ask them, "What would be so bad about that?" And then they'll start to say, "Well, I would be removing money from their family." And I would say, "What about that makes that true?" "Well, because I'm the only one paying them." Then I would say, "Would they be able to find another job?" "I think so." "How much control do you have over their ability to find another job?" "Not much." "So, are you their only source of income?"

[00:09:27] So then, that brings them to the thing of savior mentality, or Messiah complex, they call it, where the entrepreneur has moved from owning a business and putting the right pieces together and putting the right person on the bus for the right season, and they've moved to, I am the financial provider for their existence. What I want to do is move them back onto the place of owner and putting the right pieces in the right place, and have them go, "Wow, I am putting myself on too high of a pedestal and being responsible for things that I'm not



responsible for, they're responsible for their family. I'm responsible for this business and creating a great culture here. So then, I need to remove myself as the Messiah here, the savior of their life."

[00:10:14] And so, then I can go, "Okay, let's remove that from the picture. What would happen if you let that person go?" And they can come to reality. "Wow, I probably need to let them go." "Okay, well, how are you going to do that in a way that still honors them but protects your business?"

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[RYAN] So, what you're really addressing is that there's a story behind each decision, and it's the assumptions we have and the story that actually keep us stressed and stuck. It's the assumption that that other person is going to suffer as a result of being fired. But, sometimes being fired is the best thing that ever happens. You find the next opportunity. You meet the next relationship. You go on to start your own thing, and you couldn't have done that if you were putting all your focus into that other job.

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[JUSTUS] Yes, absolutely, and let's just say, for instance to go down that line, let's say this person is a cancer to your business, meaning, let's say they have a negative attitude and that spreads. So then the question is, what happens if they stay and what has that person prevented you from doing? So, they need to see the cost of keeping a negative employee there. Sometimes, when it's the firing thing, the person who wants to fire the other person hasn't seen the way that they've led that person.

[00:11:39] So, it's going, "I want to give you a mirror so you can see maybe you haven't done your due diligence in asking them the right questions about what they're doing, or you haven't explained what your expectations are, or whatever it is." So that same thing has happened for me where I'm like, "Golly, I need to let this person go." I had to look in the mirror and I had to go, I haven't told them a single way to do this, and I come back and go, I have been a bad trainer, or whatever you want to say. And so I had to go, okay, I need to set up systems to train Zack.

[00:12:14]

[RYAN] The process of being an entrepreneur, for me, has been lonely because you're constantly discovering where your own insufficiencies are because everything's on your shoulders and you can only see so far ahead. If you're really good with yourself, that becomes a really exciting journey but at times, it's just a load that is like, "Oh, I'm still not good enough,



still not smart enough, I am still not confident enough. Oh, I'm confident now, but now I'm not qualified enough." Because everything is riding on your shoulders.

[00:12:56] And you told me that when you ... in the church, it was kind of the first time you saw that and that developed a bit of a heart for entrepreneurs and noticing that they had really unique challenges compared to everybody else. And what are those unique challenges?

[00:13:10]

[JUSTUS] Yes. So, one of them, you just shared, everything is kind of on their plate. The other piece is a lot of times entrepreneurs, once they start, they have to learn to become someone that they weren't when the journey started. So, they started on their own, they're really good at maybe sales and getting people in. Well, now they have to bring an admin. Well, not they have to learn how to lead. And no one's told them how to do it.

[00:13:34] So then, add to that, now because they don't know how to do it, they're going to mess up and all that stuff, then they realize, I need to learn how to lead. So then, they have to be an avid learner on leadership. So, how do you make space for that? And then, as they go on, it's going, okay, well now that you're busy and things are going great, awesome. How is your family? Well now, you have to learn how to invest in your family while still scaling and growing a business and making sure that your family feels loved, cared, and attended to.

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[RYAN] It's like you have seen my life. That literally has been my order of the last four years, is first I'm building a team. Oh, I'm not good at this, I'm going to have to learn some leadership styles. I'm going to have to become a different person to be a leader. And then it's, oh I also have to lead my family. And that's a different skill set because my team has different needs and desires than my five-year-old, and sometimes those conflict with one another and I've got to let somebody down.

[00:14:42]

[JUSTUS] Yes. It's huge. And here's the next piece that they'll learn really quick, accepting that they are different than most people and that means they need to care for themselves differently than other people would care for themselves.

[RYAN] Explain that one, please.

[00:14:53]



[JUSTUS] So, A lot of entrepreneurs don't want to be seen as giving themselves better treatment than maybe they're giving their employees, than maybe some of their friends, by taking a month off.

[RYAN] I so get this, I so get this. I struggle with this a ton even now, so I'm like, oh my goodness, somebody on the team knows this. Please, keep talking.

[JUSTUS] Yes. So, a lot of times, how do I say this? A lot of times, entrepreneurs have a high value for their skill set, specifically mostly in getting business. But they have a low level of value for their mental and physical wellbeing. And sometimes being in business, you can kind of ... let me put this in another way.

[00:15:46] Sometimes entrepreneurs don't know when the grind is over and they are now scaling or maintaining for a season, and they can't tell the difference in the seasons, so they'll keep the grind mentality in the scale mentality, and they'll have their hands on everything. They're going busy, they're going crazy instead of, I can actually take time out to think.

[00:16:11] Right now as I scale, my main priority is to think, rest, delegate. That is what I need to be doing. Thinking, resting, delegating. But they don't know to do that, so they stay in the grind and doing everything. The team is left going, "What do we do with our hands? I thought we got brought in to do something." So they start to go, "Well, I guess there's nothing for us to do, so they kind of sit, then they get recruited or they leave just because they're like, I got brought in for A but I'm doing B."

[00:16:45] And the entrepreneur then comes back in the cycle. So, they stay in this cycle of, do everything, bring people in, people get frustrated, they leave, everything comes back on their plate. So, they don't position and go, it's actually best for me in this season to take time for myself and trust. And it feels weird because this is what they built the business to do for them, but to take the training wheels off and go, this bike is fine on just two wheels, is really hard, it is exceptionally hard.

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[RYAN] An example of this was from a few hours ago. So, one of the things that you and I have been working on is clarifying and solidifying the cadence of coaching calls for The One Percent, really clarifying the vision of how we're serving that community. And you've helped me get so much clearer on that. And one of those things is that we need to highlight members of the community more than we need to highlight me. I am one voice, but bringing up and celebrating all of these wins that you and I listed out, we need to celebrate those and put them



on a pedestal and we need to show the rest of the community it's possible for people in the community, not just Ryan.

[00:18:03] And that actually requires me to step out once in a while, step out of the way and let the members of our community who are doing amazing work shine and help the other members of the community. So, today, you led a coaching call with Matthew Tremolada in our community, who runs a mid-seven figure business, and it was the weirdest thing in the world for me to be not on that coaching call.

[00:18:30] I message you at like 7:30 this morning like are you sure you don't need anything? Not sure what to do with my hands. And you did it here from the house. I was like, I'm just going to go workout because I don't want to get in the way. It's serious practice to let go of those things that you're used to championing all the time.

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[JUSTUS] Huge. I would even add to that, you were willing to go, "kay, I'm letting go." Most entrepreneurs aren't. They find a way to jump back in because it's scary because there is an element of, the person that's replacing me can't do it as well as I can, and there's an element of truth in that because they're not you. And so, to watch them not do it perfectly, or not to catch the nuances of what you capture and go, "Oh, I'll train them to think the way I think and do it in their own personality, but I trust them to get this and, over time, to master it."

[00:19:30] Most entrepreneurs, once they say, "Okay, I'm going to let go," and they watch, and they see that person making all the mistakes, they go, "Okay, taking it back, I'm taking it back."

[RYAN] I've done that.

[JUSTUS] Everyone has. I've done it. Instead of going, okay, I'm going to become a great trainer here, that's my role, it's to train people to be excellent at these things so that if I left it would go better than if I was here, and that is a skill. That's a skill that has to be learned and improved and a lot of entrepreneurs aren't willing to make that step.

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[RYAN] I'm curious. I interrupted you a few times in there, are there any other unique challenges that entrepreneurs have that other people don't? You mentioned taking time to give yourself permission to think and to recharge and to reflect rather than being involved in



everything. That's been my own personal one, which is why I interrupted you. It's like, well, I get that one. I really get that one.

[00:20:29] I'll interrupt you again. It meant so much to me the one time it was, we're taking a quiet week out of my month where I don't attend any meetings, I don't interface with the team. They're welcome to call me because I actually do my best thinking during that time, but it's like my ... we call it the off week, but it's like my thinking week, if you will. And you called me on a Tuesday and you're like, "Hey, you walking in the woods? Go walk in the woods, man." That meant so much to me. So, what else do you see that entrepreneurs have unique needs that other people don't always understand?

[00:20:59]

[JUSTUS] Okay, so, one way that really helps entrepreneurs, especially as they're growing their business, is an entrepreneur is like a high-performance vehicle. So, think a Lamborghini, a Maserati, that kind of stuff. You take ... if you look at how much an oil change or how much changing tires on those cars is, it's expensive. It's a lot of money. As an entrepreneur, it's important, not for your ego, but just for you to go, "I'm going to need different levels of amounts of time because I am making way bigger decisions that are way more stressful than the average person, and for it to sit on me, I need different kinds of meals, I need a different kind of rest, I need to make sure that I am fine-tuned and go because when I go, I'm a high performer and the best thing for my business is to go."

[00:21:52] The other thing is, most entrepreneurs are really good at sales and they don't know it.

[RYAN] Go ahead and tell this story.

[JUSTUS] So, we're currently going through some applications, applications coming in for Cap Inc. We're just talking through the sales process and what's the best way to do it. And I'm talking with him about some of the ways that I want to gauge it, and he's like, well, here's the way you want to gauge it and think about talking about it, and here's how you want to do it. And it was like, he just blurted it out. And I go, "That's really good. Did you have some kind of training?" He goes, "No, I just think about what a person's needs really are and really helping them and making sure they're taken care of and know that I'm here to meet those needs and I'm covered."



[00:22:36] And I was like, "You're really good at this." And you're like, "I am?" I was like, "Yes, have you seriously not gotten any training?" He's like, "No," and he goes, "I don't think I've read any books."

[RYAN] One sales training with Kevin Nations and apart from that, no. I don't even consider myself ... I consider myself a bad salesman, but my entire sales strategy is to meet the person where they are and help them make a decision. That's it.

[00:23:05]

[JUSTUS] That is not normal for most people to come out of the womb just kind of thinking that way. And so, seeing that a lot of entrepreneurs don't know what they're great at, and so they can't drill down on it. Like, double down on your strengths. If you take Strengths Finder, the main thing is your strengths are where you need to live. Yes, there's going to be stuff you need to do that's not going to be fun that you just have to do, but live in your strengths and then hire toward your weakness. And so, for most entrepreneurs, they focus on their weaknesses while using their strengths.

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[RYAN] So true.

[JUSTUS] Right? So, because they don't know, because they're around employees, not people that are there to help them become the best them most of the time, they just see all their weaknesses all the time. Most entrepreneurs are highly aware of their weaknesses and can almost sometimes obsess over them, whereas I see the best entrepreneurs, they're self aware and they hire toward their weakness and they let their team know, this is what I'm bad at, just know you will be frustrated with me on this. But then they double down on their strengths, they really drill down because they know if they stay there then the company will grow.

[00:24:20] Usually, for most entrepreneurs I meet, they can talk passionately about the thing that they've created and that is usually sales. And so, I see this a ton and instead of trying to manage their weaknesses, it's just not fun.

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[RYAN] So, this is a dangerous question, Justus. What have you seen ... you are very observant of people and you read people very well. I'm curious, what have you seen in me as an entrepreneur and where I ... what stage I'm in or what things I am unconscious to that you can speak to. Sometimes you tease them, like when you say, "Are you walking in the woods, just checking, you taking some time to yourself?" Or encouraging me to focus more on where I'm



really good and observing where I'm really good that I don't know that I'm really strong. Is there anything else that you have become aware of that you haven't said or that I might not be conscious to?

[00:25:23]

[JUSTUS] Yes, how ...

[RYAN] Go for it, just go for it.

[JUSTUS] Really?

[RYAN] Just go for it.

[JUSTUS] Well, we can edit this.

[RYAN] We can, but we won't, so just go for it.

[JUSTUS] Okay. Here's my honest observation, and it's really important for me, I stay in observation mode, that's where I live. What's dangerous about that is I can make an observation and it can turn into, I would say, one of the most dangerous things, which is a suspicion, and a suspicion has a negative view on an observation that makes a ton of assumptions. And so, I'm always trying to stay in the observation but I can lead toward a suspicion which I want to stay free of.

[00:26:02] So, here's some observations that I've noticed. I think you are, and I don't even know if you know this, a very top, top tier visionary, probably more top than you think. And I'm sure you're very aware that I'm a visionary. You are visionary to the top. In the church, we'd almost say prophetic where it's like you can tell where the tide is going. You know where it's going and then the sales piece is you are a master at sales. You are a master at sales.

[00:26:41] The second thing that I'd say as an observation is I think you're getting really close to a place of needing a CEO to be the middle person between you and the team because the visions live in your head, then you take them to the team, the team thinks they get them, then you're like, unfinished vision, let me bring it back and brainstorm with you. And for most employees, they can't handle that process so then they become discouraged, and when there's discouragement at high levels ... low levels of discouragement are awesome for brainstorming, so you want people to come discouraged to brainstorm so that things can get fleshed out and the team actually bonds. It's beautiful, it's amazing.



[00:27:31] And when you get to that point where you guys are banging on the table and kind of yelling, that's when you're so close to, we're gonna hit it. But it's not ... that's where I'd say a CEO will keep you at a place where you can stay in the vision and sales. They can be at a place of going, I will translate what you're saying to the team but I won't bring it to the team until you and I have clarity and then I'll bring it to the team. The team will then brainstorm and come up with ideas, and I'll fight for that idea with you.

[RYAN] I get that.

[00:28:05]

[JUSTUS] Does that make sense?

[RYAN] It makes sense. So, I definitely have a tendency to over-communicate the ideas that are in my head and no one knows what's priority as a result. And then, because I often talk out my ideas to the team, which I now have a process for saving my ideas until they're a little bit more fleshed out, but before, I would just talk about all my ideas in my head all the time and the team would feel discouraged because they felt like they couldn't keep up with the vision that was in my head.

[00:28:34]

[JUSTUS] Yes, yes. And so, let me tell you what happens with a visionary that doesn't get a CEO at the right time. They become both the visionary and the CEO which then makes them feel overwhelmed. They then become discouraged along with the team because the team is just not getting it and when they get discouraged, they lose momentum and then what they tend to do is build a ... I've seen this so many times.

[00:29:08] It ends up they kind of don't want to deal with the stuff that's in the weeds, the stuff that gets them in the weeds so they just ... I don't know the right word to put it but it's like, we'll deal with it when we need to deal with it, we're good, let's just go. So, they get frustrated and they're like, let's just make this happen. A CEO will go, give me clarity, give me everything, okay, let me make sure I'm hearing what you're saying, is that what you want? Okay, when I communicate it to the team, this is the way I'm planning on communicating, is that the right way to communicate it? Is that what you're saying? Okay.

[00:29:43] And so, the team needs to make these things happen in this way. "Great. I'm going to have this person do it and this person do it. Great, we'll come back with this idea. It's formed out. I'm going to fight for it with you to drill down what it is but once we both agree it's



the thing, I'll tell the team it's time to go. So then, the visionary is going, I trust this person to do that. I can now go and envision, execute, sell. I just want to stay selling. I want to stay talking about what I'm passionate about. I want to stay in this."

[00:30:13] And this is what you do so incredibly well. What's hard is that the entrepreneur often knows that CEO is a marriage and I cannot take that lightly. And so they go, "Do I really want to be married to somebody?" Do you know what I mean? I see it so many times. I worked with an entrepreneur that was doing waste management, had a company, they got \$400,000 in funding, they were great. The guy could sell, but he ... he brought people in and he needed a CEO. He needed someone that was just, "Let me be the chief executing officer. I've got this. You and I can fight but you don't need to fight with the team. You are ... they put you at such a high regard that if you come down on them they will feel so bad. Let me be the filter."

[00:31:09] So, he kept ... the business just kind of stayed steady but didn't grow. Didn't grow. He brought people in, not knowing he had an expectation for them to be CEO, gave them another title, and they just were like ... I've seen this happen. Churches do it all the time. Lead pastor, visionary, huge, thinks he needs to run everything, ends up frustrating people, really all he needs to do, church on Sunday, cast a vision, talk about God, people will get excited, and then go rest. They have the same issue. If they rest, something's going to go wrong.

[00:31:43]

[RYAN] That was a great analogy because I grew up in the church, thought I was going to be a pastor, so I get the idea of, I'm imagining what I really need or want from my pastor, I'm assuming at a pretty nice sized church, is for them to give a great sermon on Sunday, which if they're resting all week to go give a great sermon, that is all that matters. And I'm translating that into my work.

[00:32:12] Thousands of people listen to the podcast and watch us on YouTube and read our emails and if I write a crappy email because I'm in a bad mood, that does not help the company. But, if I write a really good one or make a really good YouTube video or make a really good podcast, does the team care that I rested for four days? No, they're probably like, "Kick him out of the office more often please if he's going to make YouTube videos like that."

[00:32:41] But the truth is, Justus, I know that is the case.

[JUSTUS] You know this.

[RYAN] I know that's the case.



[JUSTUS] Okay, tell me what's going on in your heart, what's going on in your head? This is good.

[RYAN] I know for a fact that when I go on vacation I make some kickass content. My writing gets better and some of it is the ... it's the newness, it's the new area, it's the dopamine firing, it's just new restaurants to see, new scenery to see. Some of it is that, and the other is that I'm just distracted enough to not go into my crappy to-do list of things that I don't want to do.

[00:33:22] And so, what I am left with is the things that I want to do, which is to create from an inspired place. And I get all these ideas and all this clarity and all this great content and ... give me that sales call, I'll take the sales call. I want to spread my good mood to everybody. That's what happens when I travel or do something or, really, don't look at a crappy to-do list. I've yet to find a way to do that when I'm not traveling, and I don't even like the process of traveling, like getting ready to travel, getting on the plane, I don't like all that. I like being there.

[00:34:00] So, I haven't yet found a way to replicate that outside of going somewhere. So, what do I do about this problem? This affects both of us now. I love it. I'm sorry to interrupt, but the thing is, I so desperately want to get out of the way in that way because I know it's what is best, intellectually, but getting myself to follow through on that I come up with this story of, but I have these things on my to-do list, I need to book meetings. I'm looking at my to-do list right now [INAUDIBLE 00:34:32]. I need to book a couple more people for CapCon and follow up with them, I need to go through that submission that the copywriter made. So, my brain says, must reserve time for these non-important things. Help me out.

[00:34:49]

[JUSTUS] I could go through, here's the ... I could go through, here's what you could practically do, which you know these things. It's the practical things and you're probably going to do them. The other thing is, schedule the vacation and go and the rest of the how will come. So, if you're going to Barbados, schedule it, put it on the calendar, make it, you're going. You are leaving. It's happening.

[00:35:18] That will then push you, that will give you the dopamine kick, to go, we need to get these things done, done right, done quick. What do I need to do to make sure that these things happen? Scheduling it will make it happen if you know that's your sweet spot. Let's say we've got an entrepreneur that's like, I can't do that, or I can't afford the vacation, or whatever, but I need to just create it on a budget, or whatever it is.



[00:35:40] Okay, put it on the calendar and get an Airbnb and say, "I'm going there, a location that's local, that will inspire me, and I'm going to bring the people around me that I have a ton of fun with and I'm going to tell them what my goals are. I'm going to take time away to do this stuff but we're going to go do this thing together, and I'm going to share with you the ideas that I have just to share with other visionaries and share with other people."

[00:36:04] So, get a group of friends, we're going to this place that's in the woods that's nice, it has coffee or whatever, there's a coffee shop or whatever, but we're going to go there, and guys, we're going to have a blast. And I'm also going to get some time away and go into this place of just thinking and doing this stuff. What brings you joy? And as entrepreneurs, this is hard for you.

[00:36:25]

[RYAN] It really is. I actually recoil a little bit at that question because I naturally will think about that question. Joy doesn't come from thinking. So, there's this tense loop of, what makes you really happy? There's like an eye roll because I have to think about what makes me happy, but that's not what happiness is.

[00:36:47]

[JUSTUS] So, I always ... for instance, I'll make it personal. I've recently come up with this thing, there's this anxiety that started to rise in my chest. It's bad, and I don't like it, and I've noticed it and it's around fear and so what alleviates that so that I can get into my sweet spot mentally? Counseling and some coaching. Okay, so I called a guy that I went to coaching certification with and I said, "Hey, we're going to start coaching each other, trading off months. You coach me, I'll coach you." I don't have a huge budget, so that's what I want to do.

[00:37:21] The other piece was the counseling. More expensive. Is it worth it? What will happen if I invest in counseling? I will then get thoughts out which will allow me to be ... not live out of anxiety and live out of fear. Is it worth it? Yes. Why? My wife will not be anxious because her husband is anxious. My kids will get an un-anxious, un-fearful father which means I can live in a place of peace and joy and focusing on what brings them joy. I want to be unselfish.

[00:37:48] Have you noticed recently that you think a lot about yourself, that's not good. So, I want to move from a place of thinking of myself to thinking about others in a healthy way. So, how do I serve more? I've got to get out of fear, I've got to get out of anxiety. Counseling helps that, so then I can start thinking about who can I serve, how can I serve, and do my job really well. So, I'm getting counseling. Once I get counseling, that will allow me to think of creative and fun things to do with my family, to do for work.



[00:38:16] So, I'm investing in that way because then I can start thinking about what actually brings me excitement, what brings me joy, what brings me life, coming up with amazing ideas and seeing things grow. Okay, how can I think of those things? On my runs, when I go run, when I can go on run, I hate running, but when I run, something happens in my mind where I'm free and for some people ... I talked to another guy who has a non-profit, it's when he gets on a lake and he starts wakeboarding. He goes, "Man, I just enter a new zone and I'm free and I can think."

[00:38:48] Some people, it's riding bikes. Some people, it's watching movies. Whatever it is, you've got to give yourself permission to be you. You need to be yourself. When you started the business that you have, you were being yourself. It came from a place where you were thinking and being yourself. So, you've got to be at a place where you can be yourself and if that means counseling, if that means paying to be a part of a mastermind with other entrepreneurs where you guys just have a set time that someone else is facilitating it, a time where you can talk about the things you're passionate and where you're stuck, invest in it.

[00:39:20] And a lot of people see investing in themselves as being selfish, and I would say, "Well then be selfish and let someone that's really close to you tell you that you're being selfish. Let them be the ones that tell you." Hopefully you have some kind of accountability around you, but I get ... 90 percent of the time, entrepreneurs are not being selfish, they're being unhealthy in how much time they're giving away of themselves.

[00:39:43]

[RYAN] I would say they're not being selfish, they're being fearful. They're doing things to try and solve a fear rather than actually doing what they want which would be selfish, thinking about yourself, but the fearful part is doing something to protect yourself which is more survival than it is selfish. And that kind of distinction reminds me of, I am probably not selfish enough. Justus just pointed to me and nodded his head. I am probably not selfish enough of, no, I need this time, I need a break, I need to go recharge.

[00:40:24] And the truth is, everybody would understand that because I would understand that for anyone that I cared about. I would understand it for my team, I would understand it for my family, I would understand it for anybody, but I have not done that for myself. And the reason I haven't done that for myself is because I've been afraid to do that for myself, because I've been afraid that something will just collapse if I don't do that.



[00:40:46] Intellectually, I know that that is true but my body still has that response, or still has had that response. So, Justus knows this, I did a workshop with Erin Pheil who, at least, has been a member of The One Percent, so, shoutout to Erin, and Erin does a lot of mindset work, where she kind of finds the root belief, or the root fear of what's going on that's driving you. And it's usually stuff from when you were a kid or an early teenager that you have no idea is in there. I mean, I do a lot of work, I am very self aware of myself and the things that she found and pulled out were astonishing to me.

[00:41:33] And as a result, I have actually felt a physiological response that has allowed me to have this type of conversation. It's like, wow, I realize that I'm operating from a fear place when I'm not selfish enough. I now can give myself that permission to be a little bit more selfish with my time and to start preparing for more creativity. Well said, Justus.

[JUSTUS] Hey, thank you.

[00:41:59]

[RYAN] One of the things that you've really helped me with is helping me clarify the vision for The One Percent. And one thing that you've observed for me is the same thing that I've observed for a lot of our students and clients, which is that we're trying to do everything rather than trying to be excellent at one thing. And we both agree that the thing that we want to be best at the world at is helping entrepreneurs build million dollar businesses, that the purpose of The One Percent is to help people build seven figure businesses and it is a community that supports each other on the path to building seven figure businesses.

[00:42:39] And what has been so great about that is it has helped us filter out which opportunities to pursue, because we want to be world-class at helping people build seven figure businesses. I want you to give a quick pitch for the thing that we just are kicking off this year. You talked to a bunch of members, asked them what they wanted, and you came to me and you're like, this is what we need to do next.

[00:43:05]

[JUSTUS] Yes. Masterminds. Masterminds, masterminds, masterminds. Thank you guys for calling. I put a link out for my calendar and I'll put it out again but I spoke with so many of you and the resounding thing is, is there a smaller group of people that are at similar stages I am in the business journey?

[00:43:22] And in The One Percent, one of the things that's so beautiful and so amazing is there are members in here that already run seven figure businesses and they love it, and there



are people with just an idea, but they love being in here. And when those two people come in together, it's great, but what often will also happen is, well, I can't fill the gap or the void between where that person is and where I am, so what do I do while I'm right here?

[00:43:51] And what I love about Ryan's book, *12 Months to \$1 Million*, is he breaks it up into three stages. You're either in the grind, which is usually the first four months, finding a winning product idea, getting it to 25 sales a day, you're finding your audience, you're just trying to launch a product really. And that journey has a different set of problems from the person that has two products averaging 25 sales a day and trying to scale it to where they can exit it. That's what would be more in the gold.

[00:44:22] And then the growth is in between that part. So, we wanted to create masterminds that meet once a month based on those three stages, the grind, the growth, and the gold. We created those so that those people who are in those stages can share advice, can share about the struggles they're going through, and just get some tips and secrets so that they can move to the next stage. We want you to move forward in your journey because we want to see you succeed. We want to see you build million dollar businesses, not just so we can say look what we did, but because we know that creates change and we want to create change.

[00:45:03] What that does for your family, what that does for your neighborhood, what that does for your city when you're able to do that is incredible and we want that to happen in The One Percent.

[00:45:14]

[RYAN] Amen, brother. It feels good to hear somebody else give the pitch for The One Percent, hot damn. And Phillip was confused, you could hear him yelling, why isn't Daddy doing the pitch for The One Percent? I don't understand. Well, my friend, it's been such a privilege to see you just love on our people and you just lead with service. It's so in alignment with who I want to be and what we strive to be inside The One Percent. I'm proud to let you walk on stage and inside of our community.

[00:45:51] I remember after one interview, I told somebody you're the type of person I know will emcee our next event and give a keynote. It's just been such a perfect fit and I'm so excited to be working with you.

[00:46:04]

[JUSTUS] Well, I'm pumped to be here.



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— B E T H E C H A N G E —

[RYAN] Good to see you, man.

[JUSTUS] Let's go.

[RYAN] Thanks everybody. Hey, if you want to come hang out with Justus and I inside The One Percent, you can join us and about a thousand other entrepreneurs who are building seven figure businesses over at Capitalism.com/1. Now, I've said in the past, you will have to get through a very ugly sales pitch in order to give us your money inside The One Percent, and I am proud to report to you that that sales page is about to get a lot less ugly. We've just updated it and it actually makes logical sense now and you probably will have a much easier time joining us. So, depending on when you see this, head over to Capitalism.com/1 and you'll see either a very ugly or an almost pretty sales page. That should be an ad bumper. Alright everybody thanks for listening to the show, we'll see you next time. Take care.