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Speaker 1 Elevate Nation. Welcome back. This is Tyler Chester. I'm so thankful to have you here. And I'm blessed and grateful to be sitting with Pete VanderVeen today. You are going to learn deep wisdom, deep truth on leadership, on transformation, and how to live as a servant leader for your real estate team, whether it is your own organization, whether it's a team of supporting cast members or whether it's your family. I mean, you want to live a great life and you want to live a life that is driven by authenticity, empathy, and it's not driven by ego. Today's episode is for you, and you're going to learn a lot about the transformation that Pete had to go through from living a life of, you know, some some trauma, some sincere trauma that he grew up with, and how he's leveraging this depth of his struggle to determine the height of his success and how you can do so as well, yourself. Today's conversation, I'm telling you, is absolutely transformational. And this is real wisdom. I mean, this is timeless, and there's patterns that we can observe within this conversation that we can apply to so many different aspects of our life. And I'm telling you that I think that this is going to be a game changer for you. I feel like I see that a lot, but I really, really feel like today's is absolutely outstanding. And so I want to encourage you to buckle up because Elevate Podcast is all about mindset, mind, expansion and personal development for high performing real estate investors. I'm your host, Tyler Chesser, and I'm a professional real estate investor, an entrepreneur. It is my job to decode the stories, habits and multifaceted expertise of world class investors and other experts help you elevate your performance and lifestyle. Are you ready to take it to another level? Well, good, because it is time. Let's raise the bar today. I want to encourage you to challenge yourself, to engage, to buckle up, engage in this conversation. You know, there's certainly a difference in passive listening and active studying. And I think today is about studying. And so I want to encourage you, when appropriate, pause the episode and consider what is being said. Rewind, relisten, pause, make a note, because I think you're going to go through a little bit of a journey yourself and a little bit of an exploration to peel back another layer of your own onion. And guess what? This journey, this growth, it never ends. But today could be a big cornerstone in this expansion for you. So, I want to encourage you to really study this conversation and really get close and, you know, avoid the tendency or perhaps, you know, encourage yourself to avoid the tendency of being a passive listener who's got 17 different things that you're doing at one time when you listen to this conversation. Even if you're driving your car, you know, or you're walking the dog, really, I want to challenge you to engage and listen closely to this conversation. There's a lot to be said about what we discussed today. So, I want to encourage you to buckle up and I want to introduce you to Pete VanderVeen, who is a strategic and passionate leader with a serving heart to bless those he serves. And that is 100% true. You're going to see that today. He's an active father, I love that, husband, and basketball coach with a hunger to empower people everywhere he goes. Pete's background includes launching ten plus companies spanning energy, fitness, franchising youth athletics, real estate, and others. He participated in multiple ventures, including founding upstarts, to leading \$30 million in real estate development in Native American companies, in communities. Most recently, Pete co-led the growth of a national real estate mastermind and also managed the optimization of a Fortune 5 energy company with \$12 billion in operations, leaving teams in excess of 1000 plus reports. At the bottom of it all, lies a hunger to drastically improve the status quo through the empowerment of human capital in transforming corporate success. And I just again, I you've got to buckle up because this conversation blew my mind. It absolutely exceeded my expectations. And I say this in the episode, but I had high expectations. I always do. But I think that this will significantly exceed your expectations as well. So, without further ado, please enjoy this transformational conversation with Pete VanderVeen. Pete VanderVeen, welcome to Elevate, my friend. How you doing?

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Speaker 2 The great Tyler. It's great to be here. Appreciate you giving me some time to talk and hang out and get to know each other a little more.

Speaker 1 Oh, my pleasure. Like I said, right before we started recording, it's let's serve, let's make an impact. And that's what we're here to do. So, I just appreciate you making some time while we dive in and while we get you familiar with Elevate Nation, why don't you talk a little bit about your upbringing, your back story so that they can connect with who exactly we're talking to today.

Speaker 2 Well, that's a loaded question. Yeah. My background, farm kid, grew up, you know, grew up working from dusk till dawn. And, you know, I just never really had a... guess I never had parents that believed in success or believed in my success. And then I kind of had to, you know, grind it out and go to college, start working. And I was just hungry for what the potential was. But, you know, it's just certainly when you grow up, when people don't believe in you, I at least I was that kid that was kind of that boy named Sue, where you just grow up with everything against you and and... You know, everything from abuse to, you know, family brokenness to family origin issues like it was it just it can get really heavy. And then you got to really fight through that cloud every day. And for me, my journey was was one of refinement and growth and really pushing through that that glass ceiling that was that I felt like I was facing every day. And now I've, you know, to me, it's I'm always passionate to help other people find that success because the world will tell you one thing, but it's all fake news, like what the world tells you success is not at all what success really means.

Speaker 1 Man. Well, thank you for this, and I appreciate you being authentic about where you came from. First of all, farm kid, where'd you grow up?

Speaker 2 I actually grew up--so, my family... I've lived all over the world. My family, mainly Netherland-based, spent some time growing up in Canada. And then I've spent most of my most of my adult career in the U.S..

Speaker 1 Got it. And you're now in Arizona, if I'm not mistaken, correct?

Speaker 2 That's right. Yeah.

Speaker 1 Got it. So, dusk to dawn work and parents never believed in success or your success. I mean, tell me how that manifested and when did you become aware of that belief system that you were immersed in?

Speaker 2 I think I struggled with clarity. Until probably college, post-college. And I just really and I think certainly I give a lot of credit to my wife because she... I think your spouse oftentimes can see things in you that you don't see in yourself. And I think it got to a point where I started to look back and question. What I thought reality was or what I thought, you know, capabilities, mindset, belief, all these types of things sort of look back and and suddenly like what I thought was black and what I thought was white wasn't the case. So, then it was a realization of what the truth was and what, you know, what my capabilities were and who I was as a person and what potential was. But I think a lot of people, they get stuck in a culture that repeats itself generation after generation where they just don't see a future. They don't see, you know, they don't see the forest in the trees anymore. They, they they believe what they believe. Their mindset is locked and stuck. And the limited belief, the scarcity, the lack of serotonin and all these types of things play into just a self-proclaimed prophecy where you just stay stuck.

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Speaker 1 So, your wife noticed that this pattern, perhaps, was something that you were going to continue to step into and it was going to continue to pass on to the next generation, perhaps, and maybe I'm making some assumptions here and maybe I'm, you know, using my own words for what you just described. What was it that she identified and how did she help you break that pattern?

Speaker 2 Well, I think it was it was a twofold combination. One is I was just I had a fighting spirit, but sometimes... they always say like... But true success is power under control, like a strong leader is power under control. Meaning that, like if you take a wild stallion, if they're if they're going rank and bucking and kicking wall, that power is destructive. But if you take that, you corral it, you train it. And now that thing can be used for beauty and for the true success. That's an incredible place to be. And I think that's for me, that was my journey and having having my wife to see that in me, to take my boy needs to fight and then to corral that into a way where now I was starting to do I was holistically finding healing and I was able to do things in a proper way rather than in just kind of a fight or flight mentality. I think that was the journey of just really learning to grow and heal, but then to really corral my energy in the right ways, to really find success rather than just to be kind of... Fighting, whatever it is, whatever situation or societal thing that you're stuck in.

Speaker 1 So, when you say that fighting spirit, is that kind of going back to that scarcity mindset that it's a win or lose game and, you know, if you don't fight, if you don't work dusk till dawn, then you may not survive or you may not succeed and those kind of things. Or is that in my on the right track there?

Speaker 2 I think so. I think and I would say that if I were to look at the majority of American society, like most people see it, whether they believe it or not, they're stuck in a scarcity mindset because it is a win or lose. Like it's not a win-win. It's not a lose-lose that it's like if I give you the benefit of the doubt and you win, I lose. And it's we're so hyper competitive in this capitalistic society that we don't strive for win-win scenarios where we where we realize and I think your servant leadership type of mantra that you really speak of is really the the crucible of success. And I think if you don't if you're not in that in that mindset now, it becomes like who walks away with the most?

Speaker 1 So, when did your mindset shift? Because this is a big chasm to cross and when it's so deeply ingrained within your psyche, your identity from, you know, day one of your life, like you were surrounded by this scarcity. They were probably surrounded--and when I say they, I mean the rest of your family is--probably surrounded by this type of scarcity. And for the most part in human history, it's been about win or lose. Right. And so how do you break that pattern and how did you cross that chasm from scarcity to, "hey, you know what? Everyone around me can win and I can also win as well?" I mean, what was the shift there?

Speaker 2 Can't say it was easy. I would say that it took years and years of just sort of just refining. My wife, who I was the first and just constantly like peel layers of the onion back and just it was it was a growth and it was a it was a journey for me to find. And I found like year after year, I became more, more clarity, more understanding. So, it was really a searching in the soul type of a journey where you just you just keep going back to what you know, but it's just not working. So, then you go and you try to find more knowledge, more information, more guidance, more mentorship, and and eventually you start to see, like, you start to hear what's truth and you start to kind of remove the wheat from the chaff.

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And for me, that was just getting to a point where I just realized being stuck in that mindset, all that it became like it was like garbage in, garbage out. Whereas I realized like there was a way to find success. But it was the hard way. It was the road less traveled, certainly. And and it's lonely on that journey because majority people are believing in something that's counterintuitive.

Speaker 1 You know, one of the things that I'm thinking about is and I think this is true for the most part, you know, if you look around the people who hurt other people, it's because they're hurt themselves or they've been hurt themselves. Right. And so they they kind of pass that along, hurt people hurt people. So, you know, you talked about, you know, growing up in an environment of abuse and a broken family. And you keep saying this boy named Sue. And if anybody has never heard that song by Johnny Cash, you should listen to it. Because first of all, it's funny, right? But it's yeah, I think what you're describing is, you know, there were some things that you were given that's almost like the foundation is cracked, right? There's something that can't be changed. And so, you know, it set you up for all of these challenges in your life. So, you know, when I think about hurt people hurt people, you then peeling back the layers of this onion instead of doing that and sort of continuing on that pattern, you made some changes. I mean, so maybe how did you like what were the layers of the onion that you had to peel back? I mean, what was step one, two and three? I mean, if you had to kind of reflect back.

Speaker 2 Yeah, that's a great question. I would I would say that one of the driving factors for me was realizing that I didn't want to be another link in the chain. I didn't want to continue to live this way with a scarcity mentality. And I think the most come to Jesus moment that I had was looking at my kids and realizing like, if I didn't get it right, they were going to repeat whatever I did. And there's a saying that says, you know, really, it's a call to action for parents to, like, heal from whatever you need to heal from, because otherwise your kids are going to have to heal from having you as a mentor. And I think that to me was really guiding was kind of that northern star of my life where I was really realizing I had to get it right, to change the trajectory of history and to set an example to my kids that I could truly give them success I didn't want them to grow up the way I grew up. I didn't want them to be... I didn't want them to have that fighting spirit where they had to just fight to get out--just to get out of the house, just to fight their mental health or just to fight their emotional disbelief. It's like when you corral energy in a positive way and you all roll in the same direction, you amplify success, but if you're spending all your time just spinning your tires, it's lost, it's wasted effort, is wasted opportunity. And I didn't want my kids to grow up just trying to survive. I wanted my kids to thrive because they got the best of me.

Speaker 1 Good for you, man. And I can I can certainly resonate with that because when you become a parent, you know, things just get more important to your point. You know, when you start to have an awareness of the level of impact of your childhood and how that has related to how you are, who you are and how you behave and what your identity is and what this inner dialog is. When you start to realize that and then you're a parent, it's just like, Wow, the stakes are super high. Because the question is, you know, you have this... I suppose it's like, you know, you have a duty to say, well, if you have the awareness, well, then, okay, well then what are you going to do with that awareness? Are you just going to continue to do the things that feel like, you know, it's protecting your identity that has the scarcity belief, or are you doing things to break that and are you putting them in a position where they can have a healthy upbringing, they can be curious, they can, you know, do the things that are going to lead them to living a fulfilling life or an impactful life to build their character and so forth, rather than just, you know, behaving in ways to to heal their own wounds. So, I applaud you for that. And, you know, one of the

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things that Jordan Peterson has talked about, you know, over the past few years that has really resonated with me is when you become a parent, that's almost one of the most powerful personal growth journeys that you can go on. And so it's you can either, you know, still be that child in an adult body or you can grow up and you can do the tough things, you can do the tough work, and you can look introspectively and you can peel back the layers of that onion. Does that make sense, Pete?

Speaker 2 Yeah, 100%.

Speaker 1 I love that. And so now you know, what you've really transformed into is you've you've taken this pain and these challenges and you've transformed it and you've leveraged it. And I love that. And I think that that it's almost like it's giving me chills right now to even say it, because it's like, man, let's go. And there's so many so many other people in the world who are going through that have gone through those type of painful experiences. And like that pain is so, so deep. But now let's use it for good, right? Let's use it for expansion. Let's give that to other people. And I've heard you say and you know, now, now you've leveraged this in a professional sense, right. In so many different aspects as a high performing leader for organizations. And I want to I want to share with you a quote that I've heard you say. And I want to hear your thoughts on this. You said in this I think it really relates to a lot of what we've been talking about so far. "A business or organization cannot grow beyond the capabilities of the leaders running it." It feels like the foundation of that is kind of what we just talked through. It's being aware and really working on yourself and really looking within to say, hey, where did this come from? And am I continuing on that same path or am I am I making some changes? Am I making a transformation? You know, but then it goes further beyond that in terms of growth, in terms of stacking on capabilities and effectiveness and leadership and all of these things. But could you expand upon that thought?

Speaker 2 Certainly. Yeah, I've seen a lot of different corporate structures, everything from--I've been in leadership at multi-billion dollar, you know, Fortune 5 companies all the way to upstarts. And I'm just a firm believer that servant leadership is truly the crucible of success. If you can get servant leadership right. If you can maximize your EQ and resist the obsession of your IQ, you can have incredible impact. But a lot of leaders are so driven by IQ that it's back to that win-lose scenario that leaders are striving for "my success at all costs." And they lose... They lose the buy-in. They lose the the maximum efficiency of getting the entire team on board, getting the whole corporate culture refined. And these these leaders are very short sighted. It's a scarcity thing, really, again, because that leader is so fixated on their ego and their need for being right, having accolades, having success that they're willing to bet the farm on that moment or on whatever that endeavor is. And they're not looking long term they're just it's it's kind of a pump and dump type of philosophy that these companies run on where it's just the blinders are on and they're just hard charging because they believe that that's the right way. And a lot of corporations that works until it doesn't work. And then when it doesn't work, it's quick. It's like a race to the bottom. And and that's why I'm convinced that there's a way to, like, what I've always done is turn companies around from distressed to successful, but in doing so is you really have to break, you really have to undo what those people have done because they've been so destructive and corporate. There is no there's no successful corporation on earth that it has been run by a bunch of egomaniac leaders. And because those are truly leaders, those are just the really narcissists at the top that are willing to pillage for their own benefit. So, it's just the corporation needs to have a healthy, functional family. It has to have a functional organizational unit that works synergistically. And if someone is looking to do everything at all costs or that, you know, segmental success, it's like everything else has to

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give. And if you give and take and that balance becomes out of balance, well, then it just the corporation will fail.

Speaker 1 I'm really glad we started here because, you know, any of the listeners, whether they literally run their own organization or they are a high performing real estate investor, which is who we speak to, you are a leader in your own capacity and you've got to build a team. You've got to have people around you that are firing on all cylinders. If you want to go where you want to go, if you want to utilize and maximize this vehicle towards creating an outcome that you want in your life, it's important to recognize that leadership is a core component and it feels like what you're talking about. It's like growing beyond the capabilities in "a business or organization cannot grow beyond the capabilities of the leaders running it." The capabilities that you've referred to are really emotional intelligence versus intellectual intelligence and focusing there and maximizing that EQ and resisting the urge to, you know, show everyone your IQ. Could you talk to me a little bit about how you can or how folks can maximize their emotional intelligence.

Speaker 2 Well, that's a deep question. So, I'll try to address that, but I think it all comes back down to. You find me, you show me someone that has a high IQ versus the EQ relationship or ratio, and I'll show you someone that has deep insecurities. And when your insecurities are driving the bus, I can tell you where that person's going to end up. I could tell you the train wreck that they're going to walk themselves into or they're going to lead their family or their corporation or their team or their personal life. When when you're ego, like Alcoholics Anonymous will tell you that an ego will destroy your life and it will destroy your relationships, it will destroy your corporation, it'll destroy everything you do, because you're just your consumer and you're looking to consume without any type of-- there is no end to it. Right. It's a bottomless pit and it's selfishness without any kind of, you know, restraint. And I think as a leader, if you focus on IQ, you are operating out of a place for your foundation, for your psyche, for your mental health, for your emotional stability, is based on a belief that you need more to become more. And if you believe that there is no success for you, because whatever success you have, you move the goalposts and then it's fleeting. And then you need the next hits and the next high. So, when you operate out of IQ, you're in a zero-sum game. And you may not believe that, but I can assure you that that's the case. Most successful people in the world were people that had high emotional intelligence. But those are the type of people that have an authenticity to them. They're okay with criticism. They're okay being--playing with an open deck of cards because they're not looking for instant gratification: they're in it for the long game, they're in it to see the success of other people because they realize that my true superpower is being emotionally engaged with people. And when I'm emotionally engage with people, I start to realize that it's not about me. It's about, you know, everyone else around me now becomes a rising tide in the Harvard type of philosophy, where me as a corporate leader, if I had 1000 reports, if I can make 1000 people 40, 50, 60% better, I see exponential growth in my corporation and my success becomes the sum of all their success. Whereas if my goal is just to make sure that I prop my ego and my IQ is driving the ship. Then suddenly I'm tone deaf to their success because it's all about me. So, I think EQ is just a stripping away of the IQ. But it was really it has come back down to you have to be a strong, sound individual that has dealt with your insecurities, that your foundation has no more cracks. And it's just like real estate. You need to regentrify yourself from the inside out so that you can be holistically strong, emotionally strong and emotionally confident. And then pulling that lever every day to the fullest.

Speaker 1 Pete, this is vastly exceeding my expectations. So, I just wanted you to know that I really appreciate this and I had high expectations, frankly. This is an amazing

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conversation so far and we're just getting started. So, thank you for this. But I want to go back to this piece on, you know, when you're letting your insecurities driving the bus, when you let your insecurities drive the bus, you know, your ego, that's when, you know, everything starts to fall apart. And I would like to you know, the easy question is, well, how do we find out what our insecurities are? But maybe a better question is, for you, if you would, to kind of go back and start to talk a little bit about perhaps a little bit more about peeling back the layers of the onion, because that's kind of where we started the conversation for you in particular. I mean, what did you learn about your own insecurities through that transformational experience? I mean, were there anything that you know, anything that you'd like to share that you think is helpful?

Speaker 2 Yeah, absolutely. So, a lot of what I do is focused on leadership in my own companies and then also working with other executives. My journey is really what I teach other people to do, which is I'm not that far ahead of you, but I can teach you how to walk through that journey because I've been there not that's not that far back is when I was there, right? I was in the trenches. I was trying to figure it out. I feel like I've had incredible clarity. Jordan Peterson, all those philosophies, they work, but they're not easy and they're not they're not without pain and... When you strip layers of the onion away, it's like pulling out 40 years and deeper every day, Right? You're going to take that to your hide and you're going to lose skin and you're going to lose layers. It's painful, but to detox is a painful process, but it's the refining fire in your life. And I would say that of the people that I know, probably 80, 90% of people failed to realize that the trauma that we endure as kids and the family of origin issues that we grow up with. Most of us fail to realize in modern medicine there's there's been some TED talks on here recently where they actually can quantify small amounts of trauma that accumulate over time and create incredible impact in our life to a detrimental even to your health, mental health, physical health. They can quantify trauma and then correlate that to future health issues. So, they they can they can do predictive analysis on these types of things. But what people don't realize is trauma can be the fact that your dad was a workaholic and never had time for you as a kid. Trauma can be the fact that your dad was emotionally... you know... he was emotionally not present because he didn't know, because his dad was emotionally disengaged and because his granddaddy came back from the war with PTSD and didn't know how to deal with his emotions. So he just shut down. Trauma can come in in numerous forms that I think we don't give credit to. And I'm not saying that you need to just find a way to be, you know, fight everything as a tragedy, but understanding that situations create outcomes and those outcomes create, you know, a reality that we start to filter life through. But if if you grew up with with parents that had a bad marriage or you grew up with a dad who's who grew up with an alcoholic father, so now he was emotionally disengaged. Those types of things sets you up in your formative years to become the person you are and you see the world through that lens. So, if you're a 50-year-old real estate executive, you don't realize it, but you still see the world that your seven-year-old saw the world because you were conditioned to see the world in that way. But you're also conditioned based on the broken view of the world that your parents had because they grew up with someone else and taught them the wrong way. And here we are as adults thinking that we know. We see if I see something, it is what I see. But it's like it's not what you see. What you see the tip of the iceberg. What you don't see is everything that's underneath that formalized that outcome response. So, if you see someone that is that's struggling with what they are and with their own mental health, typically it's it's a sum of 40 years of accumulation that created that person, right. And I think for me, what I had to go through and what most people would really benefit from going through is realizing that as a child and as an adult, there's no difference. Most of us are just young kids inside. We just don't realize it. Right? But if I don't realize that the number one thing for me and for you and everyone listening is

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we need validation. We need to feel significant. And we're searching for significance in everything we do. We just don't realize it. So, as a child, if you didn't get someone to validate you, i.e. your parents, looking at you as a five-year-old being like, you're my boy, super proud of you, like you're the apple of my eye. Like, if your child doesn't get that, and if you didn't get that as a child, you start to question your validation. You start to question Why not? Why am I not what I think I should be? And why am I not important enough for them to stop and see me and recognize me and proud of me? And when you don't find it, you start to go on this mission. And this will take your entire life to search for things that will answer that question. So, how can I find validation, what do I have to do to achieve validation? What is it that I'm missing? Or who? What is wrong with me as a person that I need to go on this mission to go find an answer and fill that puzzle piece in, but that's actually becomes a destructive mission because now I'm starting to do things out of desperation to compensate for my lack of self belief. And typically that's what leads people into a desperate pursuit of success, a desperate pursuit of wealth... Numbing, you know, isolation, escaping reality, workaholism, alcoholism, you know, drug, you know, all these things of escaping. Because deep down inside, I'm in a battle with myself because I strive for validation and I can't find it. And I'm trying to find, you know, quick quick hits, so to speak, that are like, I feel valued at this point. I feel successful at this point. I feel at peace with myself. So, for me, I had to really go through that journey where I learned that I didn't get the validation I needed, that I had to start. I had to go to the place where I started to realize that that my validation wasn't indicative of other people's responses. My validation was constant. Like your your value doesn't change based on the outcome or based on the response of other people. Your value as as a dad and as a mom is who you are as a person. But you have to believe that rather than starting to believe that your response and the response of those around you like work success, the response of other people, the gym, the people in traffic, you can start to see all those things as as basically EPIs of your success. But it's like you have to realize that you are successful. You're like, God made you an empowered individual and what you do is you applying your skills and your power and your capabilities to perform a task. A lot of people are like they can say, like for me, I could be like, Pete plus da da da equals success, so I have to go do something to be successful. Whereas if you truly are an empowered individual, you realize that you are success because you're that holistic person that's strong and capable of anything. And then you are success and whatever you apply yourself to will be next. So, that's really the formula that successful people know, is that if you realize you're a successful person, then you can become a blessing to everything and everyone that you encounter. You will 10x whatever you do. But if you have an unanswered question of what your value is and who you are as a person and you're looking for situations and circumstances, now comes to answer that question. Now you're desperately being like Tyler plus financial success equals success. Well, that's what happens, is the financial success part of the equation disappears. Now you're you're dead in the water, right? And then there's so many people being like, I don't have so much of your income. I'm not successful. If I lose my job, I'm worthless if I don't have a spouse or if I can't find a significant other than I have no, I have no purpose. So many people in this world are looking for the missing piece to answer their question, which it's the law of diminishing returns, because whatever they find, it's never going to be the answer to their validation because their validation does come from within.

Speaker 1 Pete, and neither of us are psychologists or trained psychologists, but we've and I could be mistaken on this. I mean, you could tell me if I'm wrong about that, but what we are is where people who are addicted to understanding more the human condition. And I would also say that perhaps we're practical psychologists where we have studied this not only within our own lives, but within, you know, the lives of, you know, the patterns of so many other people. And you know, what it really seems to come down to is that some of

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these these stories that we perhaps have constructed from our child-self or our childhood, you know, it sometimes manifests into I'm not worthy, or I'm not loved, or I'm not enough. Right. It just that's kind of the if you were to summarize, these are the three different categories that whatever it was, whether it's, hey, your dad was a workaholic, you know, he didn't spend enough time with you or any of the different examples that you just shared. You know, it's not a fully formed thought, it's subconscious, it's a belief system. And then now as we grow up, part of growing up, it feels like is saying, okay, well now I'm aware of this belief. Like where, where could that have come from? My wife and I just started doing marriage therapy and one of the, you know, the questions from our therapist was, you know, hey, how was what was life like growing up? And, you know, for me, it was like, well, life was great. Like, we didn't have, you know, any we didn't have any major issues. And then as she asked more and more questions, I started to become aware of where certain beliefs came from and even a more less traumatic childhood. There are still stories that are constructed that, you know, push us into a certain type of behavior, achieving success, because it's going to fill some sort of void that we're not aware of. And now as we become aware of that, now, our duty is to say, well, wait a minute, I'm not dependent on external circumstances for myself to be worthy enough for love, right? That's not it has nothing to do with that. And so now we can start to operate from a place of joy, of inspiration, of curiosity, rather than of lack. Does that make sense?

Speaker 2 I understand that's so spot on.

Speaker 1 And, you know, when I think about this now, as we make this shift and we say, all right, instead of living from an egotistical place, right. Or trying to fill this empty void that is endless, it's never going to be filled, whether it's through being a workaholic yourself, you know, just continuing to be connected to external circumstances or external outcomes or all of the other destructive behaviors. Instead of living in that capacity, now shifting and making a shift to living an empowered life and empowering others as a leader, as someone who is now living with an emotional intelligence, who's continuing to peel back the layers of those onions. And by the way, the layers of the onion never ends, right? It's it's a continual growth process. So, how can people learn to empower others better? Because one of the things that I know that you're big on is, is as a leader, you've got to empower other people. It's got to not be about you. So, how can you lead others or teams to be more empowered?

Speaker 2 I think it comes down to... certainly... like it comes back down to kind of an order of importance. I think step one is the leader has to find they have to go on their own journey, because I've had corporate executives come to me all the time being like, how do I make my company successful? And my first response is, you need to be the one that leads by example. So, don't go and just... Don't go have some, you know, town hall meeting and just preach and tell and point in direct like you need to be the leader that is inspirational. If you lead by example, people will follow you. Whereas if you're just a point-and-shoot type of leader, people will you know, people will call your bluff, right? Because people will see through you. So, as a leader, you first need to make sure that you are inspirational from the inside out. And then then you need to start to see that through a lens of empathy. Really empathy is seeing humanity in other people. So, when you can see your coworkers as different people with similarities to you, they've got similar disbelief, they've got similar insecurities, they've got similar potentially family origin things, but they've gone through similar journeys with you that have given them a lack of belief or a lack of understanding or a lack of capabilities that all are derived, like you said, through that, through that cognitive lens that they're seeing the world in. And I know Tony Robbins, really, it's like your paradigm is what's you you have a set of glasses you wear and there

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are different shade based on your experiences and now that is limiting you to some degree and I think as a true leader, it's really seeing the potential in people and also being able to understand what is limiting them because you can see a bit of yourself in them and you can start to see, hey, I remember struggling with that. I remember that limiting belief. I remember that that conversation that I was that I was trying to manifest success through. And you sort of see all that in people and you could start to help them understand because most people, if they feel depressed, it's like, well, they just even modern science is like one and that person is depressed, let's treat the symptom. The symptom is not the root cause. The root cause goes all the way back to, like you said, when you and your wife are trying to become stronger, better and healthier, which I believe everyone should be doing. If you're not, you're fooling yourself, that you're just going to fake it till you make it. But when you start to identify what stories you told yourself and what stories you grow up in, and you start to recorrect those things, because obviously a lot of them were were misinterpreted where you didn't understand the context of the child. Maybe you didn't understand what your parents were dealing with or what they grew up with. But when you really start to understand what the root cause is, you can change the outcome because now it's like you start to reformat everything and you start to basically go back. We're talking stripping everything back to the trusses--right back to the foundation--and then we rebuild the home. And when you can do that as a leader yourself, and then you can start to help other people realize that what they feel or what they believe is the symptom, it's not the root cause. It really you can take your culture, strip it back to fundamental things that help build success and build empowerment and build collaborative environments and maximize communication and maximize servant leadership. When you bring all those things together, it's a game changer.

Speaker 1 I love what you said about empathy, seeing humanity and other people. And really, if you recognize that at the core basis, what we've been talking about, you know, a lot of which has been related to your story, you know, where you came from, the journey that you've gone through. It's really expanding that to the people that you are with, you know, the people that are on your team. It's helping them by the pain that you went through, the challenges that you went through, the triumphs that you have continued to peel back. Right. As you continue to work through this. And, you know, it's like we've got to leverage that experience to leverage transformation for other people. And it starts with that empathy and seeing humanity and other people and saying, look, there are patterns, right? You know, my pain and my story may not be exactly like yours. Right. But there are patterns to behavior and limiting beliefs that result or that manifest or that sprout as a result of whatever about whatever type of experience that you had growing up. And so it almost feels like what you're saying is the best the best leaders really, really care about their people enough to help them get to the foundation of what may be holding them back and give them a story and another path, or perhaps inspire them to take some sort of action towards peeling back the layers of their own onion. Is that kind of what you're saying?

Speaker 2 100 percent. Yeah.

Speaker 1 That's amazing. That's amazing. And so from there now, as you're kind of going through this process and by the way, this is not the quick fix. I mean, to your point, it's like we're not, you know, hey, everybody is not getting prescribed some medication so that they can feel great and they can come in and just work really hard. You know, this is sort of the long term approach that you're getting to the root cause of any issues so that you're giving all of your people the opportunity to be the best that they can be, which is unbelievably amazing. And so now when we're thinking about the compound effect of that,

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now, if we can all kind of close our eyes and imagine the people around us optimizing the way that they're behaving and they're operating out of a place of emotional intelligence and inspiration, and hey, I am enough, I am loved, I am worthy. And because of that, I'm going to be the best I can be. Now I start to think about this organization that's absolutely unstoppable and impactful. And so when you think about now, building from that place, designing an optimal performance organization or a well-oiled, well-oiled machine, you know, what does that look like from an operational perspective? Beyond what you're talking about from emotional intelligence perspective, how can you then stack on that beautiful set of circumstances to build this well-oiled machine?

Speaker 2 This is always what I get excited about when you turn the corner and now you start having teams where like I've had times where I've had 50 to 100 engineers that reported to me, and when they're combative, when they're agnostic to each other's input, when they're not collaborative, the dysfunction and the inefficiencies of the team are massive and a lot of corporations operate in that way where there's so much infighting that there's no forward progress. But when you start to see everyone rowing in unison and you start to see everyone, like if I bring three chips to the table and you bring three chips, table and 600 other people do the same, pile of chips is massive. But if we're all sitting there with a scarcity mentality, eventually it's like the table's empty, right? And that's the thing is when you turn the corner operationally and you start to see that, we start to combine our strengths and your strengths can complement my weaknesses. And now we started to create a holistic pattern and a holistic operating machine that now starts to march in unison and everyone holds the line. And now we start to and this is where like continuous improvement culture really starts to come into place because now we're not we're dealing with authenticity, so we're not trying to address. It's just like back to the iceberg effect where it's like if you're trying to treat the symptom, just like medicine, if you're trying to treat the symptom of the root cause, you'll chase your tail forever, right? More medicine, more, more Band-Aids. Just cover it up, shut up, go away. But if you go to go to the root cause, you heal from the inside out with a holistic approach and the teams are operate holistically. So, now you start to build empathy across the entire team. You start to build collaboration because now there's desire, there's not a threat anymore. So, now there's a desire and a welcoming of people complementing each other. And there's a there's even a vulnerability where it's like, hey, I'm not good at that, but you are, so let's work together and I'll do what I'm good at. Maybe I'm a visionary. You're an integrator, well we need to work together and then I can. The two of us are... It's not one plus one is two is. Now it's me until someone is five, Right? And that starts to create an exponential opportunity within the organization and operations becomes complementary and exponential as everyone starts to unite and work together towards the same goal. Because if everyone is working together in unison and there they understand that my weaknesses and my insecurities, that's who I am, but I'm not going to allow that to dictate my life. But if I'm like, hey, I'm I'm an integrator and you're a visionary. I'm okay with where I'm not strong. I realize you are strong there. I don't see the threat. I see that has that's how I'm that's my God-given nature. And if I can lean into my strengths and allow your strength to compliment me, now the two of us can go do big things, and the team can do big things and operationally start to operate incredibly efficient. But what we've done is we've shifted from everyone being... thinking so much on, well, what if I expose my flank? Well, then they're going to think less of me. So, now I'm in this protectionist mentality and I'm not actually there and I'm not actually optimizing my success or even bringing value to the team. I'm in my head, I'm spending all my effort worrying: What do I have to do, What should I say? How do I compensate? How do I fluff this up? How do I fake it till I make it? So operationally, it's like I'm spending 90% of my effort just in my head trying to make sure that I pose long enough to pretend I'm someone that I'm not.

Speaker 1 This is unbelievably powerful and transformational. So, if the listeners are not really recognizing that, like, let's snap out of it real quick and recognize that what we're talking about is how to build something unbelievably impactful and transformational for everybody that you're involved with and, you know, industry leading, you know, industry dominating. Because if you want to go big, it's about getting to the root of what's going to allow all of your people to transform. And, you know, when I think about all of this, you know, I love some of my big takeaways of what you just shared was the continuous improvement culture. You know, it's establishing this continuous improvement culture that says, look, we all have a growth mindset. You know, just because we are where we are today doesn't mean, first of all, that we shouldn't be grateful for that and we shouldn't be dissatisfied with ourselves, but we should have an opportunity or we should have a perspective that there's always another level. We can grow. We can become something even more, right? We can continue to expand our own skills, capabilities, talents, and by the way, leaning into authenticity to say, look, I'm good at some things, but I'm not good at that, and I'm vulnerable enough to say, that's not my talent. You're better at that. Can you bring your skills to this project so that you know, so that we can really get to the outcome? And I love that. And that's not an easy thing to do, right? It's not an easy thing to do, but it's it's getting rid of the ego. And so now as we're kind of really optimizing this culture we're stepping into in sort of an environment of collaboration where people are really leading with empathy towards each other using their emotional intelligence. Now it's thinking about optimizing systems and structure to explode the growth of the organization. And it feels like, you know, because on the other--the flip side of this--is burnout. It's stress, it's fatigue, it's confusion. It's I'm doing the things that I'm not great at, I'm not using my unique abilities, by the way, we all have unique abilities. We have unique talents. We were created in a specific way for a specific reason. It's not to be all things to all people. So, how can leaders avoid that burnout? How can they avoid that fatigue, that dissatisfaction, that confusion by leveraging the necessary systems to explode their growth? I mean, is there anything that you would say about that?

Speaker 2 Well, I've got I've got several personal examples myself. I've also helped CEOs and C-suite executives from some of the major banks and major law firms in the country, even, you know, high profile athletes. And one of the things that I've done is I can give you an example. Fortune 500 finance/tech company executive grinding from morning till night, right? Go to work, grind all day, come home quick dinner, grind till night, go to bed. His quote was "I would come home, I would hit home base on my face every Friday." Exhausted, worn out, depleted. A lot of the stuff we're talking about implemented, all that stuff made him realize that it wasn't about him as him empowering others. It was about him prioritizing his holistic health and then going to, you know, because a lot of people, it's like, get out of bed, grind. Whereas like, it's like you got to get out of bed. Empower yourself so that you can be a vessel to pour into someone else. If I don't if I don't have a full tank of fuel, how am I going to fill up your vehicle? Right. And so for him, when he became when he indexed really inverse of what he was doing, which was like just trying to slowing down, getting getting quality investment into him so that he could be more of an investor in other people. It was a game changer. It was like two different people. One was wore out and burnt out. One was like arriving and just getting an incredible emotional investment from his family, absorbing quality of life, feeling peace, feeling a personal confidence, feeling validated because of who he was rather than what he was doing. And suddenly his team, I think we were seeing like 50, 60% improvement across 600 reports. Financially, the corporation was growing, but his relational success, his emotional health, his physical health, everything was exponential. And he was working a fraction of the hours with exponentially more productivity. And it was like that was the perfect outcome with what he

did, the hard things, he he it was kind of doing the right things in the right order, but is very counterintuitive to corporate America.

Speaker 1 Pete I could go on and on with this conversation. I mean, literally, I could go for three more hours. But before I let you go, I mean, we're going to obviously, we're going to transition to the Rapid Fire section of the podcast here shortly. But one of the things that I've heard you also say before we get there, and it almost summarizes a lot of what we've been talking about, because it's almost like I think about, you know, fractals in nature. And you look at a you know, you look at a tree and it's got a smaller branch and it's got a smaller branch and then it's got a twig and then it's got leaf and then it's got, you know, the branches or the veins in the leaf. And, you know, it's like these all of these patterns then lead up to the larger organism of the tree. And that's, you know, the patterns that we see in nature. But the patterns that we've been describing today in yourself as an individual are the parts of the organization that allow it to live, breathe, eat and sleep healthily and grow healthily. And so, to me, that pattern is a beautiful thing. But one of the things that I've heard you say is that the depth of your struggle will determine the height of your success. And, you know, it almost feels like that is it's absolutely been true for you and you continued to leverage this for good for so many other people. But could you expand upon that thought? And really, how did you arrive to the thought that the depth of your struggle will determine the height of your success?

Speaker 2 I love how you phrased that because I was actually talking to my kids about this the other day and... The kids are asking like, you know, just like every other kid, it's like why is this? You fill in the blank. Why is it difficult? Why is this hard? Like, why can't it be easy? Especially, I think it's probably some of the demise of our society is we want it to be too easy. But the problem is, when it's too easy, you lack the appreciation for when you have success. Like it's easy come, easy go. But then if you actually stop, like, I'll tell my daughter this, I said, guess what happens when when astronauts go to the moon, Right. There's there is no gravity there. And it's so in essence, there's no resistance. It's easy. When you come back to Earth, you actually are more weak and you have to recover from the easiest. Right. And if you look at all the people. Right. If you if you stop working out, you get old, it's not that you get old because it's not because you get old and then you start working out. It's like you got old because you stopped working out. But muscle atrophy is a result of lack of exertion and lack of resistance. So, it's like, and the more that we have an easy, the unhealthier we get. Right. So, all of this stuff, it's like what we wish, what we want for or what we desire in our mind, which is that it's easy, that there's that there's a minimal resistance, that things just come our way. What we fail to realize is that on a huge on a humanitarian level, on and on and on who we were created to be, we were created to live under resistance. And like a warrior is not a warrior if he doesn't have a battle to fight. You know, even just look at nature. Like if there isn't a predator-prey relationship like that, things just fall apart. If we don't have a battle to fight, if we don't have resistance in the gym, we don't grow muscle. So, anything we do in life, unbeknownst to us, really is like we we are created to need pressure, headwinds, to struggle to overcome to become the best version of ourselves. So, I think for those of us that are like, why is it hard? Why is it difficult? Why can't it be easier? You're asking yourself questions that don't have answers and you'll drive yourself insane. Whereas if you lean into the battle and you lean into knowing that with greater challenges comes greater understanding and greater growth and greater opportunity. And you embrace that. Success is just, you know, just moments ahead of you.

Speaker 1 Lean into the the privilege of living under pressure. Right. I heard that recently. And I think it was a it was actually a documentary from Doc Rivers, one of the NBA, you

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know, one of the greatest coaches currently in the NBA. And he said "pressure is a privilege." And if you really think about it, you know, in the NBA as an example, if you're playing for the world championship, there's a lot of pressure there. But guess what? There's a lot of privilege there as well. It's not easy to win that championship. It's not easy to do big things, but it is a privilege. And to your point, you know, recognizing the pattern of, you know, biologically, physically, you know, in nature, that resistance and challenge and struggle is required for continuation. I think that's a calling card. And what, you know, this conversation has been so good because what we're talking about is deep truth, real wisdom. And so I think that there's so many patterns to what we've discussed today, to the way that you're leading your family, the way that you're leading your organization, the way that you are leading your life, leading yourself. And I just really, really enjoyed this. And like I said, I mean, we could go for three more hours, but I want to be respectful of your time today, Pete, and I want to transition to the Rare Error Questionnaire. And really a lot of what we've talked about is being uncommon. And I think that one of our sort of perhaps unspoken missions and it feels like maybe you and I have so much in common, it's that we want to make this more common. We want to make real truth, real wisdom, more of a common part of the conversation, because it's just a game changer in terms of, you know, fulfilling life, and, you know, I think that we can change the world by that. So, I want to ask you a few questions before I let you go. But if you had appointed two or three of the most impactful books that you've read over the past few years, what would those be and why?

Speaker 2 Certainly "Seven Habits" by Stephen Covey. That's an emotional intelligence book through and through of how to use your emotional intelligence to empower. It's really comes down to it's not about you. Right. That's that's a game changer of a book. I'm a big fan of anything that's still work related. "The Obstacle Is The Way;" another great book of like realizing that we need to refine. Like we all understand the way you get goal is to burn away the impurities while we as humans are no different. Right? We need to burn away the impurities. It's uncomfortable, but it's incredibly healing. So, those are some of the big books that I love and, yeah, I would say those are probably my top two.

Speaker 1 Thank you for that, we will put links in the show notes is where the listeners can find those two books and I could not agree more. Pete, what's the biggest way that you elevate your life on a daily basis?

Speaker 2 I'm a big believer that we are what we repeatedly do. Right. Aristotle said what we we are what we repeatedly do. Excellence: that is not an act, but a habit. And I realized that if I don't get first things first, if I don't organize my day, my life, my year, even my corporation, if I don't organize it in terms of rocks so we can go back. This is kind of a Stephen Covey thing again, but rocks, pebbles and sand. If I don't demand organization in my life, chaos will ensue, right? Because the squeaky wheel gets the grease and I will choose urgency over importance. So, for me, I'm very disciplined out of necessity. And I think most people should be because if we there's we are not. They said what is the number one thing Americans do today when they first got out of bed? It used to be used to go to the restroom. Now it's like you check your phone and then you're led by that device all day long and chaos ensues. And what happens is eventually you lose yourself because you're not doing the life building life enriching, empowering things that builds your life. You're not doing the rocks. You're being led by things of urgency and importance is being dropped all day long. So, for me, I have a morning routine. I get out of bed meditation, devotions, leadership mindset. It's just I just dedicate my morning to making sure that I am fulfilled. I'm empowered so that I can go and be my best self, that I can go give to other people. Because my day... really me as a father, as a husband, and as a leader. My goal is to empower other people. Therefore, I need to be empowered so that I can get what I

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need most. This is another thing that leaders get wrong is they think that they can just go do more. Well, what happens when you're out of you can't give away money if you don't have money. You can't do real estate if you don't have assets. Right. So, it's like you have to you have to fill up your own emotional bank account. You have to build your own spiritual bank account so that you become a person of significance that can give to other people. Because if I have abundance, then I can give abundance. But if I am living in scarcity, I have nothing to give. So, my morning routine is really just to, you know, and of course, it costs you time, it costs you sleep. But for me, if I get out of bed in my morning is to get myself so that I feel unstoppable or that I can... Now, my primary objective is not to make sure that I continue to feed my ego, but my job is now to go and take out the power that I have and everyone I encounter is like, how can I push that person to the next level?

Speaker 1 I just always think about, you know, on a plane, you know, if the plane goes down, the first thing you got to do is you've got to put the oxygen mask on yourself, because if you don't save yourself, you cannot help anybody else. I will just that that visual is so important and I just continue to go back to that. So, I love that. Pete, what's the biggest way and this is going to be a tough one for you because I feel like this is really what you do day in and day out, all day, every day. What is the biggest way that you elevate others around you?

Speaker 2 It goes back to the empathy. I look past the symptoms and I'm looking for what I see is that person's characteristics, what I see as their strengths and weaknesses. And I'm helping them answer the questions that they're not asking. So, I can see just because of my own journey, I can see when someone is like me is the sixth sense at this point that I just like I can see what someone's struggling with because I can see myself in them. So, I can already help give them answers to questions that they're not asking at that point. And that's my whole thing is by working with an engineer, I'm working with another C-suite executive or I'm working with, you know, my marketing team. I'm always helping them get to the next level because I know what pieces they're missing and I know what steps are ahead. So, I'm helping them get ready for that step and they don't even know what the next step looks like.

Speaker 1 Pete, this has been absolutely outstanding, and I just want to acknowledge you because truly the depth of your struggle has determined and continues to determine the height of your success in particular. And I can only imagine the future of what the future holds for you and all of the different people that you continue to lead, continue to take along this amazing transformational journey that you're on. So, I just want to honor you. I just want to acknowledge you. I want to show you my appreciation. And, you know, this has been really, really a lot of fun. But before I let you go, my last question for you is, do you have any parting thoughts or words of wisdom that you like to share with Elevate Nation?

Speaker 2 Yeah, I think. If I can give anyone any any just million dollar advice, it's lean into what's difficult. Don't be scared to do... There's a thing which is like I my desire is to have everyone be 100% legit. A lot of people are living with like they show you just part of themselves. Everything else is in the closet, locked up. Boarded up. Like they're like. It's like. It's the superficial side of them. They're not legit. But if you can get to a place where you're willing to clean that room closet out, you're able to become truly authentic and holistically whole. And you are just operating out of a place of true power. It takes the hard work. It takes a lot of grit, a lot of pain, a lot of like self-reflection and going and getting expert help and stuff. But when you can clean out, it's just like just like regentrifying an apartment complex. If you pretend the block mold's not there, paint over, it gets wet. But

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so many of us are doing that where it's like, oh, you know, I'm just going to we're just going to plow ahead. We're just not going to address these things. But when you can actually stop and be like, no, I want my life. I want to become the best version of myself and I'm going to turn over every stone. I'm willing to strip back, whatever it takes them all to do whatever it takes. Nothing will hold me back from being my best self. If every executive in your world, in your ecosystem can realize that they're going to stop at nothing to become the best for themselves. It has everything, their successes, everything to do with becoming the best version of themselves, not financial success, relational success, vocational success. None of that means anything. That's just icing on the cake. It's like, get your house right, get your foundation right, get your wiring right, get your water and your plumbing dialed in. And then guess what? That building will stand the test of time.

Speaker 1 Beautifully said, Pete. Man, what an amazing conversation. Tell the listeners where they can learn more about you and what you do.

Speaker 2 Yeah, I think the best way is just on LinkedIn. I've got I got an executive leadership platform and I'm kind of a C-suite executive. So, I run multiple companies spanning real estate, energy, and media. And I love to connect with people and if they want, I'm always offering public speaking and leadership. I'm just I just have a passion. I see people stuck. And if I can help someone, some team, some organization get to the next level, that's so valuable. So, people want to reach out to me and my cell phone is 80827620017.

Speaker 1 Look at that. I think that may be the first time somebody shared their cell phone on the podcast. So, good for you and good for the listeners to have the opportunity to reach out directly to Pete and we'll put a link in the show notes is where the listeners can find you on LinkedIn as well as Triumph Performance Academy dot com. Pete Mann, thank you so much. I look forward to part two of this conversation. I just want to thank you again for being a part of Elevate Nation today, my friend.

Speaker 2 Thanks, brother. Appreciate your time. And I love what you're doing. And I'm a big supporter of what you're doing with this, this whole endeavor of yours. And I just love that you're spreading the message and spreading the love.

Speaker 1 Thank you so much for the kind words, my friend. The feeling is mutual and we will see you soon.

Speaker 2 Yes sir!

Speaker 1 Elevate Nation, Pete van der Veen dropping major truth bombs on Elevate Podcast today. I just I hope that you recognized how true what he's talking about is. And how does it resonate with you? What did you grow up in? Like what environment did you grow up in? Did you have sincere or very traumatic experiences or did you have perhaps what you feel like, as you know, is a pretty normal upbringing, But recognize that either way, on either end of the spectrum, you have been impacted and your behavior is a certain way as a result. And so let's peel back the layers of that onion and let's give other people the opportunity to peel back the layers of their own onion as well. And ultimately, let's live this life that faces discomfort, that faces challenges, that leans into problems and continues to excel as a result of that gets stronger. As a result of that. You know, I think about Antifragile, the concept of antifragile. It gets stronger as a result of problems or challenges or dislocation or breakages. It gets stronger. That's what we are as human

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beings. That's what we are as leaders. That's what we are as high performing real estate investors. You are antifragile. Today's conversation was so deeply true, so much wisdom. And so I want to encourage you to relisten to this episode, because repetition is the mother of all skill. And of course, there's a lot of deep, deep, deep truth that was shared in this episode today that you may have not caught the first time. So, if you're anything like me, you're going to listen to this episode again. I want to invite you to do that. I also want to invite you to have a conversation with the people on your team about this discussion. Ultimately, this is about getting to the root of transformation instead of stacking on, you know, tactics and strategies and things and tips and all of these beautiful things that we all love. It's about getting to the root and building on a solid foundation with your team. So, have a conversation with them, share this with them and open a dialog and understand well, hey, maybe, maybe there is some sort of belief that, hey, I'm not worthy or loved or enough, and perhaps I can start to shift to operating from a place of empathy and of authenticity and vulnerability. How can I do that? How can I start to explore making this transformation and peeling back the layers of my own onion and giving people the other their own opportunity to do so as well, so that you can go bigger, so that you can 10x, so that you can go exponential and live an amazing life. And from growing from a place of, you know, what am enough? I am loved, I am worthy and--I'm also curious. I'm also inspirational and I'm also limitless. That's what I'd love for you to engage in. So, I just want to thank you so much for listening to this podcast today. I want to thank you so much for engaging and investing in yourself. Thank yourself for investing in yourself as well. Pat yourself on the back because you are worthy of this type of transformation. I just want to thank you so much for being a part of Elevate Nation. Until next time, I hope you have a great day and we will see you next time.