

Episode 307

Tyler Chesser [00:58:55] Elevate Nation! Welcome back! This is Tyler Chesser and I'm so thankful to have you here. And I'm blessed and grateful to be sitting with the great Marshall Goldsmith today. You are going to learn how to overcome limiting beliefs, how to then shift your behavior towards greater success, greater happiness. And you're also going to learn this little secret on how to live the earned life. And I'm just going to give you a little bit of a nugget there so that you understand that this episode is life changing. There is no doubt in my mind you are going to walk away with tremendous wisdom, tremendous depth, so that you can apply that change to your life immediately, to your business immediately, so that you can achieve greater levels of success for the sake of achieving greater levels of success, not for the fact of achieving greater levels of happiness. And you're going to learn more about that in today's episode. I want to encourage you to buckle up because this episode is so good. Elevate Podcast is about 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 and entrepreneur. It is my job to decode the stories, habits and multifaceted expertise of world-class investors and other experts to help you elevate your performance and lifestyle. Are you ready to take it to another level? It is time! We're going to raise the bar with the number one executive coach in the world, the number one leadership thinker in the world. And this is an individual who's worked with some of the world's most recognizable leaders across the world. He actually created the space of executive coaching 40 years ago. You're going to learn about that first call that really got him started on this journey. But I'm so excited to share this with you today. And, you know, I've been in conversation with Marshall for the past few years to have him on the podcast. So today's a very special day and I'm excited to bring this to you. Before we dive into that, I want to invite you to pay the fee, and the fee is to pay it forward. Share this episode with one person. All you have to do is grab that link in the podcast app and just pay it forward. Send someone a text message, an email, whatever you need to do to pay it forward. The only way that we can continue to grow, continue to provide tremendous value to you, is if we earn the value of your introduction. And that is so important to us. It's so important for continued expansion. And that's what this is all about. It's about continued growth, is about continued expansion, and we want to make an impact on other people in your world if you're a result of that. I want to thank you for being here. And we are going to pour into your cup today. And as we do that as well, my last ask, before I introduce you to Marshall Goldsmith, is to invite you to subscribe to the podcast so that you are notified of future episodes. We're going to continue to bring tremendous value and give us a rating and review. It's very helpful for us to hear your feedback and you know, it's helpful for others as they come across this episode so that they understand that we are showing up for a tremendous, tremendous impact. And with all that said, I want to dive in and introduce you to Marshall Goldsmith, who is the only two time winner of the Thinkers 50 Award for number one leadership thinker in the

world. He has been ranked as the number one executive coach in the world and a top ten business thinker for the past eight years. Dr. Goldsmith is the author or editor of 36 books, including three New York Times bestsellers that have sold over 2.5 million copies and have been listed bestseller in 12 countries. And by the way, I think it's actually four New York Times bestsellers. Now, his books, which include "The Earned Life" , "What Got You Here, Won't Get You There", and "Triggers" have been recognized by Amazon.com as three of the top 100 leadership and success books ever written. And so, I am not over stating how powerful of a conversation today's episode is. So, I want to thank you for being here and I want to welcome you and, you know, strap you in here because it's time to go on a rocket ship ride with the great doctor, Marshall Goldsmith.

Tyler Chesser [00:00:04] The great Marshall Goldsmith. Welcome to Elevate, my friend. How are you?

Marshall Goldsmith [00:00:09] I'm doing wonderful. Thank you so much for inviting me.

Tyler Chesser [00:00:12] Hey, thank you so much for being on the show. And as you mentioned, right before we started recording, it's Showtime. So let's dive in. And we are I think that this is going to be a really, really special conversation. So I just want to thank you so much for being a part of this. And as we dive in, you know, one of the things that I wanted to begin with, if you're open to it, is really asking you to give me a little bit of context in. Tell me about the call that you received many years ago from a Fortune 100 CEO that ultimately began your career as an executive coach. Tell me about that call.

Marshall Goldsmith [00:00:44] It was very interesting because there was no field called executive coaching at all. And I'm a young guy. I was very fortunate to met a very famous man. I was young, and I didn't start at the bottom here. My first clients were McKinsey and IBM and a lot of very big fancy companies. And so I'm working with this CEO and we did 360 degree feedback. You said, I've got this kid working for me young, smart, dedicated, hardworking, driven to achieve arrogant, stubborn, know it all jerk. He said it would be worth a fortune to me if I could change this kid's behavior. So I said, I like fortunes. "Maybe I could help him", but he said, you know, "I doubt it". I said, "maybe I can help him", he said "I don't think so". Then came up with an idea. "So I'll work with this kid for a year if he gets better, pay me. If you don't get better, it's free.", You know what he said, "sold." I get paid for results. And there was nothing called executive coaching. I just made that up. What did what.

Tyler Chesser [00:01:37] Was the calling that you thought? You know what? I'm willing to take that bet on myself. I mean, how did you how did you feel? Confident in yourself to be able to go after that?

Marshall Goldsmith [00:01:47] Well, you know, it's very interesting because years ago, this was back in Kentucky. We're both very poor. And this guy, Dennis Mudd, we hired him to put on a roof and I was 14. So he has me helping him. And I was attitudinally challenged. But, you know, we worked hard, put on this roof, is very proud of the roof. And I was proud of the roof. So my dad's name is Bill says Bill and William inspect the roof at the riverside quality. Pay me. If it's not, it's all free. Now, Dennis Mud was poor. He needed the money. And I thought, man, that guy's got class. He's poor, but he's not cheap. He's got a lot of dignity. So I said, I want to be like that guy when I go look. So I thought, you know, look, you believe in what you do or you don't. And, you know, it's a good way to tell someone, please what they're saying. Ask him a question. You want to bet on it? They say, I believe it, but I don't wanna bet on it. You know what I mean?

Tyler Chesser [00:02:38] I believe it. Yeah.

Marshall Goldsmith [00:02:39] Here's the money. Guess what they believe in. So, you know, I'd bet on the old time. And. And it's also good because it doesn't just put pressure on me. Was pressure on them. Think about it. That kid doesn't get better. One of us is going to lose. Well, I'm going to lose a little bit. Guess what? He's going to lose. You could lose more.

Tyler Chesser [00:03:03] Mm hmm.

Marshall Goldsmith [00:03:05] I could look the same and say, don't pay me. Not good for me. How about him? Real bad. Real bad. So, you know, it's good, but it makes some accountability. The people have to take responsibility.

Tyler Chesser [00:03:20] It almost feels like initially you are aware that really the core and the root cause perhaps that may have been holding this individual back were his beliefs and his behavior instead of like, All right, I want to give you the news tip, the new tip, the new tool, the new strategy. You know the new tactic. You knew that it was it was kind of more of a core in a root cause. It was beliefs and behavior. So talk to me a little bit about that.

Marshall Goldsmith [00:03:42] Well, to start with, you're exactly right. I'm not an expert at changing the content. And the CEO told me the problem wasn't the content. You said this kid smart is smart, hardworking. He knows the answers. He acts like a jerk. His issue was behavior. The other thing is, over the years, I've had the privilege of coaching many great people. One of the greatest people I've ever met in my life is a man named Alan Mulally. Now, Alan was head of Boeing Commercial Aircraft when it did 911, and he had to save the company from that terrible situation. He went to Ford. The stock was valued at \$1.01, he left was \$18.40. Stock went up 1,837% when he was the CEO and he had a 97% approval rating from every employee in a union company. Think about it's unheard of. A union company.

Tyler Chesser [00:04:33] Yeah, it is.

Marshall Goldsmith [00:04:33] You know, CEO, 97% approval rating. Unheard. An amazing man. So I talked to Alan. You know, I said, Alan, among the people I ever coached, you improve the most. And I said, I spent the least amount of time coaching you of anyone, and you were great to start with. So I said, I made a chart here on one day, which is called Time Spent with Marshall Goldsmith called Improvement. There seems to be a negative relationship between spending time with me and getting better at it. What I learned was Charity said, Well, you know, you go to Challenges Coach to work with great people. You know, you said you work with great people, are dedicated and want to get better. Your process always going to work. Take it to the bank. You work on people. You're never going to win.

Tyler Chesser [00:05:14] So if you were to define that, if you were to maybe you asked him that question, how would he define a great person? Because you're talking about, you know, the difference in success or failure, seeing through a change in a breakthrough versus, you know, just going through a crazy eight and going through the same process and, you know, spinning your wheels.

Marshall Goldsmith [00:05:32] Well, your clients have to, number one, **have courage. It takes courage to look in the mirror and get feedback.** Stuff I do is not easy to have humility. You know, I've learned my job. I cannot help perfect people get better. So this kid comes to me and says, I don't need to change, Well. Don't waste my time. And then number three, **it takes discipline. You got to work. You got to do the day to day to day to day work to get better.** It's like Arnold Schwarzenegger said, "no we got muscles by watching me lift the weights." They got work. Well, again, ranked number one coach in

the world for years. And you go, my book "Earned Life", right? Look at the first six pages. Those are my clients. Would you say impressive or not too impressive?

Tyler Chesser [00:06:13] Unbelievably impressive. I mean, talking about, you know, the who's who in business across the world.

Marshall Goldsmith [00:06:19] They're wonderful. And they're not only impressive, they're nice, they're dedicated, they're hardworking. Hey, look, I get rank number one coach in the world. Why? Nobody knows. I'm a good coach. I get the number one clients in the world.

Tyler Chesser [00:06:33] I love that. I love that.

Marshall Goldsmith [00:06:34] It's all about them. If you read the first paragraph on that endorsement page, what's it say? Don't say I'm great. What's it say? They're great. They're great and I'm lucky.

Tyler Chesser [00:06:44] And now the clients with courage, humility, and discipline, they're willing to look within to say what beliefs may be holding me back. They may be limiting me. And so when you're having that dialog with some of these great leaders who have already achieved great levels of success but have a desire to go to that next level, what are some of the patterns that you see in terms of the limiting beliefs that were currently holding them back that they've been able to break through?

Marshall Goldsmith [00:07:08] I was interviewed in the Harvard Business Review and asked that question. What's the number one problem of successful people you coached over the years? My answer is winning too much. And what's that mean? It's important. We want to win meaningful. We want to win critical. We want to win trivial. We want to win and not worth it. We want to win anyway. Winners love winning. It is incredibly difficult for winners not to constantly go through life winning. Now I'm going to give you a case study that almost all my clients fail. You will probably fail this case. Study yourself. The listeners will almost all fail. The case study. Are you ready?

Tyler Chesser [00:07:40] I'm ready.

Marshall Goldsmith [00:07:41] You want to go to dinner at restaurant X? Your husband, wife, friend, or partner wants to go to dinner at restaurant Y? You have a heated argument. You go to a restaurant Y. It was not your choice. The food tastes awful and the service is terrible. We could critique the food. Why not? Our partner was wrong. And you know, this mistake could have been avoided. If you just listen to me, me, me, me. Option B, Shut up. Eat the stupid food. Try to enjoy it and have a nice night. What would I do? What should I do? Almost all my clients would critique the food. Here's what I would do, shut up! Let me give you a worst example. You have a hard day at work. You go home. Your husband, my friend or partner is here, and the other person says, I had such a hard day today. I had such a tough day. Now be careful what we say. You had a hard day. You had a hard to do what I had to put up with today. We're so competitive. We have to prove we are more miserable than people we live with. I gave this example to my class at the Dartmouth Tuck School. Young guy raise his hand. He says, I did that last week. I asked him what happened. He said, My wife looked at me. She said, honey, you just think you've had a hard day, it is not over.

Tyler Chesser [00:08:57] Interesting. So the addiction, it's this addiction to winning to a certain degree. And it almost manifests in positive aspects and negative aspects. You're saying that that's kind of a limiting modality, that you're seeing a lot of highly successful people ruminate it.

Marshall Goldsmith [00:09:12] Especially big organizational leaders. See, because for the great individual achiever, it might be all about me or the great leader. It's about them. And what I have to teach people who, look, you're the CEO, you in any way, you're going to win. You're big boss. You win. You don't have to prove you're smart. You're to prove anything. Peter Drucker said, Our mission in life is to make a positive difference, not to be real smart. We are not right. It's hard. In our lives you got nothing but positive reinforcement, improving your smart, improving your write over and over thousands of times. It's hard to stop. What you need to learn as you move up in leadership is quit doing that.

Tyler Chesser [00:09:54] You've mentioned and as I'm kind of doing my research on you prior to doing this podcast today, one of the things that I noticed that you've said time and time again is helping people stop to be annoying. And I found that to be really, really interesting because, you know, a lot of times it's like, well, who cares if you're annoying or not? Are you effective? But tell me why is annoying a factor to kind of work through?

Marshall Goldsmith [00:10:18] Here is the important point. Effective, why? Because of and in spite of? See you just identified the classic trap of people I work with. I am successful. I do this, therefore I must be successful because I do this. **Nobody is successful because they're annoying. Nobody is successful because they're a pain in the ass. They're successful in spite of the fact they're not.**

Tyler Chesser [00:10:40] It makes sense.

Marshall Goldsmith [00:10:41] Yeah.

Tyler Chesser [00:10:42] And in terms of annoying, I mean, what are some of those patterns that you observe? Is it, you know, micromanaging? Is it, you know, just the addiction to winning? Is it some of the stuff that you were just describing?

Marshall Goldsmith [00:10:53] Yeah. Yeah, it's it's it depends on each person. So what I do for a living is I give people confidential feedback. So my average client has 18 he stakeholders. I interviewed average 18 could be 20, 50, 3010. Can I interview these people? Say what I do? Well, what we need to do better. What situation is the best, the worst? What advice do you have for him? Yeah, some basic questions. Or write a very long report and I give him feedback and it's okay, here's what I'm doing. Well, here's what I need to improve. Yeah, they're the CEO. Then I get the board to sign off on it. If they're not the CEO, get the CEO and sign off on it and then they agree. Well, okay, here's one. We'll get better and you get better. I get paid. This guy gets better. This stuff actually is worth this money. Yes or no? By the way, if the answer is yes, you can't lose it. No. You don't need me.

Tyler Chesser [00:11:47] And so the first step through that process and the feedback is identifying, in some cases, annoying behaviors, right?

Marshall Goldsmith [00:11:54] So it happens to be for each person. Yeah.

Tyler Chesser [00:11:57] Got it. Got it. What are some dysfunctional behavior? What are some examples or, you know, maybe there are examples that you've gone through in your career where you've seen, you know, individuals and maybe it's the Ford CEO that you were just describing, you know, go from a high level of success to almost stratospheric success. What are some of the examples of behaviors that have shifted as

a result? Is it really start with the beliefs and the mindset or, you know, where else would you correlate?

Marshall Goldsmith [00:12:24] I would say part of it is this belief that I have to be right. Or that I am right, or I must prove that I'm right. Which is unconscious. Mean nobody wakes up in the morning and says, I'm going to just prove to everybody that I'm smarter than them. On the other hand, we do it over and over and over and over and over again without even knowing we're doing it. So a lot of it is things like, I don't listen, I don't involve people. Why? I'm just focused on me and it's hard. Again, you have to realize I'm coaching leaders. I'm not just coaching individual achievers. I'm coaching leaders. There's a difference. For the individual achiever, it might be all about me. That's fine. But the great leader is not all about me is about them. And it's incredibly difficult to make this transition from me to them. For example, many of your listeners might be more entrepreneurial in nature. Okay, that's fine. As long as it's just them. This stuff is not that important.

Tyler Chesser [00:13:27] Well, and I feel like.

Marshall Goldsmith [00:13:28] People it's much more important.

Tyler Chesser [00:13:30] I feel like that's the common journey in the real estate investing space, is that you're starting, you know, as a rugged individualist, and you learn over time that this is a team sport and to achieve levels of success that are worthwhile, to help you live this lifestyle, you've got to build a team and you've got to learn how to be a leader. So I think that this is a very, very valuable part of the discussion in terms of recognizing perhaps some self-awareness that maybe there's this belief that I must show others that I'm right and now we've got to make a shift.

Marshall Goldsmith [00:14:00] Well, the other thing is you have families. Your family doesn't need you to prove you're better than them all the time. If you're married, your wife or husband doesn't need this. Your kids don't need this. And the problem is, for most of us, the same stuff we do at work, we do at home. And people like coach. People at home are more important than people at work anyway. Now, you saw a book that earned life. A lot of that book was written based on 600 hours of time I spent with 60 amazing people with my friend Mark Thompson. And it's not a secret who they are. Helga saw the famous basketball star was in a group and Curtis Martin from the NFL Hall of Fame and Billy the Young Star Broadway and the head of the Olympic Committee, head of the Rockefeller Foundation and of Cardinal Health, you know, had

a Russell Investments. These are big people. You saw their names, not a secret. Every week they talk about their lives. Every week they stand up, say, here's what I'm doing. Well, here's I'm screwing up. Please help me. I didn't see too many weeks where he said, you know, I had a perfect week last week. I loved me last week. You know, my wife, my kids loved me. Last weekend. I was kind of green person, not too much. And how successful are they?

Tyler Chesser [00:15:16] Unbelievably successful. You're talking about people with their names in the rafters of some of the most famous arenas on the planet.

Marshall Goldsmith [00:15:22] I was there how Gasol's name went up. I was there for he invited to the game.

Tyler Chesser [00:15:27] That's so awesome. What an amazing individual.

Marshall Goldsmith [00:15:30] Two wonderful person. I was there when the Lakers retired his jersey, so he invited me to go to. That was great fun. We had a great time.

Tyler Chesser [00:15:37] Well, and to your point earlier, you know, the most successful we're talking about legends, Curtis Martin, another a legend in the football space. And you're talking about legends in business as well.

Marshall Goldsmith [00:15:47] A wonderful person who's kicking ass in so many dimensions. He's a nice guy. He helps people. He's making money. He is a wonderful and inspirational guy.

Tyler Chesser [00:15:58] And it feels like the pattern that I'm seeing, too, is they are the most friendly and humble individuals, and they're truly humble because they don't need to prove to anyone that they have greatness within them. Right. It almost feels like maybe they've moved beyond that.

Marshall Goldsmith [00:16:13] Yeah, well, they don't have to stand up every week and say talk about their problems. No, they don't have to do any of the stuff. You know, Curtis Martin helps athletes. I'll take athletes. A lot of athletes are disasters.

Tyler Chesser [00:16:28] Why do you think that is?

Marshall Goldsmith [00:16:30] They become addicted to glamor, glory, achievement and love, the love of the fans. And all of a sudden, you know, that's gone. When it's gone, it's hard. It is so hard, eh? Curtis, talk to me about this. How do they get rid of all their money? 70% bankrupt. The National Football League is the worst. They are the worst.

Tyler Chesser [00:16:52] No financial intelligence, either.

Marshall Goldsmith [00:16:54] 70% bankrupt in five years. Right. You know how they get rid of a lot of their money? They give it away. They just give it away. Why? You're trying to buy love. You're trying to buy love. They have these people hanging around. They give them money. Doesn't. There's a good song about that money. You got a lot of friends hanging around your door when it's gone and spending ends, they don't come around no more. They try to buy love and it just doesn't work. It doesn't work. And so it's, you know, very important to get over that. And it's not easy, by the way. I mean, it's. It's very difficult. One of the things I talk about my book, *The "Earned Life"*, is never become attached to results. Becoming too attached to results is a disaster is very important for your listeners to know this because their investors. Don't become you don't get your ego attached to results. For two reasons. One, you don't control the results. A lot of things are outside your career. You think you're a great investor. Yeah, right. Well, maybe the neighborhood crashes, the community crashes, the stock market crashes, interest rates go up. You know, there's a lot of stuff you don't control. And number two, if you have a kind of ego attached to results, what happens after you achieve the results? How much peace and happiness that bring a minute, a day, a month, no more. Got to get their next. Bigger deal. Bigger deal. Bigger deal. Bigger deal. More. More and more. The Buddhist term for this called the Hungry Ghost. Always eating, but you're never full. One of the guys in our group, Sophie Bacall. Sophie Bacall, just a brilliant guy. And one of the things in my book, I talk about three thing one, you have a higher purpose. Why am I doing this? Why am I doing this? Okay, you're working 80 hours a week. Why is there a reason you need some higher purpose? Why am I doing this? Number two, you need achievement that is connected to that higher purpose. And three, you need to enjoy the process of life itself. So one of the guys in our group is Sofie Bacall and stuff is a scientist, so he talks like a scientist said, I've learned one thing in this group. I used to believe it. If I achieved more, I would be happy. He said, I finally realize. Achievement and happiness are independent variables. Achieve to achieve is good. Be happy to be happy. They're not the same thing. I said, You know, Sophia, I'm really glad you realize

that because you already have a Ph.D. in physics from Stanford. You started for businesses made a zillion dollars. You wrote a New York Times best selling book called "Moonshots" and you've consulted presidents. If that is not enough achievement to make you happy, do you really believe a little bit more is going to make any difference? Hmm. You can't get attached to Albert Berlin. He's one of the people that endorsed my book SEAL. Pfizer. I called him a couple years ago. Albert, how's it going? Pretty good. Came up with that vaccine. You know, a billion lives here. There, I Good. I said I took the vaccine and the drug, and then he said, you know, stock price all time high. Employee engagement through the roof. That's it. Albert, what's your problem? I said I have a huge problem. Next year. If Albert's value as a human being is based on achievement, you write it off or never do it again. You don't want him to do it again. We don't want him to have another year where he saves a billion lives. Right. It's not going to happen again. Michael Phelps, 25 gold medals. What do you think about doing after winning number 25, killing himself? That's it. You can't get addicted to that stuff. If you do, you're never going to get there.

Tyler Chesser [00:20:48] This is such a powerful discussion. The UN attachment to results. I think it's such a challenging thing for so many people who are achievement oriented, who have built the who have strengthened the muscle of, you know, going through challenge, going through pain, going through discomfort, uncertainty to get to the other side for triumph. And that is a very addicting thing. And so becoming dis attached from the results. How do you do that?

Marshall Goldsmith [00:21:13] Well, the first question is then what? Let's say you go through all that and you quote triumph. Okay. Then what? You do the victory lap. That's nice.

Tyler Chesser [00:21:26] Then you got to start over. Right?

Marshall Goldsmith [00:21:28] What happens after the victory lap?

Tyler Chesser [00:21:31] Got to start from the beginning again.

Marshall Goldsmith [00:21:33] Over and over and over. And it doesn't stop. Jack Welch. Well, there's an interesting research called a marshmallow. One of the parts I like about the book is the marshmallow study being a study about kids in marshmallow. I love this part. So you give the kid a marshmallow. You know, kid, eat one, you get one.

But if you wait. Oh, two, two. And allegedly, they do longitudinal research into kids at eight one under losers kids. The two big winners, allegedly. Anyway, that's fine. Here's what they didn't do, though. And the point of the book is delayed Gratification is good. Delayed gratification is good. Almost every self-help book, delayed gratification is good. Work out more run, more delayed gratification is good. One minor problem with all the stuff. They didn't take the kid that had two marshmallows. So, you know, kid a bit more. Three who lost weight. Some more. Or all ten. 100,000. Where's the story in? Old man sitting in a room waiting to die. Hmm. Surrounded by thousands of uneaten marshmallows. See, sometimes you got to eat the marshmallow.

Tyler Chesser [00:22:43] And you were talking about this Buddhist concept of hungry ghosts. It feels like my thought on this is the concept of impermanence where, you know, everything is you know, that that happens to you no matter what it is, whether your perception of it is good or bad, it's impermanent. So you just you were kind of an observer through this journey and you're growing as a result of it. Does it does that resonate with you in terms of this concept and how it's interrelated?

Marshall Goldsmith [00:23:08] Oh, definitely. And let's talk about your specific listeners. Here's my guest. I don't know your listeners give you a guess. I guess is there's these three dimensions. One is called aspiration and you can get lost in aspiration. Some people are lost in their heads. They've got these grandiose ideas, never really achieve anything. But, you know, they think a lot. The other is the action phase, which is you're kind of addicted to watching video games. They do the day to day life and, you know, they just stumble to it most audience or that was their lives. Answer Standard luxury have long term ambitions or anything else. They were just trying to stay alive. My guess is your listeners have another problem, though. You're addicted to achievement. You're addicted to achievement. And they actually believe that somehow if I achieve more, it's all going to be okay. It's all going to be okay. When? They have some fantasy of once I get to this place, everything is going to be just fine forever. That's the great Western disease. I'll be happy when I get the money Status. BMW condominium I will be happy with. There is no win. There's only one book that has the same ending, and they lived happily ever after. That's a fairy tale. It's not the real world. Winners is now. This is it. This is it, right? How old are you?

Tyler Chesser [00:24:34] 34.

Marshall Goldsmith [00:24:35] 34. Now you can look at me and say. Easy for you to say. You're a rich old man. And I've always sold 3 million books and you have this and that and the other, right? Easy for you to say.

Tyler Chesser [00:24:47] Right people with. That would be people's first inclination to this conversation. So I appreciate you bringing that up.

Marshall Goldsmith [00:24:53] Easy for you to say. Well, let's take you and me. You see, you got one thing I don't have. You know what that's called? 40 years. Now, I'll tell you what. You want some money, I'll throw you a few million bucks. You send me the 40 years, we probably get a deal. You really want to trade that 40 years in for a few million bucks? I don't think so.

Tyler Chesser [00:25:15] So to your point, the grass is always greener. The concept, no matter where you are, the grass is always greener. So be grateful for where you are in your journey.

Marshall Goldsmith [00:25:24] What have you got that I don't have 40 years. What does that.

Tyler Chesser [00:25:30] I love that. So tell me, you know, you've you've obviously coached some of the most successful leaders in the world. So why do they need a coach? Is it to reflect upon these type of concepts or what else have you seen?

Marshall Goldsmith [00:25:43] I have a question. How many of the top ten tennis players in the world have a coach?

Tyler Chesser [00:25:47] Every single one of them.

Marshall Goldsmith [00:25:48] Well, want.

Tyler Chesser [00:25:49] To get better to perform at the highest levels, right?

Marshall Goldsmith [00:25:53] I think you just answered your question.

Tyler Chesser [00:25:57] And, you know, being in their corner, you have found it seems that you have these this type of dialog where you see that people may be spinning their wheels in a direction that, first of all, is not leading them to a life of fulfillment, which then leads them to a greater level of success. Because if you're living a happy life, you're more likely to be operating in your zone of genius. Right.

Marshall Goldsmith [00:26:22] A wrong thinking. Wrong thinking.

Tyler Chesser [00:26:26] I love it. Tell me, Marshall.

Marshall Goldsmith [00:26:29] Wrong thinking. You see, Marshall, really, the reason to have a happy life is if you're happy, you see, you'll actually achieve more. That's wrong thinking. Okay. Achieve to achieve. You're miserable that follow your bliss and the money will come. It's all bullshit. It's all bullshit. Every waitress in Hollywood followed their bliss, and they're waiting on tables, right? Yeah, sure. Follow your bliss and money. That's nonsense. Talk. Look, be happy to be happy and achieve to achieve. Don't sit there and say I'm going to be happy because it's going to help me make money.

Tyler Chesser [00:27:08] Now, speaking of achievement, how can we close the gap between what we believe is possible, what we plan to achieve and what we actually get done? And, you know, removing the concept of just the feeling of happiness, the thinking about, you know, the gap there, because a lot of people have these big plans, these big aspirations. You just described a few, But how can you close that gap?

Marshall Goldsmith [00:27:29] Well, I'll tell you one, I'm going to give everybody one strategy. That takes 3 minutes a day cost. Nothing can help me get better at almost anything. 3 minutes a day cost nothing and help me get better. Some people are skeptical right now. 3 minutes a day costs nothing. Help me get better. Ridiculous. Too good to be true. Half the people quit in two weeks. And they don't quit because it does not work. They quit because it does work. So this is called the Daily Question process. You want to get better at anything, get out a spreadsheet. On one column, you write down a list of questions represent what's most important in your life friends, family, colleagues, whatever could be work, health, anything. Every question has to be answered, yes or no, or number seven boxes across one for every day of the week, Monday, Tuesday, Wednesday, Thursday, Friday. And every week you fill out the little form, see it in the week you get a report card. Oh, I'm going to warn everybody in advance their report card at the end of the week. Not as beautiful as the corporate

values plexi stuck up on the wall. I've been doing this 25 years. You know what I've learned? Life. He's incredibly easy to talk. Life is incredibly difficult to live. So you do this every day. You're not looking to talk values. All of those are beautiful and wonderful person. I love my family. I'm in shape, you know, blah, blah, blah. Pork. Live is hard. Look, this is hard to do. The average person quits within two weeks. They can't do it. It's hard. I have some. Call me every day. Helped me for 25 years. What? My name is Marshall. A ranked number one leadership coach in the whole world as well. Call me to help me daily. Why? I'm too cowardly to do any of this stuff by myself. I'm undisciplined to doing stuff by myself. I need help. And it's okay. We all need help. Hey, pal. Casale, You mentioned him. You know, he had to get back in shape to make it to the Olympics. A personal trainer live in his home every day working out. And why do you have a personal trainer? You think he didn't know what the trainer told him to do?

Tyler Chesser [00:29:41] Accountability, right?

Marshall Goldsmith [00:29:43] Trainer I made sure he did it. It's not easy at his age to go back to Olympics. This is a fifth Olympics. That wasn't easy. He's like 41 years old. It's hard work. Well, he had a trainer every day. Why smart? He's had to do it on his own. He knows. Do you think he doesn't know how to work out?

Tyler Chesser [00:30:07] Guarantee knows that I'll work out.

Marshall Goldsmith [00:30:08] Of course he does. That didn't mean he's going to do it.

Tyler Chesser [00:30:13] So what does this report card look like?

Marshall Goldsmith [00:30:15] These questions every day that I fill out, I know the questions.

Tyler Chesser [00:30:20] So what are the questions and what does this weekly report card actually look like?

Marshall Goldsmith [00:30:24] Well, I'll give you some of my questions. For example, one of mine is how many times yesterday you tried to prove you were right when it was worth it. Well, I don't see too many zeros on my scorecard. Kind of hard for at all,

Professor. Not to be right. Although. Hmm. Or how many angry or destructive comments did you make about people yesterday? Ooh, enough zeros on that one either. And we don't want other people stabbing us in the back. How come we keep stabbing them in the back? How many steps did you take? How many pushups, how many sit ups did you say to some less your wife, your son, your daughter, your grandkids. Questions about life every day. And every day, let alone for. Now I'm going to give your listeners six question, by the way. Send me an email, Marshall at Marshall Goldsmith. I'll see your article about this. And also send anybody that wants to send me an email. I'll show you my questions. But my questions are not intended to be your questions. They're just by way of example. Everybody write your own questions. But I'm going to use six questions I recommend for everybody. I mean, I'll begin with the phrase called Did I do my best to. Did I do my best to? No. Let me deal with its important question. It doesn't say you succeeded. Just How did you even try? See, It's what's hard about it. You know what? You can't blame somebody else. See, the one thing you can control is that I do my best. This is hard. Question one every day. Did I do my best to set clear goals? That. Question two Did I do my best to make progress toward achieving my goals? Question three that I do my best to be happy. Let's talk about that one. Did I do my best every day to be happy? 1 to 10 scale every day. Ten. So I went slow. Did I do my best? We had. In my book Triggers, I talk about three people I coach and obviously I can use their names. Three of the smartest people I've ever met. One of them is Dr. Jim Kim. Dr. Jim Kim hit a partners and helped save millions of lives. His name's there in the book. And, you know, Dr. Jim Kim was the president of Dartmouth College, and then he went on to be president of the World Bank and is a simultaneous M.D., Ph.D. with honors from Harvard in anthropology in five years. Now, put this in context. The normal human error in anthropology. Remember, it takes eight years and we got one in five years at a medical degree, same time.

Tyler Chesser [00:32:45] Amazing.

Marshall Goldsmith [00:32:46] Dr. Rothschild, head of the United States Agency for International Development at age 37 years old. Now he's head of the Rockefeller Foundation. And Dr. John Noseworthy, CEO of the Mayo Clinic. Are these all medical doctors? None, stupid. I asked him a question independently average day. How would you score and answer this question? Did I do my best to be happy today? You know what they all said? Same answer. Never dawned on me to try to be happy. Hmm. Never dawned on me to try. I'd be happy now. They're all medical doctors, plus one, you know really did it, don't you? You're going to die. Hmm. They covered that one in medical school. Their death. They bring that up. So, you know, they brought that one up. Death, I should think, is a silly question or stupid question, you know. It's an important question I've got to ask. Important question I've got to ask every day. Ask yourself. And I do my best to be happy today. By the way, the average person in the world. 5.5 out of ten. Not

so good. Next question. Did I do my best to find meaning? And instead of waiting for someone else to give you a meaningful life, you try to create meaning in your own life. Every day that I do my best to build positive relationships instead of waiting for a way to love you, that you love them. And finally, did I do my best to be fully engaged? That one is harder at home than at work. It's very hard at home. You're using a cell phone in front of your kids. Do you have kids?

Tyler Chesser [00:34:15] I do?

Marshall Goldsmith [00:34:16] Yeah. Don't use the cell phone in front of your kids.

Tyler Chesser [00:34:19] It is. I think about that so constantly. And, you know, it's interesting. Our kids are really young, but, you know, they don't want to see it. And you're totally disengaged. They don't know anything about the phone. But if you're looking at the phone, you're not engaged with anyone else.

Marshall Goldsmith [00:34:33] That is it. And I could tell you what, you have little kids. They see you do that. Now, wait till they're 14 or 15. They get their cell phone, right? They won't talk to you. They will not talk to you because you know what? You taught them that.

Tyler Chesser [00:34:47] And so asking yourself these type of powerful questions of did I do my best to do these different things over time, you find that you start to change your behavior. I would imagine you start to ask yourself these type of questions, right?

Marshall Goldsmith [00:35:01] Yeah, you get better. On the other hand, look, everybody in that little group as themselves, those questions every day and every week they did a report card. See, here's the problem. You don't stop being a human being. You can achieve all kinds of stuff and have money and fame and blah, blah, blah. You know what you are. But some like it or not, we're still just humans. We screw up every day. You go home, you act like an idiot. You yell at your wife, you upset with the kid, do dumb things. Look, in my bio, I don't see it mentioned as I have incredible gift. I got the ability to seem like I screw something up every day. Unscrew some up. How about you? Do you ever notice you have this ability on a daily basis to screw something up with your human? That's. I don't stop. Nobody's going to be perfect here.

Tyler Chesser [00:36:00] Well, and what I notice is that a lot of people in our world, you know, we have the ability to notice that, but we also have the ability to beat ourselves up as a result of the screw ups.

Marshall Goldsmith [00:36:10] Oh, yeah. Now, that's one thing I'm good at. I've got many problems. That's what I'm hear every day. One of my daily questions. Did you declare victory in life? 1 to 10 scale. My average were ten. Every day I'm declaring victory in life here.

Tyler Chesser [00:36:23] And I feel like these questions are really the detachment to the outcomes, because it's just Did I do my best to. It's not. Did I create something? It's did I do my best to show up?

Marshall Goldsmith [00:36:34] Who's the best college basketball coach in history? John Wooden was a coach of UCLA greatest coach in history. He never focused on winning. Never be focused on one thing. Do your best. You know, he said, If you do your best and win, be proud. Lose. Be proud. You don't do your best and when you have nothing to be proud of. John, He focused on one thing. Do your best. That's all. No. Was it? And by the way, did he win a few games?

Tyler Chesser [00:37:04] He won a couple. I think he, you know, maybe 11 championships. I'm not I'm not 100% sure, but yeah, you. Yeah, just a couple.

Marshall Goldsmith [00:37:11] Coach K at Duke, same thing. Never focus on results. So the player hits the shot, jumps up and down. Yeah. You know what? He goes next play. Player hits a shot. All the best again. Next play.

Tyler Chesser [00:37:24] So it feels like. What you just.

Marshall Goldsmith [00:37:26] Next play. You never focus on what you did. What you did is over.

Tyler Chesser [00:37:34] So what about that feeling of, you know what, we did our best? We continue to do our best, but man, there's just so much, so much out of our control that's happening. You know, how do you balance that persistent need to win and

but also to let's do our best, but also balancing that with some of the feeling of unfairness.

Marshall Goldsmith [00:37:52] Of unfairness. Wah, wah, wah, wah, wah too unfair. I don't think anybody on this call should ever bring up the topic of unfairness. I agree. I went to Africa in 1984 and there's a picture of me down kneeling down on the ground next to this woman. She's measuring the arms of kids. And their arms are too big. They don't get any food. They're not hungry enough, arms too little. They're going to die anyway. They go over there, man, they got food. So I get that picture. I keep it there in my library. I look at that thing every day. I'm home. Yeah, it's a little I don't think anybody's call any you or me or anyone listening to this call at all.

Tyler Chesser [00:38:29] Great reminder.

Marshall Goldsmith [00:38:30] No one should ever bring up the topic of unfairness. Wah, wah, wah. Unfairness as compared to what people listening to you right now among the luckiest people that ever lived.

Tyler Chesser [00:38:42] I completely agree. And, you know, such a great reminder to recognize that our problems are what we think are we perceive our problems are so minuscule into, you know, and compared to some things that, you know, other people go through across the world.

Marshall Goldsmith [00:38:56] Let me I had a funny story about this just two days ago. I've got my own developmental computer bot, Marshall. But by the way, this is cool. Marshall But you know, anyone else has their own AI Bot.

Tyler Chesser [00:39:11] You know, if we fast forward in a few years, we probably will. But I have to say, no, I don't today.

Marshall Goldsmith [00:39:15] I did! I met people, got their own AI computer, but well, I've got somebody who spend a few million bucks to build a Marshall Bot for me. This is totally cool. So I'm talking yesterday or day before yesterday. I'm talking to these people. So, you know, one thing I'm having trouble with here is my Marshall, but is really good on the content. But I'm having trouble with Marshall, but getting more personality, a little more humor, fun. And I said, let me help you. This is called First world problem.

You your computer, but is not demonstrating an adequate sense of humor. I think most people would. But yeah, really? How bad is this? Yeah, yeah. My, my own personal computer. But it's not funny enough. Well, you know, other people probably have deeper issues in me.

Tyler Chesser [00:40:03] No doubt about it, man, that is hilarious. And it does remind us about all of the blessings that we have. Right. And so there's so many things to be grateful for, no matter where you are in your journey. If you're building a bot or you know you've got food and water, you know you got a shelter above your head.

Marshall Goldsmith [00:40:21] And you look mostly mostly people listening. They live in nice homes making a few bucks. How bad is it?

Tyler Chesser [00:40:30] What is the definition or what is your definition of an earned life? Because you wrote the book and I definitely would encourage the listeners to go pick it up in all of your other books. But what is your definition of an earned life?

Marshall Goldsmith [00:40:42] And life is when your your efforts, your focus, your mission is all aligned with a higher sense of purpose, regardless of results. The key to that definition is regardless of results that, you know, you don't control results. And ultimately we all get the same result. I'll die anyway. So that is the ultimate result of all of you to die anyway. So the idea is I'm focused on a higher mission and I am achieving and I enjoy the process of life. You know, Jack Welch got a funny story in the book about Jack Welch. So Jack Welch had a triple bypass surgery. He might die and then, you know, get surgery and be okay. So my friend asked him, well, you know, Jack, what you learned about life there when you almost died. You know what he said? Why am I drinking the cheap wine every night? I'm Jack Welch. I am rich. I've got a wine cellar filled with fancy wine. And I'm drinking in cheap wine because I'm waiting for the wine in my wine cellar to really for this to appreciate in value. Oh my gosh, that's insane. Yeah. Jack Welch. Now, how much is his net worth going to change? Because the appreciation of the wine so true, is that this is insane. You know, he made one commitment. Everybody knows it. Nobody cheap wine. And no more cheap wine. No, no, no, no, no. I'm drinking a good one because he almost died. What? You know. Excuse me. What am I saving this stuff up for?

Tyler Chesser [00:42:14] There's about. I feel like there's this, this, you know, this, I guess, opening of your mind when you start to really connect with death and you start to look at things differently, start to behave differently, you start to say, you know what?

Every day this could be my last. And instead of waiting for the wine to appreciate, which is really not going to make a big difference in your financial life, you start to enjoy the finer things and you start to be more present.

Marshall Goldsmith [00:42:36] Right. Couple hundred million. Yeah, right. Gosh, this is insane. Right. Of course it was inside.

Tyler Chesser [00:42:45] You know, And so this is that was an unconscious belief of his before he, you know, encountered death. Right. So how can we bring more consciousness to this deep truth that we all share? Ray, we're all going to die at one point.

Marshall Goldsmith [00:43:00] Well, okay, I'm going to go. That's my final answer. Save that question for the last question.

Tyler Chesser [00:43:05] Okay.

Marshall Goldsmith [00:43:06] I love that as my finishing question.

Tyler Chesser [00:43:08] All right. We'll put it we'll put you put that on the table on the on the bookshelf here. And I let's let's get to the Rapid Fire section of the podcast, which is the rare air questionnaire. It is uncommon to be unattached to outcomes. It's uncommon to live this earned life, to say, you know what? Let's let's live today. Let's be happy now instead of achievement oriented that says, when I do this, then I can be.

Marshall Goldsmith [00:43:33] I didn't say don't be achievement oriented. All I said is do not become ego attached to results.

Tyler Chesser [00:43:41] Thank you for that clarification. I appreciate it.

Marshall Goldsmith [00:43:43] And treatment is good, right? Achieve to achieve. Don't think if I achieve, I will be happy. Or like you said. If I am happy, I will achieve what is obviously happiness and achievement or independent burdens. I love that. I love that you achieve. Which is good. Be happy to be happy. Which is good. Find meaning. To

find meaning. Which is good. Do not assume all these things are somehow connected magically. They aren't.

Tyler Chesser [00:44:17] Thank you for that clarification. And I'm going to have to listen to that piece a few times to really integrate that within my own thinking. But I appreciate that. And as we dive into the Rapidfire section of the podcast, I want to ask you a few questions before we get to that final question that we put on the table there. If you had two as being a number one New York Times bestselling author, you know, multiple times over, talk to me about being a reader yourself. If you had a point or two or three of the most impactful books that you've read over the past few years, what would those be and why?

Marshall Goldsmith [00:44:47] Number one would be "Old Path, White Clouds". "Old Path, White Clouds" by Thich Nhat Hanh. Great book is a Buddhist book. I'm a Buddhist. So anyway, and my favorite movie is "The Wizard of Oz". The great I don't know if you know, the guy who wrote the book was a jerk. The movie was wrote the book for the movie was a Buddhist. I didn't know that the movie is a Buddhist movie. And it's all about looking for stuff that you already have. Scarecrow had brains throughout the entire movie. At the end of the movie. He didn't know he had a brain. He always had a brain. Dorothy could always go home. They all had it, they just didn't know they had it. The answer. The point of the whole movie is the answer is not out there. It was in here.

Tyler Chesser [00:45:42] I love that. Thank you for sharing that post.

Marshall Goldsmith [00:45:45] We are barraged with one art form over and over. You may have seen this art form before. You know what it is. There is a person there said, Oh, they spend money, they buy a product, and they become a happy commercial. Have you ever seen one of those? Times over and over. Same message over and over and over. The message is the answer is out there. There's not enough products you're going to buy to be happy.

Tyler Chesser [00:46:21] I love that. Yeah, This is this is powerful stuff. And I think sometimes you have to slow down to recognize that it's all within us. And, you know, it's not like we have to go acquire this happiness. You cannot, in fact, acquire the happiness.

Marshall Goldsmith [00:46:35] It's it.

Tyler Chesser [00:46:37] Aside from what we've already talked about today, Marshall, what's the biggest with you? Elevate your life on a daily basis?

Marshall Goldsmith [00:46:41] The biggest one.

Tyler Chesser [00:46:42] The biggest way that you elevate your life on a daily basis.

Marshall Goldsmith [00:46:46] Daily questions. Every day.

Tyler Chesser [00:46:51] And those questions are great I mean, I'm jotting these things down and I'm like, all right, time to integrate, because these are these are powerful. And it's like.

Marshall Goldsmith [00:46:57] Everything, you know, even you can't do this. On the other hand, that doesn't mean it's easy to do. It tells me it's not as easy to do. You know what I've learned? You never did it. Hmm. You think it's easy to do? You've never done it. It's not easy to do.

Tyler Chesser [00:47:11] And you talked about having an accountability partner on these questions over the past 25 years. What does that actually look like?

Marshall Goldsmith [00:47:17] Call me up.

Tyler Chesser [00:47:19] And he asks you, he or she asks you these questions.

Marshall Goldsmith [00:47:22] Either that or they just say, Did you answer all of these questions? Okay.

Tyler Chesser [00:47:27] And it's a yes or no.

Marshall Goldsmith [00:47:29] No, That's it. I love it. It's hard, by the way. Very easy to not do this.

Tyler Chesser [00:47:39] Easy to do, easy not to do. You know, that's it's such a big distinction to.

Marshall Goldsmith [00:47:44] Yeah. Very easy not to do this. It's embarrassing to do this. Every day is embarrassing. Every day we screw up. You know, I didn't work out. I ate too much, acted like a fool, you know, blah, blah, blah. Every day.

Tyler Chesser [00:47:59] And as you reach this embarrassment with yourself, you learn an opportunity or you identify an opportunity for growth. If you have the humility to say, look, it's not about my ego saying I'm perfect, it's okay. Of course, correct.

Marshall Goldsmith [00:48:12] You know, else you then try not to forgive yourself.

Tyler Chesser [00:48:17] It's powerful.

Marshall Goldsmith [00:48:18] Yeah. Yeah. I don't know you, but my guess is you probably are heavily focused on achievement. You probably could do a better job of forgiving yourself.

Tyler Chesser [00:48:27] I think so.

Marshall Goldsmith [00:48:28] Yeah. So take a breath. Think of all the previous versions of you. Think of all that, given the uselessness. Would you say those nice people? Thank you. You. Did they make some mistakes? Let it go the other way. You want your kids to be able to forgive themselves.

Tyler Chesser [00:48:50] Yes.

Marshall Goldsmith [00:48:51] You go first.

Tyler Chesser [00:48:53] Great stuff.

Marshall Goldsmith [00:48:55] Let them watch you. Forgive yourself.

Tyler Chesser [00:48:58] I love that. Marshall this is great stuff. And this this may be a little bit of a challenging question for you, but, you know, because I feel like you do this in so many ways, but what is the biggest way that you elevate others around you?

Marshall Goldsmith [00:49:12] Well, I don't try to make people what they're not or what they don't want to be. I just try to help them be what they do want to be. So I never tried it or inspire people or any of that stuff. I work with great people who want to get better. Now, I'm not an expert. People ask me how to motivate people that don't care. I don't. I don't work with. People don't care. They don't care. It's fun. Don't. I just want people to care. It's hard enough. No, no. You don't want to get better. They don't want to get better. Let it go. By the way, if you ever tried to change your husband, wife or partner had no interest in changing, how'd that work out for you?

Tyler Chesser [00:49:56] Not so good.

Marshall Goldsmith [00:49:58] Do you ever try to change mommy or daddy who had no interest in change?

Tyler Chesser [00:50:03] Not going to happen.

Marshall Goldsmith [00:50:05] I was I was in my class at Dartmouth as well. Raise your hand. And I said, Are you trying to teach mommy or daddy? She said, Daddy, no problem. She said, doesn't have a healthy lifestyle. How old is daddy? She said, 94. The old boy alone was smoking cigars, smoke to get 94. I quit badgering the old man.

Tyler Chesser [00:50:29] Oh, my gosh. Marshall, this is great stuff. And as we reach the end of our conversation here, as we were talking about earlier, was, you know, unconscious behavior. We were talking about unconscious beliefs and, you know,

bringing those to the awareness so that you can be conscious to make a change. So talk to me about your thoughts there.

Marshall Goldsmith [00:50:49] Well, here's my final advice for everybody. Are you ready? Ready. Breath. Imagine you're 95 years old and you're just getting ready to die. Right before you take that last breath, you're given a beautiful gift. The ability to go back in time and talk to the persons. Listening to me right now, the ability to help that person be a better leader, more important, have a better life. What advice for that wise old person? Who knows what was important and what wasn't. However, the youth is listening to me right now. Whatever you're thinking now, do that. Trump's performance, a process that's always going to matter, that whole process. She did the right thing. He did little. You made a mistake. You did. You have to impress anybody else. Two friends of mine interviewed old folks who are going at this question. What advice would you get? Well, personal said three things. Number one, three words Be happy now. Not next week, not next month, not after I get that next deal. Not after I get that next million dollars. Be happy now. Don't get so busy chasing what you do not have. You cannot appreciate what you do here. Learning. Point number two friends and family never get so busy climbing that ladder of success. You forget the people who love you. That's a big mistake when you're 95 years old, the only people going to be there waving goodbye. And the other thing is, if you have a dream, go for it, because you don't go for it when you're 34. You may not. When you're 54, you probably won't when you're 84. Business wasn't much of a number one. Life is short. Have fun. Real estate investing is fun. I'm not a great real estate investor. I've made lots of money. Yeah, it was fun. Yeah. My son does real estate investing. He's doing great. It's fun. Whose job is fun? When you make money, you know, it's fun to do whatever you do to help people. Mainly just help people's motion with money or statements or getting ahead. The main reason was much deeper than 95 year old you will be proud of because you're dead disappointed if you do not and if you don't believe that's true. Interview any CEO who has retired. I've interviewed very many, you know, ask him a question. What are you proud of? None told me how big your office was. How much money they made. Only time those people leave home. And finally, advice go for it. World is changing. Real estate's changing, too. Which I think is right. You know, when we tried old people, we almost never regret the risk we take and fail. We all regret the risk we failed to take. As I've grown older, like my mission, life had a simpler, simpler. Let's say Tyler here that maybe one or two people listening to us have a little better life based on this old session. Good use of my time. Could use more time. So thank you for inviting me.

Tyler Chesser [00:53:29] Marshall What an amazing individual you are, and I want to acknowledge you for helping people. So many people. And, you know, we have a tendency to overcomplicate so many things. And what I feel like we're coming to at the conclusion of this conversation is profound simplicity and wisdom. And you've spent

your life chasing that. So I just want to acknowledge you. I want to thank you so much for helping us ask powerful questions which can help us shape our own behavior. Marshall Goldsmith. Until next time, my friend. Thank you so much for being a part of Elevate podcast and the listeners can find you at marshallgoldsmith.com. Where else can they find you?

Marshall Goldsmith [00:54:06] Marshall Go to LinkedIn. I've got 1.5 million followers, so you know is always happy to have a couple more.

Tyler Chesser [00:54:13] I love that we will put a link in the show notes where the listeners can find you. Marshall. Until next time, my friend. Have an amazing day.

Marshall Goldsmith [00:54:21] marhsall@marshallgoldsmith.com. But that comes in an email. I don't. I like getting emails.

Tyler Chesser [00:54:24] I love it. I love it. And he will respond. I know from personal experience here. So. Marshall. Have a great day, my friend. Thank you so much.

Marshall Goldsmith [00:54:34] Bye bye.

Tyler Chesser [00:54:36] Elevate Nation, Marshall Goldsmith, one of the world's greatest thinkers and greatest coaches. And we just received a tremendous gift from Marshall Goldsmith today. I can tell you that those questions that we're talking about in this discussion are game changers. I'm excited to integrate the continual asking of those questions myself and having other people hold me accountable to ask about did I do my best to set clear goals, to make progress towards my goals, to be happy, to find meaning, to build positive relationships, to be fully engaged? You know, ultimately, I know that achievement and I love learning that to, by the way, achievement and happiness are not related. They should not be related. Achievement for achievement sake is okay. And I love just the, you know, the invitation. Their happiness for happiness is okay. And it's our birthright as well. And I just loved this conversation. I think it's it was a challenging conversation. It was one of those that asked me to really dig deep. But it's also challenging for all of us to engage in, to say, well, you know, what are we taking away from this? How are we integrating this into our own belief system, into our own dialog, into our own behavior, to do our best and to show up every day and to be fully engaged. So I would encourage you to really listen to the show. Repetition is the mother of all skill, but it's also the repetition of all fulfillment. You know, repetition is the mother

of fulfillment, and especially in terms of this conversation. And if you want to take your success to the next level for the sake of taking your success to the next level, there are a lot of patterns that we have integrated with in this conversation with Marshall Goldsmith today and what he's been able to achieve with his clients. Some of the greatest, you know, most successful entrepreneurs, leaders, CEOs across the world recognize this pattern has left so many clues. Success leaves clues. So while some may say, well, wait a minute, we need some more complexity here, we need more sophistication in the way that we're approaching our strategies or, you know, our execution. I think ultimately the reminder is that it's all within us. Everything that is required to live a happy life, to live a very highly successful life is already within us and it's not out there. So look within and I encourage you to share this episode with a friend, have a discussion with them about what you learned and maybe some changes or maybe some humility that you want to step into, maybe some recognition that you've got an opportunity to grow. Because guess what? We always do and I think the people that most resonate with this podcast are those that have humility. If you feel like you have opportunity to grow in that area, I invite you to step into that growth and to find more humility and the willingness to learn and grow. I want to thank you so much for being a part of this podcast. I want to thank you so much for investing in yourself. I want to congratulate you for doing so. Until next time, Elevate Nation. We will see you next time!