

Chris: Welcome to the Chris LoCurto Show, where we discuss leadership, life and discover that business is what you do, not who you are. I never get tired of that opening. It's like welcome to the show, folks. We are so glad you are joining us today. When I say "us", guess who is in the studio?

Joel: Hi.

Chris: It's Joelseph.

Joel: I'm back.

Chris: People always find that funny when they come here. My nickname for Joel is Joelseph. When we're walking around the office or something like that, I'll be like, "Hey, Joelseph."

Joel: It could be worse.

Chris: It could totally be worse. It could be weird as well.

Joel: What do you mean it could be worse? What do you even mean by that?

Chris: What do you mean what do I mean?

Joel: Is there something I don't know?

Chris: There is some things I have called you before, like Snappy Dresser. See? That's a good thing.

Joel: That's true.

Chris: We are excited because we have got this fantastic event that's coming up.

Joel: You may have heard about it.

Chris: You may have heard about the Next Level Leadership Live Event. Again, for those of you that did not know, this is a leadership event. We've had a lot of people that are like, "That's for entrepreneurs." No, it's for leaders and entrepreneurs. It's for anybody who's in leadership, period. If you're in leadership, this is the place to come. How this came about was we've been doing events for our clients for a long time that have always been here. It has always been private ... We've

opened it up to a few people, but those tickets were gone in lightning speed. We barely even talked about it.

Now we are opening this up to all of you, to the public. We are so excited about it. It's going to be a powerful 3 days. This is a very in-depth training with me. I'm going to be doing almost all the teaching here, teaching you how to dramatically grow your leadership in 3 days and transform you and your team and open your eyes to entirely new ways of leading things that we've been helping our clients to experience forever, for such a long time, and it's been so successful. We are glad that we've opened this up to anybody who wants to show up. It was fun the other night.

Joel: Yeah, totally. Not only was it fun to open it up, it was awesome to see everyone's response, that, of all the tickets that we've sold, from you guys all across the country. We get excited. We're entrepreneurial. We're an entrepreneurial business. We love to create and invent things and then be able to market. You guys respond and show the excitement. It's very life-giving for us.

Chris: Oh, absolutely.

Joel: It was so fun. Last week, the Extreme Early Bird ended, and I was at home. I was on Google Analytics and just watching. There's this one aspect of Google Analytics-

Chris: Surprising. A marketing guy watching Google Analytics.

Joel: Yeah. I'm in Google Analytics and then there's this feature that's called Real Time. You can watch all the real time traffic on your site. It was like, I texted the team, and I was like, "Guys, this is like ESPN game day for me right now. I'm having so much fun sitting here with my wife and watching-"

Chris: I bet [Marybeth 03:26] was having a blast just watching that.

Joel: It was very cute. I think she thought it was very cute for me. She was like, "You're such a nerd." I was like, "It's so exciting."

Chris: It is.

Joel: It's like we've brought this out, and people are responding.

Chris: Even where they're responding from.

Joel: Yeah, exactly. It was so cool. You'd see on this one map that little bubbles would pop up showing that California is on and North Carolina and Louisiana and Texas.

You can see all these responses and you'd see orders coming through. For us, it's so much fun. That will never, ever get old-

Chris: It never gets old.

Joel: No matter how big we are in the future and how much we'd grow as a company, it will always be so fun.

Chris: It is absolute affirmation that people want-

Joel: Absolutely.

Chris: They already know they need this. They know that they need this information. They want it and they want to make it something that they're able to grow with.

Joel: Absolutely.

Chris: For us, it's so exciting because it's just fun. It's fun to watch not ... We didn't just see a bunch of people come from one area; literally all across the map, and that's great. We're going to have people from all over the country coming to the event. Now here's what you have to know: the Extreme Early Bird ... I can't even say that without laughing. I always had to laugh. We'd have it next week.

Joel: Super duper.

Chris: We have the phenomenal Super Duper, Amazing Extreme Early Bird Pricing. That is over with. Now we are on to the Early Bird Pricing. You're still going to save \$200 a ticket on this. Do not miss out. Again, it was fun to watch a bunch of people when they saw, "Oh, my gosh. I better get this pricing in one of these tickets." You're still going to get a phenomenal pricing. Make sure that you get your tickets. Don't wait on this. Go ahead and get those. Get those now. Do not miss out on the VIP Experience.

We have this incredible event and then, on top of that, we have got 3 extra teaching sessions and we've got food for you. Your food is taken care of during the time that you're here. Who wouldn't want their food taken care of? I am going to be doing a live Q&A for just the VIP Experience people, where you can ask your pressing questions. Whatever you've got, throw it out there. We will walk through it.

We are going to have a mentoring peer group. This is the thing that we do with our clients, that's going to show you why it's so crazy valuable. People are always wondering, "Is that thing even worth it? Should I be in something like this?"

Should I do something like that? What's the point of being together with peers?" Let me tell you this event is built out of what we have done for our clients for a long time. Why? Because it is so powerful for them to continue to get together with people going through the same stuff that they are. Some of them are heads, some of them are at a different place, but it's this incredible thing that happens when you're with a bunch of peers and you're able to walk through this process. Your growth curve is insane. It just takes off with what you're able to do.

Joel: Totally. As we're working with these guys and gals from all over the country every single week to see what the peer interaction and community and even some accountability will do for you, it elevates your game.

Chris: Oh, my gosh.

Joel: You know that, "I'm accountable to Chris in this, and I'm good with that. I want his support and I want his accountability." Your game rises. I think that if you're listening to this, I imagine that you're like that, too.

Chris: Yeah. It's not an, "Oh, I've got to be judged and treated poorly about things and decisions." It's literally a, "Hey, I want to make you the best I possibly can, Joel Fortner. I'm going to do what I can to help you. You're going to make that same with me. You're going to help me to do that same thing." When you have people in your corner that are ... I can't tell you how many. This is so funny. I can't tell you how many clients that I've had over the years, and I know you have as well since we've started this, people have said, "I started this business, and all I got was flack from my family. All I got was people telling me what a horrible idea this was. I'm never going to be able to succeed," all this junk that people have received or people that just don't get it. They don't understand why they're in leadership, why they would be leading a team, or why they would be doing whatever they're doing, and they don't understand the struggles that they're dealing with. When you are literally in a room full of people that have gone through the same thing - leaders, entrepreneurs - when you're in that room, it's powerful. You could see the excitement on folks going, "Praise God, somebody understands what I'm experiencing."

Joel: Totally.

Chris: We've got that as well. Then I'm so excited about this. I know you guys are as well. Rabbi Daniel Lapin, who is a buddy but, more than anything, a mentor of mine. I have gained and learned so much from not only his wisdom, but the ancient Jewish secrets. Why do I say secrets? Because, my gosh, there are so many things that we don't understand that God has already taught us. We don't get it because we don't understand the translations, we don't understand the

meanings, all that kind of fun stuff. He's not only going to be coming and speaking to the main session, but for the VIP Experience as well. He's going to be doing a private session as well. A lesson plus a live Q&A.

I'm so excited about that. I'm so glad that he's going to be a part of this. Yeah, don't miss out on the VIP Experience. All this stuff is the core elements of the things that I have used, that I have done to build multimillion dollar ... Not just businesses, but PNLs inside of a multimillion dollar business. Multiples! This is powerful stuff that is practical, fully loaded with how-tos, so you need to be here. Trust me. Go to chrislocurto.com/events or just go to chrislocurto.com and click on Events and get your tickets right now, get the Early Bird Pricing.

All right, moving on. Today we are talking about ... Joel is joining me. We are talking about one of the things that we're going to be teaching on there. Again, we're going to go crazy in-depth on how to have a profound and deliberate culture. This is something that we have over and over and over again heard from our followers, our listeners, our clients. This is something that we have seen in survey after survey after survey of people going, "It's confusing. I don't get it. I don't know how to do this. I'm struggling with all of this. I don't know how to make ... I hear you ... " As a matter of fact, you had a fantastic call last week with-

Joel: Yeah, absolutely. I was talking to this ... It was an awesome conversation on the phone with a guy named Tim. Tim, if you're listening, what's up? Good to talk to you this way because I know you're listening.

Chris: What's happening? We're talking about you, Tim.

Joel: We are. We are in front of thousands of people. This is something that Tim and I talked about, was culture and his transition from being working in the business as a team member to now running it and the mindset involved in that and something that we call the leadership crazy cycle of having so much on your plate, of trying to transition and get stuff off your plate. How do I do that? Then I get myself to where I can work at the 30,000-foot view. He's going to come and, very likely, he's going to come and do some work with us, which is going to be awesome.

Chris: That is something that you were telling me about the conversation, because we talked about it with the team, we talk about all kinds of fun conversations and things that we've experienced. That was one of the things you were sharing with me afterwards was this. You were so excited after the conversation with this guy.

Joel: Yeah, totally.

Chris: I can't wait to meet him because just your excitement was telling me a ton. You were telling me about how Tim is struggling with this having to ... He came from inside the business being a technician and now transitioning into this leadership role and how difficult it is, which is one of the things that we'd really, really tackle at the event, which is killing the leadership crazy cycle because, again, this is another thing that I have helped so many leaders to discover. They're stuck in this crazy cycle of task and crazy cycle of to-do and crazy cycle of identify and affirmation and so forth and, "How do I get all of the stuff done?" and "I'm overwhelmed," and "There's no possible way I can make everything happen that needs to happen." It's literally a crazy cycle.

Joel: Yeah. It's something that's completely ironic about the whole leadership crazy cycle, is that it's like there's no shortage of time management advice and information out there, is there?

Chris: Oh, gosh. No. People think that that's the answer.

Joel: The thing is when you're in the crazy cycle, you are caught so much in the cycle, you don't even have time to manage your time. It's not about the information, it's more about the emotional side, it's more about these other aspects that you get caught up in the cycle that, again, you're going to teach on the event, that holds you back.

Chris: People always want to believe that there's this magic pill, I think the blue pill from The Matrix. I don't know.

Joel: Is it red?

Chris: Is it the red pill or is it the blue pill?

Joel: It's one of the pills.

Chris: It's one of the pills, that you take this thing. All I have to do is handle my time better, that, oh, there's books out there and there's great information. Don't get me wrong, there's great information on how to manage time itself. That's not your problem. Trust me, as a leader, that is most likely not the issue. The things that we deal with on a daily basis with leaders, on a daily basis with entrepreneurs is not the issue of managing time well. "Did I get this to-do list done in a correct time?" "Did I get the 17 tasks or the 700 tasks on my list done?" That is not it. That's something that you have to come to a place of understanding it's not as simple as solving a time issue. There are way bigger

things that are happening in this picture, way bigger stuff.

Just to touch on a little bit of it is the understanding that your efficiency ... My buddy, Rory Vaden, you've heard him on the show. I love the word he used: the efficacy. It always sounds like he's saying something bad. It's not about making sure your time management is solid; it's about the hundred things that nobody's ever taught you about leading correctly. It's about making sure that you're not getting your identity and self-worth from the process. It's about making sure that it's not all the things that you can get done in a day. It's about delegating properly. It's about understanding your strengths in your business. Like Tim, who's worried about, "Hey, I'm coming from being technician into leader. How do I make that transition?" That's what it was. He was asking you about ... I've heard this culture thing. The bigger issue for him, before we even get to the culture, is solving that leadership part. Solving all of that stuff is what has to happen before you can do the culture thing.

Now keep in mind culture is always happening. Culture, for me, is summed up in 2 things: actions and attitudes. It's the actions of your team, it's the actions of your leadership, it's the actions of your clients. It's the attitudes of your team, your leadership, your clients. It's all of those things happening is what creates the culture. When you are bogged down in trying to handle task and handle an overloaded plate then you are literally creating a culture at that time, that culture of, "Sorry, I can't get to it, so whatever happens happens," which people will bring in their bad culture into your team, into your business.

If you're a leader and you're overloaded and you're finding that you can't spend time with your team members then I can promise you this: culture is sneaking in your back door. It is literally coming from somewhere else, where somebody had a bad leader which, of course, if you're that bogged down, you're probably not doing a good job leading anyway. People are sneaking in bad leadership, like not taking ownership, like possibly gossip, like not having buy-in in the direction or vision that we're going in, or silently sabotaging the vision in the process. Hey, we are moving in this direction and you've got somebody out there on your floor that is just attack, "Oh, that's never going to work out," "Oh, that's just going to be terrible. That's going to be horrible." For you to have great culture ... Again, this is just a piece of this. I can't get into all of this right now. For you to have it, you have to understand the starting place is to force it. You have to literally force the culture that you want in your business, period.

Joel: It sounds very abusive.

Chris: It sounds very abusive. Sometimes it's very confrontational because you have to show people that, "This is going to be our culture." "What is our culture? We are

going to take care of the client. We are going to take care of the team members inside. We are not going to show up late. We're not going to gossip about team members or leadership. We're not going to think that we are entitled to something. We're not going to sit back and sabotage the vision, the direction that we're going in."

I have watched that happen so many times from people, from companies that have come through that they've got these team members that all they do, anything that comes up, everything is wrong. Leadership is wrong, leaders are wrong, the owners are wrong. Everybody is wrong, and they spread their filth, their nastiness, that junk throughout the team. The only way you're going to stop that is you have got to force the culture that you expect.

Joel: Let me jump in here on that, Chris, because that is such a huge issue that you're talking about there. In my experience, a key to why that happens, why all the gossip and why all the toxicity and all the blaming of leadership, they just don't understand. Every single person I can remember as I was thinking back through my head where I've had those exact same situations, it was a leadership problem because that person did not feel connected to their leader. They did not feel heard by their leader. Therefore, they had to share with someone, "I have a solution to this, but only if this person ... If they would only listen to me, I could actually do something about it. Don't you hear that, Joel?" That's the kind of junk that's absolutely everywhere out there.

Chris: If you followed me for a while, you've probably seen ... One of the things I say is that people gossip because they don't have a leader who listens. Now this does not justify the gossip. This does not justify anything. This is not a, "Oh, look, we've got victims on the floor. Oh, we've got to stop everything and take care of the victim." It is not that in any way, shape, or form. It is to understand something. If you're a leader who does not listen to somebody ... As I'm sitting here, Joel just said ... I'm sorry. What was that, Joel?

If you're a leader who does not listen to a team member, if you're not spending time creating that connection and you do ... I've had huge teams and I've had small teams. I've always made time to ... Even if it's my largest team, I would have a personal time with every team member on my team every 2 months. I would go through. Not only am I having team meetings, not only am I having specific ... I had 5 teams. I would meet with each team. I would meet with the teams as a whole. I'm going through all of these meetings, but, on an individual level, I would meet with every single team member once every 2 months, that was because that was how big the team was and it took that rotation.

When I would spend time with them, it was amazing the things that I would

learn and the things that they would learn. This isn't about them in the sense of I'm going to sit here and tell them what they need to work on or what's wrong with them or any of that kind of stuff. It was a, "Hey, you tell me how things are going. You talk to me. Explain to me. Tell me about your leadership. It's my team leader, so I want to know how's my leader doing for you? How am I doing?" talk through all that stuff. The interesting thing is stuff would come up very quick. I always tell my team leaders, and I've shared with you the leadership. This building is the same way. I'm going to talk to every team member; expect it. If they've got something bad to say, which nobody [at this point 20:20] had anything bad to say about Joel Fortner, but if they've got something-

Joel: No, that's not true.

Chris: Is that not true?

Joel: There's probably some ex-girlfriend out there who's listening right now, little do I know, that's like, "That was inaccurate."

Chris: I'm probably going to get an email right now, "Let me tell you about Joel Fortner." I want to know it's not so I could sit there and go, "Here's what's wrong with ... Now I can call out the leader. Wow! You're terrible," it's so that I can discover areas where we need to grow as leadership. It is not a blame game, it is not a go-beat-somebody-up, it is so that I am aware what's going on. There are times that I go through heavy, heavy struggles as a leader, as an entrepreneur that things happen in life. We are moving so rapidly. There's so much stuff going on that sometimes stuff just bogs me down and it keeps me from being somewhat connected for the moment, and so I make sure that I stay connected. What can I do? How can I have those conversations? How can I drive those? Which helps me to discover some great stuff upfront, but here's what's happened every single time.

As I've continued to have these conversations, what ends up happening is the first 2 or 3 are about leadership or about things that need to be solved or about whatever or things that I needed to explain to them or something that didn't get communicated well. After that, almost every single time ... No, every time. No, there might be something that comes down the road of, "Hey, I need to talk about this," but it turns into a, "Hey, now let's talk about you as a person. How are things going in your life? I saw that your dog had to have surgery last week, and it was thousands of dollars. How in the world did ... What was that like going through?" "I heard that your mom is sick again." I go through ... Because obviously, with weekly reports, we get that kind of information as well. It gives me an opportunity, if there's nothing for them to talk about with leadership or with something that's going on with the team or something that's going on with

the business, then I get to have that time and just find out more about them.

We're pretty dang family-oriented in this business. We spend time together. We do a lot of stuff together. We have many meals together. It's not like that's lacking, but it's a great thing to one-on-one, "Hey, what's going on?" This is a time for people that ask me, "How do I deal with the situation with my boyfriend?" or "How do I deal with the situation with my parent?" Growing in that creates this amazing loyalty, this amazing respect and honor, and buy-in and ownership. Speak from it ... You're from that side.

Joel: I would absolutely agree with everything you're sitting here saying. I'm thinking about someone who's out there listening right now, and they're thinking, "Chris, I don't want to talk about that much of their personal life. I just want them to come to work. I'm paying them thousands of dollars and I want them to do their job. Why isn't that just good enough?"

Chris: That's a fantastic point because for all of you who are entrepreneurs that are listening to this, again, this is not an entrepreneur issue. This is a leadership issue. All of you who are entrepreneurs and all of you who are leaders, who want to be an entrepreneur, every entrepreneur in this planet - and if there's one who didn't ever think this way, I'm shocked and surprised - has a time period where they feel exactly that way. Why can't I just pay this person a good salary? Why can't they just come and do their job? Why do I have to pat them on the back? All that stuff.

Here's the deal: from the sense of should that be correct? Yes, it technically should be. You should be able to have somebody come in, do what they say they're going to do because they interviewed through the process and said that they could accomplish this. If you did a good job interviewing, they gave you information to backup that they could sit down and do this job. Unless you're hiring somebody that you're going to train completely, they should be able to just come in and do the job, get a paycheck, and leave.

Joel: However-

Chris: However-

Joel: People are not robots.

Chris: People are not robots. We are human, the human element. The human element of it changes everything. God did not ... As God created Adam, went through, named all the animals, did a bunch of work, he looked down and he said, "You know what, bubba?" I don't know if God called that a bubba.

Joel: That is in Genesis.

Chris: That is in Genesis. He did call him bubba. "It's not good that you're alone. You need community. In fact, I made you to commune with me and you need community as well." It's good that you're not alone. That's a bad place for you to be. We are humans. We struggle with things, we experience things together. As community, we should. Whenever you see people who are really, really struggling in areas, most likely it's because they're not surrounded with solid community, they're not surrounded with people who support them. They may be surrounded with people who just rip them apart or treat them like crap.

For us, as a leader, I have to know ... And whenever I bring somebody in, the very first thing is you must fit in to our culture. It's vitally important to our growth as a team. We have to be able to work together, not stand on the sideline, where so many people are not being listened to, they gossip, they attack, they become a victim. We can't allow that. We have too much to do, we have too many lives to change. We have too many lives to impact.

The concept of, "Can't you just sit down and do the job?" That's not good for you as a leader because that means that not only are you going to expect that that's just the way it's going to be, but that means you're also not going to have your finger on the pulse. You're not going to be checking with the team, you're not going to see what's going on. I just said a few minutes ago, as a leader and as an entrepreneur myself, there are times things blindsides the crap out of me and it just knocks me back. I've got to stop, focus, readjust, take care of things, stress out because sometimes things will stress you ... I think it was Zig that always said, "The entrepreneur is the only person who can go from sheer exhilaration to sheer terror and back in the same 24 hours." That happens, and it happens with leaders as well. You experience that now, you experience a lot more as an entrepreneur because of all the risk that's on the line.

Here's the thing: that's going to happen. It's going to disrupt me. If I'm not spending time with my team members and I'm not seeing what's going on, even in their personal life and discovering what's happened, I don't need to get nitpicky, I don't need to get nosy, I don't need to do any of that stuff, but I know that my personal life enters this business every single day. How in the world could I expect that theirs wouldn't? Spending that little bit of time, just seeing how things are going. I don't have to become their best friend, I don't have to become their guardian, I don't have to become any of that stuff, but I do have to be their leader.

Part of leading people is leading them to a direction even in stuff that you're not paying them for. That is a thing that I think is so valuable to all of my team

members, is that they know that I'm not just leading them to a destination for our business, but I'm leading them personally. They feel that they can come and talk to me about stuff because I'm not sitting there judging the daylights out of them. I'm helping them to see things from a different angle.

Joel: Yeah. Let me jump in here. That was such a powerful thing to talk about is your team members potential-intent? "What is he doing?" They start making assumptions perhaps even about if, say, in your own leadership journey, that you start to get more personal and you start to like, "Something's changed. Something's changing. Have you been listening to podcasts again, Mr. Leader? Because something's different." This is something that's really, really powerful for culture and even in tough conversations is finding out from your team members and understanding how are they receiving you as a leader at times. What's their intent? "Is this person just wanting me to go on to be more ... Is it about dollars and productivity?"

The moment you, as a leader, can get them over ... To any team member that may be perceiving you that way, the moment you get them over the hump and they realize, "This has nothing to do about dollars, this is about me," look at the loyalty. Guys, if you're not spending time with your team because you're so bogged down and you're in the task and you're not leading well and leading out front, you will never find these things out. Look at your loyalty and buy-in, what that does for your culture, just as your team members look at you, the leader, the person that comes to work, work with every day, that does pay their salary, and they're able to view you as, "No, the guy or gal, he just cares about me." That's what's behind all of that.

Chris: There are a lot of steps into doing that. There's a lot of information.

Joel: Oh, my gosh.

Chris: The stuff that we're sharing with you right now is stuff you can go into right now. There's a much bigger picture, obviously, but here's the thing I love about our culture. Every single time that I've asked this, the answer is ... Even not asking it. We had some events going on a couple of weeks ago, where people coming in, they literally stopped us and said, "Man-

Joel: Oh, yeah. This was awesome.

Chris: "I love being a part of your business. I love being here because everybody here seems so excited that we're here. Everybody here is nice. They converse with us, they talk with us. They seem to be enjoying time with us and not just ... They don't just come in and do their job. They're spending time with us. It makes it

feel like," again, you heard me say this on another podcast, "home."

Joel: Yeah. That is our business and the culture that you have led us to have, and one of these people ... Hey, Linda, because Linda was here recently. She was here doing an event. I checked in with her a couple of weeks ago. The first sentence in her response back to me was just ... It was, "Thank you so much for just the experience. It was so awesome just being there with you all." It was like, wow! That's just so powerful.

Chris: It is. It really is. I was just going to say ... Not tooting my own horn, but, guys, here's what I'm trying to say without tooting my own horn: this works.

Joel: Totally.

Chris: This is what I've been doing. This is how I've been leading my culture for a long time. It doesn't just show up in the team, it shows up in the clients. Our clients love being here and being a part and experiencing team members, experiencing everybody from me to somebody who's doing admin to somebody who's doing social media to somebody who's putting on our events. They love experiencing it because it's not like they've experienced anywhere else. That's where we get a lot of the, "Hey, how do I do this? How do I implement this in my business?" That is something that I want you to focus on this week. You've got to come to a place of understanding.

The first step in creating the culture that you want is you have to force the culture that you want. You cannot limp it into place. You cannot limp it into existence. You can't maybe possibly try it. You've got to go in every single time. Back from when you and I, when you came to me and said, "Chris, I want to be part of the team," and there I said, "Okay, Joel, this is what you're going to expect. This is what it looks like. These are things that's going to have to happen. You're going to have to do this and think this way and operate this way."

From all the way back then, that was years ago, to every single person that comes in and interviews, everybody that we hire, "You have to understand this is how it will be. If you don't like it, you will not fit in and you can't be here, period. It does not mean that God does not have a phenomenal thing for you to do, it just means that it's not here," because I'm not going to allow that to happen to my team.

Now let's look at the other side of this. I have to, as a leader, be willing to fight for you guys in my own culture. If I had somebody who came in who was just a gossip and a backstabber and somebody who was sabotaging processes and just that, "ugh" person, if I don't do something about it, if I allow that to happen in

my own business then what does that tell you guys? It says, "I don't care enough about you in the culture to stop this one person." It is up to me as a leader to make sure that I also protect you, that I protect the culture, that I protect the team.

It's your job as a leader to do exactly the same, to take and protect your team. We're all one, but every leader has that role. If you're not willing to fight for your team's culture then, guess what? Nobody else will. Nobody will stand up and do anything about it as well. They will just all of a sudden say, "Apparently, Joel doesn't care about this, so why should I?" Then your ownership absolutely flies out the window.

Joel: Yeah, absolutely. As a leader and entrepreneur, you may be sitting out there being ... You may be thinking right now, it's like, "It's a lot. This is just a lot."

Chris: This is just a little bit.

Joel: "I just wanted to grow and hire some people. It's a lot to chew on and think about in terms of what I can change even in the next week, in terms of forcing my culture." For those who are out there right now and you know that you don't have the culture you want and you're in that place, this is about digging in and learning what is it about me that I don't have the culture that I want, what is it about me, and owning this. That's what culture is about. You have to own what happens in your business, from the smallest things to the biggest. What am I not forcing? What am I not teaching, whatever it may be?

This is ... I'll use the big word of burden. This is the burden of leadership. When you go into the position of now having people that were responsible for it to some degree, this is part of it. It's not as simple as just having to hire and having someone just come and do the job that was in the job description. That's not the way people work. People are not robots. If you get yourself to that place of what I think very is a place of freedom and peace, of understanding, this is on me. I can control this. I can learn how to do this better, but it's on me. It rises and falls on me, and I'm going to own my culture and I'm going to learn everything I possibly can to do to make sure that I have the culture that I want for my business and my team that's going to thrive in.

Chris: If you are not starting with you ... Again, like I said, the first step to creating the culture is you've got to force it. As you're saying, Joel, there's so many pieces that lead into that. That starts with me, the person. If I do not have the culture I want then it is my fault, period. That is just as basic as it can possibly get. Now you can try and blame other leaders, you can try and blame people. At the end of the day, blaming doesn't do you any good.

Joel: It's not solving the problem.

Chris: No, unless ... I can tell you I have had some people that have even been out of the business for a while that have come back to a crazy culture, and they're like, "It's not my fault." Yes, it is because, apparently, you didn't put a culture in place ahead of time with leadership, that they kept the culture going, that they kept the process. You've got to take a look at you and say, "Why is this not happening? What are the steps that I need to take to do that? What do I need to do to change me?"

Joel: I have a suggestion for you. There's this event in May-

Chris: There's this event in May.

Joel: That will be a big step forward.

Chris: Absolutely.

Joel: Get your booty there.

Chris: Guys, you hear us talking about that. You're going to love it. What we're giving you right now go and do this week. Literally, sit down, ask yourself the question: what am I not doing right? How is my culture not what I want it to be? What is different about it? Why is it not looking like something I enjoy? Why am I experiencing junk? What am I doing to add to this? How am I bringing this, how am I bringing my junk to culture every single day, to my business every day? As a leader, how am I not loving on my team? How am I not setting them up for success? Because that's your job, leader. You've got to make them successful.

All of these pieces, what am I doing to start that is impacting this culture in a good way and a negative way? Just take some credit for yourself. If you're doing some things that are good, we want to amplify that bad boy, we want to kick that into gear, but also be honest and recognize the junk. For those of you that are not wanting to sit down and do that then don't be surprised when nothing changes. I know it's a difficult process, I know it's tough, but how I got to where I am, I can tell you I have been very open to the kick in the teeth. I put a meeting in place almost 2 decades ago where I sat down with each team members, the very same meeting I was talking about as my teams grew over the years and all that kind of stuff, but the genesis of that meeting, of sitting down and meeting with my team members on a regular basis, was one of sitting down and asking them what was wrong with my leadership.

Being that vulnerable, being in a place where I don't care if it's me fixed the

problem, solved the problem. Discover what's wrong, discover how I'm doing it badly, discover how I'm impacting the culture negatively, discover how I'm impacting it positively. The worst thing you could possibly hear is nothing but great stuff. I want to hear is everything great? If everything is absolutely great and there's not one single critique then I got a bunch of team members that are probably blowing sunshine up my skirt. Not beneficial. It doesn't help you.

Start, sit down. I'm not saying go ahead and put that meeting in place this week. That will rock your week, but get to it. Sit down and ask yourself: what am I doing wrong? Those are things you can put in place this week to start forcing your culture. It's a small portion of what you need to do to have a highly successful culture, but I can tell you this: it is the absolute best start. It is the absolute best direction. As Joel said, get your tails on over to the event, the Next Level Leadership Live Event, that is happening in May. Right now you can save \$200 off of every ticket. Do not miss out on the VIP Experience. That's going to rock your world as well. We get to hang out.

Joel: Yeah, let me jump in there to add a little clarify here. It's \$200 off of any main ticket. The guest ticket is even less expensive than that because we're trying ... We want to make it as friendly as possible for you guys to get here. That's why we set it up this way.

Chris: We know a lot of people would come as an individual. We're happy about that. We're glad.

Joel: Heck, yeah.

Chris: We want you to bring somebody that's a little bit of community. We want you to experience this with somebody because when you have somebody that you can personally turn to, not only are you going to experience great people when you come to this event, you're going to meet our successful clients. You're going to have a chance to talk to some of our clients who've just been so crazy successful with all this. It's great to have somebody there personally to experience this with as well. ChrisLoCurto.com, click on Events, or go to ChrisLoCurto.com/events, however you want to do it. Make sure that you pick up your tickets right now for the Early Bird Pricing. Do not miss this. Come hang out with us. We are going to have an absolute blast.

Folks, we hope that this has helped you today. Take this information, change your leadership, change your business, change your life. Join us on the next episode.