

Jaime Tardy:

Welcome to Eventual Millionaire. I'm Jamie Tardy and I'm really excited to have Rory Vaden on the show. He's written some awesome books like *Take the Stairs* and his newest book is *Procrastinate on Purpose*. Plus he has a huge consulting company. I am so excited to have him on the show today. Thanks so much for coming on.

Rory: Hey, Jamie, it's good to be here.

Jaime Tardy: And you're a podcaster, too, so we were just dishing on amazing sound quality for you and you sound great.

Rory: Yes, I – it's fun to do it with other podcasters because it's like you know the deal, like this is how it's done.

Jaime Tardy: Exactly. Like this is old hat. Come on, we do this every single day. So I want to actually dive in as much as possible because I think the book title, *Procrastinate on Purpose*, is like genius, No. 1. Because we have such a negative connotation for procrastination, but if you can use it in the right way, that's sort of the whole point of the book. So can you give us like a 360 degree view on what *Procrastinating on Purpose* is?

Rory: Yeah. So *Procrastinating on Purpose*, the book title, the actual book is how to multiple your time. It's the subtitle better explains what the book is about. And so procrastinate on purpose is one of five strategies inside of this focus funnel. But the idea is that there – when we learn to say no to the things that don't matter, so that we can say yes to the things that do matter, that is basically procrastinating but it's procrastinating on purpose.

And so, that is something that I realized that as I grew and as we started to study multipliers because – so when *Take the Stairs* came out – it came out in 2012 – it hits the best seller list. And then it goes international and all this. It was an amazing journey, blessing. It was awesome. And then, my life changed because I went from being this startup entrepreneur hustler to like a full-fledged booming all of these things are happening and our team itself – I was in consulting. And so the problem changed.

And the problem was just having more to do than I could ever possibly get to. And so, we spent the last three years really unpacking that question and studying these people that we call multipliers, the top 1 percenters. And so, Procrastinating on Purpose is our answer to the question how do the most effective people today, the multipliers, how do they literally create more time?

Jaime Tardy: Okay. Give us the goods out of the hat. Everybody is waiting. How do they create more time? I want to create more time. We don't have a time machine. How do we do it?

Interviewee: Yeah. So in order to understand it, we've got to a very quick history of time management theory here. So super-fast, the first thing to know is that just about everything you know about time management is wrong. But if you look at time management as a body of knowledge, it kinda developed in the late '50s and '60s and it was all on the heels of the manufacturing era. And early time management theory was very one-dimensional. It's very linear. The idea was about efficiency. How can I do things faster?

Now, all things being equal, efficiency is good. Like faster is better if you don't compromise quality. But there is a point of diminishing returns to efficiency, which is very well evidenced by the fact that we all carry around the like miniature computers in our pockets. And yet, we're still never caught up. We're still somehow always behind.

So at some point, and really in the late '80s, Era 2 time management thinking emerged. And we give attribute to the late, great Dr. Steven Covey. He's not solely responsible for it, but *The Seven Habits of Highly Effective People*, of course, is the book that changed the world. Millions of copies sold. And Dr. Covey introduced something that was instead of one-dimensional, it was two-dimensional. And he talked about the Y axis was important and the X axis was urgency.

And so, Dr. Covey took us from managing time by doing things efficiently to prioritizing time. And the concept with prioritizing is to focus first on what matters most. So prioritizing is a good thing.

It's still something we need to know how to do. But there is also a great limitation to prioritizing that nobody ever talks about.

And it's funny, Jamie. I find this interesting. A lot of people don't realize this but *Seven Habits of Highly Effective People*, do you know what year the book was published?

Jaime Tardy: No.

Rory: Do you have a guess?

Jaime Tardy: It was a long time ago, right?

Rory: 1989.

Jaime Tardy: Wow. I was 7. Okay. Good.

Rory: I love it. So I was 7 also. So just think about how different the world was in 1989. I mean, there's no podcasting. There's no Skype. There's no internet. I mean, there was no social media. And yet, most of us still operate by that two-dimensional paradigm.

And the thing that really struck me is – because I'm a student of this. Right? I read all the productivity books and listen to the podcasts and stuff. And what I realized is you cannot solve today's time management problems with yesterday's time management strategies. The next level of results requires the next level of thinking.

And so, we really challenged and we went out to these multipliers. And we said, "Here's all the common clichés you hear about time management. Do you agree with these? What do you agree? What do you disagree?" And the No. 1 primary difference is that multipliers have moved on to what we call the third – Era 3 time management. And it's sort of building on to the importance and urgency. So if you think of that square, the two-dimensional axis, the X Y axis, while most people make decisions on urgency and importance, multipliers instead evaluate their decisions based upon a third dimension which is significance.

And here's the distinction. Urgency is how soon does something matter? Importance is how much does something matter. But significance is how long is this going to matter? And it's really fascinating because if you think about prioritizing, the idea is if I have ten items on my to-do list, prioritizing helps me take item No. 7 and bump it up to No. 1. That's a valuable skill. It is. But it doesn't do anything inherently, like in and of itself to give us more time or to help us accomplish the other nine things.

And so, multipliers have figure out how to use the significance calculation in order to do that. So that's the long answer. Let me give you the short answer.

Jaime Tardy: Okay.

Rory: So in one sentence, how you multiply time, and this is – you want to wake up. Don't miss this part. The way you multiply time is by giving yourself the emotional permission to invest time into things today that create more time tomorrow.

Jaime Tardy: Oh.

Rory: So the significance calculation changes everything because absent the significance calculation, you only operate inside of the paradigm of one day. And so, I asked myself the question what is the most important thing I can do today? And if you don't have the significance calculation you overweight the urgency calculation.

Jaime Tardy: Yes. Oh, man. You're right.

Rory: So it's a big idea because that's what we do is we go, "Okay. I only have so much time in a day. I have 100 items on my to-do list." And so what we tend to do – and this is actually part of the physiological neuroscience of our brain – is instead of doing the most significant things, literally, to use that word, we go, "I want to get the most amount of things done off of my to-do list today," because we're operating and we become governed by urgency.

In the *Take the Stairs* book, in our first book, we coined the term priority dilution. And priority dilution is the new type of

procrastination. It is the chronic overachiever's procrastination because it has nothing to do with being lazy or disengaged, but it's the same net result that we leave the office at the end of the day with our most valuable tasks incomplete because we allow our attention to shift to less important but perhaps more urgent tasks.

Well, multipliers have realized that in the next generation, success is no longer related to the volume of tasks that we complete, but rather, the significance of them. And as soon as you start thinking in terms of significance and you realize I don't just have today. There's tomorrow and the next day and the next day and the next day.

You start to immediately think of things in your business or your life, you go there are certain things I could do now and instead of getting ten things done today, I may only get one – and that's why we call it giving yourself permission – but if you do that one thing then tomorrow it's gonna create more time and more time. And then that is where the focus funnel sort of enters into the picture.

Jaime Tardy: Okay. So what's the focus funnel?

Rory: Okay. So the focus funnel is – was basically our attempt to create a visual depiction that codifies the thought process that multipliers go through, like in their head, right? So, if we could take their brain and then translate it to a way that we all understand, if you were to just picture like a funnel, okay? The way that it works is at the top of the funnel coming in are all of our tasks. This is everything we have to do. These are emails. It's our to-do lists. It's like meeting requests. It's all the stuff we could possibly do.

Well, the first – the top part of the funnel is eliminate. And that's the first question they ask is can this be eliminated? And we can talk about each of these more in depth if you want to, but I'll just give you the high level. So eliminate. If it can't be eliminated, then it drops down to the middle of the focus funnel and the next question the multiplier asks is can this be automated? If it cannot be automated then it drops down to the bottom of the funnel. And they ask, okay, so this task must be done. So the question is can it be delegated?

If it cannot be eliminated, automated or delegated, then that task falls out the bottom of the funnel. At that point you finally have a task that you know must be done and you know it must be done by you.

But here is where the title of the book comes from because this was a major realization for me. Most of us who are chronic over achievers, the movers and shakers, the do gooders, like by virtue of you listening this far into this podcast, this is you. Most of us go, okay, this task must be done. And so, we immediately rush to do it because we get a shot of dopamine released in our brain when we cross something off our to-do list. So we immediately just dive in.

Well, multipliers, what we learned from them is there was a key remaining question they asked. And they said, okay, so I must do this task. It must be done and it must be done by me. But must it be done now or can it wait until later?

If the task must be done now, then it slides out of the funnel into one side which we call concentrate. That's the permission to protect. And that's where you actually do the task. And that's stuff that you hear a lot related to time management. That's focus, closing you door, eliminating distractions, things like that.

But the much more fascinating part of this is realizing that, you know, like we said earlier, the next generation of results requires the next generation of thinking and for us to actually ask that question can this wait until later. And if it can, then we are inviting you and encouraging you and challenging you not to eliminate, automate or delegate but to procrastinate on purpose. We call it POP for short.

Now, when you POP an activity you don't procrastinate on it forever. But you POP it back to the top of the funnel. Now at that point it enters into this holding pattern where it is cycling through the focus funnel until at some point in the future one of the other four strategies will get executed on it. It will either get eliminated, which happens a lot because you realize if the answer is this can always wait, then over time you develop the courage to do what you really should have done in the first place, which was to eliminate it.

Or you figure out a way to automate it or someone else rises to the call of leadership and effectively it gets delegated. Or the answer to can this wait shifts from yes it can to no it can no longer wait. And then it drops into concentrate. And at that moment you know it's the next most significant priority. It's the thing that only you can do and by doing it today it will give you more time tomorrow.

So each of those five stages in the focus funnel are the visual representation of the thought process and all five of them are methods that if you do them today they will create more time for you tomorrow.

Jaime Tardy: Okay. So I have a lot of questions coming up.

Rory: Okay.

Jaime Tardy: Well, one, I had David Allen on the show and his process is quite complicated when we were looking at everything. And I go do people actually do this? So can you give me like a tangible advice? Because when you have that many questions and people have that many things going on – because you know overachievers are like, yeah, I have a thousand things that I need to be doing. So it's not tangible that I could run a thousand things through the list. But how do people do it? Like give me a tangible example of how to do it.

Rory: Okay. So to your point about the GTD methodology, which I know some people are huge fans. Other people are like totally complicated, I've been able to share the stage with David. I know him. I've read his books and love some of his work. I, too, tend to be on the side of it's a lot for me. It seems like it takes as much time to create a process like that as anything.

So the focus funnel is meant to be very dynamic. It's meant to be very on the fly. And here's a cliché that you hear a lot that multipliers disregard. This whole idea of like you must plan your week out in advance. Well, when we lived in a static world in 1989, it made sense to do that. And it still doesn't mean that you can't plan out your week.

But multipliers are in a perpetual state of reprioritization. They are constantly at any given moment they are letting things come through the focus funnel. And they are willing to go and cancel a meeting that's on their calendar because they go, "No, something else has actually come up that's more significant." So they would give themselves that permission.

So let me – I can give you examples of all five of these types of things. But let's talk about just the significance and multiplying time in general. So here's a very ubiquitous example. Let's take online bill pay. If I asked you, I said, "Jamie, do you happen to have two extra hours open in your day today that you've just got nothing planned to do?" you would probably say what?

Jaime Tardy: That doesn't exist in my life.

Rory: Doesn't exist. I mean, when was the last time that you just had like two hours to just go do whatever? Do you remember being bored? There was – we actually grew up – there was a time when we were bored. Doesn't happen. Okay. So –

Jaime Tardy: Before I had children, that – no, now after children, no. Does not happen.

Rory: Okay. So we don't have two hours in our day. And I said, "Well, then when are you ever gonna set up online bill pay?" You go, "Well, I don't have two hours to do that. And Rory, if I did have two hours, I sure as hell would not spend it setting up online bill pay. I would do something else. That is like low, low, low on the priority."

Well, that's because you're not factoring in the significance calculation. Because when you factor in the significance calculation you realize, wow, if I invested 30 minutes – if I invested two hours today in setting up online bill pay and it saves me 30 minutes every month from paying those bills, then after just four months' time I will have broken even on that investment. And then every month thereafter, you get something that we refer to in the book as ROTI, return on time invested.

And so, the next generation of cost savings for companies and

individuals is not saving money. It's saving time. So that's an example.

And then as you go through the focus funnel, I mean, we can kinda dive through each of those a little more.

Jaime Tardy: Well, I want to know so what are some more – so online bill pay, that just makes perfect sense. What would be it for business owners that are like, okay, great. I know systems and processes and stuff like that, but is there like a list that you have or something? Because the thing is, is that people – it's hard to see it when you're in it. Do you know what I mean? When you're in the daily grind, you're like, "Oh, shoot. I got to do that. Oh, shoot, I got to do that. Oh, shoot, I got to do that."

And then you don't – I mean, this is why business owners don't create processes and they should. Right? It will save them time later. It makes perfect sense that they should. And they don't do it.

Do you have like a list of like the top processes that if you created this in your business you would save time or something like that?

Interviewee: I have something very powerful and specific I can talk to you about. But before I do, I want to make the point that no, I do not have lists. And here's why. I am not interested in telling you what to do. You will never get to the level of being a multiplier by having people tell you what to do. You become a multiplier by learning to think the way that multipliers think.

And you can exchange multipliers with millionaires. You could interchange those two words. Multipliers think differently. It's not because you're going too fast. I will say that. It's not because you're going too fast. I go 100 million miles an hour all day every day. I freaking love it. I got my hair on fire. I'm doing calls in between airports. I'm reading like on my audiobook. I'm walking through the airport. I mean, I am going during the times that I'm working. I'm going after it.

It's how you think. And when you understand the significance calculation, you will immediately start to think differently because

you're immediately gonna go, okay, I could do these five things today or I could spend time creating that job post to hire that person that I really need to get in to come and take this crap off my plate.

And absent the significance calculation, what are you going to do? You're going to go, well, in the time it would take me to write the job post I could just do the five things. But the problem is then tomorrow you got to do the five things again and the next day the five things. When you think like a multiplier, you go I don't care if I lose my biggest customer. If I have to take a step back to create – to hire the people, to train the people, to create the processes, I have to do that.

And again, that's where the word in the subtitle, it's the keyword I think in the whole book is permission. It's remember when I said you multiply time by giving yourself the emotional permission to invest time into things today that give you more time tomorrow.

Now, if you want me to give you my one big secret –

Jaime Tardy: Who doesn't want that?

Rory: Okay. Well, the big secret is more in how you think. And even when I give you this big secret, it still in and of itself won't work unless you know how to think. So our big secret weapon in the great example of this for our company, Southwestern Consulting, is a technology that we use called Infusion Soft.

Jaime Tardy: I have Infusion Soft. Okay.

Rory: Okay? And lots of people have Infusion Soft. Now, Infusion Soft, for those of you that don't know – in fact, if you go to InfusionSoft.RoryVaden.com you can watch a free demo and I kind of explain what it is. And it's basically – if you've never heard of it, it's a combination of a CRM – so think like sales force – email marketing, so think Mail Chimp or Aweber – and then ecommerce, so like Google iCheckout or shopping cart or any of those things. And it integrates them all together.

And Infusion Soft allows you to automate your entire business.

Most people only use Infusion Soft for automating their external marketing. So what we did was we instead first focused on automating the internal workflow and the internal processes of our business. And again, I explain this a little bit more detail but if you – the way that I think of Infusion Soft is it's like – if you were gonna build your dream home – because you got to have a system. Look, no business can outgrow the strength of its systems, period. Your business will not outgrow the strength of its systems.

So in 2012, Southwestern Consulting – we started in 2006. We had grown to a couple million dollars in revenue. We had about 25 people. Since that time we have more than quadrupled the size of our business, more than quadrupled the profits. I got my life back and our customers get a consistent exceptional experience every time they work with us.

And so – but again, it's the – the thing is it's the thinking that is also the magic. And the analogy I've been using is if you were gonna build your dream home and having something like Infusion Soft – and Infusion Soft isn't the only awesome thing out there. But it's an amazing one for small businesses – is it's like getting an all access pass to Home Depot, 24 hours a day, seven days a week, like you have all the supplies, materials that you need to build any house that you want is included in like the monthly subscription that you pay.

But you cannot – and this is what most people do is the buy the thing. And they're like well, I've had it for six months and it doesn't work. Well, that's because you did the equivalent of running up and down the aisles of Home Depot and grabbing a lightbulb off the shelf and then grabbing a window and grabbing a door and you're trying to piece all this stuff together. And it doesn't work. Why? Because the magic of building a home is not Home Depot. It's the architect.

The architect is who takes the idea out of your head and they teach you how to think. They teach you to intercommunicate with engineers and landscape architects and the builder and blah, blah, blah. And they create a set of plans. And that's a part of what we do. So we do one-on-one coaching and so you have the architect. And then you have to have the builder.

Now, for a small business, if you're a solopreneur, you're gonna be the builder. In our case, I was the original builder of our Infusion Soft application. I was – in 2012, I did two things. I launched *Take the Stairs* and we had a New York Times bestselling book. And I built Infusion Soft. And it was like that was it. But we have quadrupled in three years. And that's the permission to invest.

So again, it's the thinking that matters. You cannot have someone tell you what to do. You have to learn to think the way that multipliers think.

Jaime Tardy: Did your revenue go – when you – you had a team, though, right? So when you were focusing on your book and Infusion Soft, you had other people to deal with the revenue instead of your revenue taking a dip while you were doing that. Because when you're not revenue focused, it does make it difficult. I know especially solopreneurs, they kinda have to be revenue focused. So it's hard for them to take time to go into Infusion Soft or something like that when they're like, hey, I need to make the money.

Interviewee: Well, okay, so this is the entrepreneur's dilemma, right? The answer is – did our revenue go down? And the answer is absolutely. Because any time I'm doing one thing – and this is one of the big insights from the eliminate chapter is I was in an interview with one of the multipliers, and I just said, "I have such a hard time telling people no." And the permission of eliminate is the permission to ignore. That's the first of the five permissions is the permission to ignore.

And I just said I'm a people pleaser. I hate telling people no. And I'm not kidding you. This multiplier looked at me and said, "Rory, that is the dumbest thing I have ever heard somebody say." And I was like, "What?" They said, "You are always saying no to something. Any time you say yes to one thing, you're simultaneously saying no to an infinite number of others." Well, so the answer is yes, our revenue went down because of opportunity cost. Because I'm spending time on this and not on that.

Now, for us because we're in the world of coaching – so

Southwestern Consulting does sales coaching. That's primarily what our business is right now is one-on-one sales coaching. We have about 900 active clients. We have 70 coaches. They coach people one-on-one in sales. But I saw the strategic value of moving into also marketing coaching because we understand sales and marketing, they go together. So for me I had to learn it.

I'm not telling you, you have to be the person to learn Infusion Soft. But you have to make the investment. And it's either gonna be investing your time or it's gonna be investing your money. But it is exactly that. It is an investment. Now, a lot of times you hear that wealthy people – poor people trade money for time. And wealthy people trade time for money.

So if you have the money, get somebody to do it. And we can talk – we should talk about delegate right after this and I'll go into a little more detail about it and mathematically how this proves out over time. But you either have to do it or you have to get somebody else to do it. But here's the thing. You have to do it. You cannot grow your company without improving your systems. It is not an option. If you want to grow you have to improve the systems. And it comes down to you.

Now, if you don't have the money, which we didn't back then, you have to find a way. You have to hustle and you have to work the nights and the weekends. And you have to fight and you have to be up at 3:00 a.m. And you have to do that because your dream is not for sale. You have to go out and you have to hustle. And so, you do what you have to do until you can do what you want to do. That's the rule.

Jaime Tardy: And a lot of people won't do what they have to do, and therefore, they don't get the results they want. And that's okay.

Rory: Exactly.

Jaime Tardy: Yeah. It's all a choice. Okay. So tell me about the delegate piece.

Rory: Okay. So let's look – again, kinda coming back to practical, real world examples, I'm gonna teach you something called multipliers math here. And we look at it and I was a nerdy accountant in

college. A lot of people don't know that, so I'm very much a numbers kind of nerd person.

Jaime Tardy: Like yay, math.

Rory: Okay. So let me talk directly to entrepreneurs because chances are you relate more with the entrepreneurial side than you do like the number accounting like operational side. Let's say you have a task that takes you five minutes a day to do the task. Okay. I'm gonna teach you something – this is called the 30X rule. The 30X rule suggests that you should consider spending 30 times the amount of time it takes you to do a task once on training somebody else to do that task for you, 30X.

Now, here's where I lose people, Jamie, because people go, "So you're telling me, Rory, if a task takes me five minutes, the 30X rule suggests 150 minutes? You're saying I should spend 150 minutes training someone how to do a task that takes me five? That is so stupid. Why would I spend 150 minutes, two and a half hours, training someone to do a task that I could just do myself in five minutes?"

And the answer is it wouldn't make sense unless you made the significance calculation. It never makes sense to spend two and a half hours instead of five inside of the context of one day. But if you look and you make the literal calculation over just one year, and you say, okay, let's say there's about 250 working days in a year. If you're spending five minutes a day on this task, over the course of a year, 250 days, you're gonna spend 1,250 minutes on that task.

So now the question looks different. The question is not should I spend 150 minutes to save five. It's should I save 150 to save 1,250. The answer is just as obvious but it's the complete opposite. It's why rich people get richer and everybody else doesn't. They think completely differently.

Now, if I were to tell you, I said, "Jamie, oh, I've got a deal. I got a deal for you. I have an investment where you can make a 733 percent return on that investment. I mean, would you believe me if I told you that?"

Jaime Tardy: No.

Rory: You'd be like, "[Sheister](#)." Right? Total scam.

Jaime Tardy: Wait. Here's my money. Totally take it, all of it and don't give any back. Yeah.

Rory: So if you actually do this mathematically and you say, "I invested 150 minutes in and I got a net gain of 1,100," because you saved 1,250 but you have to subtract the 150 you spent training. "I invested 150 in. I got 1,100 back." That is a 733 percent ROTI, return on time invested. The next generation of cost savings is not about saving money. It's about saving time.

Those 700 percent return on investments are all around you. They are everywhere but nobody sees them. Only multipliers see them. And so, when I look at Infusion Soft, and I go, "Yeah, I had to spend six months doing it," and yeah, my email backed up to like 3,500 unanswered email, I mean, but you give yourself that permission and now I just got back two days ago from Bora Bora. And we were in Bora Bora for 11 days, ten or 11 days. And it was like is it worth it? Yes, it's worth it, but you have to make the significance calculation.

Jaime Tardy: I love that. And that's why millionaires and every entrepreneur I talk to is like I wish I would have hired someone before – like we always push that as one of the things that we push off the most because it gets you out of your comfort zone. It's kinda scary to have to pay somebody and rely on – you know what I mean?

Rory: It is.

Jaime Tardy: It's huge.

Rory: It's huge. And coming back to our architect analogy, if you're gonna be – let's take like the – you can be the builder and you can be the architect. And you can spend all the time and money and pain learning how to do that. Or you can hire an architect, right, somebody like Gus or there's other people out there that do it. And then you can still be the builder but it's gonna cut your

learning curve. Because now you have somebody telling you exactly what to do.

Or if you're – you can hire both. You can hire a builder and you can hire architect and you don't have to do anything. You just wave the wand. And the tradeoff is just time for money. And when you don't have money, you've got time. So guess what? Get to work.

When you have a little bit of money, I would say get a coach and get to work. When you have a lot of money, I would say don't go anywhere near it. Don't go anywhere near Infusion Soft. Don't go anywhere near setting up processes. When you have lots of money, you don't want to do that. You're creating jobs for people. And like I said, if you go to InfusionSoft.RoryVaden.com there's the full explanation of that whole kind of thing.

Jaime Tardy:

Well, and what's so cool is that that's sorta the transition piece. Right? So it's like, okay, at the beginning you have more time and not much money. But as you invest it, it will change. Yeah. Which is something that's – I don't think people really understand enough. They're like I'm just hustling forever and now I'm gonna have to work 80 hours a week forever. And that's not necessarily the case.

Interviewee:

Well, and here's what the game changer is of that whole equation. The game changer is your education. What you do, Jamie, for people is so incredibly important. And I don't think people grasp how much effort and time it probably takes you to put this show together and the back and forth with people like me or Michael Port or anybody else you're interviewing or David Allen. I mean, you're dealing with some high level busy type of people and you're putting in work. And you're giving this away to people for free because education is what changes everything.

If you just work 80 hours a week doing the same thing you're always doing – people say I've been in this business for ten years. No, you haven't. You have been in the business for one year and you've repeated that same one year ten times. So education is the currency that is the game changer because then you get better. And as you get better, then you make a little bit of money. And

then you're constantly reinvesting and you're growing. It's why it's investing. That's why they call it investing. And it grows and it grows and it grows. And over time, you look back and you become a multiplier.

Jaime Tardy: Mm. I wrote a thing the other day about investing versus spending. And so many people are spending their time. And it's so funny the way that you laid it out like so perfectly. That's exactly what I was talking about with a friend the other day. So I love this. And all this is in your book, *Procrastinate on Purpose*, with all the pieces and the diagrams. Is there any way that you could send us – I know you sent us – you said you had the focus funnel. Can you send us a screenshot of the focus funnel so we can post it for everybody too?

Rory: Yeah. We totally can.

Jaime Tardy: You don't have to right now, but I mean later.

Rory: Yeah. Sorry. Just let me – if I tell you I'm gonna do it, I need to at least just get it in the queue.

Jaime Tardy: Write it down.

Rory: It's in my cell phone.

Jaime Tardy: I love that you're doing that right now, though, like that you practice what you preach. You're doing it right now.

Rory: Well, the breakdown of all of this is integrity. And we talk about that in *Take the Stairs*. When your integrity breaks down, your ability to multiply goes completely defunct.

Jaime Tardy: I love that.

Rory: It's one of the principles in *Take the Stairs* was – it's called the Creation Principle of Integrity and that your words have power and the power of your words are directly proportionate to the congruence between your words and your actions. And as you have more integrity and you become more known for that, your words have influence. It's why Oprah can go, "Everyone, this is

the most amazing book. Go buy it,” and a million people buy it because she has so much equity and stock built up in her word. So anyways, that’s kind of a sidebar, but yeah.

Jaime Tardy: None of this matters if you don’t have the integrity of doing it. So I think that’s an extremely important piece and a great endcap. Because I know we have to start wrapping up. I ask the same last question and it’s what’s one action listeners can take this week to help move them forward towards their goal of a million?

Rory: Well, you know, I gave you the shameless plug already, the InfusionSoft.RoryVaden.com and you can check that out, of course. But in terms of an actual action step, what I think you could do is – here’s something that is a cliché. People say you got to have your to-do list. You got to have your to-do list. Next generation time management is more about your not-to-do list than it is about your to-do list.

So what I would say is make a not-to-do list of these are things that come up regularly that I am no longer going to do. And I’m either going to eliminate them, automate them or I’m gonna delegate them. And just make a not-to-do list because if you have clarity about the things that you should say no to, it helps you so much. And you have that realization any time you’re saying no to one thing you’re saying yes – or yes to one thing you’re saying no to the others.

And then, just the last, last little thing I would leave y’all with is, look, if this were easy everybody would do it. There’s nothing easy about this journey. It’s hard. It’s a fight. It always is. But you get stronger and you get better. And just remember, as we always say from *Take the Stairs*, success is never owned. Success is only rented. And the rent is due every day.

Jaime Tardy: Wow. That’s awesome. Thank you so much. Where can we find your book and more about what you do online?

Rory: Oh, I would just go to ProcrastinateOnPurpose.com. There’s also a free webinar where you can go through the focus funnel and get information about my podcast and blog and all that sort of stuff.

Jaime Tardy: Yes because Rory has a podcast, too. So make sure you go listen to that and check out his book. Thank you so much for coming on the show today. I really appreciate.

Rory: Well, thanks for having me, Jamie. And just to reiterate, what you do is so important and growing up a kid, growing up in a trailer park and coming from a kid that grew up in a trailer park in Boulder, Colorado, having somebody like you teach people in the world about how to think about money and success is an incredible service that you're doing. So we appreciate you.

Jaime Tardy: Well, thank you. You gave me chills. Awesome. Thanks.

Rory: My pleasure.

Jaime Tardy: You're great. All right. Time's up. Thank you so much. Are you like going to conferences or anything like that? I would love to meet you in person. I don't travel too, too much, but where are you from right now?

Rory: I'm in Nashville. I live in Nashville.

Jaime Tardy: Oh, cool. Oh, I –

Rory: And you're in Austin?

Jaime Tardy: I'm in Austin. Yeah. Do you ever come up to Austin?

Rory: We do actually go to Austin. I have – Jason Dorsey is a pretty good friend of mine. Do you know –?

Jaime Tardy: I love Jason. Yes, of course.

Rory: Well, it's Jason and Denise because we get – because of the couples we really get along with them.

Jaime Tardy: Oh, that's so awesome.

Rory: And AJ Yager is actually very seriously dating one of our coaches.

Jaime Tardy: Oh, really? I just met her. She was here – I think she was there

last night.

Rory: Megan.

Jaime Tardy: Yeah.

Rory: Megan.

Jaime Tardy: Oh, that's awesome. I didn't even know that.

Rory: She's one of our business partners.

Jaime Tardy: That's so amazing.

Rory: Megan lives in Austin so we do go down there. But one of the things – I've never been to a podcaster conference.

Jaime Tardy: Oh, really?

Rory: And I feel like I didn't even – this whole world of online marketing and stuff, it's literally just kinda being opened to me in the last year because when I saw Infusion Soft, what I said, it was all about, oh, my gosh. I can automate all of our internal stuff. We just now started flipping that switch to do the external. And it's just like the world is opening and I keep learning all this stuff. And it's like – so if there's any conferences that you think – you go like here's the top three best conferences you go to, I would love to hear from you like where you go.

Jaime Tardy: You should go to Podcast Movement. So I just came back from Podcast Movement a month ago. It's gonna be in Chicago next year. If you want to go on another podcast and stuff like that, I mean, not that you aren't already. I'm sure you are. But it is a super close knit group of people. Do you know about like Traffic and Conversion. Have you ever been there?

Rory: So AJ told me about Traffic and Conversion Summit. I have not been there. And that sounds – that's like Ryan Deiss stuff, right?

Jaime Tardy: Yeah. It's super good content, right? Some of like kinda skeezy internet markety types go there, too, but as long as you have your

head on straight then you'll be fine. I've been looking for better conferences, too. I just came back from Freedom Fest by Ryan Lee. I spoke up there.

It was great. The level of speakers he had were – I mean, most of the guys I've interviewed, Steve McLaren – I don't know if you know him and Ryan Kurtz and I mean people that care, like his whole thing was I only want to have people on the stage that actually care. And they're amazing. You know what I mean? They're doing huge numbers and huge things in the world, which is really awesome. So hopefully, he'll have that one again next year.

Rory: That's Freedom Fest?

Jaime Tardy: Yeah. F-R-E-E-D-Y-M.

Rory: Oh.

Jaime Tardy: Yeah, I know. Kinda funny.

Rory: Whoa.

Jaime Tardy: I know. He's like, "Well, I got Freedym.com," and I was like, "Well, that's impressive."

Rory: Okay.

Jaime Tardy: But there's like the regular ones that I used to go to all the time, which was World Domination Summit, New Media Expo. I don't feel like they're as good as they used to be. There is a conference next week – or actually, this this week, called FinCon, which is mostly financial bloggers, but a lot of really amazing people in this space are going, too. Do you know Pat Flynn?

Rory: No, I don't. I would love to know Pat Flynn.

Jaime Tardy: Oh, really?

Rory: I mean, I know who he is – like I know who he is. But I've not really – I don't know. He's just never really – I would love to

meet him.

Jaime Tardy: He's in my mastermind group.

Rory: Oh, no kidding?

Jaime Tardy: Yeah. He's been in my mastermind group for five years, so we're really good friends.

Rory: Well, I'd love to have him on my show or vice versa or whatever. So if you just – I mean, if you talk to him and just kinda say, "Hey" – or just be friends. You know? Just at least know.

Jaime Tardy: Yeah. So that's the funny thing. I always – I get asked every single day for an introduction to Pat Flynn. If it comes from my brain then I totally will do it. If other people ask me, I'm like, "No, gosh," because the poor guy gets bombarded. You know what I mean?

Rory: I know. Sure.

Jaime Tardy: But I can do an intro. I just don't know – you just want to have him on your show? He's not doing very many of that, so he might deny you, just so you know.

Rory: No. That's fine. I don't care. I mean, I get it. I mean, it's – I mean, that's kinda how – I mean, I get the same thing with Louis House every day. Someone's like, "Hey, can you introduce me?" Or Darren Hardy, it's like, "Can you please introduce me to Darren Hardy?" Or Dave Ramsey. And I'm like, "Yeah, Dave Ramsey's not gonna happen."

Jaime Tardy: I think – Dan Miller's a good friend of mine and I had Dan ask Dave. I'm like, "Come on." And he's like, "Yeah, no." He actually asked him, though. He actually asked him, but Dave still said no.

Rory: And Dan, if anybody, I mean, Dan Miller and Michael Hyatt are the two close – they're as close as you could get to Dave.

Jaime Tardy: If anyone's gonna get it, I know, well, because I paid off 70-grand

because of Dave Ramsey. And he's like mentioned me on a bunch of a things and stuff like that. So I was like, "Come on – like maybe" – yeah, he's like – Dan tried to make me feel better. Dan wrote the book forward in my book, and he's like – he's like, "He says no to Fox News, Jamie. It's okay." I'm like, "Thanks. Appreciate that."

Rory: Yeah.

Jaime Tardy: But I'll do an intro to Pat.

Rory: Do you know – you know Louis, right?

Jaime Tardy: Yeah, yeah, yeah. I know Louis. Yeah, Louis is great. How do you know Louis? Just from the space?

Rory: Yeah. We're like buds. He's staying at my house next week. Like we hit it off. Actually, our team – I don't know. Somehow he got a copy of *Take the Stairs*. And then he was like this guy's really cool. So he's like he had me on his show and we became like just fast friends. And I just – we're like real life friends, like I really like Louis.

Jaime Tardy: See, I and he are internet – we've hung out at conferences and he's seven feet tall and all that fun stuff.

Rory: He's huge.

Jaime Tardy: I know. He's so huge.

Rory: Large man.

Jaime Tardy: I know. But I haven't had a chance to like really – because you know, there's like internet friends you hang out with at conferences and then there's like real friends that they come over, like friends will come and stay with me and that sort of thing. It's a different level for sure. That's awesome.

Rory: Well, the other thing is you know if there is one thing that we have done really well in the world of marketing because we've not done like the huge – we're not yet doing like some of these internet

marketing things, it's book launches. And we –

Jaime Tardy: Oh, you're helping him with that. Oh.

Rory: Yeah. So, a lot of these kind of people, it's like, "Hey, you know, let me share some things that we know about how to do it."

Jaime Tardy: Oh, because that's – you're a giver and I think that's amazing and awesome. And we need more people like that in the world.

Rory: Is there anything that I can do for you or are there any specific people you are looking to be introduced to or anything that you're like heavy into promoting right now or, you know?

Jaime Tardy: It's funny. Everybody asks me that question and I'm always like, "No, no," because I'm a people pleaser, too, where I'm like, "No, it's fine." I don't know if there's anything – we're promoting a millionaire hustler's course that I love. And then if you could get Darren Hardy, like I don't want to ask you for that because I get it because everybody asks. But I've been in Success Magazine two or three times. And I could probably –

Rory: Really?

Jaime Tardy: Yeah. Yeah. They just did an article on podcasting, which was kinda funny so –

Rory: Oh, yeah. That's right. I saw it.

Jaime Tardy: – with John Lewis and Louis and stuff like that. We're all in that.

Rory: And Michael was, too.

Jaime Tardy: Michael? Oh, Hyatt, yeah, exactly. I love Michael.

Rory: Are you – yeah, I can make – I'll make that introduction and same with Pat. It's like who knows what will happen.

Jaime Tardy: Oh, exactly. Like if he says no, I'm totally cool just like with Pat. Then all right, good. Then we'll both be on the same page.

Rory: What about Gretchen Reuben?

Jaime Tardy: Oh, is she a millionaire? I met her a couple times in person. And I didn't want to ask her, but I'm assuming –

Rory: I don't know how she couldn't be. I mean –

Jaime Tardy: See, me, too. But like I can – out of everybody in this world I'm the one that can ask if you're a millionaire or not. And I felt weird asking her. I don't know why. Because she's all about happiness maybe I was like the money's not important. And I don't want to ask you.

Rory: Well, I mean, here's the thing. The happiness project I'm pretty sure has sold –

Jaime Tardy: Ridiculous, yeah.

Rory: – it's sold at least a half a million copies. And if she makes the same royalty percentages that most people do, she's getting 3 bucks a book. So that's at least one and a half million over the last couple years. I mean – but she might – but she might not be because she's kind of in that – she's not like a big money making space. It's just like –

Jaime Tardy: See, and that's what – I don't want to be the person going like, “Hey, can I have you on the show?” And they'll be like, “Yeah, I'd love to,” and then –

Rory: Ah.

Jaime Tardy: Exactly.

Rory: You didn't make it.

Jaime Tardy: I know. I kind of have an issue with my whole thing. Well, I mean, it's not an issue, but you know what I mean. Like, I've stayed away from people just because I'm like I don't want to be weird. Anyway. Because it's money. Like Seth Godin said no to me twice before he ever came on my show because he's like, “I don't want to be about money.” I'm like the show's not about

money. We went back and forth forever. And I had to – like I met one of his friends. And then she was like – you know what I mean? And that’s how he ended up coming on my show, too. But you know, it’s crazy.

Rory: Well, I’m just trying to think through the list here. You know Jay Papison probably. Right?

Jaime Tardy: Yes, I love Jay. Oh, my gosh. I was just hanging out with him not that long ago. He’s so amazing.

Rory: Yeah. He writes here in Austin.

Jaime Tardy: Yeah. You need to come to Austin. We’ll have a little party with all of our friends.

Rory: Oh, I know. We should totally do that. Well, if you think of anything. So Darren Hardy, that – we can start there. And if I think of anyone else I’ll kinda go – do you – now, if they’re not like a big name but they’re somebody who –

Jaime Tardy: Yes, definitely. I like that almost more.

Rory: Better? Yeah.

Jaime Tardy: Yeah. Because I have guests that aren’t the people making the circuit all the time. You know what I mean? And I – I want people that are in it in real business. It’s not just I’m an internet marketing star. You know what I mean? So yeah, if you have any of those I would love those too. I have the best job ever.

Rory: Yes, you do. So okay, well, we’ll start with Darren and –

Jaime Tardy: And if you need anything – so I’ll do an intro to Pat. If you could send me that focus funnel, just an image so I can make sure we include that so everybody can like see it visually and we’ll put it in there. And then if you need anything definitely let me know, too. I mean, yes, I want to hang out, too, but if you need anything or any intros or whatever, please.

Rory: Well, the conferences would be – that’s very helpful to have that.

I'll send you a paragraph also that you can either use your own or you can just edit it and forward it to Pat, like whatever you want to do, but just make it easy. So I'll send that to you.

Jaime Tardy: Oh, that's sweet. And that's good because then I'll remember. I mean, I have – I'm about to put it in my – because it's the same thing if I don't write it down it will be gone. So I'm about to put it in my Asana as soon as we hang up. But still, you sending me an email will make it urgent. Won't it?

Rory: That's right. That's right. That's right.

Jaime Tardy: This is awesome. Is there a date that you need this to go live on? Or is it –

Rory: Oh, no, but it would be good if it was a few weeks out from now.

Jaime Tardy: Okay. That's what it should be, actually.

Rory: Okay. Yeah. But just whenever. And are you – like is the book launch – like is that in your future?

Jaime Tardy: Oh, I already launched one. I'm not doing that again for a little while. It's crazy. You know how crazy it is.

Rory: It is crazy. It's crazy. Okay.

Jaime Tardy: And I was moving to Austin at the same time and it was just like – yeah, it was nuts. So yes, not for a little while. People keep – when I was at this conference they kept asking me. I'm like, "Yeah, not for a little while." I will do another book; I'm sure, just not for a little while. You know.

Rory: Well, when it comes up, it'd be worth us connecting and just having a phone call.

Jaime Tardy: You are so sweet, seriously. I'm so glad we connected. You're awesome and the fact that –

Rory: You're awesome.

Jaime Tardy: Oh, anyway. I love that online – like my mentor used to be super – I’m competitive, too. Don’t get me wrong. But my mentor used to be like, “Oh, killer be killed,” blah, blah, blah. And like the online space is not like that at all. And I think that’s the best thing in the entire world. Do you know what I mean? It’s not as though, oh, no I have to be adversaries. I want to help you and you want to help me. And I love that. Thank you so much.

Rory: Yeah, totally. And so, you don’t – and then if – I may float people past you from time to time just like – but I’ll make sure that they pass the millionaire checkpoint.

Jaime Tardy: Yeah. It’s just a net worth. I mean, that’s the funny thing. Nowadays, a million is not what it used to be, unfortunately or fortunately. Awesome. So let me know if you need anything at all. And if there’s any like really amazing intros – you’ve already been on John Dumas’ show, right?

Rory: Yeah. I’ve done Dumas. Honestly, Pat is the only one – and I’ve never – I’ve been on Dave Ramsey’s show. I’ve been –

Jaime Tardy: Oh, nice.

Rory: The only other one I haven’t been on is Michael and I know Michael very well. And he just refuses to have me on the show. So you know, that’s –

Jaime Tardy: What the heck?

Rory: What the heck? I thought we were friends.

Jaime Tardy: I know, exactly, right?

Rory: But I didn’t realize you –

Jaime Tardy: So Pat? Yeah, go ahead.

Rory: I was gonna say I didn’t realize that you rolled in circles with Dan Miller. We love Dan and Joanne. We love them.

Jaime Tardy: Oh, so I read Dan’s book a long time ago when I was like quitting

my day job. And he was always a hero of mine. And then, he –

Rory: Like the 48 days?

Jaime Tardy: Yeah. And it was like I had him on my show and he was like the sweetest guy ever. We met at conferences. He's – he's just so like such a giver and will randomly email – you know what I mean? He's just such a great guy. I forget because you're in Nashville so that makes perfect sense for Michael and Dan and all those guy and Jeff Goins and I need to visit Nashville. I should stop telling you to come here. I should go visit Nashville.

Rory: So Louis just did that and we had a dinner. It was Michael, hosted at his house, and it was Jeff Goins, Louis, myself, John Acuff, Donald –

Jaime Tardy: I saw a picture.

Rory: – Donald Miller, yeah, so the picture, but I mean, Nashville and Austin are like – it's the hub.

Jaime Tardy: I know. Right? I'll come visit because I remember that picture because someone goes where's all the women? I'll go. We'll take a picture and be like there's a girl. See?

Rory: There's ladies in there.

Jaime Tardy: I know. Thank you so much. I won't take any more of your time, but you're awesome. If you need anything definitely let me know, okay?

Rory: All right. Likewise.

Jaime Tardy: All right. Take care. Bye.

Rory: All right. Bye.

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Duration: 57 minutes
