
Jaime Masters: Welcome to Eventual Millionaire. I'm Jaime Masters and I'm so excited to have Brian Scudamore on the show. Now, it's funny, I've heard of him so many times beforehand and I look at my calendar today. He's the guy that created 1 800 Got Junk. He's also building a home service empire. So excited to have him on the show today. Thank you so much for coming on, Brian.

Brian Scudamore: I'm glad to be here, Jaime. Thank you for having me.

Jaime Masters: So you have done this a lot, so I don't wanna be like, how did you get started, because I feel like quite a few people have heard that story. But tell me this; did you think that you would always be an entrepreneur? Like, did you know that there was that trajectory there?

Brian Scudamore: I think it was in my blood. I'm very ADD and when I was in elementary school and when I was in high school I always knew that my passion was for running a business. I think I got that passion from my grandfather who had a small army surplus store in San Francisco and I'd worked there every summer, every Christmas holiday. And so I knew business was fun and I always saw myself doing that, even if I was going to graduate from high school and college, which I did not, I still felt that was the path and the destiny for me.

Jaime Masters: Okay. I need to highlight the ADD thing because I swear everybody that I interview is like, I have ADD. I technically do have ADD but everybody says this. So you think that's an asset and tell me why.

Brian Scudamore: Yeah, I think we are addicted to distraction. I think that I am ADD – you know, to be honest I've never even been diagnosed. But I've met with the top ADD doctor in North America and we had a chat and he's like, of course you're ADD. I think most people have a little bit of it. We're addicted to our Smartphones. We're always having several conversations at once. And I think that multitasking does not work.

But I think that ADD for an entrepreneur is a bit of a gift. If you get so many ideas it's then being able to recognize which ones are the ones worth paying more attention to. On the topic of ADD you can't see it in this room but it's kinda funny, up in one of the top corners of the office there's a little squirrel. And so my staffs know that I joke about ADD so they put up a bunch of squirrel stickers in

different meeting rooms so that when I do get distracted I can just point and go, squirrel [inaudible] [00:02:13] fun.

Jaime Masters: Oh my gosh, that's utterly fantastic. It's funny too; I think my kids have it also. We were walking down the street the other day and my daughter was talking and then she goes, squirrel, because there was actually a squirrel. I'm like, oh my gosh, this is so true.

But how do you mitigate that because it is – we also are in the age of essentialism and the book *The One Thing* and we're supposed to be focusing as much as we can. How can you mitigate focus and ADD at the same time?

Brian Scudamore: I don't know if you mitigate it. I think it's recognizing what to pay attention to. Now, our brain has the, I think they call it the reticular activating system. When you're walking through an airport and you're busy and you're stressed, you still happen to hear your name over all the other voices being called over the loudspeaker if they need you. Your mind pays attention to what's most important.

So one of the tools I've used, that I'm sure we'll talk about, is visioning. Having a painted picture of your future so that when things pop up in your life that are important that you need to pay attention to, you're reticular activating system – I love saying that, it makes me sound smart – your reticular activating system gets you to tune in to those important elements.

So I think as entrepreneurs while we're ADD, we are also – have a unique ability to be hyper focused. And almost in a maniacal way that when we lock onto something we're like, yeah, I see it. I'm gonna make it happen. And it's a pretty incredible gift.

Jaime Masters: I think most people don't understand that about ADD. It's either crazy distraction or super hyper focused. And it's funny because I've been interviewing [inaudible] [00:03:42] for almost five years now and one of the reasons why was I wanted to find out – I'm not very woo-woo in general, especially way at the beginning, now I'm way more, right. So, one of my goals was to find out if people used visioning, if it actually worked from the ground floor. So the fact that you said visioning, gets me really excited. So can we go through how you figured out that that's something that worked for you and what specific tactics work?

Brian Scudamore: Yeah, so in 1974 when I was four-and-a-half years old, apparently I drew a self portrait of myself cleaning up junk. There was junk at

the side of the road and I was cleaning up junk. And then here I am in the junk removal business with our first brand 1 800 Got Junk. I found that picture and it's actually posted up in our office. And I found that when my grandmother passed away when I was 30 years old and I was going through her stuff and we're cleaning out her house. And there was this picture she saved that said Brian four-and-a-half years old self portrait. And I'm like, I remember drawing that. I remember seeing myself sweeping up junk.

I mean most kids dream of being Superman or some Wonder Woman and there I am dreaming of being a junk man. But I realized later in life that when you plant these seeds of vision, if you think big ideas, you never know what that possibility might actually become.

So in 1998, eight years – let's see, 1997, eight years into building my business, I was at my parents' summer cottage. They had this little cabin on the water and I was in a bit of a doom loop where I thought, I'm comparing myself to other entrepreneurs. I had a million dollar business. Theirs were much bigger. All my friends who were entrepreneurs seemed to be more successful. They had more glamorous businesses than junk removal. And I thought, okay, what am I gonna do here? Am I going down this doom loop or am I actually going to lift myself out and create a picture of what possibility could be.

So I pulled out a sheet of paper, one page double-sided. I wrote out what I called my painted picture. And it was a five-year vision that listed everything with very specific language. And I didn't know I was doing this at the time but I was writing my future. We would be in the top 30 metros in North America, we would be on the Oprah Winfrey Show, we'd be building the FedEx of junk removal. All those big hairy audacious goals happened. And I believe they happened because my mind knew what to pay attention to as I went through life over the next five years.

So the power of vision, I think people can't ignore it and underestimate it. When we write goals down, when we create vision boards, as my kids have done, it's great power in making things happen.

Jaime Masters:

So let me ask this, because that's a five-year thing. Did you put it away? Because if you put the picture when you were little, you didn't actually think about it every single day or anything like that. So what are those tactics? Do you have to bring it up and look at it

every day or is it just something we put away and as long as we write it down it comes true? Give me more detail.

Brian Scudamore: Yeah, I don't know the science behind it but my experience is with the four-and-a-half-year-old picture it came true and I didn't even remember it existed. I had a goal to buy a home, a certain-size home by a certain point in life and I wrote the goal down. And several years later when I was looking back at one of my day timers, I realized that I actually completed and did the deal on the home the exact specific day that I chose in my day timer. I picked December 16 which was my grandmother's birthday. I just picked a random date and that was the day I completed exactly to the year and day on that home.

I wasn't looking at my day timer. I wasn't looking at those goals. I do think the more often you look at them the more your brain will manifest and help complete the missing pieces of where the gaps are in your picture, where you wanna be versus where you are. So I do believe our painted picture as a company, it's posted up in our office; it's posted up in our franchise partner's offices. Everybody for 1 800 Got Junk or any of our brands, they have a painted pictures. They know clearly where they're going.

We don't worry so much about how to get there. We just have a clear picture on where we're going and eventually we figure it out and we get there.

Jaime Masters: I love this. Okay. So I literally paint. I paint. So I've painted a painted picture, right. But mine has been mostly personal and it's really interesting that you really talk about business. Should I have a separate one for business and a separate one for personal? Do you merge the two? How do you deal with that?

Brian Scudamore: So I have a separate painted picture for my personal. It took me years to do that. So I actually was with my girlfriend who became my wife. We were together for 19 years, high school sweethearts and we ended up divorcing. And after I divorced and my life kinda fell apart for a little while there, I said I've gotta create a painted picture. Actually a friend said, you've got one for your business. Do you have one for your personal life? And I said, I don't. And it was a big ah-ha moment and I created one.

And one of the things I put in that painted picture was that my ex and I would continue to be big cheerleaders in each other's courts and continue to be really, really close friends. We did have a baby

together and so that was important. And all my friends said there's just no way that you and Lisa will ever continue to be friends, but time healed and we're great friends. We go on family vacations with mixed families. She introduced me to my current wife.

And so I think when you have a painted picture and you're so clear on what you're looking for and you really believe in that picture, things manifest themselves and they happen. I mean, call it magic, call it science. I don't know what it is. All I know is that it works.

Jaime Masters: Okay. What's so funny is that I actually got divorced also not that long ago, 18 months ago. And I just did a video that came out right before this one telling people about it. And I created the painted picture right after also. Me and my ex are now really good friends. It's so weird to hear this story. Apparently all you have to do is paint it, draw it and then you'll be all set.

But it must affect the actions that you take, right, and the thoughts that you think as you're going through. So tell me what has aligned, even if you haven't noticed going through.

Brian Scudamore: To me a painted picture – like you said, you put it down in writing or you literally paint the picture with oil or acrylic, whatever you would do. That painting the picture I think solidifies your intention. And so even in ancient wisdom they used to talk about intention-setting and meditating on something. People have done this for years and for centuries. I mean, it works.

And I think that people often look at this and go, ah, visioning, it's too airy-fairy, it's all hippy stuff. It's like, no, it's not. It works. And we even get our employees to vision for themselves. We created something we call the Can You Imagine wall. And what the Can You Imagine wall is, what are the big things that you think you could make happen with our company that you'd like to leave a bit of a legacy with.

And so on this Can You Imagine wall I first posted up there, can you imagine being featured on the Oprah Winfrey Show with my name below it? Now it was in our painted picture but I wanted to share with people that you could have big bold dreams. And as long as you look at them constantly, you could help make them happen. And we did get on the show.\

But other people have put on their, can you imagine us being in a third country like Australia? And this person Lori put his name

below it and made it happen. Can you imagine being on Starbucks cups across the world? So they used to have this Way I See It campaign where you'd be on the side of a Starbucks cup and it would say, the way I see it with some quote. Starbucks helped me write and quote because I'm a high school dropout but it was a cool quote and it said, Brian Scudamore, founder and CEO of 1 800 Got Junk. We had a brand on 10 million Starbucks cups. It wasn't my idea. It was Andrea Baxter in our company who said, this is what I can imagine.

So we get people to think big bold ideas. And then outside of the business we get people to come up with their 101 life goals. What are the things that they personally wanna do? Do they have a fear of swimming? Do they wanna jump out of an airplane? Do they wanna help build a school in Africa? Who knows what someone wants to accomplish but if you can learn more about your people by asking them what their 101 life goals are, what a great way to connect and a great way to help cheerlead each other.

Jaime Masters: Okay. So I love this, especially because the people that are listening, I'm super into neuroscience and all that stuff too. And I don't know why it works totally. I'm still researching. I don't think we have the information science-wise yet on how this works. But it's funny you talk about daily intentions and I have my daily intention tracker, right.

How detailed do you need to get? So you're talking about, oh, quite a bit big vision stuff?

Brian Scudamore: Yeah.

Jaime Masters: How detailed do you actually make this with those intentions?

Brian Scudamore: So when I do it I really try and picture in my mind. So that day that I created the 1 800 Got Junk painted picture September 17, 1997 sitting on the dock, I literally dreamt up possibility in full color. So the more you can see the picture, the more your mind, I believe, locks onto it and says, okay, Brian has decided this is important. I, as Brian's brain, am gonna help make decisions as a way to help make this picture a reality.

So to me it's the more senses you can get in there, you know, if you have a vision to go to Paris and live in Paris for a year, what do the baguettes smell like and the croissants and the coffee? What does the wine taste like? What does it look, feel and act like in your

mind? The more you can see that picture the more your mind says, okay, this is important and I can see this becoming true.

I think every leader – I mean, you can pick a business leader, a religious leader, a political leader, I bet you everyone who has been successful, as the outside world would see it, has had a vision and has had a vision that if they haven't had a clear picture in their mind and put it in writing, they certainly had something they've put down on the paper to lock onto as a way to ensure that that picture becomes a reality.

Jaime Masters: It is a common theme that comes up – I've interviewed over 300 millionaires. It is a common theme that comes up over and over and over again. How do you impart that in your employees though too, especially if people are sort of, no offense, like, okay, no woo-woo craziness or anything like that? How do we inspire action through our employees for that?

Brian Scudamore: I think it's just asking them questions. It's finding out what's important to them. So asking your people as an ultimate way to show care for them is, what're your goals? What're your dreams? How can I help? How can we help? And when your people start talking about things outside of work or their own development, it's an ultimate retainment tool. It's not meant to be that but it becomes that when people go, wow, my boss, my company cares about me. They want me to achieve my own dreams. They want me to leave a mark here. It's a great way to have a win-win situation where this isn't just about the company. This is about them as individuals and helping them be better people and better leaders.

Jaime Masters: So what if that includes leaving or starting their own business or – you know what I mean – as an employer like, okay, I wanna help foster things. And if that means fostering and pushing off the nest, is that something that you would foster also?

Brian Scudamore: Absolutely. And I know it's hard at times to have people go but if you treat people right when they do go and celebrate their time with you and wish them the best in their new role and help them as best you can, the right people who want to come back will come back. And I think the metric I'm most proud about with **O2E** Brands, any one of our companies is the people that leave and come back. And I don't know the exact number of people that have left and come back but it's been dozens.

So we have, I don't know, 450 people across a couple of offices right now, and you'll get people that leave. Our vice president of people, Jerry Gratton, left for three years and he calls it his dark years because he was here for six years, left for three and then came back and thinks he'll be here, and I hope he will, forever.

So it's one of those things where people leave, the grass is greener, they see a better opportunity, more money, whatever it is. I think, like our kids, you have kids, I have kids and one day my kids will grow up and leave home. And I'm gonna be sad but you gotta cheerlead them and support them and go, you know what? They gotta leave the nest and they're gonna do great things.

So I think that with our people, if people leave for another opportunity to grow and develop, fantastic. I don't like to see people leave but I know it always works out for the best in the end for everybody.

Jaime Masters: You sound like you have such an amazing attitude. Now, I know this is just an interview and of course we do that, but has there been doubt or dark times for you, or how do you get through those pieces? Because the people that are listening, don't get me wrong, love stories of inspiration and amazingness, but also feel like, oh well, he's up there and everything's wonderful after his painted picture so, right? So give us some other information about that.

Brian Scudamore: Yeah, I don't want it to sound like, oh, everything's all roses. I definitely am a glass half full type of person. I see the best in people. I try and be open to everyone comes from tough times and they learn and grow. My own tough times, I certainly had some. I mean, I think entrepreneurs can wrestle with depression on and off. You put so much pressure on yourself to grow something and you compare yourself to others.

My whole painted picture process was born out of me going down what I call a doom loop. Substitute in the word depression and feeling worthless and feeling like I'm a guy who isn't as good as the other people that are surrounding me that are entrepreneurs. But I decided not to accept that and I said, okay, close my eyes. What does pure possibility look like versus all the negativity? And I started dreaming up the big things from top 30 metros in North America, the Oprah Winfrey Show, building a company that's all about people. And you get this picture in your mind that you lock onto and it's more than just hope. It's your next level of where you'll go.

So I've had tough times. I have a COO and President Eric Church who's fantastic, amazing friend, amazing leader. We've worked for five years together. I hope we'll work together forever. He's certainly the guy to take our company O2E Brands to a billion in revenue. But it wasn't always that way. The leader before that, I had a woman who was an ex Starbucks president, and she and I just didn't connect culturally and with the direction of the company.

Even though I admired her pedigree and her smarts, she had a different vision for the business than I did. And it was just about a mutiny situation where I was almost getting kicked out of my own business. I didn't feel good about what I was doing. My confidence level went down. We almost bankrupted the company that I'd built for 20 years. So, you know, you build a business and you build something that's a baby of sorts, and then to have it almost pulled away from you, that's tough.

So while I'm in a good headspace now, I generally am in a good headspace because I know that when something bad happens, something good and better will become from that situation. And there's been so many studies on that sorta stuff. I mean, people that get cancer, you know, God forbid what a terrible disease. Someone gets cancer.

I remember Oprah interviewed a whole bunch of cancer survivors. And every one of them said they wouldn't change their experience for the world. And as hard as it might sound, they look at themselves and they say, hey, became a better person, better family member, whatever it might be, as a result of their illness. So you'd never wish that on anyone but we've all had our dark days. When you have those dark days you go, okay, I'm gonna be out of this storm one day soon. You never know when. But once you're through it, you know that life will be better and that you learn as a result.

So if I look at – people have asked me often – one of the questions I get asked the most is, what's one thing you'd change if you could go back and do it all over again? I literally wouldn't change one thing. Not a failure in my personal life, not a failure in my business life because I needed to learn those lessons to be the company and the person that I am or we are today.

Jaime Masters: I love every single second of that so – because entrepreneurship is like this, right. And sometimes when we're on the high it's like everything's amazing. And then when you're on the low it can feel as though, like you said, you're worthless, you're dumb or whatever, those things that come up in your head.

The hard thing is that sometimes we don't realize that we're going down that path though. It comes in – like when you hired that person, I'm sure you were excited about her at first, then you moved forward and you're like, um, wait, maybe it's just me, maybe I'm doing the situation incorrectly. And how did you get to that point where you're like, oh, something has to change because I know something better could be on the other side, to make the action in order to have the situation that you do now?

Brian Scudamore: Yeah, I think that relationship, so to speak, lasted 14 months. But the first five months I was like, this is unbelievable. I'm so lucky. And then you realize some things just don't look right, don't feel right. You listen to your heart, you listen to your mind and you go, okay, something isn't right here and something needs to change. And so I think it was a gradual process for me but then it built up this momentum of, okay, this is not working.

Jaime Masters: Tell me more about that. You said heart and feel and this is the thing that's not like, oh well, I got the data and I moved forward based on this decision, because we talk about metrics and analytics and KPIs and all that fun stuff in your business in general, we can't put numbers on feel and heart and that sorta thing. How did you make that so important to you and better? Because I'm looking to make that piece better. I don't ask my intuition enough because I don't know how to interpret what it says. So can you give me some insight on that?

Brian Scudamore: Yeah, so I trust my gut and I think we all should. And what works for me is if I'm really stuck making a decision or someone else is stuck I'll say, okay, two seconds, make the decision, what would it be? If you only had two seconds and you have to make this seemingly life or death situation, what would you do? And when you're forced to make a decision I think the truth or the best decision comes out.

We often know when we're bringing an employee into the organization that this person is not the right person for the company but you know you need somebody or you're waiting for a CFO. You need someone to run the numbers. Rather than getting

desperate and making some decisions that might not be the right decisions, trust your gut and wait and really listen to yourself. Be honest with yourself.

Jaime Masters: Okay, I love that. It's like flipping the coin and if it ends on one side and you're like, wait, I wanted the other one then you sort of know that little piece. I hate those things though. I don't actually – sometimes you know what works and then you don't make yourself do it because you know it's painful, right?

Brian Scudamore: Yeah, and –

Jaime Masters: So how do you make yourself do that?

Brian Scudamore: Yeah, I mean, the whole two-second-decision thing for me isn't a flipping a coin. I'm not a flip-a-coin guy because then to me that's just going, okay, trust fate and whatever the odds are. To me it's actually going, if I only had two seconds to make a decision, what resonates the deepest? What sort of – what resonates the loudest, I guess, where I go wow, okay, that's the decision and make it.

And whether or not you have to make that decision in two seconds and really follow that direction but if you just sorta see what rises to the surface and what came out, it's often interesting when you're coaching someone and you force them through that exercise, I don't know what to do. Well, what would you do right now? And it just gets them thinking and trusting their gut.

I think our gut – you know, Malcolm Gladwell wrote the book *The Tipping Point* – **or Blake** and I'm not a big reader so being honest, I probably read the first two chapters and felt I got the book. But blink to me is in the blink of an eye, your intuition, is your brain rapidly processing, you know, your senses, your sight, your sense of feel, your gut, your intuition. All these things are taking your life's experience that you've had so far and saying, this is what feels right. So while we can't often explain things doesn't mean we don't know things to be a certain way.

Jaime Masters: Definitely. So how do you not second guess that later once your brain starts going crazy because we're entrepreneurs and ADD. And we're like, well, wait. Did it take into effect this and then we second guess and that's what causes issues?

Brian Scudamore: Yeah, I think it's just trying to pay attention and listen. So a real life example from yesterday, one of our brands, we were

interviewing someone for a franchise partner position. So becoming a franchise owner, it's a big investment on their end. It's a big time commitment. It's a big investment on our end and it has to be mutually a really strong fit. And so we had a whole bunch of people come up for these interviews recently. And one person in particular, my managing director, I won't say which brand it is, but he said to me, yeah, this one guy, he was just weird. And I said, well, what do you mean?

And he explained a whole bunch of different reasons why he thought this guy would probably be successful but he was weird and just wasn't quite the right fit. And I said, well, your gut's telling you something's not right. You need to listen to that. And he's like, yeah, but I reference checked and everybody's saying he'd do great. But two different people that I talked to that interviewed, you can tell they were uneasy about it.

-- rather us trust our gut and not take someone onboard and take a risk that way versus taking a risk of bringing someone onboard that doesn't feel right that isn't the right fit for us that at the end of the day we then have to take responsibility for contributing to that person's failure. Define weird, I don't know. I mean, not a right fit for us, skill level, personality, who knows what. But your voices inside internally are saying something isn't right, you gotta listen.

Jaime Masters: Awesome. I wanna switch a little bit because you have a bazillion brands, right. And so you did it once and you're like, okay, I get this trajectory. When you started that second brand, what did you know better the second time around to really launch that the best way humanly possible?

Brian Scudamore: Yeah, the things that we do well as a company, you know, everyone's got things they're good at and things that they're bad at. And the things that I think we excel at as a business are vision, customer experience. Our whole O2E Brands family is defined by, and the name stands for, ordinary to exceptional. Can we take the ordinary business of junk removal and make it exceptional through customer experience? Yes.

Can we do it in painting with WOW 1 Day Painting where we come in and the exceptional is painting someone's home in an entire day rather than taking two weeks. Same quality, no rushing. You just have one or two people in each room. So it's a numbers game and having enough quality painters. But what I learned with the second business from the first is, play to your strengths, vision,

people, culture, systems. Take those things from 1 800 Got Junk and parlay them into a success system for WOW 1 Day Painting. And it's worked for us.

Jaime Masters: Hey guys, so apparently we're having good old tech problems. Go Skype. At least we can connect. At least that's one thing. So we're gonna start wrapping up. I'm gonna ask the last question I always ask and it's, what's one action listeners can take this week to move them forward toward their goal of a million?

Brian Scudamore: So the one thing – sorry, and here's my ADD moment kicking in. I was thinking, I should've done like an outfit change or something just to confuse your audience.

Jaime Masters: That would've been amazing. You should've.

Brian Scudamore: So the one thing that I believe that people can do to move them towards their goals and dreams is, we talked about it at the beginning, a painted picture. I am happy to share my painted picture with anyone. If they ever wanna email me it's brian.scudamore@O2EBands.com. Happy to share the painted picture because I know that at times people get stuck going, I don't know how to make a painted picture. What is a painted picture? Do I literally get out crayons or – you know, I put in words in two pages, one page double-sided, what my future as a business looks like. And happy to have anybody borrow, steal stuff from it and make it their own.

So I think creating a vision which starts from finding a place that's inspirational to that person. So for me it's the beach, it's the forest. Go somewhere quiet, or go somewhere busy if that's what you like, and just dream. Close your eyes; go into your head and start thinking, what could the next five years look like if there were no boundaries, if it was pure possibility? Start dreaming, write it down and low and behold, at the end of that painted picture what I found happened for me is I'm like, wow, I actually believe my own nonsense. I mean, I dreamed up crazy things but then I'm like, wow, I can see this happening and it's all happened.

Jaime Masters: Best action ever because it's fun to create also. I might actually email you and then put it up on ours so that way everybody can get it so you don't get a thousand emails from everybody going, I want the picture. That'd be really annoying. But I really wanna see what it looks like too, especially to hone in on the way that I work. I

really, really appreciate you coming on. Where can we find more about you and all the brands with O2E, all that fun stuff?

Brian Scudamore: I think the best way to go, the central place is O2E Brands, so letter O2EBrands.com. I write columns for Forbes and Ink so most stuff can be found through that site. Or LinkedIn is a great hub of information as well.

Jaime Masters: Make sure you guys connect with him. He's freaking fantastic. I so appreciate even dealing with all the internet problems. Thank you so much for coming on today.

Brian Scudamore: Awesome. Thank you so much for having me, Jaime. It was fun.

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Jaime Masters: I hope you enjoyed that interview. And if you want more like it go to EventualMillionaire.com. If you click on the millionaire case studies, you will see over 200 millionaire interviews. I don't want you to get overwhelmed of course, but I do want you to pick the one that might make the biggest difference in your business today.

So what's something you're struggling with and take a look and see if one of those could specifically help you. Don't just take information for information sake. I want you to be able to take the information, have it applicable to you right now, you use it, you take action, you see results. You come back and go, Jaime that was amazing. That's what I want. So go check out EventualMillionaire.com and click on the millionaire case studies. Thanks.

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