

Jaime: Welcome to *Eventual Millionaire*. I am Jaime Masters, and today on the show I have Dustin Hillis. Now, he runs Southwestern Consulting with another millionaire interviewee that I've had on the show, Rory, and he's fantastic. He's also got a book that's already out called *Navigate 2.0* all about selling, which we're gonna get into and a new book coming out really soon called *Redefining Possible*. Thanks so much for coming on the show today Dustin.

Dustin: Yeah, thanks for having me.

Jaime: Okay, so, we were talking about sales beforehand, and I think everybody needs help with this because I hated it. And it sucked, and you're not gonna make any money or be a millionaire if you can't sell. So, tell us a little bit about *Navigate 2.0*, especially that tagline because I think that sort of sums up the book.

Dustin: Sure. Yeah, the tagline is *Selling the Way People Like to Buy*. And at Southwestern and Southwestern Consulting, we have had over 150,000 salespeople go through our door-to-door bookselling program, and that's what I did back in the day. And at Southwestern Consulting, we've had over 10,000 sales professionals from all across the world go through our one-on-one coaching program.

And what we have found is with a majority of the people we work with one of the biggest areas of improvement that they have and an area where they can literally double their production is when they start actually selling the way other people like to buy. And instinctually, we treat people the way that we would want to be treated, and that's great if that's what you're doing.

But at some point, that limits your opportunity. So, what *Navigate* is all about is first identifying what your natural selling style is and then how to identify other people buying style then how to modify your natural selling style to sell the way they like to buy. And so, you modify the words that you say in your approach, your presentation, your close.

And you have a fighter, an entertainer, a detective, and a counselor, and you need different scripts for all four different buying styles.

Jaime: Ooh, okay. Let's dive into exactly what that is. Especially, for everybody listening, that sounds a little complicated to just sort of

hear about, right? So, let's walk through it because I want to know what I am also. So, how do you figure out what your selling style is?

Dustin: So, if you're a fighter, you're straight to the point, don't waste my time, what do you got type of person. A fighter's biggest fear is losing control.

Jaime: Ooh.

Dustin: And under stress, fighters run people over. And so, their natural communication style is a little more abrupt.

Jaime: Hum.

Dustin: And they're motivated by winning. And so, those are the fighters. Your entertainers are the extroverted, enthusiastic people. They are a little bit louder when they speak. They talk a little bit faster. Their biggest fear is rejection. They are motivated by being around people.

They are motivated by affirmations. Their biggest fear is rejection, and those are your entertainers. Detectives are the analytical people of the world. They love spreadsheets. They make decisions based on accuracy. Their biggest fear is making a mistake.

Jaime: Hum.

Dustin: And they are motivated to be right. Then you have your counselors as the last style, and they are the family oriented team players. They care more about others than they do themselves. Their biggest fear is change.

Jaime: Hum.

Dustin: And they are motivated to help people. And those are your four styles. So, we actually have an assessment that's called the Navigate Assessment. It's powered by **DISC** with all the Navigate content on it.

Jaime: Oh awesome!

Dustin: And if you go to Dustinhillis.com, we actually have the opportunity for you to get the book *Navigate 2.0*. And there's an assessment, and you do the assessment. And it comes out with a 48

page report that gives you in detail your buying and selling style and your leadership style as well if you're a leader. And it tells you exactly what your strengths are, your weaknesses are, who to pair yourself with if you're recruiting team members to compliment your weaknesses or strengths. So, that's all part of it.

Jaime: Okay, that's awesome especially because I'm looking through this list, and I'm going well, I wanted to be a fighter. But I'm not. Darn. Then I'm like am I an entertainer or am I detective or am I a counselor because I like all different parts of those, right? Like, I fear rejection, but I love change. But I want to help people, right? So, you have a quiz. How long is the quiz like a 10, 15 minute quiz? Because –

Dustin: Yeah.

Jaime: – DISC is –

Dustin: It only takes about 15 minutes to take, yeah.

Jaime: Man, I should have taken it before this. You could have given me all the shtick while we were here. Okay, so, lets –

Dustin: Yeah.

Jaime: – pretend we know what I am, or we could guess as a person. And you said it's based on the DISC. So, is DISC someone specific? So, is it fighter is D? Is that how it sort of goes or no?

Dustin: So, DISC is mainly based on your natural behavior. Like, if you're in a backyard barbecue, how would you behave? *Navigate* is based on selling situations.

Jaime: Oh, so, it's different, okay.

Dustin: And people actually, in a selling situation, will behave different than if they were hanging out with their friends. And also, leadership's the same way. You can have a different *Navigate* leadership profile, a different *Navigate* selling profile, and a different just personality profile if you were just hanging out with your friends. All three of them could be different.

Jaime: Oh, interesting. Okay, so, for DISC, I'm a DI. But that doesn't necessarily mean that it all correlates to all the rest of the pieces, so we have to take the quiz. Okay.

Dustin: It depends what you do in a high pressured situation when you're actually out picking up the phone cold calling and selling something.

Jaime: I remember doing that. Okay, question because when I first started, my mentor made me do cold calls. And I turn bright red anyway, let alone I was nervous as all heck. So, I bet that's a piece of it. Does it matter skillset on selling also like if you're confident at selling versus non-confident at selling and how it goes even if it's still a stressful situation?

Dustin: Yeah, absolutely. People want to do business with people that are confident and competent. And so, the amount of training that you put into yourself is very important, and that's what I love about Southwestern is we are the oldest direct sales company in the world. And we have the world's best training for college-age students.

So, when I was 19 years old, I started with Southwestern, and I've been here for 16 years now. Never left. And the training was the best part. So, I made a bunch of money. My first year I made \$36,000.00 while I was in college during the summer. And then my best year I made \$100,000.00 in a summer while I was in school. But more important than the money was actually the training. So –

Jaime: Seriously.

Dustin: – being able to learn how to sell has been a skill that has served me and our team throughout time. And so, yeah, so, I would say just training yourself. And then the second piece is the numbers. You need to actually not just academically know what to do. The No. 1 way to get good at selling is to go out and see as many people as possible.

Selling is a numbers game. So, you can't just read a book like *Navigate* and say oh, I got it all figured out. At Southwestern, we work an intense schedule, and we go door-to-door and make it happen.

Jaime: Ah, which nobody really likes to do, but it's really good to do. My mentor used to make me do that stuff too. Oh, especially because I turn bright red and everybody can see it in person was even worse for me but extremely important especially for any business owner. So, can we go over if these are the profiles for this – let's pick one.

Let's pick entertainer, right? So, let's say you're an entertainer. How do you figure out who your buyer is if they don't take this quiz?

Dustin: Sure. So, the buyers there are about 15 different ways in the book to identify buying behavior styles.

Jaime: Okay.

Dustin: So, their voice quadrant is one way. The way they shake your hand is another way. How they decorate their office is another way. So, all the way to the lines on their face according to Mien Shiang ancient Chinese face reading is another way.

Jaime: Okay, so, it's a little detailed. A little bit, okay.

Dustin: There are actually pictures in the book to show you each one of those, yeah.

Jaime: Okay, can you give us an example? Let's pretend that we're selling somebody right now. Can you give us an example of when you walk in what you do to try and assess, and then how you sell differently?

Dustin: One of the easiest ones is actually the voice quadrant, so fighters talk loud and slow. This shows authority. So, especially if you're on the phone or in person, you'll catch them. If they think you're selling something, they go to their what do you want voice quadrant. Then you've got the entertainers who talk loud and fast. Typically, they answer the phone and say hey, how's it going?

Oh, how's the weather out there in Nashville? Oh, Music City how great. And so, they love building rapport. They talk fast, and they talk loud. Detectives talk low and fast, so they're controlled but at a fast tempo. So, this creates anticipation. So, they don't have time for you to wait around and waste their time, but also, they're not gonna be excited.

And actually, if you talk to them all excited, then they think you're trying to sell them something. And they'll hang up the phone on you. Then you have the counselors, and counselors are low and slow.

Jaime: Really?

Dustin: If you're an entertainer, it's painfully low and slow.

Jaime: I must be an entertainer then. That was annoying. Okay, go ahead.

Dustin: Yeah. So, that's an easy one. So, that's just one sample. There's about 15 different ways to do it, and that's –

Jaime: Oh –

Dustin: – one.

Jaime: – awesome! Okay, and do you suggest people, of course, read the book. But do you suggest people get good at one of them first? Like, I can notice this one first because I feel like if you have 15 different things, it'll be a little confusing to try and figure out what is what. I guess you need them all to correlate is what I mean by that.

Dustin: Yeah, the goal is to be a navigator. And so, a navigator – I love when people tell me they can't really tell which one I am because that means I'm navigating to their style versus just being my style. And so, you really do want to be able to do all four. But the interesting thing is a lot of times people get excited about that topic, and that's not the most important thing.

So, depending on where your listeners are at and depending on how successful they already are, if you're brand new *Navigate* is not where you start. So, actually, what you need to start with is becoming the best at something, and that takes focus and persistence. So, if you were gonna create a list of importance around how to really build momentum, to build success, you just start.

And you find something you're passionate about. So, at Southwestern, I am passionate about what we do where we help people reach their goals in life. And we've been doing it for 160 years, and I just think that's a great model that we have. And so, I thought you know what? This is what I'm gonna do, and you put your head down. You put your blinders on, and you focus.

And I think that that's the No. 1 thing people are missing is focus. There's a lot of Jacks of all trades and masters of none right now, and I think social media and society has conditioned people to have a side hustle, to have something that they're doing that's different. And when people can just go you know what? I'm gonna

be the best at whatever it is I'm doing, and they put on the blinders and they focus, that's how you achieve greatness. Not being pretty good at a lot of things. And not many people are willing to just do that –

Jaime: Yeah.

Dustin: – and have focus over years, not just a month, not just a week, not just one year. But set a 30 year goal and hit it. And so, that's where most people quit. So, the other piece of that is persistence as you kill the quit that's in you, and you just don't quit. And I know that sounds simple, but it's not easy. And when you push through the pain and you're willing to focus and persist, then you break through.

You become the best. You become a top producer. Then you're ready to do the second thing. And within there, at some point *Navigate* kicks in once you have a good schedule, you have the activity going, and you have your attitude in the right place. Then the foundation is there. *Navigate* can help you to connect with more people, to go from an average producer to a top producer. But if you're not an average producer yet, then don't start with *Navigate*. Get to be an average producer, then apply *Navigate*.

Jaime: Which makes total sense because I can only imagine if way back when when I first started if I had to know this stuff, there's no way in heck my brain could process it let alone say I used to have gray scale printed-out scripts like this trying not to look at the paper, right? All I was doing is, don't stumble over the words. Don't stumble, right? So, you can't focus on other things.

But now that I've been in it so long, I think I do a lot of this stuff intuitively without realizing it. So, how do we get to that next level, especially in the sale side? So, once we know what we are, we start trying to get better at accessing the buyers. What's the different way we sell to those buyers, right? Do we just have to match them, or do they have specific tactics that you use?

Dustin: Yeah, so, mirroring is only a very small fraction of how to properly navigate people. Literally, when consulting clients hire us in our consulting business – Verizon is a good example. Verizon Cellular Sales they do a big chunk of Verizon's business, and they have a call center with over 120 callers that are there. And we helped write scripts for them where they have a fighter script, an entertainer script, a counselor script, and a detective script.

Their closing ratio improved by over 300 percent within six months when they started using these different scripts.

Jaime: What? Wow! Okay.

Dustin: So, it makes a huge difference when you actually start – so, it depends on what you're selling. So, you can change your approach. You can have different approaches, different presentations, different closes. And there really is no finish line. I find myself still today even as a leader, you can make an organizational chart.

We have 130 coaches worldwide right now, and you have every different style that you can possibly imagine here at Southwestern Consulting with all of our coaches. Well, I find myself sometimes getting off a phone call going shoot. I was not a navigate leader right there, and I totally treated that fighter like an entertainer. What was I thinking?

And so, it really is no finish line. It's a fun challenge to give yourself is how much of every one of your conversations can you just speak the language, use the examples that they would want, and not use the ones that you prefer, which is what most people are doing.

Jaime: Because it's innate, right? And that's easy, so we might as well do the thing that comes naturally. But do you –

Dustin: That's right.

Jaime: – feel robotic, or does it seem robotic if you're not doing it the way that your natural style is? How do you get over that?

Dustin: You know what's funny is that the fighters in the room all think you're just like them, and they think you're one of them. All the entertainers in the room think that you're one of them, and you're just their best friend. And they love you. All the detectives think you get it, and you're dialed in. And you're detail oriented, and I'm just so glad that I'm talking to somebody who isn't just full of hot air.

And then all the counselors are man, I just think that this person cares about other people, and they're not selfish. And they're just like me. So, it's actually the opposite. It's actually more robotic if you're a fighter, and you just give everybody you're a fighter.

Then you're being like a robot. You're just not adapting. You're not thinking. It's kind of a form of selfishness actually that you're not willing to have the discipline to meet people where they're at. And so, it actually is an empathy thing according to emotional intelligence where you're self-aware enough and socially aware enough to actually manage yourself to be emotionally intelligent, and *Navigate* has a lot to do with that.

Jaime: Okay, so, if there's somebody trying to take this program or read the book or whatever that doesn't have a high EQ, can they still adapt and learn some of this stuff? Because a lot of my stuff for EQ seems to come natural, but I know there are people that it does not, right. So, is it harder to try and understand this or do it?

Dustin: I think EQ can be taught. I think you can increase your EQ with training, and I think you just need to focus on it. You need to study. You need to change your self talk. Most people have horrible self talk, and they just tell themselves what they can't do. And then they're absolutely right.

And so, as soon as they change what they say they can do or can't do and they say you know what, I have high empathy. I care more about other people than I do about myself, and I'm willing actually to go through this exercise of selling and communicating the way that people want to be communicated.

And I'm not just gonna be a jerk and just say whatever I want because an excuse sounds like well, that's just me. I've always been that way, and you're not gonna change me. Well, that's negative self talk, and you're just phoning it in if that's what you're saying.

Jaime: So, you know the old shtick about used car salesmen, and I always was like well, because they're trying to sell you something that you don't want. But if you ask questions and figure out what they want – but it could actually be the style, right? So, it doesn't interpret correctly. So, is that why we think that – you know what I mean? Tell me a little bit more about what you think about that.

Dustin: There's an element of that. I would say even beyond that is there's a hard issue, and really bad sales people talk too fast. They don't ask questions. They don't listen. They make things up to get people to buy. What really good salespeople do, what we do at Southwestern Consulting, what we do at Southwestern, so Southwestern we have 16 companies in our family of companies.

Jaime: Oh, cool.

Dustin: And we have over 10,000 salespeople worldwide, and I'm on the Board of Directors for all of our companies. And it's interesting as you go company by company and look at all the different salespeople, what is the common theme between Southwestern Consulting, Southwestern, our investment business, our real estate business, it doesn't matter which business you look at. What is the common theme?

And it's our principles, and our salespeople all have this in common. They sell ethically, honestly, and without shortcuts. And that's what people want. People want to have somebody help them. And if your focus is on helping people and serving people – we have a saying that all of our over 10,000 salespeople learn their first year which is it's hard to be nervous when your heart is on service.

Jaime: Hum.

Dustin: And we say that over and over and over again, and we do. We care more about the customer than we do our commissions. And people can smell commission breath a mile away. So, when you do have that stigma of somebody that is giving salesmanship a bad name, it's the bad salespeople. It's the people that are thinking about themselves.

And they're not putting their focus on others. And so, as I mentioned earlier, we've had 10,000 people go through our one-on-one coaching program, and we have two curriculums. One's called the Top Producer's Edge. It's got 24 modules that we put people through, and that's everything from time management to how to answer objections, how to work referrals, etc.

There's another curriculum with 25 modules in it called The Manager's Edge, and that's everything you need to know to recruit, train, and motivate salespeople. And there's a whole curriculum we put people through one-on-one over the phone. It's a phone call every other week for 12 months.

So, as we're doing that, we've had 10,000 people go through our one-on-one coaching program. And what we have found is the biggest thing they need help with is that. They need help learning how to personally sell and not focus on themselves. How can they focus on other people? How can they put their heart in the right

place? Well, when they're talking, they're asking questions. They're listening. They're doing a consultative sales process. The best salespeople in the world ask the best questions and listen. And so, internally we do this and externally. This is what we help other people with.

Jaime: So, in my head, I always thought that this was innate, right. So, I worked for Kirby Vacuum Cleaner when I was like 17, and they taught –

Dustin: Okay.

Jaime: – me a way to sell. And I thought sales was horrible because I could not sell a vacuum cleaner that was that much when I was in a trailer going I'm pretty sure you don't need this, right. So, I would turn off sales mode, even though they told me not to. I would turn off sales mode and just be like I'm just gonna vacuum, and I'm gonna help.

And my whole demeanor would change, right? Like, I'm just gonna help you and not sell, mostly because I was scared of selling in general. But still I thought that was something that would be more innate and not something that you teach, right. So, yes, of course, it seems like they would want to make sure it's a good, helping sale, right, unless you're a skeezy used car salesman.

But you're saying there are people that actually do care, right. But the way that they sell is more about themselves because they care about the closing of the deal instead. And you can actually shift that is what you're saying.

Dustin: Yeah, so this actually is what I'm writing a book on currently. It's called *Redefining Possible*. And people can actually experience a quantum leap, and it's like a light switch that goes off in their head where they realize wait a minute. This life is not just all about me. And if you die and you live your whole life where all you do is you're focused on yourself and promoting yourself, worried about how much money you make and that's all you think about, typically you die a lonely person.

And it doesn't matter how much money you make. It doesn't matter what all you accumulate and acquire. All of that goes away. The only thing that lasts is your impact and the difference you make in other people and in their lives. And really, *Redefining Possible* that's what it's all about is how do you redefine what's

possible for yourself? Then how do you redefine what's possible for everybody in your life?

Jaime: Do you think somebody has to be ready for that message too because it's not like a flipping of a switch if somebody doesn't want the switch to flip, right, or no?

Dustin: You know what's interesting? God works in mysterious ways. A lot of times it's not how you would want it to happen, and most the time pain causes change.

Jaime: Hum.

Dustin: So, just live long enough, and eventually life's going to happen to you. And usually it's in that pain, it's in that struggle, it's in that thing that you don't think's bearable where you're willing to change. And at some point, selfishness and your ego is something you have to kill or it kills you.

Jaime: Do you wait until that starts to happen when they get the book, right? Like, how does it all work out?

Dustin: I would recommend anybody listening to this right now make a decision that this is your moment. This is your time. And really it comes down to three core pieces on how to do this. So, this is a very quick summary of the new book *Redefining Possible*. The first thing is you have to focus. You have to be able to do some of the things we were talking about earlier.

You have to concentrate on a goal and achieve it. Part of that is your vision. So, everybody has to have a vision for themselves and not just like oh yeah, I want to be successful but a specific vision of the type of person you want to be, the things you want to do, and what you want to have. And not just this year but 5years, 10 years, 30 years down the road a concrete, locked in vision for your life.

The second area is you have to have belief. You have to believe that things are possible that you haven't done yet. Think of it. From birth, we are wired to believe. We have to learn how to walk. We have to learn how to talk. We have to learn how to read and write. We weren't born knowing how to do that. So, belief is the reason we learn it. We start believing oh, these other people are walking, so I better learn how to do it.

And how funny would it be if the first time you fell down, you just gave up and decided you were gonna lose your belief? Everybody would be crawling around, right? So, when did we stop believing is the question. And so, it's interesting because limits begin when belief ends.

Jaime: Hum.

Dustin: And if you're wanting to redefine possible, you have to have enormous belief. Now, a piece of that is also having faith. Faith is actually having trust in something or someone, and nothing great in this world has ever been done without faith. And I don't care what your religious affiliation is. I just want you to think of anybody who's changed the world in a positive way.

And I bet the commentary you'll find with them is they had humungous, enormous faith that they could change the world for a positive impact. And then tied in with that belief and that faith equals your confidence. So, you have to get out of the false confidence or conditional confidence which are based on results and elevate to unconditional confidence.

And unconditional confidence is knowing that when you put in the effort, you put in the activity, and you focus on your habits that are controllable that you can put your head on the pillow at night and know that you gave it your best. And over time when you live under the auspice of unconditional confidence, the success happens.

Then once you've done that, the last piece of redefining possible is building a team. At some point, your personal accolades will shift to significance by investing in other people. Success has a limit by yourself. There's no way you can personally produce to an unlimited number or to impact, but a team of people can. And so, the first thing is attracting that team.

And you have to learn how to be an attracter. The second thing is you have to learn how to be a leader. And leadership's not assigned. It's assumed. So, you have to learn how to lead by example. At Southwestern, we have a principle called you can't teach what you don't know, and you can't lead where you won't go.

And so many leaders try to tell people to do things they're not willing to personally do themselves, and then people quit. And

they wonder why. The third piece is management, and you have to actually commit to being an amazing business manager. And it's a decision. I don't care if you're naturally good at management or not. You can learn it, and it's critical. And then the last piece and then that's the summary is impact. You have to realize the end goal is not money. The end goal is not to be famous.

The end goal if you really want to know the secret is impact. If you die making an impact on thousands, millions of people, you'll die a happy person knowing your legacy is gonna live on, knowing that the people that you've impacted their lives are better because of the fact that you helped them. And then that is redefining possible.

And there's no finish line to that. You can always challenge yourself to keep going. So, the difference between somebody who's a millionaire and a billionaire is they're able to do these core things, and over time that's how they get there.

Jaime:

And after all of the interviews that I've done, right, focus is one of the words that come up the most, right. Belief. Looking back through all the people that I've interviewed they all have believed it before they actually saw it, which I know is kinda crazy for all these logical people out there. But they totally know go after it.

And the team building is not what I was expecting, but it totally makes logical sense because you're right. We can't do it without having somebody else help us. There's only one of us. It can only go so exponential on one even with the internet people. Even with the internet. So, even if you don't necessarily want to be a manager, if you want to really create that impact like you're talking about, it really makes a huge difference.

Awesome! And that book is gonna be coming out really soon, so everybody can preorder that also, which we'll talk about at the end. So, I know we have to start wrapping up, but I so appreciate this because I didn't realize the nuances between the selling side. So, everybody, of course, you can grab *Navigate 2.0* now. But check out *Redefining Possible*, which is coming out soon also.

So, the last question I always ask is what's one action, right – so, you told us a whole bunch of stuff. But what's one action listeners can take this week – besides getting the book – this week to help them to their goal of a million?

Dustin:

That action would be commit to being a student of the game. And

many years ago we started out as a seminar business, and I was in San Francisco. And I was out running a workshop for a RE/MAX broker, and at the end of the workshop, I was signing up people to buy tickets to attend our conference. And an older gentleman stood up, and he said, “Guys, I’ve been going to training conferences my whole life, and this one is the real deal. And I suggest all of you go.”

I thought oh, that’s pretty nice this guy said that. So, I pulled him off to the side afterwards, and I said, “Hey, what’s your name?” And he introduced himself as Frank Liu. Well, I came to find out Frank Liu was the No. 1 RE/MAX real estate agent in the world.

Jaime: Wow!

Dustin: And he had been No. 1 for many years. And I thought wow! RE/MAX at the time was the biggest real estate company in the world. And I said, “Frank” – and this is the question I ask all top producers – I said, “How do you do it? How in the world are you No. 1 out of all these thousands of different real estate agents?” And he didn’t even think about it.

He looked me right in the eye, and he said, “Dustin, I live by a philosophy that if you’re not learning, you’re dying.” And I thought wow! That’s pretty cool because I believe the same thing. And he said, “I went to a Jim **Rohn** event when I was in my early 20s.” And Jim Rohn said that a formal education will get you a job. But a self-education is how you will be a millionaire. I’m paraphrasing.

Jaime: **You’re awesome.**

Dustin: I forgot what – yeah. And so a self-education has no limits. And so, he started investing as much as he invested in his car at that time in his mind every year. And so, he had told me that he was at 15 years at that time. He was investing over \$1500.00 a year in his mind. And so, that’s what top people do. If you want to know what do the most successful people do, they invest in themselves.

And they get themselves to the point where then they need a team, and then they invest in their business. So, at Southwestern we have thousands of people that are on the team here, and there are hundreds of millionaires walking around. And the reason that there are hundreds of millionaires walking around is because of our stock plan.

So, actually, investing in your business is the best investment you can make period. And anybody would tell you that. Read any book. You invest in yourself first and get yourself to where you need to go. Then you invest in the business and find a way to own a piece of the business, and then don't quit.

Just stay alive, keep working, don't quit, keep producing, and persistence over time – we recently had a distribution manager at Southwestern that was here for over 30 years retire as a millionaire because he invested in the business. And that's what people do. That's what successful people do. And you don't job hop.

You don't move around. You don't quit after a year or two and go onto the next thing. You don't chase the dollar. You pick what you're excited about, and you do it for 30 years. Invest in yourself, invest in your business, and watch what happens.

Jaime: And it's a cyclical cycle, right? Sometimes we invest in ourselves and realize oh, wait. Now, I have to invest in the business. Oh wait, shoot. Now, I have to go back and invest in myself because my business has stopped because of me, right?

Dustin: It never ends.

Jaime: It never ends in a good way, right? So –

Dustin: Yep.

Jaime: – keep staying alive. I like that little caveat. Keep staying alive.

Dustin: Yeah, the ROI will always be there when you invest in your business and you invest in yourself. And if you have the opportunity to work with a company like Southwestern where you can earn your way into the equity, there's nothing better than being able to own a piece of the business and become a millionaire through the equity in your business.

Jaime: That's why people are listening to the show. They're like money through business because we want to enjoy what we do, and we want to have a lot of money. And I think you can totally do both. So, where can we find out because I know there's a different link for the book that we were talking about before? So, where do we get the books, and how do we find out more about you?

Dustin: Yeah, everything is on dustinhillis.com. So my name D-U-S-T-I-N

last name H-I-L-L-I-S.com, and you can subscribe to my blog. And you can also pick up the books. You can check out coaching. So, if you wanted to hear more about that coaching program we were talking about, there's a link on that website where you can request a free call. And one of our coaches will do a sales diagnostic questionnaire with you and walk through a business plan and see if coaching's a fit for you or not. So, all of that is on the website.

Jaime: And you can find out if you buy the book which style you are. And now, I have to go get it so I can figure out what the heck style I am because I have no idea. I feel like I do all of them a little bit, but I don't know. I could be wrong. Thank you so –

Dustin: Yep.

Jaime: – much for coming on this show today Dustin. I really, really appreciate it.

Dustin: Yeah, thanks for having me.

[End of Audio]

Duration: 36 minutes