

Announcer:

Welcome to The Carey Nieuwhof Leadership Podcast, a podcast all about leadership, change and personal growth. The goal? To help you lead like never before in your church or in your business. And now, your host, Carey Nieuwhof.

Carey Nieuwhof:

Well, hey everybody, and welcome to episode 453 of the podcast. It's Carey here. I hope our time together today helps you thrive in life and leadership. And if you're a gift giver, well Christmas is coming up. But for those of you who give corporate gifts, church gifts, that kind of stuff, you're going to really love this. My guest is John Ruhlin, and we talk all about how people do it wrong, and he's got me rethinking how I give gifts.

Carey Nieuwhof:

This episode is brought to you by Remodel Health. You can get 50% off their health benefits analysis, and learn how much you can save your team by using the promo code, CAREY50 at remodelhealth.com/analysis. And by BELAY, get a free copy of their resource, 10 Tactics to Boost Productivity, by texting my name, CAREY, to 55123. Well, I got to tell you, I hope you are enjoying this episode wherever you are. When you share it, it makes a big difference. When you rate and review it, it makes a huge difference.

Carey Nieuwhof:

Hey, just a small note, thank you to the many of you who reached out when I had a little crash on my bike. One of the things I was listening to podcasts when I'm cycling. Well, now I'm a real cyclist, right? Until you crash, you are not really a cyclist. I hit a bit of sand turning a corner, wiped out, got a beautiful case of road rash now, which is so much fun. But it could have been a lot worse, and everybody's safe. And the bike is in the hospital getting repaired right now. And I didn't end up in the hospital. But it's really nice to know how much you guys appreciate and support. I got so many messages from you going, "Are you okay? Are you okay?"

Carey Nieuwhof:

Yeah, just a little bit, my knee, not much skin left on that, and around my elbow and upper arm, just some good scabs there. But I know a lot of you work out when you'll listen to this podcast, so stay safe out there. I'll go a little bit slower around that corner next time, for sure. But hey, if you haven't left a rating or a review on this podcast, or if you're brand new and you haven't subscribed yet, do so. Your doing that allows us to do this every single week. My guest is John Ruhlin, he is the founder of Giftology. He specializes in helping leaders give gifts to top clients, donors, and colleagues that they will remember for years to come.

Carey Nieuwhof:

It is not what you think. He challenges almost every assumption I had about giving. And I like to give gifts, I have since I was a kid. He explains why most leaders get it wrong and how to give gifts that build relationships and open doors, even when you have a small budget. What he says, if you have like 25 bucks to give a gift, it's worth the price of admission. John is the world's leading authority in maximizing customer loyalty through radical generosity. He's the founder of Giftology. He's been featured in Fox News, Forbes, Fast Company, and The New York Times, and Inc.

Carey Nieuwhof:

While becoming a number one performer out of 1.5 million sales reps for a recognizable brand, he developed a system of using generosity to gain access to elite clients and generate thousands of referrals. He and his firm now help automate this process for individuals like UBS, Raymond James, D. R. Horton, Keller Williams, the Chicago Cubs and Caesars Palace. John and the Giftology team can help any individual turn their clients into their own personal sales force to drive exponential growth. I think you're really going to enjoy this one.

Carey Nieuwhof:

Hey, do you remember when retirement benefit changed back in the 1980s, pension plans kind of went out and 401(k) plans stepped in? Well, something very similar is happening right now with health benefits over the last decade. It's called managed individual, and it's replacing old group plans, just like 401(k)s replaced pension plans. It's simple, and it allows your employees to pick their plans and you save money and they get better benefits. Our podcast listeners have already saved \$2.5 million, that's listeners of this podcast alone, \$2.5 million in just the past 18 months making the switch, and their teams have gotten way better coverage as a result.

Carey Nieuwhof:

So if you want to check it out, they've got a deal for you right now. The health benefits analysis lets you get a full preview of what the change would look like for your team. So it's a try before you buy. Normally, it's \$35 per employee, but they're letting me give my listeners a 50% discount this month alone. So what you can do is go to remodelhealth.com/analysis, and at checkout, use the promo code CAREY50. [Remodelhealth.com/analysis](http://remodelhealth.com/analysis) to get that. And let's talk about productivity. We have talked about that a lot, but specifically, how do you maximize it, not in just yourself, but from your team, whether they work from home or in a brick and mortar office or both?

Carey Nieuwhof:

But for leaders, it means changing the lens with which you view and even measure your employees' productivity. It's not just like, "Oh, they were here at 8:00 and left at 4:00." Today's work environment is substantially different than it was just a year ago. And for many, I just saw this in Amazon recently, they're not returning to how things have always been done, there's some permanent shifts going on. Now more than ever, productivity is measured by results, whenever and wherever the work happens.

Carey Nieuwhof:

So productivity can actually soar for a hybrid workforce, the key is for you as a leader to learn how to equip your team. That's why our friends at BELAY want to help you. The incredible organization that is revolutionizing productivity with their virtual assistant bookkeeping and social media strategist services for growing organization understands this. So they're offering their resource, 10 Tactics to Boost Productivity to all of our podcast listeners. You can get your copy for free. All you have to do is text my name, CAREY, to 55123. You'll get your free resource on boosting team productivity.

Carey Nieuwhof:

So, with all that said, let's jump into my conversation with John Ruhlin. John, welcome to the podcast. It's so good to have you.

John Ruhlin:

Thanks for having me, Carey.

Carey Nieuwhof:

Yeah, yeah. We've been trying to set this up for a long time, so it's nice to actually make it happen. We're going to talk about giving gifts, which seems like a strange leadership subject, except it's something every single human does and almost every leader does at one point or another. Let's start here. How do we get it wrong? What is wrong about our gift giving?

John Ruhlin:

Well, I think the understanding of what gifting even means, I think, as a great place to start, is people think, "Well, my love language isn't gifts," or, "I'm a leader, I can delegate that." And what they don't realize is that a gift, if you look at the Old Testament, a gift was representative of the value you placed on the relationship. It wasn't even really about the thing, a king would do have another king 1,000 head of cattle based upon the value of the relationship. So it's really not about gifting, this is a topic of, if relationships matter to you, if you have employees that you need to engage, if you have clients that matter, if you have a congregation.

John Ruhlin:

People all the time, like when we spoke at Google, they're like, "John, does this really even work in technology? Why should we care at Google?" And I said, "Well, are there human beings here?" And they're like, "Well, yeah." And I said, "Well, then it works." Whether you believe in a God or not, that's how God's wired us, is that, when you show up for people in uncommon ways and love on those relationships, whether that's your spouse, whether that's your assistant, whether that's your 200 investors, people think, "Oh, gifting, it's a check to a box at Christmas."

John Ruhlin:

What I think people get wrong is, they don't understand that what they're communicating when they don't do it well, is that relationship, that person doesn't matter to me because I didn't put time, energy and effort into showing up for that relationship. And so they're literally spending money, oftentimes in a tangible form, to show somebody that, "I don't know you, I don't care about you and you don't matter." Now, they never get that feedback. You never get the note from the investor or the employee saying, "I worked for you for the last 10 years, that's 20,000 hours, and you gave me a polo shirt with the company logo on it, or you gave me a gift card for \$50 from Amazon and told me to go buy my own gift."

John Ruhlin:

What people don't understand is that if relationships and leadership matter to you, then this is one of those little things that... I was texting with somebody the other day and they're like, "Man..." I gave them some feedback, this big coaching organization, and they're like, "You're a genius." And I'm like, "I'm not a genius, I just I'm tapping into this little tiny thing that people don't think that matters, and because of that... It's the little hinge that can swing a big door." So if you're struggling with getting referrals in your company, or if you're struggling with retention, or if you're struggling with any sort of relationship building, I would challenge people and say, "Are you showing up for people?"

John Ruhlin:

And it's not just gifting, like words of affirmation is a gift, quality time is a gift, but a lot of these things we don't do well. Gary Chapman's a friend and a mentor of mine, and people are like, "Oh, that's a Christian marriage book." I'm like, "No, it's not." We take those same principles and apply them to business and for-profit and even non-for-profit relationships because how we love on people, how we show up for people matters.

Carey Nieuwhof:

What are, or what is some of the best gifts or the best gift that you feel like you've ever received personally?

John Ruhlin:

I would say what's interesting with that question is guys are always asked for the what, because we're visual. We want to know what's cool, what's sexy, what's new. Like when we go to Chick-fil-A, we point to the menu and we grunt, "I want that," because that's how we're wired. A bit of a stereotype, but women in general understand that the what isn't what is the most important, it's all the details, it's like the packaging, the timing, the handwritten note, the bow. All of the little things is what makes something feel special and land. And so when people say, "What's the cool gift?" I'm like, "That's the seventh step in the process."

John Ruhlin:

Understanding who you're giving it to matters more. What makes them tick? Are they married? Do they have kids? We call that the inner circle. Most people in business want to focus on, "Oh, this guy likes golf." And I'm like, "I don't care what he likes, is he married?" And like, "What does that have to do with him?" And I'm like, "You're going to give him a golf bag for \$500. I'd rather do something that he takes home to his family and his wife." And they're like, "Why would you do that?" And I'm like, "Because she's never included in the trips to Pebble Beach, she's not included in the trip to Mexico and the boondoggle to Pebble Beach and all this other stuff."

John Ruhlin:

I'm like, "I want to show up for the people around on the people." One of my favorite gifts, I used to make fun of as the worst gift, and that was a mug, corporate coffee mug. People were like, "Oh, I want to give a water bottle or a mug." I'm like, "We can only drink out of one mug at a time and most of them are like 10 bucks from China with a logo on them." I'm like, "That's the worst money you could spend." "Here's you did 50 grand with us or you donated money to us, here's a mug that you're never going to use, you're going to end up at Goodwill." And then this artist made, what's called an artifact mug for me and for my wife. They're two grand each. Now, what's interesting-

Carey Nieuwhof:

They're \$2,000 each?

John Ruhlin:

A piece. And people are like, "John, from mug, that's stupid." And I'm like, I have mentors that I've given these to that are like, "John, my \$25,000 Rolex or 50,000," whatever. People wear really nice watches in business and whatever else. And I'm, and my mentors reached out to me and said, "John, I cried when I got your mug, and I would trade this for my \$50,000 watch." And the reason they're two grand is carved

into this piece is somebody's core values, tragedies overcome, faith, family. It's like a lifetime achievement award in this functional piece of art.

John Ruhlin:

And then the artist sends it in a box with a video screen, and the artist talks about why this piece was created. I just gave one out last week at a YPO event. The guy was the former COO of the Ritz Carlton. He owns all these resorts in Turks and Caicos. What could you give him that he can't go buy for himself? Nothing.

Carey Nieuwhof:

Yeah, exactly. He could buy 10 Rolexes.

John Ruhlin:

He can buy 10 Rolexes. He can buy his own Tesla or 10 Teslas or 1,000 knife sets or whatever. So you're not going to outspend the person in corporate America or even donors at charities or churches. And so most people just mail it in. They don't do anything or they do lame stuff with logos on it. I surprised him from the stage, we were keynoting this YPO event. And the end, I talk about, "This is what it looks and feels like firsthand." And then I put the artist up on the screen and I pull out this mug. Of course, half the audience is crying. He's getting teared up over a stupid mug.

John Ruhlin:

Well, the mug is just the delivery vehicle for the emotion. And when he saw his family and his dad and all of these different stories come to live on this piece. Now, every time he uses this, guess who he's going to think about? He's going to think about me, he's going to think about the person who asked me to make it for him, he's going to think about his family, he's going to think about his dad, he's going to be reminded of his why, what matters. And so now, all of a sudden, two grand looks really cheap compared to, "Hey, I spent 10 grand to take somebody to the Super Bowl, or I spent five grand to take somebody to Pebble Beach on this crazy trip."

John Ruhlin:

So what we really try to get people to understand is if you're investing in experiences at this level 10, nobody takes their best clients or donors to McDonald's, they take them to Morton's or they take them to Pebble Beach or The Masters. But most people don't understand that the physical realm should be the same level. You giving somebody some Amazon gift card or some Bose headphones with a logo on it, why would you do this at a level 10 and this at a level two? Why would you do this at a Ritz Carlton and then the gifting at a Motel 6 level? It's not congruent as a leader.

John Ruhlin:

So most people are used to doing this over here, that becomes noise because everybody, your Luis Palau and everybody, John Maxwell, where do they have their events at? They have them at like Sun River up in Oregon, or they go to Africa. Everything's done this level, and then the physical thing is like, "Hey, you gave a million dollars, here's a notebook." Seriously? Are you kidding? It doesn't make any sense, but nobody's ever challenged people and says, "You sent me a \$20 bottle of wine and I thought less of you as a human because you don't even realize I don't even drink wine."

John Ruhlin:

People are spending money to offend their relationships, but nobody ever calls them out on it because it feels rude. But they think it, they feel it. And so that's the rub, that's the challenge.

Carey Nieuwhof:

I want to show you something. I haven't done this on a podcast. I'll be back in like 10 seconds. Hang on. I'm very fortunate for those of you who are watching via YouTube, to have a very thoughtful couple in my life, Justin and Sarah. I've known them since they were teenagers, ended up hiring them both when I led a church. Sarah works with me now, Justin's still at the church. They eventually got married. Just great people. And when I stepped out of leadership at Connexus Church... It's so funny because I hadn't thought about it preparing for this, but as you're going through that riff, my mind goes to this.

Carey Nieuwhof:

So this is a piece of wood. It looks like oak. It's beautiful. It's got seven words on it. And what Sarah and Justin did when I wrapped up 20 years of ministry, is they talked to all the elders who served on the board with me. And they all had to write one word that described me. And then they had them, you can barely see it, you won't be able to see it, but they're imprinted engraved into here. So you see intentional, faithful, loved, inspiring. And then there's a little note that goes with everything with who wrote what?

Carey Nieuwhof:

It's beautiful. I don't know. This might have cost 20 bucks, 50 bucks, it doesn't matter. If it was \$3, I don't care, and it was more than that, but this I'm going to carry around with me for the rest of my life.

John Ruhlin:

Yep. Because of the story and what it represents.

Carey Nieuwhof:

Do you see the difference? It represents. That is decades with some of the finest people I've ever had the opportunity to work with, and it's just so precious to me. They also, a few years ago, got me, and anybody who watches my studio stuff anytime will notice the world map, that came from Justin and Sarah. And it came with a bunch of pins, and it's every I have traveled to or spoken in the world. Which has been fairly dormant for the last year and a half. But I'm sure I'll add some more pins to that in the future. So you're saying that kind of gift is way better than a watch.

Carey Nieuwhof:

Listen, I've been guilty of most of the mistakes that you are talking about on this podcast and we'll talk about on this podcast, but even an Apple product, you probably have an iPad, you will get a new one anyway, it doesn't really stick with you.

John Ruhlin:

Nope. We don't even call them gifts anymore, because gift gets lumped in with like fruit basket or tchotchke or promotional item. That's what people think of when they think of gifts. We use the word artifact or love bomb. I want people to understand that this isn't like a woo-woo warm, fuzzy check the box, this is like a real relationship strategy. And the first thing on that wood piece, intentionality, being

intentional, most people are intentional with so many other parts of their business or personal life, but for whatever reason, gifting and gratitude and generosity feel like this afterthought, and they don't realize that like it's a really...

John Ruhlin:

From a faith perspective, Jesus was the ultimate gift giver. And we talk about that in sermons and we'll give, but we don't understand that. Like in Proverbs 18:16, "A gift ushers you before kings." This is like a legitimate, I didn't invent it, I happened to put a bow on it and repolish it for 2021. But these are the things that we're talking about because people matter and how we show up for people matter. And yeah, it's not the dollars. People think that they can write a big check and make it all go away, and that's not how relationships work. It's not just cutting the check, it's being really thoughtful and creative with what you're doing with relationships.

Carey Nieuwhof:

Let's talk about swag because given what I do with this podcast and the other stuff I do, I get a lot of swag, I get t-shirts, I get mugs. And you're 99% of the time, they have the logo of the sending organization on them. What is the problem with that?

John Ruhlin:

Well, a gift by its fair nature is recipient-focused. You'd never go to your best friend's wedding and on the Tiffany's vase, "Compliments of Re/Max" or "Compliments of Morgan Stanley" or Ernst & Young, that feels tacky. We'd never do that in our personal lives, but in business, we do it because, well, what we're really trying to do is manipulate the situation. We're trying to turn that other person into a billboard for us. We're trying to get them to advertise for us, which is not a gift, that's a manipulation.

John Ruhlin:

And the other person, especially when you're dealing with affluent people, nobody in America, really in the Western society, needs more crap. They don't need more stuff. Our houses are bursting with stuff. So when you send your book launch and you send something to somebody with your logo on it, or your church launch or whatever, especially when the people that you really want to influence, they're thinking, "Are you serious? I'm supposed to wear this polo shirt?" Maybe you ill once a year out of obligation, I call it gift guilt. But if you really want somebody to value something, it needs to be best in class, it needs to not be some junk from China, the cheapest possible, it needs to be quality.

John Ruhlin:

It needs to be something that they don't already have, or if it is something they already have, like if you spend \$500 on this beautiful Fossil watch and you give it to somebody that has a Rolex on their wrist, what's going to happen? There's no way they're going to replace the Rolex or the Breitling or the Apple Watch with the other. So it needs to be better than what the person currently has. So I think people haven't put a strategy in place with their swag and they think, "I'm launching something, I have a church, I have a company, I got to do this." No, you don't.

John Ruhlin:

It's better to be really thoughtful and say, "Hey, I might have 10,000 relationships, but these are the 1,000 that I would really want to influence," and go all in on a smaller number, go all in on, personalizing

it. Even if you're sending the same knife set. We did a ton of Cutco knives. We'll send out 1,000 or 10,000 knife sets, but guess what? There's no logo on them. They're always personalized to the family, to the spouse, maybe a Bible verse, something that makes it personal to the human. And if you do it really well, subconsciously, like I tell people all the time, if I give you a Rolex, I don't have to put Giftology on it for you to remember where it came from.

John Ruhlin:

If you do a best-in-class functional, practical gift, even as swag, but you personalize it to the person, now, all of a sudden, they're like, "Wow, I want to use this because this was made just for me. This was made for me, the individual." This wasn't pulled out some closet somewhere, "Oh crap, Carey's coming town, I guess I got to give him something." That's how most people do their swag and their trinkets, "Hey, we have a big event, let's order 10,000 notebooks." That's a waste of resources because nobody feels special when they're looking around and everybody's got the same swag bag of a bunch of junk with logos on it. That doesn't make people feel special.

John Ruhlin:

Whereas if you send something that's really nice, one thing with somebody's name on it, now all of a sudden it's like, "Wow, this was made just for me. This was made just for my wife or my husband." That's how you can like spend less money, but you can actually affect and impact relationships.

Carey Nieuwhof:

I want to come back to of spending less money, because you make a good point, you make it in your book, Giftology, as well, which is a great primer on gift giving. That if your budget's 50 bucks, you can actually do something really meaningful, or if it's 20 bucks, you can do something meaningful. So I want to put a pin in that and come back to it. But let's talk about Cutco knives for a minute. This has come up like too many times on this podcast. I don't know whether I have interviewed everybody who's ever sold Cutco knives or had a relationship with them. I think it was Mike Arrieta. You know Mike, I'm sure.

Carey Nieuwhof:

Mike was big into Cutco knives as a kid and it gave him a real hand up into the business world. But we were talking about this before we hit record, Scott Harrison, when he launched his book, Thirst thanked me for helping get the word out, and I'm pretty sure it was you who helped him with that. But I got a nice set of two Cutco knives, a really nice kitchen knife, butcher knife, and then a small bread knife. And they're inscribed to me and Toni and the family with a date, and we use them every single day. It's amazing. That did not go down the street.

Carey Nieuwhof:

Talk about why a kitchen knife, I want to say a simple kitchen knife, but it's not like a \$10,000 knife, it's not some Japanese rarity, it's a knife that is inscribed to me. Why is that such a powerful gift?

John Ruhlin:

Well, I think that what's beautiful in 2021 is that whether you make 50 grand a year or \$5 million a year, there's certain things that are common amongst human beings. And the reason a lot of times things that are centered around conferences and for breaking bread and food and dinner and taking people out to nice dinners is that it's as about as universal as it gets. There was the last supper, whether it's 2021,

breaking bread with humans, your inner circle, people that you love. If you're recruiting somebody to your company, if you're building a relationship with donors, it always centers around food and drink because that's unique amongst human beings, right?

Carey Nieuwhof:

Always.

John Ruhlin:

Always.

Carey Nieuwhof:

That's amazing.

John Ruhlin:

And so when I'm looking for thoughtfulness at scale, I need to be able to tap into what's common amongst human beings. And so when I interned with Cutco, the knife company, I didn't know what Cutco was, but they're not like the \$10,000 per knife company, but they're handmade. They're like the Rolex, they're high end, they're quality, but I need something that I can send out to whether it's 50 people or 5,000 people that every single human is going to be able to use functionally. We don't need more stuff, I talked about that. So I interned with Cutco, and I pitched my girlfriend's dad, because he was always giving things away, and I thought maybe he would give away pocket knives, these \$100 pocket knives that Cutco made.

John Ruhlin:

And he was like, "I want to order a couple hundred of the paring knives." And he was a law firm owner. And I'm like, "Paul, you want to give a bunch of dudes kitchen tools, why?" And he said, "In 35 years, the reason I have more referrals, deal flow, access, loyalty, all these things is I found out if you pour into the family, everything else takes care of itself." So I've realized that when I could send whether it was one knife for a couple hundred dollars, or a full Cutco set with cookware and silverware, it's like 12 grand. I realized when I sent one piece or a \$12,000 full set, people would use it.

John Ruhlin:

And in business, we're all trying to be liked, trusted, and top of mind. If we want referrals, we want people to be thinking about us, right? It doesn't matter the industry. And the idea of somebody using something every single day with their family and their inner circle, it's one of the most valuable... Owning the countertop space, that one square foot of space is some of the most valuable real estate on the planet. And so I started to pitch the knives, I was like, "I own this gifting agency." I didn't talk about the knives, but when I would do what I would do, the owners would be like, "Oh my gosh, instead of ordering jackets or watches or plaques or whatever you mean I could send out whether it's one knife or full set to my employees or clients?"

John Ruhlin:

And I'm like, "Yep, and we'll personalize them, we'll hand write the notes, all that." And they're like, "You could do all of that?" Cutco's worked with like two million sales reps over 70 years, we became their number one out of two million by the time I was a senior in college because I was showing people

how it wasn't a knife company. Yeah, we use knives, but it was understanding the psychology of relationship building. And so we started to get referred to pro sports teams and charities like charity:water. I was going to go to med school, that's why intern with Cutco out of desperation, but I realized that nobody was talking about this relationship building and I was really just modeling my girlfriend's dad who was this amazing figure-

Carey Nieuwhof:

How did you figure that out? How'd you figure that out, John? At a college age, to figure out the psychology of gifting is not typical.

John Ruhlin:

No. Well, desperation. I grew up milking goats on a farm. I was one of six kids, 47 acres in Ohio, so I didn't have money and I didn't have access. I was going to Malone University, a small Christian liberal arts college. Ironically enough, my business partner now is the chairman of the board of trustees there. At the time, I wasn't even sure if I was going to be able to pay for the school because I didn't take out any loans, but I was desperate. And I think that the one thing that God's blessed me with is the ability to see the angle. And I saw Paul who was 60, I'm 20, but I saw how relationships just flocked to him. He was a magnet for deal flow and opportunities, and it was because of how generous he was.

John Ruhlin:

He bought all those knives from Cutco. Well, here's what he did. He gave them to me and said, "Go meet this business owner who owns a 200-person lumber yard and tell them whether they buy or not, Paul wanted you to have a piece." So he transferred his social capital to me delivering these gifts, which he didn't have to buy, he didn't have to do. So I think that when you're desperate and you're looking to get out of poverty and you're looking to pay for school, I was connecting the dots. And I'm like, "Wow, that felt really good." Or, "Wow, that door got opened." Or, "Wow, I helped that company generate 100 times more referrals."

John Ruhlin:

And so I think it was over the course of years of watching how people flocked to me or flock to Paul or flocked to a Scott Harrison or whatever, I was like, "This is an area of opportunity that nobody's talking about," but it was really borne out of necessity of like, I didn't want to sell one set of knives, I wanted to sell 10,000 sets of knives and a normal human could buy one set, but a business owner or a nonprofit, they had hundreds or thousands of relationships. It's been 21 years of that. The book didn't come out until five years ago.

John Ruhlin:

It took me 16 years to get it in book form because I had to fall on the ground, and, "Oh, that didn't work that way. Doing it this way, didn't work." So it's been a process, it's been a 20-year process.

Carey Nieuwhof:

What would you say to people who are, because you have a lot of not-for-profit church leaders listening right now. And I read a stat recently, I think close to half of all church budgets are still under a quarter million dollars, so pretty crazy. Not a whole lot of money to go around. What would you say to people

like that who want to be grateful for some of the top volunteers, top donors or people that they're meeting? What is a good way for them to say thank you?

John Ruhlin:

Well, I think that something I do for my team, we're not a big company, but I think that if you work for a company or a church and they cover your health insurance or 401(k), nobody's bragging about the things that cost a church or an organization a lot of money, it might cost you 10 grand a person for health insurance or 401(k) or whatever, I'll say, that's 10 grand per person or five grand per person or 20 grand per person. What I realized is that I need to figure out ways that are creative that show I understand see that person as a human.

John Ruhlin:

And so something we started eight years ago is we started to pay for house cleaning for every employee that we had. And it costs us a couple grant a person and it gives us like 50 grand in value because the person would never go do that for themselves. They'd never go hire a cleaner or house cleaner. It feels frivolous, it feels ridiculous, but it gives them time back with their kids, their hobbies, their spouse. It's one of the best things that we do. So I sometimes think people see Giftology and our client list and they think, "Oh, that's only for rich people," or, "That's only for rich organizations." And the exact opposite's true.

John Ruhlin:

I'm David going up against Goliath, I'm competing against Fortune 50 companies and I can't outspend them, but I can be more thoughtful and more creative. So what I would say is with the church, A, any nonprofit that comes to us, it doesn't matter the size, I say, "Hey, go to your most entrepreneurial donor and get them to fund a special project to appreciate key donors. That way the donor who's receiving the amazing gift, doesn't feel awkward and uncomfortable around it, it's like, "Hey, this was underwritten to be able to show appreciation to our top people. It's the same way-

Carey Nieuwhof:

Yeah. We've done that in the past.

John Ruhlin:

Yeah. You see, Luis Pulau doesn't pay for the weekend at Sundance or whatever, a generous donor covers the full half million dollars. Why? Because they know that they'll raise five million bucks there. So they just got a 10X return on their investment. Well, a church or nonprofit or anybody that goes to entrepreneurial donors, I love when I can invest 50 grand, see an immediate 10X return. It's just as an entrepreneur, I love to put a dollar in and get 10X back out. And so I think that being creative about whether it's at a church, if you go to one of your wealthier guys or gals that own a company or support the church or the organization and say, "Hey, we want to take care of all of our volunteers, would you consider underwriting something special?"

John Ruhlin:

And then figure out like, what's important to those volunteers or those donors? Maybe it's house cleaning, maybe it's something with their kids, maybe they have pets, the amount of times where I've spent \$100 on somebody's pet and it was like I gave them like \$100,000 gift, 100 bucks. Why? Because

most people take care of their pets better than they take care of themselves. There's nothing they wouldn't do for their pet, and you give them like a custom leather collar or a pillow... Like somebody sent me a YETI dog bowl. It can't be more than 50 bucks, but it has my dog's name on it. My kids thought it was the coolest thing ever.

Carey Nieuwhof:

And you're not giving that away.

John Ruhlin:

And I'm not giving it away. It's now on it. And my wife was like, "What a thoughtful gift. We get a lot of stuff coming in our direction." So it's being thoughtful and creative and putting yourself in the other person's shoes and saying, "What would they never do for themselves?" Maybe it's your volunteers that it's like, for all of our employees, I can't expect Ritz-Carlton or Four Seasons service if they've never stayed there. So part of working for us is them and their spouse get to go to the Four Seasons or the Ritz on us.

John Ruhlin:

Why? A, it's a cool perk that they'd never do for themselves. It's a few \$100, it's nothing. But now they experience, what it's like. So maybe it's saying, "Hey, these people that are working with us and they're giving their time and energy and talent, if we had to hire those people, it'd cost us a lot of money, let's just spoil them one night out of the year at the hotel that's a five-star hotel or take them to a restaurant they'd never go, buy for themselves." I think it's being more thoughtful and creative than they would even do for themselves. And when you can do that...

John Ruhlin:

Now, everybody has rough day and challenges, like when you're volunteering, like, "Do anybody cares? Did anybody notice? You need to create those anchor points of like, "Yeah, they do see me. This sucks sometimes, but they do see me, they do care about me." And I think that if you can be strategic with that, then all of a sudden, there's a ripple effect of people not getting burned out and whatever else because they feel seen, they feel heard, they feel understood. And that's really at the end of the day, any of us want. I don't care who you are, what level you're at, we want to be treated like a human being and not a number.

Carey Nieuwhof:

Yeah. I think that's so great, and I would encourage leaders because I've done this before when I was in charge of the church, when I was the lead pastor, you sometimes if you want to do something special, you can get a key donor to underwrite it so that people who get that special treatment, that night out, the big event or whatever, don't feel guilty about participating because you are dealing with donated dollars. That you can do. Same thing I would say, just to push this a little bit further. Let's say there's somebody listening who says, "Great, I've enjoyed this high-level conversation, but I have 25 bucks. That is my budget and my board won't budge," what would you say to the person who says, "I got to give 10 gifts and I have \$25 a pop." How do you maximize it at that level?

John Ruhlin:

When somebody hires our agency to do all their gifting for them, one of the prerequisites of the recipe is a handwritten note has to go out, whether it's one gift or 10,000 gifts. And people will push back and say, "Uh, we don't want to pay for that. Oh, we're not going to do that." And I'm like, "Well, then we won't work with you." And they're like, "Come on, we want to order this many gifts." I'm like, "Nope." And they're like, "Why?" And I'm like, "The handwritten note is important if not more important than what you're giving." Because the handwritten note is what provides the meaning, and the thoughtfulness, the context of the appreciation.

John Ruhlin:

And if something just shows up out of the blue from Amazon, it feels automated, doesn't feel special. A lot of these people can buy their own thing. So if you only have \$25, I would say, "Save the money and take an hour and write the nicest, most thoughtful handwritten note that you can write to that person. And if you want them to cry, and if you want to cry, go read it to them in person. There's been all kinds of studies done on gratitude, and as human beings, the way God's wired us is if somebody really pours out their heart to us in person and reads off this note, that note will become more valuable than just about anything else that they own, especially if it's coming from somebody that they look up to and respect.

John Ruhlin:

And so I know I keep handwritten notes from all kinds of different people, it's one of the few things I do keep. I'm actually not a stuff person. My wife laughs, she's like, to give me a gift is really difficult because I'm not a things person, I'm a words of affirmation, and a physical touch. My love language isn't even gifts. So when people push back and like, "John, you're just naturally good at this." I'm like, "I'm actually naturally not good at this." I'm just because out of desperation and God's grace, I've been really good at it because I focused on it for 20 years, I call it the gratitude muscle. Anybody can be really good at this if they want...

John Ruhlin:

I tell people all the time, if you put half as much time into this as you did your fantasy football league, you'd become a great world class gift giver. But most people don't, especially dudes, guys are the worst at this because they think they can just check the box, outsource it, delegate it, and they don't understand that this is... Even when somebody hires us, I'm like, "This is a partnership. I need you to be fully on board with this or else this isn't going to work." Because I've seen people where they've given... I had a buddy comp this \$25,000 speech for an organization.

John Ruhlin:

The organizer wrote a handwritten note, good thing, put a \$25 Amazon gift card in to say, "Thank you for the speech." And my friend was like, "Leave it." Now, he never told the organizer, he's like, "I will never go speak for them again." It was insulting.

Carey Nieuwhof:

Because he said no to a \$25,000 fee.

John Ruhlin:

He said no to a \$25,000 fee and he's like, "Here's your \$25 Amazon gift card." It was basically pouring salt in the wound. It was insulting, it's like, "What are you doing?" And people do that, "I'm going to buy you a cup of coffee. Here's your \$5 Starbucks gift card." Really? I can buy my own cup of coffee, but a handwritten note that's really thoughtful, is delivered in person. So I would say, put the money somewhere else, take the time, that's not scalable, write the note. And if you want to take it up a notch, read it to the 10 people in person. And just prepare yourself, bring box of tissues, because if you put the right time into writing the note, there's likely going to be some tears.

Carey Nieuwhof:

Wow. If I could just amplify that for a moment, you took me back to 25 years ago when I started out in ministry and when our church started to grow. I used to get questions from churches in the neighborhood in the county and they would say, "Hey, can you come talk to our elders?" So at that time, money was super tight in our family, we had two young kids. I was just starting out, just graduated, making next to nothing at the churches. And I did have to think about gas money and that kind of stuff, but I never got paid for any of that stuff, but I would go speak to elders, they'd give me, if I was lucky on a good day, \$20 gas card to cover the gas and that would be about it.

Carey Nieuwhof:

And you know what would've been much more valuable? Because you can always the gas money wasn't either here nor there, I don't think I ever heard from one of them a thank you for the time investment, or a handwritten note to follow up, even more meaningful to let me know, "Hey, we're really wrestling down this idea," that you're hearing. And you're right, and they didn't have a lot of money either. So I wasn't expecting, "Oh, here's the night at the Ritz-Carlton. I didn't. Still haven't stayed at the Ritz-Carlton, and I will change that one day because I know Horst Schulze, but I still haven't stayed there.

Carey Nieuwhof:

But you're right, that would've been so much more meaningful than the card or the gas card, to have just a handwritten note to follow up, something that shows a human spirit. But I know as a leader, that means I got to take some time, means I have to pour my heart into it, means I have to be focused. It can't be token, and it's going to cost me in time and cost me an energy, but that is where all the good stuff happens. Let's talk, gosh, this has been good.

John Ruhlin:

By the way, the word token is a swear word in my house.

Carey Nieuwhof:

There you go. You can't say token gift. Yeah.

John Ruhlin:

"Oh, here's my token of my appreciation," which basically means I'm going to give you a lame, sucky, unthoughtful gift. You never call a relationship a token relationship, why would you call it a token of your appreciation? It basically means I'm giving you a sucky, cheap unthoughtful gift. The words that people use matter. And so when they're writing their notes, it's like they don't put time and energy into the note and then they don't put time and energy into what they're giving, and then they make an excuse for giving a sucky...

John Ruhlin:

I hate the word token. It's like when people give us verbiage for a handwritten note, I'm like, "Big old red X on that." I'm like, "We got to use a different word, artifact of appreciation," something that says this matters. The word token, gone.

Carey Nieuwhof:

Okay. That's good advice. Tell the Brooks Brothers story. That is such a powerful story. If I can just give you a prompt.

John Ruhlin:

Yeah, of course.

Carey Nieuwhof:

Let me context this. When I was on Craig Groeschel's podcast, we've talked about it here from time to time, a lot of leaders are trying to open doors, like, "Gosh, how do I get some time with John Ruhlin? How do I get time with the CEO? How can I have some time with this pastor I really admire or this author?" And of course they get pitched every day, all day long. So do you mind telling Brooks Brothers story?

John Ruhlin:

No, I love. I keep trying to one up myself in the last 14 years since I did it because it's paid such crazy dividends. Long and short of it, I went to an event, heard somebody speak, and he was one of the top business coaches in the world, his name is Cameron Herold. And he's coaching like the Sheik of Quatar. And he grew 1-800-GOT-JUNK from two million to 127 million. It was an EO event like YPO. And I realized he was coming to our local chapter, I was living in Ohio at the time, like four months from that date to speak. And the night before-

Carey Nieuwhof:

And how are you at this time?

John Ruhlin:

I'm 27. So it's 14 years ago. So I invite him to the Cav's game into Morton's the night before thinking, "We're going to have this great night and we're going to high five, he's going to be my brother." That's what I was thinking. And his response was the most underwhelming response, "I don't have anything else going on, I guess I'll go." And so in my head, I'm thinking, "Duh John, everybody does dinner's ball games, rounds of golf, cigars, wine." In business, everybody follows the same playbook of, "We're going to some experiential thing." And I'm like, "Cameron's going to go on 100 of these dinners that's why he doesn't care."

Carey Nieuwhof:

And he's been to a few opening games with the Cavaliers and so on and so forth. He's been at every front row, to get opening day tickets, it's like the Super Bowl to you, to him it's like another Tuesday night, right?

John Ruhlin:

Yeah. Nobody cares. And frankly, when you're dealing with people that are affluent, leaders, they fly private or they fly first class, they get access to front row, everything all the time. So that's not the way to be like, "Oh my gosh, wow." So I'm like, "Cameron, what else are you going to do when you're in town?" He said, "I'm going to go shopping." I'm thinking, "This is maybe my angle." And I said, "Where at?" And he's like, "Well, I'm from Canada. There's not a ton of Brooks Brothers in Canada, I'm going to go there. And the dollar is really weak, I'm going to go shopping."

John Ruhlin:

I said, "Great. I'm a Jose bank guy, what's your shirt size, I want to send you a shirt?" And he looks at me bewildered like, "This guy have a man crush on me? Who ask another man within two minutes of meeting their shirt size?" But he actually told me. And so long story short, I leave there, called my business partner, run this idea past him, my business partner's like, "That's the dumbest idea ever, no way." So I'm like, "Yeah, it's too expensive." So a couple months ago by, the day Cameron's going to fly in, he starts texting me, "My flight's delayed, do you just want to cancel?"

John Ruhlin:

I'm like, "He's trying to get out the dinner to the ball game." I said, "Whenever you get in, we'll just go for drinks." He's like, "Okay, fine." So I called my partner back, I'm like, "Rod, we have to do this thing. It could change our business for forever." And he is like, "Do you believe in it enough that if it doesn't, it all comes out of your personal draw?" And I'm like, "Wow, that's a lot of money." I said, "Yeah, I do believe it enough." He's like, "Okay. I think it's stupid to go for it." So before he can change his mind, I jump in the suburban, drive an hour up to Brooks Brothers in Cleveland.

John Ruhlin:

I put down the Amex and I said, "I want one of everything in your new fall collection, all your jacket, suits, belts, pants, everything." They think I'm joking, I'm like with a dead pan face, I'm like, "I wish I was, I want it all." So they go to bring it up, it's \$7,000 in clothes, and I'm sweat bullets, I'm freaking out. Load up the suburban, go to the Ritz, ask for the GM. I'm like, "One of the top business coaches in the world's coming to town. Do you want to do something amazing?" Of course it's the Ritz, they say, "Sure." So we merchandise this hotel room to feel like a Brooks Brother's store, jacket, suits, belts, pants.

John Ruhlin:

And I'm not a big drinker, but I'm so nervous, I'm down in the lobby bar drinking like a triple on the rocks. I'm just freaking out, because my partner, he had just bought half the company by the way. He's like the CFO, he's chiming in my ear, "I think you're a stalker. This is the worst idea ever. I can't believe we did this." So Cameron gets in, he doesn't want to go to dinner, he wants to go to bed. I said, "Cameron, take your time, take a shower, come down whenever you're ready." And he comes back down, his eyes are like the size of silver dollars. He's like, "John, whatever you want to talk about for as long as you want to talk about it, I've never had anybody that's made me feel the way you made me feel," he said.

John Ruhlin:

So we went to dinner, we skipped the game entirely. And after that point, for the next 10 years, I continued to send him gifts. I did the full \$12,000 knife set. I invested 25 grand in that relationship. And people are like, "Why didn't you stop? You had him at Brooks Brothers." And I'm like, "Two reasons. One is, when you show up for people because you wanted to not because you had to, it shows your true

colors. It shows that you're really in their corner. And if I wanted to hire Cameron as a sales rep, if I paid him two million for one year, he would say, 'No, I don't need your money.'"

John Ruhlin:

But what's interesting is, when I was begging to speak for free seven years ago, my first 10, 15, 20, 30, 4,000 speaking gigs, when he got double booked, guess who was the first person he referred? Was me.

Carey Nieuwhof:

Ah, there you go.

John Ruhlin:

Every client, hundreds of CEOs, guess who they referred immediately? Guess who he referred-

Carey Nieuwhof:

If you have some gifts, you got to talk to John.

John Ruhlin:

Yeah. You want to build a relationship with your employees, you need more referrals, you're growing too fast, talk to Ruhlin. People measure ROI, and I'm like, in business, the most powerful thing that eats ROI for breakfast is ROR. And they're like, "What's ROR." I'm like, "Return on relationship." The ROR of that relationship is multi-seven figures. I'll invest 25 grand to make, I'm not a mathematician, but that's a 50X ROI.

Carey Nieuwhof:

Anyone would buy that stock.

John Ruhlin:

All day long. And so when you can inspire, not through incentives, people are like, "Oh, I want to do a referral program." I'm like, "We don't do referral programs." They're like, "What are you talking about? Are you in the transaction or the relationship business?" Of course, everybody says, they're in the relationship business. I'm like, "If you give gifts after referrals, that's a tit for tat. If you give gifts only when you hit a bonus or a certain dollar amount, that's not a gift, that's an incentive." And so when you can pour into your relationships, because you wanted to, because you chose to, it's like when you show up for your wife on anniversaries, birthdays, Christmas, those are table stakes.

John Ruhlin:

You show up for your wife on random Tuesdays with a spa package, they're like, "What's going on?" Why? Because you switched the timing you chose to do it. So the Brooks Brothers experience is a great example. People are like, "Uh, we can never do seven grand." I'm like, "Yeah, you could. You're spending money on marketing." I see company owners and even-

Carey Nieuwhof:

Yeah. You'll spend money on Facebook ads.

John Ruhlin:

All day long. People will hire an extra two employees and add an extra \$100,000 in overhead to a small company, two employees, 100 grand. And they'll make that decision in five minutes. I'm like, "Why not invest 100 grand in your top 100 relationships?" And they're like, "What are you talking about?" I'm like, "You'll invest 100 grand over here and make the decision in five minutes, you won't invest the same amount of money in the people that allow you to have a business or an organization?" It's flipping the script and making people understand that they're willing to invest over here, but not over there, and it doesn't make any sense because those people, those donors, those employees allow you to even have a company.

John Ruhlin:

And so it's not spending more money, it's being the David and saying, "I only have a few smooth stones, I need to be really accurate and really thoughtful with what I'm going to do with these dollars. If I'm going to compete with publicly traded or larger organizations and be," Cameron's a great example, "I want all of my clients to be salespeople for me. I can't hire them, but I can inspire them to go out and advocate and be what I call actively loyal sales rep for my brand." Guys like Scott Harrison, I can't buy him, but I can love on him. And if he wants to, if he feels inspired, he'll go out and open doors. And he's done that.

John Ruhlin:

So we have literally hundreds of people out there that are selling on our behalf that aren't on our payroll, but they are on our love roll. I love on them consistently, no strings attached and good things tend to happen. And that's what really, what we're teaching people to do. But the Brooks Brothers is just an over the top example of that.

Carey Nieuwhof:

I know we're coming up on time and I want to get to a couple of other questions in a lightning round. But I think if I remember it correctly, John, you weren't out seven grand at the end of the day either, were you? Because he didn't take all of the clothes, you could bring him back. Just tie a bow on that story. What happened in the end?

John Ruhlin:

Yeah. So I risked the 7K. He came back and said, "John, I can't take all the clothes." He said, "So one of two things are going to happen. I'd have to buy like five things a luggage, take all the clothes home and I picked out what I wanted. Either you're going to tell me how much those clothes were and I'm going to write you a check for that, or I'm going to round up by what I think they cost by 50%." He said, "The act of what you did for me, putting yourself out there and the time and thinking about making it all about me and personalizing it to me and what I wanted and making it so easy, that was the gift."

John Ruhlin:

So that first volley, all the other stuff cost money, but that first volley actually cost me \$0, but it was the act of generosity and being radical with it that inspired him to come back and be like, "No, you can't buy the clothes too, I'm paying for the clothes."

Carey Nieuwhof:

That's fantastic. One of the things you recommend is not to give at Christmas and so on and so forth or year-end giving to top clients. Tell me why.

John Ruhlin:

As a business owner, as an entrepreneur, as a pastor, we're all stewards of the dollars and we want to invest a dollar, talents, whatever else we want to get, \$10 back or \$5 back or \$3 back. And between Thanksgiving and Christmas, especially in Western society, we're overloaded, 50 things are on our conference table and a lot of people are eating and drinking themselves to death and they're stressed out, it's year end, they're shopping. It is the noisiest time on the planet. And you want to send your thing, "Hey, we made money this year. We should probably say thank you to our employees, our clients, our partners, whatever."

John Ruhlin:

Even a sucky gift that shows up in the middle of March, just because will have 100 times more impact than an amazing gift in the middle of December. So as agency, most companies, and really all retailers make all of their money between November, December, but as an entrepreneur, I won't allow clients to order anything between Thanksgiving and Christmas. I'm like, "Hey, we should be loving on people once a quarter, but never at expected times, not at anniversaries." I call it no ABC gifting, no anniversaries, no birthdays, no Christmas.

John Ruhlin:

And when you can show up for people, just because I was thinking of you, the other person's like, "I didn't refer business, I didn't sign a deal, it's not my 10-year anniversary. You're sending this to me just because..." It melts their face off because such an unusual thing to do in business, is to say, "I appreciate you as a human being, and I'm sending this to you just because, not because it's Christmas or any other reason or the holidays." The people that do that literally are lighting billions of dollars on fire because it's all of that stuff, 90% of it ends up either in the trash can, re-gifted or forgotten about because it's coming at the wrong time.

Carey Nieuwhof:

Yeah. And when you got 17 fruit baskets, what do you do with it when you're in that place? Last word, anything else you want to share with leaders about gifting, the good or the bad?

John Ruhlin:

Well, I think that as leaders, almost everybody has a plan, whether it's our finances or a marketing plan, or a business plan, a workout plan, an eating plan. Leaders in general are pretty intentional, or they're inspired to be, a lot of them are. And I ask all the time, if your business or organization rises and falls on relationships, what's your relationship plan? And most people, it's a deer in headlights when you ask them that. And I'm like, "If you don't have a plan, go steal arts." We charge tens of thousands of dollars to do it for companies, but you can go to giftologysystem.com, you can download our framework, our blueprint, our recipe of how to think about a relationship plan, who you're giving to, what's the timing, what's the budget, what should you be investing, what's the percentage?

John Ruhlin:

It's like a reverse tithe, it's 10% of net profits back into the relationships. So what I would inspire people to do is go steal something that we took 20 years to do, and then be intentional with it and say like, "If relationships matter, we got to identify the people." It might be 10 people, it might be 10,000, who got us to where we're at? Who do we have to invest in to get us to the goal that we have in five or 10 years? But be intentional about how you're loving on those relationships and map it out just like you would any other part of your business or your organization.

John Ruhlin:

And I always challenge, people do this at this level for three years, then come back to me and tell me it didn't pay like a 5X, a 10 X, 100X. Because when you pour into relationships, they flourish. If you don't, somebody else will and they will go somewhere else.

Carey Nieuwhof:

Fantastic advice. So if people want to know more, the book is called *Giftology*, it's available everywhere books are sold. Where can people find you?

John Ruhlin:

I would say, *Giftology Group* is our core website. If they want to follow us on Instagram @johnruhlin, but *Giftology Group* is our core site for speaking and consulting and then the done-for-you gifting services. So that's a great hub to dive into and branch off from there.

Carey Nieuwhof:

Fantastic. Great conversation, John. Thank you so much.

John Ruhlin:

Thanks for having me, Carey. This has been a lot of fun.

Carey Nieuwhof:

Well, you're probably going to want to drill down on some of the ideas that John shared, and of course, we got show notes for you, including transcripts. You can find that over at my website, go to careynieuwhof.com. You can just do careynieuwhof.com/episode453. That will get you directly there. And next episode, we've got Scott O'Neil. He is the former CEO of the Philadelphia 76ers, the New Jersey Devils, and author of the new book, *Be Where Your Feet Are*. Here's an excerpt.

Scott O'Neil:

I want things to go perfectly all the time and that's a quirk. And I don't say that with any source of pride, because that's not an attainable bar. I expect a passion level that is sometimes unreasonably high, the commitment level that sometime is unreasonably high. I will call people out and up regularly and put them on the spot. So I have a lot of things that don't work for everybody. I just don't.

Carey Nieuwhof:

We go all over the place and I'll tell you it's a fascinating conversation. Also coming up, Jessica Jackley, AJ Harbinger and Johnny Dzubak from *The Art of Charm*. We've got Dave Hollis, Ken Coleman, Nicky Gumbel is coming back. Ian Cron, he's a regular around here, we love him. Donald Miller is stepping up, Mark Sayers, and a whole lot more. All that is happening in the next few months, subscribers you get

that automatically for free. Hey, we want to thank our partners on this episode, BELAY. You can get their free resource, 10 Tactics to Boost Productivity by texting my name CAREY to 55123.

Carey Nieuwhof:

And Remodel Health, use the code, CAREY50 at remodelhealth.com/analysis, to learn how much your team can save by switching to a brand new way to do healthcare benefits. Well, I want to thank everybody who has been behind my book launch as well. At Your Best has done extremely well out of the gate. The five-star reviews are so encouraging. And I got to tell you, me and my team are hearing every day from people who are saying, "It took me a day or two to get through the book. That's it." Which honestly as an author is a shock, I thought it was going to be like a week for people to read the book.

Carey Nieuwhof:

You guys are doing it in one or two days, and you're seeing instant results, freeing up massive amounts of time in your life. If you haven't checked it out, go to atyourbesttoday.com. There's also a little masterclass that you can get for a small fee. And then at the end of the year, watch for it, we're going to be releasing a full course, a productivity material that never made it into the book that can really turn you into a productivity pro and make 2022 even better. So look for all of that over atyourbesttoday.com, the book is widely available.

Carey Nieuwhof:

Thank you so much for all the encouragement, all the support. And if you want to find out more of what I do, just head on over to careynieuwhof.com. I've got an email which you can sign up for there at careynieuwhof.com/email that we send out to about 83,000 leaders every day. And it's just a little nugget of leadership wisdom, usually links to a bigger resource. And if you want to get a bit of a daily dose of leadership, you can do that at careynieuwhof.com/email.

Carey Nieuwhof:

Thank you so much for listening. I hope our time together today has helped you thrive in life and leadership.

Announcer:

You've been listening to The Carey Nieuwhof Leadership Podcast. Join us next time for more insights on leadership, change and personal growth to help you lead like never before.