"Learning can be summarized by one statement:

Same condition. Different behavior.

If your conditions are the same, and your behavior hasn’t changed, no matter how many books/courses/videos you watched…you’ve learned nothing.

@DrKashey"

"Putting cash in the bank is essentially buying a bond from the bank at .1%.

So you can either buy a bond from the same bank and get 3-4% right now.

Or you can just buy treasuries at 4% and sell them the moment you need cash with principal backed by USA rather than “chase”."

"If you struggle to even give away your services for free it’s because the biggest cost of working with you isn’t money, it’s something else.

Once you fix it, you can charge a lot more than everyone else."

Just because something doesn’t cost money doesn’t mean it’s free.

"I’ve found it’s easiest to batch hard conversations back to back.

Once you rip off one bandaid, you build momentum for the next ones."

Whatever you want most is on the other side of 2-3 hard conversations you’ve been avoiding.

"Sometimes you give first, and get nothing back.

And that means…drum roll…you helped someone else.

So many people are so afraid of being taken advantage of they forget why they started to begin with."

An ordinary business, done for extraordinary time, creates extraordinary results.

"@TheFalanBlake @TimStodz No shit! That’s great!! 🔥🔥🔥

Made my day to hear it. Ty for sharing. 🙏🏼✊🏽"

Valid https://t.co/M9XXTcF5d8

Modeling what someone did to get to there is better than modeling what they do once they’re there.

Not being able to work is worse than having to work.

"$100M Leads Draft 11 revisions sent back to editor. 🔥

Consensus - it sucks less than draft 10."

@bryanleejh Figure out how to deliver the first two at no cost to you.

"If you want to get leads, give away something that lots of people want for free.

If you want to make money, figure out how to sell them something next.

If you want to make a fortune, figure out how to do the free thing and main the thing for nothing."

@Nutritionnow @RichardHeartWin Have not

@al1meister Appreciate the shout

"Beards are like sunscreen for half your face.

You look older, but they keep you looking young."

The poorer the experience, the richer the lesson.

"Epic lives require epic sacrifices.

Everything has a price."

"Life isn’t gonna give you a chance to warm up when your time comes.

Stay hot."

"The single greatest success characteristic is the ability to delay gratification.

To act without seeing the result of your actions."

Pick games where if you wait, you win.

The last thing you want to give an enemy is FUEL. Don’t disrespect them. Laud them in public and lull them to sleep with your praise.

Soft people create soft outcomes.

I’ve won more battles working in silence than standing on a stage.

"You always have to sacrifice what you want now for what you want most.

Feed the dream."

To focus, you don’t need adderall, you need something to prove.

@bangvibe Whose quote

Disrespect is a fuel that burns hot and long. If an enemy is foolish to give it to you, use it.

Opportunity knocks when IT is ready, not when you are.

If information is the same today as it will be in the future, make the decision in advance.

If Facebook disappeared, our brains would be better. If Google disappeared, our brains would be worse.

"Epic dreams take time.

Act accordingly."

@fredkauber Ty for taking the time to see my talk. I hope it provided you value.

"Helpful reframe I learned from a pro athlete for when you have something big coming up:

Call anxiety—&gt; excitement"

If you can solve it with money, you don’t have a problem you have an expense.

The longer you delay your ask, the bigger the ask you can make.

You still need to make complete actions despite incomplete information.

There’s no drug on earth that focuses you like a deadline that can’t be missed.

"It isn’t the stuff you‘ve got, it’s faith in your ability to get it again.

You are the asset. Not your stuff."

"Go big.

You either get an epic story or an epic outcome. And when you die, you’ll be happy with either."

You need an operator to run your today so you can build your tomorrow.

Hard work is the table stake, not the guarantee of winning.

"Trade time for money.

Trade money for skills.

Trade skills for more money.

Trade one time money for long time money."

More plans don’t work because they’re not followed, not because they‘re bad.

"There’s always risk and incomplete information.

You still need to make a decision."

"For the love of god please stop asking prospects “do you have any questions for me?”

Ask them to buy. If they have questions, they’ll ask them. Otherwise, stop wasting time and move the ball forward."

@aalexxrogers Alt: “I am unlucky”

It’s certainly better than the alternative belief.

"A belief I have that’s served me well:

I have above average luck."

People try to explain why other people do things and yet don’t know why they do things themselves.

If you can get them pay with their time now, they’ll pay with their money later.

"Find someone you’d go to war with.

Because life is filled with battles.

You don’t want to be defending on two fronts.

You want someone who’s got your back who you TRUST to stand tall when shit gets hard (which it will).

Who fights with you to the end, come what may."

Before you start, define your terms.

10,000 cold calls will teach you more about sales than any book will.

"If you wanna make money and you don’t know where to start:

You either gotta sell your own stuff or help other people sell their stuff.

Or get a job."

"Had dinner with some college seniors who wanted a business and didn’t know where to start…

Four steps:

1) Get an LLC

2) Get a bank account with the LLC docs

3) Connect a payment processor to it

4) Solve a problem for a stranger in exchange for money

Voila. You’re in business."

"No matter how bad you want to, never justify a failure with circumstances.

Otherwise, you have to give them credit for your successes."

The difference between a 7/10 product and a 9/10 product is about 5x the work.

It’s not thinking of yourself less but thinking of others more.

"Humility is not thinking less of yourself, but thinking of yourself less.

CS Lewis"

There’s always more work to do.

It’s not a new opportunity. It’s a distraction.

Hard work is the ability to endure discomfort for extended periods of time.

"You don’t have commitment issues.

You haven’t liked the person you’ve been with enough."

It’a hard to beat a man who never gives up.

"You will get bored of what you do before your audience does.

The professional shows up regardless.

It’s what makes them a pro."

"You can want something without wanting to pay the price.

Greatness included."

If getting lucky were so easy, everyone would do it.

No one with a brain worth picking, wants it picked.

"For happiness, what you think matters more than what other people think.

For money, what other people think matters more than what you think."

@CJ\_Johnson17th This is great advice.

"Your work capacity (itself) is trainable.

And you expand it by…drum roll please…working more."

"Best way to get more done:

Stop doing shit that doesn’t matter."

"“No one can outwork me” - gurus

Well…if you define work through inputs…then plenty of people work 16 hours out of 24.

If it’s outputs, I’m pretty sure only one person has the most money.

So…I suppose…many people outwork you."

@sai1092 Nope. Only feeling upset about them does.

"Only two people can let strangers know about the stuff you sell:

1) You

2) Other people

There are more of them than you."

"Myth: Working too much leads to burnout.

Reality: Not being able to manage emotions leads to burnout."

Ignore the crowd. Focus on the ball.

"If you’re gonna do a favor, do it like the person paid you twice your normal rate for it.

No one likes a half-assed job, even if it’s free."

"Character traits are non-binary.

The question isn’t: are you loyal or not? It’s: how loyal are you?

Which means you only have to prove yourself MORE honest, disciplined, loyal, focused than you were yesterday.

A helpful lower bar than “perfect” when you‘re just starting."

"Act like someone who values their own opinion of self above others’.

And eventually you’ll feel that way too."

Start the moment you want to, not the moment you have to.

"How to build a character trait:

Do the types of things someone with that trait would do, despite not feeling like it."

"I didn’t want to make content for years because I didn’t want to make stuff that would disappear.

It felt pointless until I realized the content isn’t the output, the audience is."

Our emotions don’t drive us mad, it’s the beliefs we have about our emotions that drive us mad.

"Belief breaking framework I’ve used for years:

1) What they think

2) Why it isn’t true

3) What is true

4) Why is true

5) Proof"

@Truewayfarer I’m always in hot areas

Media should be seen as an investment, not an expense.

"Quantity brings quality.

The more you do, the better you get."

People don’t care to understand until they feel understood.

The purpose of writing is for your reader to feel smart, not you.

"How to get status:

Give more to your group than you receive."

When in doubt, do more.

"Money is a fickle mistress.

It hangs to the person who pays it the most attention until someone else pays it more."

"You wouldn’t slay a dragon without a badass war party.

So why would you try and build a massive business with the cheapest people you can find?

Build a bench of heroes to get heroic victories. You can’t be a paladin, mage, healer, spellcaster, all in one."

"Make a list of all the basic things you know you should do to grow your business but aren’t.

Do those before starting something new."

"The best things take a long time to build.

Great businesses. Great bodies. Great reputations. Etc.

Waiting to start gives you less time to build."

My biggest regret is not starting sooner.

"If you need perfect conditions to start it means your success is conditional.

If you want unconditional success, then be willing to start in under any circumstance.

That includes the one you’re in right now."

"Success recipe:

High commitment, low expectations."

"The deadliest competitors get their enemies to lose the will to fight.

So, right before you give up, it’s worth asking yourself who got you to surrender without a fight."

The more successful a person is, the longer they can wait between doing, and seeing the result of their doing.

"You don’t become confident by shouting affirmations in the mirror, but by having a stack of undeniable proof that you are who you say you are.

Outwork your self doubt."

"A lot of businesses think they need to lower their price to keep customers when they really need to improve the product.

Everything is too expensive when you don’t use it, no matter how low the price."

Rather than buying things for less than their worth, make your brand so strong that when you buy something, it becomes more valuable by its association to you.

He’s 24. Life is long. Media compounds with time.

Just wanted to make a public prediction that @MrBeast will not only become a billionaire, but a centibillionaire.

Leverage is the difference between what you put in and what you get out.

"Humility doesn’t mean decreasing regard for oneself but increasing our regard for others.

-Clayton Christensen"

"Common Q: “How would you start a business with $1000?”

My .02:

1) Put the money in your pocket and ignore it.

2) Pick if you’re gonna sell other people stuff, or stuff you can finance thru prepayment, or use OPM to finance it.

Money isn’t the limiting factor, knowledge is."

"Only way a business grows:

More people find out about the stuff you sell.

Two ✌🏽ways for that to happen:

You let people know about your stuff.

Other people let people know.

So if you wanna grow you either gotta advertise or make it so good other people do it for you.

Pick."

"Many don’t succeed with coaching programs because the problem the coaching solves isn’t the constraint of the business OR the buyer didn’t do the stuff.

Either one leads to failure."

Sometimes, you just have to keep fighting.

Imagine how much bigger your business would be if you did all the things you know you should but aren’t.

Attention is the new oil.

"You can’t teach and also want to be “the greatest of all time”

Because if you are the “g.o.a.t.” then it means you failed."

Work is the best coping mechanism.

People think they need perfect conditions to start, when in reality, starting is the perfect condition.

"Easy way to win:

Don’t give yourself permission to stop."

"Want to be hard to copy?

No one copies patience."

When you remove quitting as an options, success happens by default.

Don’t compare your first quarter with someone else’s fourth.

When you’re not sure what to sell next, try: more of what you just sold them.

The best way to sell is to not need the deal.

"You cannot learn if you do not admit deficits.

The moment you think you are great is the moment you stop growing.

You draw a line in the sand for your progress and say “no more”"

"The best salesmen care deeply for the customer and little for getting the deal.

Missionaries &gt; Mercenaries"

Before taking advice, make sure they already have what you want.

"The bigger your time arc, the greater your leverage on your future.

Big moves take time."

Get power. Use it for good.

You can love someone without tolerating them.

Worthwhile endeavor develop an “I don’t get tired” muscle.

"Whenever something bad happened, I would repeat one phrase to myself:

“It’ll give me better success story”"

"Imagine the competitor you’d never want to face.

Then, become them."

Life gets easier when you get harder.

I like the idea of drinking more than the reality.

The irony in giving more, giving first, and giving without expectation is that you GET more in the long run.

Reminder of the day.

The more money you make other people, the more money you make.

"Being rational isn’t about not feeling your emotions.

It’s about not changing how you act even though you feel them."

If you want people to buy, clarify their desire into a decision.

@thecopyroad Every human dreams of trading their downside for another’s upside, and forgets that every new upside comes with new downsides.

"Taxes are the only pricing scheme where you get volume penalties rather than discounts.

Kinda funny."

"Being rational isn’t about not feeling your emotions.

It’s about ignoring them and doing what you said you were gonna do anyways."

"Main thing salespeople should drill: the transition to the close.

It happens every call. Memorize it."

See your obstacles as milestones.

And the worse it was, the better it would make my story.

"Whenever something bad happened, I would repeat the same thing to myself:

“It’ll make for a better success story”"

In 50 years, the people you wanted to prove something to are going to be too old to care or too dead to matter.

"It’s not that people don’t know how to sell. It’s that they don’t believe in what they’re selling.

Fix the product, and the selling gets easy."

Give in public. Sell in private.

"RT @Austen: “The world is not driven by greed, it's drive by envy.”

— Charlie Munger

https://t.co/Fp53fBKLuw"

Character is learned through demonstration not dialogue.

"Great way to look smart:

Resist your urge to do stupid shit for an extended period of time."

"“Work life balance” assumes you’re not living when you work.

In my experience, it’s been the opposite: when I work, I live."

"Dessert doesn’t make you fat.

Just like buying shit doesn’t make you poor.

It’s about how much you spend vs consume. It’s a ratio, not an absolute."

"Many businesses search for complex economic explanations for their failures when the obvious one is:

…they’re just not that good."

"If you wanna make money from marketing:

Don’t be clever, be clear."

"Don’t let ‘em fool you.

Us Population: ~330M

# small businesses: ~33M (https://t.co/W4mtXEhT2r)

$1M+: ~3.2M (fortune)

$10M+: ~200k (avg of 3 sources)

Instagram makes it look like errybody killin it.

But hitting $200k per week or $29k per day, is indeed still quite rare."

You’ll probably make more money and own a more stable business.

Squeeze the next hundred small improvements from your business rather than working on your next big idea.

"Don’t mistake people’s opinions for judgments.

They’re just stating a theoretical preference.

But you’re not them. And they’re not you. So - they don’t really care what you do.

…which frees you up to ignore them and do what you want."

The hardest thing about the plan isn’t the strategy, it’s sticking with it.

"Your plan wasn’t dumb.

You were just impatient."

Resist the urge to change your plan before you’ve given time, time.

"If you need more customers, learn:

Outreach

Content

Ads

Affiliates

Referrals

There is no other way."

@\_lhermann @ShaunEls It doesn’t go away. It just changes how it feels. That being said, the business you have isn’t stable for a LONG time. Now that I do have stable companies, I don’t feel the fear as much. So it may be less about size and more about reliability or quality of revenue.

"Friendly reminder that in three generations everyone who knew us will be dead.

Including the people whose opinions stopped you from doing what you wanted all along."

"You don’t kill a giant by facing it head on. You do it at the night while they sleep.

Being unknown gives you the element of surprise."

Dreams aren’t “impossible”only impractical. And whoever thought doing big shit would be convenient?

"Being the underdog is a makes you a dangerous competitor.

You have nothing to lose.

Everything to gain.

And no one sees you coming.

Don’t resent it, lean into it."

"Offer to do more. Get people to say yes.

Then, make it efficient."

"Easy way to break into any marketplace with the best offer:

Look at what everyone else is doing, and do it in half the time."

Then, beat everyone :)

"To make money, you don’t have to beat every business.

You just have to beat the worst ones.

Much less intimidating."

Nothing replaces googling and giving yourself permission to fail.

To be clear, I don’t think traditional college is bad. It’s just overpriced.

"Use the definitions of terms to teach.

Use the concept to remember it. https://t.co/7Lcz4VHRyj"

@elijah\_bowie Yes

If new information never changes your mind, there’s no point in consuming it in the first place.

"People often ignore the big obvious explanation for their lack of business success because it hurts their feelings.

So they waste time sifting through minutia in excel sheets."

@DimitreusT I suppose all of Asia and India (2.5B) are soy boys then. 😅

@DrKashey ❤️❤️

"I don’t think there is. Genuinely. This is coming from someone who didn’t eat soy for years out of fear.

If it doesn’t make sense, I change my beliefs.

I eat soy now."

"If soy turned you into a woman and made you a less virile man, then why is it the areas of the world with soy as primary protein source have fastest population growth?

No science. Just logic."

@TheAnta46467939 If eating less exacerbates the reason you’re overweight, the opposite should make it better right? So you’re claiming eating MORE leads weight loss? Come on man.

Hormones don’t prevent weight loss. Eating food does.

"@TheAnta46467939 How does explaining that no one is immune to starvation manipulate people to question their own sanity?

It doesn’t. It’s just logic. People can choose to do what they want. But they can’t say hormones PREVENT them from losing weight.

Eating food does."

"If you somehow figured out how to live on no calories

1) They’d study you in a lab.

2) It would be the dominant gene of the entire race evolutionarily.

3) It could solve world hunger using your genes.

Unlikely.

So just confront why you eat too much and get after your goals."

"I’m saying this for the people who have believed lies espoused by drug pushers.

Anyone can lose weight. It takes energy to live. If you stop eating energy externally, you’ll eat energy stores internally (fat).

Your body will stay alive. You haven’t exited laws of thermodynamics"

"A “slow” metabolism can make it “harder” to lose weight, but not prevent you. So talk differently about it.

But it’s less PC to say that in our culture of self acceptance.

So this message is intended for the people who want to get in shape and can follow logic. You CAN do it."

"Not intended to trigger. Just want to break false beliefs…

If you claim hormones prevent you from losing weight, you claim immunity to death by starvation.

(Unlikely)

Which means…if you can starve to death, you can lose weight.

So…eat less. Or confront why you can’t stop."

Money is best invested to pay down the time tax of ignorance.

@florianbador @EdMylett Appreciate the kind words.

Ego is a drug that feels good for a moment and terrible for a lifetime.

Achievements only fully satisfy people who would never achieve them.

"The goal of good writing is to make the reader feel like their eyes are rolling downhill.

It takes more effort to stop than to keep going."

All businesses eventually realize they’re not in the selling stuff business they’re in the recruiting people business.

A true test of a mentor’s heart is whether they’re truly happy for the student who surpasses them.

Do it enough times that it would be unreasonable for you to suck.

You already know what to do.

"Money rule of thumb:

Divide what you took home last year by 2000. That’s your hourly rate.

If you want to make more, don’t do stuff for less than 10x that."

"@spencerrwise @DylanJardon I was walking around then all of a sudden I found myself on Twitter.

Appreciate the shout amigos. ✊🏽 https://t.co/DGRAtnJvyW"

Take your own advice.

"I’m getting increasingly amped about $100M Leads: How to get strangers to want to buy your stuff.

Full editing day. Hope everyone is slaying dragons ⚔️ 🐉"

"For anyone starting a business, focus on getting $1 from a stranger into your bank account.

It’s a simple accomplishment that has a lot of mini-accomplishments beneath it without being overwhelming."

@DrKashey 🤣

@pslohmann I’m glad it served you.

@Patticus @michael\_namiku 🤣

"To all my homies who knock doors to sell shit…do teams go out with post it notes with their cell phone numbers on them?

You already paid to be at the door. Might as well leave a note for the folks who don’t answer.

Gives you another at bat for free."

@superzac @GeoffTRoberts Appreciated

"Are you “reinvesting in the business” or just making no profit?

Big difference."

"Imagine you can only take on one business partner for the rest of your life.

You can take as long as you want to pick, but once you do, it’s forever.

How many people would you talk to? 10? 50? 500?

And yet, we don’t take nearly the same diligence in selecting a spouse."

If you use simpler words to define a term, just use those rather than the term. Saves everyone the hassle of translating back and forth.

There are many synonyms for “stranger” but very few for “friends.”

Success is hard because it requires consistency not complexity.

"Whenever I hear a young guy describe their “wife goals”:

…someone to cook, clean, do laundry, raise kids, etc.

I can’t help but think…so you want someone you can replace with a $40,000 employee?

Expect more."

If you aren’t scared about the amount of value you’re giving away, you’re not giving away enough.

Society will never be simpler than it is today.

"Business is like a soccer game except:

…there’s no time limit

…there are many teams

…no clear sides

…goals scored on no one

…no scoreboard

…folks saying they “won”

…decades pass

…players die

…new players enter

…the game goes on

The point is to play.

To play is to win."

"The first time you buy something takes lots of thought.

Reordering, takes very little.

Both transactions make the company the same amount of money.

Which kind of business do you want to build…a first time sales business or a reorder business?

Right…then act like it."

"Winners commit to the actions.

Losers wish for outcomes."

"If someone makes more money than you, they are better at the game of business in some way.

Quiet the ego, look for the lesson."

"3 outcomes:

1) I didn’t do X.

2) I did X, Y happened. How can I do more of X?

3) I did X, Y didn’t happen. What else can I do that will improve Y?"

Traditional goal setting doesn’t take into account both variables: 1) did we do the thing? 2) did our guess work out?

"The reason impatience destroys your long term goals:

You force growth with more sales and marketing to hit an arbitrary number.

Then add infrastructure to handle all the volume and churn.

Then sell your bad product to keep up w payroll.

Then, you get stuck and can’t go back."

"Simple goal setting:

Before:

1) What problem are we solving?

2) What’s the hypothesis? If I do X, I think Y will improve.

3) How do I measure X (activity)

4) How do I measure Y (output)

After:

5) Did I do X?

6) If so, did Y happen?"

@TheSavvyCouple Appreciated

"Whenever you overcome an objection, make sure you get agreement that it was overcome so you can move on.

If you don’t, it’ll resurface again in the close."

\*enter four year old\*

The person asking the questions is in control.

"Going from:

0 to 60,000 words = x effort

60,000 to 40,000 words = 10x effort

“If I had more time, I would’ve written a shorter letter.” - Blaise Pascal"

@cryptotex69 Solid answer.

"Which would you choose:

$10,000 per month in cash flow

Or

$1,000,000 hard asset

…and why :)"

Cash flow makes you feel wealthier than wealth does.

Being good at the basics makes you advanced.

@dickiebush @myfirstmilpod Just sent to my team. Gracias.

I wish tipping were priced into all services and we could end the only need for having cash when you travel.

"If you’re waiting for when you’re “less busy” to start a new habit/program, it assumes that when you get busy again, youll stop.

If you want enduring change, the best time to start is when you’re busy. Learn how to make it work in the worst condition, and itll stick in the best."

"The amount of time you take to make a decision should be inversely correlated with how emotional you are about it.

Lots of emotions —&gt;take your time

No emotions—&gt;make the call

Mistakes love an emotional decision."

Being busy, is therefore, no longer an excuse for not starting.

"If you’re waiting for when you’re “less busy” to start a new habit/program, it assumes that when you get busy again, you’ll stop.

If you enduring change, the best time to start is when you’re busy. Learn how to make it work in the worst condition, and it’ll stick in the best."

For up and coming entrepreneurs who grew up hating calculus…worry not…there’s a difference between math and money.

@aaditsh Appreciate the kind words.

Your actions are your evidence, not your feelings.

Patience isn’t about feeling comfortable while you wait it’s about choosing to wait despite feeling uncomfortable.

"You can get “good enough” at almost anything in 20 hours of focused effort.

The problem is, most people spend years delaying the first hour."

"In sales scripting, many miss a key point in the first five minutes:

Translating a desire into a decision.

Set the stage up front so everyone is clear what a yes and no look like."

When investing in education, instead of thinking “what if this doesn’t work for me?” I prefer to think “what if it does?”

Action and disbelief are like courage and fear. You take the first despite the second, not in absence of it.

"Good friction is when you introduce steps or difficulty into a sales process to ⬇️ volume but ⬆️ lead quality.

Bad friction is when you add steps or difficulty that ⬇️volume AND 🟰 lead quality.

Good friction example: application.

Bad friction example: slow page load"

"Rather than comparing outcomes compare actions.

Do what they did to get what they’ve got (for the same amount of time)."

"The reason you want to do the new thing is because you don’t know how to keep growing the old thing.

Fix the problem don’t start a new business."

Sometimes the work just needs doing.

Nine times out of ten, to grow a business you need to do “more” or “better”, rarely “new.”

Figuring out what you really want is the hard part. Getting it is easy.

"Some people blame their circumstances for their lack of success.

Others decide it’ll be part of the success story they tell.

Decide which you are."

You can’t control your feelings but you can control what you do as a result of them.

Be everyone’s #1 student.

If you can’t handle sucking, you will never get good.

"Great question for mentors:

What do I believe is true that isn’t?"

"Growth hack: word your problems as personal deficiencies.

“My sales people suck” VS

“I don’t know how to hire train and manage great salespeople.”

If you can improve it, it’s a skill.

If it’s a skill, you can learn it.

But you have to admit you suck before it can get better."

"Best way to learn sales without selling:

Listen to close call recordings.

The real world teaches more than any script."

"@blackhatwizardd Thought: Using resume critiquing as a loss leader to find employees for businesses could be a very profitable business.

Flip side of same problem but selling to a market with money.

Indeed etc

Interesting thought process to use whenever you encounter a broke market. Flip it."

"Try skipping your normal mental warm up routine for a day and see if you get more done with the time saved.

If you do, you don’t need it anymore."

You don’t have less willpower than you did before, you have different priorities.

"Selling is like an argument with your wife. You don’t “win” an argument.

You have to ask questions to allow the other person to arrive at a conclusion on their own."

"You get money from yeses.

You get time from nos.

You get nothing from maybes."

Don’t change your business to change how you feel.

Internet Required Context: This is intended for business goals. 😅

If at first you don’t succeed, use force.

"Selling is a transference of belief over a bridge of trust.

Therefore you cannot sell unless you believe. And they will not buy unless they believe YOU."

@blackhatwizardd Appreciate the shout. Keep slaying. 🙏🏼✊🏽

@DefiningWealth Appreciate the breakdown 🙏🏼✊🏽

"Being underestimated is the best strategic position when you are strong.

So, embrace it. It’s an advantage you won’t have forever."

"Stress is not a problem. It’s a fact of life.

It only becomes a problem when you try to eliminate it (and fail)."

If your ego cannot handle being bad, it prevents you from ever being good.

"Today I’m officially two years older than Alexander the Great who conquered the known world. 😅

Thank you for all the kind notes I’ve received. Means a lot. Keep slaying #mozination"

If you can’t buy it twice, don’t buy it once.

"There are a million ways to win and only one way to lose.

Don’t quit."

"The cost of changed is guaranteed.

The return isn’t."

"When selling, boil the sale down to one decision.

The call agenda isn’t “to see if you’re a good fit for our program/service”

It’s “to decide whether you’d make more money working together than on your own.” Etc.

Clarify to ONE decision. And the moment they say yes, close."

To increase sales, get everyone on your team to follow the script.

"Reminder to all salesmen:

If the person showed up to the call, they have a problem. Remind them of it."

The business closest to the customer wins.

"@Mariana\_Traxel @PaulGalushkin Or I would be yet another full time creator making up tactics they’ve never done.

I figured I’d take the time to reply to explain why.

And when I do respond, not everyone sees them. (Like this)"

"@Mariana\_Traxel @PaulGalushkin Because I am constrained by the laws of time and space. I physically cannot respond to every comment…and also fulfill my promises to the companies I own. And it’s from my time with those companies that I can share the things that work for everyone.

It’s the trade I must make."

And the more permanent they think it is, the more they’ll pay for it.

People will pay almost anything to feel better.

@elliottaleksndr Glad to hear it. I hope it provided utility.

Genius Execution &gt; Genius Strategy

If you can’t do it forever, don’t do it for a day.

Culture is the unspoken agreements of how we behave. It’s the company’s reputation with itself.

"When selling, rather than answer the question, ask the prospect to clarify the question behind the question?

Ex:

Them: What kind of access to you do I get?

U: When you ask that, what are you afraid of having happen?

Them: Not enough help

U: Got it. (Then address true fear)"

"The first thing to do to improve sales:

Clarify the decision the prospect must make while on the call.

If they don’t know the exact question they need to answer yes to by the end of the call, you’re expecting them to figure it out.

What’re they saying yes to? Be precise."

"Direct response makes the fast money.

Brand building makes the big money."

"The top 10% overestimate their skills and underestimate their circumstances.

The bottom 10% underestimate their skills and overestimate their circumstances."

"There’s always more work.

There isn’t always more time."

"Sequence is the difference between music and noise.

Doing the right thing at the wrong time makes it the wrong thing."

"For “make money online” haters:

College was the original “make money” opportunity.

Times changed. They didn’t.

With unmet demand, a new industry was borne to meet it: alternative ed.

And it’ll boom as long as the demand exists and there are those who can deliver."

You’re\*

"Scarce resources provide status.

When your old, your health gives you higher standing than your wealth."

"Business grow to their constraint and no further.

Strategic initiatives not focused on relieving the constraint are a waste of resources.

This is why many people work, and yet, don’t grow."

I really like this frame because it flips the script from comparison and competition to appreciation.

They didn’t have themselves as a mentor, you did.

"It’s normal to pass your mentors.

It means they did a good job."

Controlling your emotions means choosing to do things despite fear just as much as it means choosing to wait when everything inside you makes you want to move.

Talk to adults like they’re children and talk to children like they’re adults.

"Old folks are underrated.

They literally “made it”"

"Eighty year old man gave me advice for a long marriage:

“Don’t get divorced.”"

If the things on your calendar aren’t changing, you aren’t growing.

"Our past is a collective soup of brain chemicals shared between different minds.

Otherwise, it no longer exists.

Kind of liberating."

If you blame your customers, you are victim-minded.

"The job of the CEO:

1) Properly identify the constraint on the business

2) Solve the constraint

3) Find next constraint"

"My goal:

Be the type of competitor that others look at and say “he’s here to stay”"

@Alek\_Octopus Totally fine. It’s a yes no answer for comprehension. NOT - “can you think of a question to ask me?”

"Just listened to a half day of sales calls. Wanna know a great way to kill sales?

Ask a prospect:

“Do you have any questions?”

It’s literally asking to be derailed and asking for new obstacles.

You ask the questions. Not them."

The best stock to invest in is your own.

No one is going to make room for you. You have to make room for yourself.

"During my hardest days, I repeated the same phrase to myself:

I cannot lose if I do not quit."

"If you’ve got a little bit of money and you travel a lot:

Buy multiple bags. Pre pack for different purposes so you can grab and go.

No energy wasted deciding what to bring and/or packing."

"Entrepreneurship isn’t for the faint of heart.

The load is heavy and the road is long."

It’s amazing what you can accomplish if keep working on the same problem for a decade without listening to people who tell you it’s a bad idea.

It’s amazing what you can accomplish when you ignore the opinions you thought you cared about.

Making money never brought me joy directly, but it relieved so much pain, it made room for me to be joyful later.

@nicksinghstill It’s communicating mktg function through the lens of a supply demand curve. When you don’t market, you have no demand. You don’t alter your supply. You increase demand to increase units sold. And to sell higher prices, keep supply fixed and market even more.

@debutify I hope it provided utility. ✊🏽🙏🏼

"Hallmark of a young entrepreneur:

Constant chaos. Extinction events. Stress. Swings in strategic direction daily.

The problem is they don’t know why they’re making money so they change everything, all the time."

@blackhatwizardd Amen

The point of marketing is to shift the supply demand curve in your favor.

Most people quit before they try at all.

You can determine how successful someone is going to be by the number of times they try before they quit.

It’s better to be the best at one thing than pretty good at three.

People aren’t willing to eat as much shit as they think they are.

"“I’ve known him a long time”

is an observation, not a good reason to stay friends with someone."

Advanced people are advanced because they never don’t do the basics.

@deepaksharmaco True. I added “emails” to qualify I LOVE BULLETS

"Money lesson that stuck with me:

“Don’t count the other guy’s money”"

Nothing nicer than an email of bullets instead of paragraphs.

It’s hard to compete against a business that provides far more value than it charges for.

"I owned more suits when I was poor then when I was rich.

You can’t spend appearances."

"In growing businesses:

Fast feels like focus, not speed."

"The three core business skills:

Make shit

Sell shit

Lead others"

If you can wait, you can win.

Just happy to be here.

The product can’t just deliver, it must delight.

"Also - I also don’t read nearly as much as people think I do.

Not saying you shouldn’t learn. But learn to solve problems, not just to distract yourself from work.

Filing another ad. Calling one more lead. Will make u more than another motivation book.

My .02"

"This guy 3x’d his business in 9 mos with ruthless execution (not mental masturbation).

Read to solve problems not make progress. Doing makes progress. https://t.co/aKjGQPAquY"

Marketing always works, it’s only a matter of efficiency.

You can deposit your projections into the bank of excel.

"Three ways to drive growth in number of customers:

More. Better. Different.

1) Do more of what you’re currently doing

2) Do it better

3) Add something different

Easiest framework I know to grow acquisition."

People don’t get smarter, they just get older.

The longest money wins.

"How to charge exorbitant prices:

Increase demand.

Cut supply.

If you know how to market, you control both."

"Something being ‘hard’ is a function of who you are, not what it is.

We can become greater than our obstacles."

I don’t know who needs to hear this, but you can become a millionaire without having a 28-step morning routine.

"S &amp; P 500 &lt; S &amp; Me 500

Invest in yourself.

You’ll grow faster than 10% per year."

Last line of convo with a very successful friend. Thought I’d share. https://t.co/B7qkVBXcwu

"If you’re under 30, ignore friends who brag about how much they make.

It’s the 1st quarter.

The game is long.

It’s not a comeback if it was your plan all along."

"Entrepreneurship is like a video game where you keep dying and coming back to fight the same boss over and over again until you learn the lesson.

Except instead paying in minutes, we pay in years."

Business growth comes down to how long it takes you to learn the right lessons from your experiences, or ideally, other peoples’.

"1.7M books are published annually.

You only have time to read ~2500 over your entire life (1/wk).

Most aren’t worth reading. Pick ones that serve you now, not someday."

"140M people created annually.

You only have time to know a handful.

Eliminate most. Select few."

Overthinking is just as bad as underthinking. Except the people who do it think they’re making progress while doing nothing.

Everything starts hard, which is why it’s not an acceptable reason to not begin.

@soyeduardolvera @thecopyroad He has a very undervalued Twitter.

@blackhatwizardd Yes. Show past processing volume, refund %, &amp; chargeback %. They should quote you interchange + basis pts.

Champions know the difference between laziness and rest.

"Five funnel-wide copy improvements to make you more monies:

1) Change language to present &amp; active

2) Remove adverbs

3) Short sentences

4) Pick lowest vocab word

5) Remove sentences and see if meaning stays same.

The door was closed forcibly. It was loud.

Vs

He slammed the door."

Commit to the process of testing, not an particular test.

Its\* :P

"One of my highest performing split tests, regardless of funnel steps:

Elimination vs Modification

Rather than testing A vs B. Test A vs N/A.

Remove the variable and see if it’s existence detracts from the outcome."

"A habit that lets regular guys beat marketing savants:

Test one element. Per week. Per step. Forever.

It also has the side benefit of turning regular guys into marketing savants :)"

You cannot out-earn bad spending habits.

Many learn the wrong lessons from the right experiences.

Everyone eventually forgets the past. Which means, you will eventually forget the present.

@jackbutcher This is great

"Instead of the S&amp;P 500, most should invest in the S&amp;Me 500.

10x what you make rather than earning 10% on what you’ve made."

Inspired by Tik tok creators who insist that they key to making money is making your bed.

Make money, not beds.

"Shake the tree.

If you have a list of recurring customers, communicate with them.

If it’s been a while, you’ll remind many to cancel.

But with what’s left, you can rebuild a community worth being a part of."

Many entrepreneurs waste their days solving problems that don’t exist.

Branding is to direct response what value investing is to day trading.

Boring work leads to extraordinary outcomes.

"Don’t complain that you haven’t taken a vacation in years.

You own the company. Get over it."

Expecting 100% of your days to be “above average” is the problem, not the bad day.

"The world doesn’t care about your effort.

It cares about your output."

"Rather than one man chopping down a forest over a lifetime claiming no one could outwork him.

Callused and sweaty.

The other has it raised in an hour without physically doing anything himself."

"Leverage is the multiplier.

Volume is the baseline.

Volume is constrained by your time.

How much you multiply it is not.

The last example took the time to assemble the men &amp; push the button.

That’s leverage."

"Once you have a baseline of effort, you should spend more time selecting your work than working.

It’s the spend “4 hrs sharpening the axe” mantra.

But instead of sharpening the axe, you push a button and 1000s of men in machines clear a forest for you.

Leverage &gt; Work Ethic"

"Although you need to have a baseline of effort to be successful, at some point, the work ethic becomes moot.

It becomes more about the leverage that is applied to the work you do than the volume of work itself.

After all, anything multiplied by a trillion is a big number."

"Archimedes said “give me a lever long enough and I can move the world”

An old lady could pick up a semi truck with enough leverage.

The strongest man in the world, with no leverage, cannot."

"Leverage is the multiplier of the work.

Volume x Leverage = Output

If you want to get more out, you either have to put more effort in OR you have to multiply your effort more.

But here’s the catch, a human can only use so much effort…but there’s unlimited leverage."

"Everyone works hard to get to the top.

Work ethic is a price of admission.

But super success comes from something else: leverage."

"I hear so many gurus say “no one can outwork me.”

Only ☝🏼 person in the world can say that...and it’s probably not you.

It also—doesn’t matter.

🧵"

If you stick with it, even if you suck, you’ll be better than most people after a year.

Those who can withhold the ask the longest, can make the biggest ask.

"Most people aren’t that good.

They make one VSL and never edit it with obvious fixes.

They don’t look at screen recordings to edit their pages.

They don’t script out hooks.

They don’t make enough ads.

They don’t review sales calls.

Beating them isn’t hard if you actually try."

Being in a rush is what makes good things never come.

When you provide value, the longer you delay your ask, the bigger it can be.

Life is short when you need things to happen fast.

"If you want to get more leads, spend real time and money building something awesome.

Then give it away.

Then ask those people if they want more of what they just got.

The ol drug dealers trick. It’s why people with great products always have an advantage."

It’s interesting people will spend $1.99 on a song that lasts 3 minutes, while a movie lasts 40x as long and is only 5x the price.

(My experience)

The longer you’re in business the more your drive shifts from beating others to beating yourself.

(In 5 years)

"If you grow 10% per quarter, you 6.7x.

You can do it by:

1) Selling 10% more customers

2) Increasing customer value 10%

Or, some combination of the above."

"Something I’ve noticed between good CEOs and great CEOs in our portfolio:

Good CEOs know how to push

Great CEOs know how to never stop"

"Three things anyone can sell that have zero incremental cost that aren’t software:

Access

Media

Brand"

We don’t need more data. We need more doing.

Mental health isn’t the absence of negative emotions but the ability to deal with them when they come.

"99% of the time if you remove “be able to” and “in order to” from your writing, the meaning remains unchanged.

Fewer words = more impact per word"

“That which you do not hate, you will tolerate” - Malcolm X

"Popularity awards are for high school, not entrepreneurship.

Do what needs doing. Say what needs saying."

@Vickytash101 Most people record a lot and say little. Value is a function of the time it takes to deliver it.

"Easy fix for most info products:

Remove 90% of videos and say the same thing."

"Few can do a thing well.

Even fewer can teach it well."

Know the difference between laziness and rest.

Trust is the most undervalued asset in business.

To gain goodwill, make and keep promises to an audience.

Bad businesses are just non profits you’re personally liable for.

Master your time, master your money.

"How to keep the world the same:

Be reasonable."

"How to get what you’ve always gotten:

Be reasonable."

"How to get strangers to trust you:

Solve their problems.

Ask for nothing."

The difference between manipulation and advice is intention.

The most valuable thing you can build is an audience.

"How to get more done:

Eliminate the gap between waking up and working."

"A child calls another child fat.

Adult overhears the child &amp; runs over to comfort the accused.

The fat child now cries.

Adult shakes finger at accuser.

Accuser feels bad.

All is right in the world.

We come into this without meaning.

Inherit meaning.

Spend our lives undoing it."

"Everyday XYZ…

… is getting more advanced

…gets more advanced

…advances

Some of the best ways to improve copy (and writing) is to eliminate words that don’t add value.

—&gt;Ex: Eliminate words to add value to copy.

Signal:Noise —&gt;Response:Non-Response"

"Unsolicited advice to guys deciding whether they should marry the girl they’re with:

If you don’t know, you know."

"Someone messaged me saying they were struggling to get new clients.

I had a minute so I figured I’d see what their funnel and offer was.

So I clicked the link in their bio.

The link was broken.

So many think they’re too advanced to do the basics."

"Entrepreneurs transition from:

Trading time for money to

Trading money for time to

Trading money for mo’ money."

As crazy as it seems, it’s possible to become a millionaire without 7 streams of income.

"To trade up, exchange things that have specific value to one person for things that have broad value to many people.

Over time, you will trade less valuable things for more valuable things.

To the man in the desert, a glass of water is worth his estate.

Find him and trade."

If you do more reps than anyone else in your space, you’ll win.

@webhmn 🙏🏼

"The deeper you go into a specific field the lower your risk AND the higher your return.

You beat traditional investing by learning more about a narrow segment.

If you get 100x on 10% of your cash, you still get 10x returns."

"Fomo is not a good reason to invest in something.

In fact, it’s usually the worst."

"My goal before I die is to give more than I got.

It’s challenge for two reasons:

1) because I’ve gotten a lot.

2) the more you give the more you get."

Super cool to see all these tidbits captured in one place 🤗🔥 https://t.co/2O4uyYbOUW

@provereality Gross margins. CAC isn’t included in GM. 👌🏽

Give to the many, sell to the few.

Tell people you care about them before they die.

"All marketing terms are just answers to questions:

Who —&gt; Labor

To Whom —&gt; Audience

Why —&gt; Compensation

What —&gt; Content

When —&gt; Cadence

Where —&gt; Platform

How —&gt; Medium

How much —&gt; Volume

How many —&gt; Frequency

How long —&gt; Duration

They create context to solve problems."

If you want to kill your ego, be grateful.

"Doing &gt; Reading

Reading solves the problem of not knowing what to do.

If you know what to do, you solve the problem by doing, not reading more."

"Paycheck =

Difficulty of problem solved

X

Amount Negotiated

/

Number of others folks who can do same job"

"If you can wait 90 days for a result, you can win.

If you can wait a year, you can win big.

If you can wait a decade, you can be the best.

If you can wait a lifetime, you can change the world."

"Marketing hack:

Only say one thing at a time."

"Good Dave Ramsey Rule:

Keep mortgage at &lt;25% of post tax income.

For those in highest tax bracket that’s 15% of pretax income.

If I’m being real, for me, that still makes me nervous. But I’m very conservative with spending."

"Bonus #1: It’ll teach you to communicate complex ideas, simpler.

Bonus #2: Kids can learn from your stuff without translation."

"54% of Americans read below a 6th grade level.

If you want to double your response rates, write to the majority."

@Mikael\_Mansour @LeilaHormozi Happy to hear it man

"It grinds my gears when someone who is much older tells someone much younger that they’re wrong.

\*\*When the younger person has the right strategy, but it just hasn’t had enough time to come to fruition."

The world belongs to those who can keep doing without seeing the result of their doing.

"Only the dumb believe that nothing can change old conclusions.

A changed mind should be a sign of growth rather than weak character."

@\_VictoriaVera 🤣

“Because it is hard” is never an acceptable reason to stop.

Most of us don’t need a lot of people, just one, to believe in us.

"Anyone can sell stuff to people to make some money.

To make lots of money you either need to sell lots of people or get the people you sold to sell lots people for you (because of how good your stuff was).

The former is easier in the beginning. The ladder is easier in the end."

Many people stop doing the right thing because they’re measuring it on the wrong timeline.

Money is fickle. It sticks with the person who pays it the most attention.

We admire people more for their effort than their outcomes.

Gotta be able to have bad stuff happen and still have good days.

It’s more important to nail the direction than the destination.

"Entertainment makes you feel good.

Education makes you do good."

Setting goals is calling your shots to yourself.

@OneJKMolina Flawless victory.

"People buy the next thing based on the value they received from the last thing.

If people aren’t ascending, you probably don’t need a better process, you need a better product."

Most people don’t make money because they can’t wait 12 months.

"Least discussed most effective passive income strategy:

Marry rich."

Once you learn how to consistently get leads, life gets easier.

"People hate change but want growth.

You can’t have one without the other."

"Don’t let ‘not knowing what to do’ stop you from starting.

Everyone starts at zero."

Clearly defining what you really want is often harder than getting it.

"Definition of terms:

Lead: a person you have means to contact

Engaged Lead: a person who has indicated interest in the stuff you sell

People say they want more leads when what they really want are engaged leads.

Anyone can buy a list of names.

Interest you have to earn."

Businesses die when founders run out of vision.

"Best reply to:

“Why do you work so much?”

—&gt;“Because I want to”"

@DrKashey For anyone who asks - @drkashey is who taught me how to better consume information.

"Biggest copy hack:

Say what only you can say

Biggest creative hack:

Show what only you can show

Category of one. ✊🏽"

"Companies are a combination of:

1) Raw Resources

2) Processes to transform them into something more valuable

3) Priorities to determine which ones to do more or less of.

You can transform a company by focusing on any of them."

"No one cares who was first to have an idea.

The market only cares who was the last man standing."

"You don’t need more time to make good decisions.

You need fewer emotions."

Activities &gt; Outcomes.

Just because you haven’t done something doesn’t mean you can’t.

"The most important epiphany of my life was realizing I could feel one way and still do an opposing action.

I can feel…

Angry &amp; act kind.

Impatient &amp; wait.

Afraid &amp; move.

Insufficient &amp; do enough.

Pain &amp; endure.

Confidence comes after, not before, we prevail."

Too much information is just as bad as too little.

"Easiest way to say no:

“It’s not a no, it’s just a not right now”"

"Today is a writing day.

Morning mountain views.

Happy Sunday to everyone grinding today. https://t.co/Yf3CkZQFzf"

The easiest way to change your behavior is to change your surroundings.

"@BeholdRetreats There are two types of people, those who put their own self interest first, and those who lie to themselves.

🤗"

"@JuiceTheJoker Picking a brain - imo is a blank check for someone’s time.

Instead - figure out the problem you clearly wish to solve and prepare it in the form of a question.

Then find a way to provide value. If u can’t provide value. Find someone else to ask who u can."

@seattle\_tax Last line is key.

"@DanSolAtom @Cryptokid2o21 @the\_nodez As a potential alternative lens from “good or bad takes”

If your intention is to get a “worthwhile brain” to take your request, perhaps an alternative approach would yield better results?

This is the point of this Saturday evening tweet."

@DanSolAtom This is me suggesting to find an alternative method to increase the persons compliance to your request.

"@KatieMPatton 😅😭🤣 - at the comment.

On serious note - if it works - I think they think they’re getting something in addition to food."

It’s easier to buy talent than build it.

"Learning can be summarized by one statement:

Same condition. Different behavior.

If your conditions are the same, and your behavior hasn’t changed, no matter how many books/courses/videos you watched…you’ve learned nothing.

@DrKashey"

"Putting cash in the bank is essentially buying a bond from the bank at .1%.

So you can either buy a bond from the same bank and get 3-4% right now.

Or you can just buy treasuries at 4% and sell them the moment you need cash with principal backed by USA rather than “chase”."

"If you struggle to even give away your services for free it’s because the biggest cost of working with you isn’t money, it’s something else.

Once you fix it, you can charge a lot more than everyone else."

Just because something doesn’t cost money doesn’t mean it’s free.

"I’ve found it’s easiest to batch hard conversations back to back.

Once you rip off one bandaid, you build momentum for the next ones."

Whatever you want most is on the other side of 2-3 hard conversations you’ve been avoiding.

"Sometimes you give first, and get nothing back.

And that means…drum roll…you helped someone else.

So many people are so afraid of being taken advantage of they forget why they started to begin with."

An ordinary business, done for extraordinary time, creates extraordinary results.

"@TheFalanBlake @TimStodz No shit! That’s great!! 🔥🔥🔥

Made my day to hear it. Ty for sharing. 🙏🏼✊🏽"

Valid https://t.co/M9XXTcF5d8

Modeling what someone did to get to there is better than modeling what they do once they’re there.

Not being able to work is worse than having to work.

"$100M Leads Draft 11 revisions sent back to editor. 🔥

Consensus - it sucks less than draft 10."

@bryanleejh Figure out how to deliver the first two at no cost to you.

"If you want to get leads, give away something that lots of people want for free.

If you want to make money, figure out how to sell them something next.

If you want to make a fortune, figure out how to do the free thing and main the thing for nothing."

@Nutritionnow @RichardHeartWin Have not

@al1meister Appreciate the shout

"Beards are like sunscreen for half your face.

You look older, but they keep you looking young."

The poorer the experience, the richer the lesson.

"Epic lives require epic sacrifices.

Everything has a price."

"Life isn’t gonna give you a chance to warm up when your time comes.

Stay hot."

"The single greatest success characteristic is the ability to delay gratification.

To act without seeing the result of your actions."

Pick games where if you wait, you win.

The last thing you want to give an enemy is FUEL. Don’t disrespect them. Laud them in public and lull them to sleep with your praise.

Soft people create soft outcomes.

I’ve won more battles working in silence than standing on a stage.

"You always have to sacrifice what you want now for what you want most.

Feed the dream."

To focus, you don’t need adderall, you need something to prove.

@bangvibe Whose quote

Disrespect is a fuel that burns hot and long. If an enemy is foolish to give it to you, use it.

Opportunity knocks when IT is ready, not when you are.

If information is the same today as it will be in the future, make the decision in advance.

If Facebook disappeared, our brains would be better. If Google disappeared, our brains would be worse.

"Epic dreams take time.

Act accordingly."

@fredkauber Ty for taking the time to see my talk. I hope it provided you value.

"Helpful reframe I learned from a pro athlete for when you have something big coming up:

Call anxiety—&gt; excitement"

If you can solve it with money, you don’t have a problem you have an expense.

The longer you delay your ask, the bigger the ask you can make.

You still need to make complete actions despite incomplete information.

There’s no drug on earth that focuses you like a deadline that can’t be missed.

"It isn’t the stuff you‘ve got, it’s faith in your ability to get it again.

You are the asset. Not your stuff."

"Go big.

You either get an epic story or an epic outcome. And when you die, you’ll be happy with either."

You need an operator to run your today so you can build your tomorrow.

Hard work is the table stake, not the guarantee of winning.

"Trade time for money.

Trade money for skills.

Trade skills for more money.

Trade one time money for long time money."

More plans don’t work because they’re not followed, not because they‘re bad.

"There’s always risk and incomplete information.

You still need to make a decision."

"For the love of god please stop asking prospects “do you have any questions for me?”

Ask them to buy. If they have questions, they’ll ask them. Otherwise, stop wasting time and move the ball forward."

@aalexxrogers Alt: “I am unlucky”

It’s certainly better than the alternative belief.

"A belief I have that’s served me well:

I have above average luck."

People try to explain why other people do things and yet don’t know why they do things themselves.

If you can get them pay with their time now, they’ll pay with their money later.

"Find someone you’d go to war with.

Because life is filled with battles.

You don’t want to be defending on two fronts.

You want someone who’s got your back who you TRUST to stand tall when shit gets hard (which it will).

Who fights with you to the end, come what may."

Before you start, define your terms.

10,000 cold calls will teach you more about sales than any book will.

"If you wanna make money and you don’t know where to start:

You either gotta sell your own stuff or help other people sell their stuff.

Or get a job."

"Had dinner with some college seniors who wanted a business and didn’t know where to start…

Four steps:

1) Get an LLC

2) Get a bank account with the LLC docs

3) Connect a payment processor to it

4) Solve a problem for a stranger in exchange for money

Voila. You’re in business."

"No matter how bad you want to, never justify a failure with circumstances.

Otherwise, you have to give them credit for your successes."

The difference between a 7/10 product and a 9/10 product is about 5x the work.

It’s not thinking of yourself less but thinking of others more.

"Humility is not thinking less of yourself, but thinking of yourself less.

CS Lewis"

There’s always more work to do.

It’s not a new opportunity. It’s a distraction.

Hard work is the ability to endure discomfort for extended periods of time.

"You don’t have commitment issues.

You haven’t liked the person you’ve been with enough."

It’a hard to beat a man who never gives up.

"You will get bored of what you do before your audience does.

The professional shows up regardless.

It’s what makes them a pro."

"You can want something without wanting to pay the price.

Greatness included."

If getting lucky were so easy, everyone would do it.

No one with a brain worth picking, wants it picked.

"For happiness, what you think matters more than what other people think.

For money, what other people think matters more than what you think."

@CJ\_Johnson17th This is great advice.

"Your work capacity (itself) is trainable.

And you expand it by…drum roll please…working more."

"Best way to get more done:

Stop doing shit that doesn’t matter."

"“No one can outwork me” - gurus

Well…if you define work through inputs…then plenty of people work 16 hours out of 24.

If it’s outputs, I’m pretty sure only one person has the most money.

So…I suppose…many people outwork you."

@sai1092 Nope. Only feeling upset about them does.

"Only two people can let strangers know about the stuff you sell:

1) You

2) Other people

There are more of them than you."

"Myth: Working too much leads to burnout.

Reality: Not being able to manage emotions leads to burnout."

Ignore the crowd. Focus on the ball.

"If you’re gonna do a favor, do it like the person paid you twice your normal rate for it.

No one likes a half-assed job, even if it’s free."

"Character traits are non-binary.

The question isn’t: are you loyal or not? It’s: how loyal are you?

Which means you only have to prove yourself MORE honest, disciplined, loyal, focused than you were yesterday.

A helpful lower bar than “perfect” when you‘re just starting."

"Act like someone who values their own opinion of self above others’.

And eventually you’ll feel that way too."

Start the moment you want to, not the moment you have to.

"How to build a character trait:

Do the types of things someone with that trait would do, despite not feeling like it."

"I didn’t want to make content for years because I didn’t want to make stuff that would disappear.

It felt pointless until I realized the content isn’t the output, the audience is."

Our emotions don’t drive us mad, it’s the beliefs we have about our emotions that drive us mad.

"Belief breaking framework I’ve used for years:

1) What they think

2) Why it isn’t true

3) What is true

4) Why is true

5) Proof"

@Truewayfarer I’m always in hot areas

Media should be seen as an investment, not an expense.

"Quantity brings quality.

The more you do, the better you get."

People don’t care to understand until they feel understood.

The purpose of writing is for your reader to feel smart, not you.

"How to get status:

Give more to your group than you receive."

When in doubt, do more.

"Money is a fickle mistress.

It hangs to the person who pays it the most attention until someone else pays it more."

"You wouldn’t slay a dragon without a badass war party.

So why would you try and build a massive business with the cheapest people you can find?

Build a bench of heroes to get heroic victories. You can’t be a paladin, mage, healer, spellcaster, all in one."

"Make a list of all the basic things you know you should do to grow your business but aren’t.

Do those before starting something new."

"The best things take a long time to build.

Great businesses. Great bodies. Great reputations. Etc.

Waiting to start gives you less time to build."

My biggest regret is not starting sooner.

"If you need perfect conditions to start it means your success is conditional.

If you want unconditional success, then be willing to start in under any circumstance.

That includes the one you’re in right now."

"Success recipe:

High commitment, low expectations."

"The deadliest competitors get their enemies to lose the will to fight.

So, right before you give up, it’s worth asking yourself who got you to surrender without a fight."

The more successful a person is, the longer they can wait between doing, and seeing the result of their doing.

"You don’t become confident by shouting affirmations in the mirror, but by having a stack of undeniable proof that you are who you say you are.

Outwork your self doubt."

"A lot of businesses think they need to lower their price to keep customers when they really need to improve the product.

Everything is too expensive when you don’t use it, no matter how low the price."

Rather than buying things for less than their worth, make your brand so strong that when you buy something, it becomes more valuable by its association to you.

He’s 24. Life is long. Media compounds with time.

Just wanted to make a public prediction that @MrBeast will not only become a billionaire, but a centibillionaire.

Leverage is the difference between what you put in and what you get out.

"Humility doesn’t mean decreasing regard for oneself but increasing our regard for others.

-Clayton Christensen"

"Common Q: “How would you start a business with $1000?”

My .02:

1) Put the money in your pocket and ignore it.

2) Pick if you’re gonna sell other people stuff, or stuff you can finance thru prepayment, or use OPM to finance it.

Money isn’t the limiting factor, knowledge is."

"Only way a business grows:

More people find out about the stuff you sell.

Two ✌🏽ways for that to happen:

You let people know about your stuff.

Other people let people know.

So if you wanna grow you either gotta advertise or make it so good other people do it for you.

Pick."

"Many don’t succeed with coaching programs because the problem the coaching solves isn’t the constraint of the business OR the buyer didn’t do the stuff.

Either one leads to failure."

Sometimes, you just have to keep fighting.

Imagine how much bigger your business would be if you did all the things you know you should but aren’t.

Attention is the new oil.

"You can’t teach and also want to be “the greatest of all time”

Because if you are the “g.o.a.t.” then it means you failed."

Work is the best coping mechanism.

People think they need perfect conditions to start, when in reality, starting is the perfect condition.

"Easy way to win:

Don’t give yourself permission to stop."

"Want to be hard to copy?

No one copies patience."

When you remove quitting as an options, success happens by default.

Don’t compare your first quarter with someone else’s fourth.

When you’re not sure what to sell next, try: more of what you just sold them.

The best way to sell is to not need the deal.

"You cannot learn if you do not admit deficits.

The moment you think you are great is the moment you stop growing.

You draw a line in the sand for your progress and say “no more”"

"The best salesmen care deeply for the customer and little for getting the deal.

Missionaries &gt; Mercenaries"

Before taking advice, make sure they already have what you want.

"The bigger your time arc, the greater your leverage on your future.

Big moves take time."

Get power. Use it for good.

You can love someone without tolerating them.

Worthwhile endeavor develop an “I don’t get tired” muscle.

"Whenever something bad happened, I would repeat one phrase to myself:

“It’ll give me better success story”"

"Imagine the competitor you’d never want to face.

Then, become them."

Life gets easier when you get harder.

I like the idea of drinking more than the reality.

The irony in giving more, giving first, and giving without expectation is that you GET more in the long run.

Reminder of the day.

The more money you make other people, the more money you make.

"Being rational isn’t about not feeling your emotions.

It’s about not changing how you act even though you feel them."

If you want people to buy, clarify their desire into a decision.

@thecopyroad Every human dreams of trading their downside for another’s upside, and forgets that every new upside comes with new downsides.

"Taxes are the only pricing scheme where you get volume penalties rather than discounts.

Kinda funny."

"Being rational isn’t about not feeling your emotions.

It’s about ignoring them and doing what you said you were gonna do anyways."

"Main thing salespeople should drill: the transition to the close.

It happens every call. Memorize it."

See your obstacles as milestones.

And the worse it was, the better it would make my story.

"Whenever something bad happened, I would repeat the same thing to myself:

“It’ll make for a better success story”"

In 50 years, the people you wanted to prove something to are going to be too old to care or too dead to matter.

"It’s not that people don’t know how to sell. It’s that they don’t believe in what they’re selling.

Fix the product, and the selling gets easy."

Give in public. Sell in private.

"RT @Austen: “The world is not driven by greed, it's drive by envy.”

— Charlie Munger

https://t.co/Fp53fBKLuw"

Character is learned through demonstration not dialogue.

"Great way to look smart:

Resist your urge to do stupid shit for an extended period of time."

"“Work life balance” assumes you’re not living when you work.

In my experience, it’s been the opposite: when I work, I live."

"Dessert doesn’t make you fat.

Just like buying shit doesn’t make you poor.

It’s about how much you spend vs consume. It’s a ratio, not an absolute."

"Many businesses search for complex economic explanations for their failures when the obvious one is:

…they’re just not that good."

"If you wanna make money from marketing:

Don’t be clever, be clear."

"Don’t let ‘em fool you.

Us Population: ~330M

# small businesses: ~33M (https://t.co/W4mtXEhT2r)

$1M+: ~3.2M (fortune)

$10M+: ~200k (avg of 3 sources)

Instagram makes it look like errybody killin it.

But hitting $200k per week or $29k per day, is indeed still quite rare."

You’ll probably make more money and own a more stable business.

Squeeze the next hundred small improvements from your business rather than working on your next big idea.

"Don’t mistake people’s opinions for judgments.

They’re just stating a theoretical preference.

But you’re not them. And they’re not you. So - they don’t really care what you do.

…which frees you up to ignore them and do what you want."

The hardest thing about the plan isn’t the strategy, it’s sticking with it.

"Your plan wasn’t dumb.

You were just impatient."

Resist the urge to change your plan before you’ve given time, time.

"If you need more customers, learn:

Outreach

Content

Ads

Affiliates

Referrals

There is no other way."

@\_lhermann @ShaunEls It doesn’t go away. It just changes how it feels. That being said, the business you have isn’t stable for a LONG time. Now that I do have stable companies, I don’t feel the fear as much. So it may be less about size and more about reliability or quality of revenue.

"Friendly reminder that in three generations everyone who knew us will be dead.

Including the people whose opinions stopped you from doing what you wanted all along."

"You don’t kill a giant by facing it head on. You do it at the night while they sleep.

Being unknown gives you the element of surprise."

Dreams aren’t “impossible”only impractical. And whoever thought doing big shit would be convenient?

"Being the underdog is a makes you a dangerous competitor.

You have nothing to lose.

Everything to gain.

And no one sees you coming.

Don’t resent it, lean into it."

"Offer to do more. Get people to say yes.

Then, make it efficient."

"Easy way to break into any marketplace with the best offer:

Look at what everyone else is doing, and do it in half the time."

Then, beat everyone :)

"To make money, you don’t have to beat every business.

You just have to beat the worst ones.

Much less intimidating."

Nothing replaces googling and giving yourself permission to fail.

To be clear, I don’t think traditional college is bad. It’s just overpriced.

"Use the definitions of terms to teach.

Use the concept to remember it. https://t.co/7Lcz4VHRyj"

@elijah\_bowie Yes

If new information never changes your mind, there’s no point in consuming it in the first place.

"People often ignore the big obvious explanation for their lack of business success because it hurts their feelings.

So they waste time sifting through minutia in excel sheets."

@DimitreusT I suppose all of Asia and India (2.5B) are soy boys then. 😅

@DrKashey ❤️❤️

"I don’t think there is. Genuinely. This is coming from someone who didn’t eat soy for years out of fear.

If it doesn’t make sense, I change my beliefs.

I eat soy now."

"If soy turned you into a woman and made you a less virile man, then why is it the areas of the world with soy as primary protein source have fastest population growth?

No science. Just logic."

@TheAnta46467939 If eating less exacerbates the reason you’re overweight, the opposite should make it better right? So you’re claiming eating MORE leads weight loss? Come on man.

Hormones don’t prevent weight loss. Eating food does.

"@TheAnta46467939 How does explaining that no one is immune to starvation manipulate people to question their own sanity?

It doesn’t. It’s just logic. People can choose to do what they want. But they can’t say hormones PREVENT them from losing weight.

Eating food does."

"If you somehow figured out how to live on no calories

1) They’d study you in a lab.

2) It would be the dominant gene of the entire race evolutionarily.

3) It could solve world hunger using your genes.

Unlikely.

So just confront why you eat too much and get after your goals."

"I’m saying this for the people who have believed lies espoused by drug pushers.

Anyone can lose weight. It takes energy to live. If you stop eating energy externally, you’ll eat energy stores internally (fat).

Your body will stay alive. You haven’t exited laws of thermodynamics"

"A “slow” metabolism can make it “harder” to lose weight, but not prevent you. So talk differently about it.

But it’s less PC to say that in our culture of self acceptance.

So this message is intended for the people who want to get in shape and can follow logic. You CAN do it."

"Not intended to trigger. Just want to break false beliefs…

If you claim hormones prevent you from losing weight, you claim immunity to death by starvation.

(Unlikely)

Which means…if you can starve to death, you can lose weight.

So…eat less. Or confront why you can’t stop."

Money is best invested to pay down the time tax of ignorance.

@florianbador @EdMylett Appreciate the kind words.

Ego is a drug that feels good for a moment and terrible for a lifetime.

Achievements only fully satisfy people who would never achieve them.

"The goal of good writing is to make the reader feel like their eyes are rolling downhill.

It takes more effort to stop than to keep going."

All businesses eventually realize they’re not in the selling stuff business they’re in the recruiting people business.

A true test of a mentor’s heart is whether they’re truly happy for the student who surpasses them.

Do it enough times that it would be unreasonable for you to suck.

You already know what to do.

"Money rule of thumb:

Divide what you took home last year by 2000. That’s your hourly rate.

If you want to make more, don’t do stuff for less than 10x that."

"@spencerrwise @DylanJardon I was walking around then all of a sudden I found myself on Twitter.

Appreciate the shout amigos. ✊🏽 https://t.co/DGRAtnJvyW"

Take your own advice.

"I’m getting increasingly amped about $100M Leads: How to get strangers to want to buy your stuff.

Full editing day. Hope everyone is slaying dragons ⚔️ 🐉"

"For anyone starting a business, focus on getting $1 from a stranger into your bank account.

It’s a simple accomplishment that has a lot of mini-accomplishments beneath it without being overwhelming."

@DrKashey 🤣

@pslohmann I’m glad it served you.

@Patticus @michael\_namiku 🤣

"To all my homies who knock doors to sell shit…do teams go out with post it notes with their cell phone numbers on them?

You already paid to be at the door. Might as well leave a note for the folks who don’t answer.

Gives you another at bat for free."

@superzac @GeoffTRoberts Appreciated

"Are you “reinvesting in the business” or just making no profit?

Big difference."

"Imagine you can only take on one business partner for the rest of your life.

You can take as long as you want to pick, but once you do, it’s forever.

How many people would you talk to? 10? 50? 500?

And yet, we don’t take nearly the same diligence in selecting a spouse."

If you use simpler words to define a term, just use those rather than the term. Saves everyone the hassle of translating back and forth.

There are many synonyms for “stranger” but very few for “friends.”

Success is hard because it requires consistency not complexity.

"Whenever I hear a young guy describe their “wife goals”:

…someone to cook, clean, do laundry, raise kids, etc.

I can’t help but think…so you want someone you can replace with a $40,000 employee?

Expect more."

If you aren’t scared about the amount of value you’re giving away, you’re not giving away enough.

Society will never be simpler than it is today.

"Business is like a soccer game except:

…there’s no time limit

…there are many teams

…no clear sides

…goals scored on no one

…no scoreboard

…folks saying they “won”

…decades pass

…players die

…new players enter

…the game goes on

The point is to play.

To play is to win."

"The first time you buy something takes lots of thought.

Reordering, takes very little.

Both transactions make the company the same amount of money.

Which kind of business do you want to build…a first time sales business or a reorder business?

Right…then act like it."

"Winners commit to the actions.

Losers wish for outcomes."

"If someone makes more money than you, they are better at the game of business in some way.

Quiet the ego, look for the lesson."

"3 outcomes:

1) I didn’t do X.

2) I did X, Y happened. How can I do more of X?

3) I did X, Y didn’t happen. What else can I do that will improve Y?"

Traditional goal setting doesn’t take into account both variables: 1) did we do the thing? 2) did our guess work out?

"The reason impatience destroys your long term goals:

You force growth with more sales and marketing to hit an arbitrary number.

Then add infrastructure to handle all the volume and churn.

Then sell your bad product to keep up w payroll.

Then, you get stuck and can’t go back."

"Simple goal setting:

Before:

1) What problem are we solving?

2) What’s the hypothesis? If I do X, I think Y will improve.

3) How do I measure X (activity)

4) How do I measure Y (output)

After:

5) Did I do X?

6) If so, did Y happen?"

@TheSavvyCouple Appreciated

"Whenever you overcome an objection, make sure you get agreement that it was overcome so you can move on.

If you don’t, it’ll resurface again in the close."

\*enter four year old\*

The person asking the questions is in control.

"Going from:

0 to 60,000 words = x effort

60,000 to 40,000 words = 10x effort

“If I had more time, I would’ve written a shorter letter.” - Blaise Pascal"

@cryptotex69 Solid answer.

"Which would you choose:

$10,000 per month in cash flow

Or

$1,000,000 hard asset

…and why :)"

Cash flow makes you feel wealthier than wealth does.

Being good at the basics makes you advanced.

@dickiebush @myfirstmilpod Just sent to my team. Gracias.

I wish tipping were priced into all services and we could end the only need for having cash when you travel.

"If you’re waiting for when you’re “less busy” to start a new habit/program, it assumes that when you get busy again, youll stop.

If you want enduring change, the best time to start is when you’re busy. Learn how to make it work in the worst condition, and itll stick in the best."

"The amount of time you take to make a decision should be inversely correlated with how emotional you are about it.

Lots of emotions —&gt;take your time

No emotions—&gt;make the call

Mistakes love an emotional decision."

Being busy, is therefore, no longer an excuse for not starting.

"If you’re waiting for when you’re “less busy” to start a new habit/program, it assumes that when you get busy again, you’ll stop.

If you enduring change, the best time to start is when you’re busy. Learn how to make it work in the worst condition, and it’ll stick in the best."

For up and coming entrepreneurs who grew up hating calculus…worry not…there’s a difference between math and money.

@aaditsh Appreciate the kind words.

Your actions are your evidence, not your feelings.

Patience isn’t about feeling comfortable while you wait it’s about choosing to wait despite feeling uncomfortable.

"You can get “good enough” at almost anything in 20 hours of focused effort.

The problem is, most people spend years delaying the first hour."

"In sales scripting, many miss a key point in the first five minutes:

Translating a desire into a decision.

Set the stage up front so everyone is clear what a yes and no look like."

When investing in education, instead of thinking “what if this doesn’t work for me?” I prefer to think “what if it does?”

Action and disbelief are like courage and fear. You take the first despite the second, not in absence of it.

"Good friction is when you introduce steps or difficulty into a sales process to ⬇️ volume but ⬆️ lead quality.

Bad friction is when you add steps or difficulty that ⬇️volume AND 🟰 lead quality.

Good friction example: application.

Bad friction example: slow page load"

"Rather than comparing outcomes compare actions.

Do what they did to get what they’ve got (for the same amount of time)."

"The reason you want to do the new thing is because you don’t know how to keep growing the old thing.

Fix the problem don’t start a new business."

Sometimes the work just needs doing.

Nine times out of ten, to grow a business you need to do “more” or “better”, rarely “new.”

Figuring out what you really want is the hard part. Getting it is easy.

"Some people blame their circumstances for their lack of success.

Others decide it’ll be part of the success story they tell.

Decide which you are."

You can’t control your feelings but you can control what you do as a result of them.

Be everyone’s #1 student.

If you can’t handle sucking, you will never get good.

"Great question for mentors:

What do I believe is true that isn’t?"

"Growth hack: word your problems as personal deficiencies.

“My sales people suck” VS

“I don’t know how to hire train and manage great salespeople.”

If you can improve it, it’s a skill.

If it’s a skill, you can learn it.

But you have to admit you suck before it can get better."

"Best way to learn sales without selling:

Listen to close call recordings.

The real world teaches more than any script."

"@blackhatwizardd Thought: Using resume critiquing as a loss leader to find employees for businesses could be a very profitable business.

Flip side of same problem but selling to a market with money.

Indeed etc

Interesting thought process to use whenever you encounter a broke market. Flip it."

"Try skipping your normal mental warm up routine for a day and see if you get more done with the time saved.

If you do, you don’t need it anymore."

You don’t have less willpower than you did before, you have different priorities.

"Selling is like an argument with your wife. You don’t “win” an argument.

You have to ask questions to allow the other person to arrive at a conclusion on their own."

"You get money from yeses.

You get time from nos.

You get nothing from maybes."

Don’t change your business to change how you feel.

Internet Required Context: This is intended for business goals. 😅

If at first you don’t succeed, use force.

"Selling is a transference of belief over a bridge of trust.

Therefore you cannot sell unless you believe. And they will not buy unless they believe YOU."

@blackhatwizardd Appreciate the shout. Keep slaying. 🙏🏼✊🏽

@DefiningWealth Appreciate the breakdown 🙏🏼✊🏽

"Being underestimated is the best strategic position when you are strong.

So, embrace it. It’s an advantage you won’t have forever."

"Stress is not a problem. It’s a fact of life.

It only becomes a problem when you try to eliminate it (and fail)."

If your ego cannot handle being bad, it prevents you from ever being good.

"Today I’m officially two years older than Alexander the Great who conquered the known world. 😅

Thank you for all the kind notes I’ve received. Means a lot. Keep slaying #mozination"

If you can’t buy it twice, don’t buy it once.

"There are a million ways to win and only one way to lose.

Don’t quit."

"The cost of changed is guaranteed.

The return isn’t."

"When selling, boil the sale down to one decision.

The call agenda isn’t “to see if you’re a good fit for our program/service”

It’s “to decide whether you’d make more money working together than on your own.” Etc.

Clarify to ONE decision. And the moment they say yes, close."

To increase sales, get everyone on your team to follow the script.

"Reminder to all salesmen:

If the person showed up to the call, they have a problem. Remind them of it."

The business closest to the customer wins.

"@Mariana\_Traxel @PaulGalushkin Or I would be yet another full time creator making up tactics they’ve never done.

I figured I’d take the time to reply to explain why.

And when I do respond, not everyone sees them. (Like this)"

"@Mariana\_Traxel @PaulGalushkin Because I am constrained by the laws of time and space. I physically cannot respond to every comment…and also fulfill my promises to the companies I own. And it’s from my time with those companies that I can share the things that work for everyone.

It’s the trade I must make."

And the more permanent they think it is, the more they’ll pay for it.

People will pay almost anything to feel better.

@elliottaleksndr Glad to hear it. I hope it provided utility.

Genius Execution &gt; Genius Strategy

If you can’t do it forever, don’t do it for a day.

Culture is the unspoken agreements of how we behave. It’s the company’s reputation with itself.

"When selling, rather than answer the question, ask the prospect to clarify the question behind the question?

Ex:

Them: What kind of access to you do I get?

U: When you ask that, what are you afraid of having happen?

Them: Not enough help

U: Got it. (Then address true fear)"

"The first thing to do to improve sales:

Clarify the decision the prospect must make while on the call.

If they don’t know the exact question they need to answer yes to by the end of the call, you’re expecting them to figure it out.

What’re they saying yes to? Be precise."

"Direct response makes the fast money.

Brand building makes the big money."

"The top 10% overestimate their skills and underestimate their circumstances.

The bottom 10% underestimate their skills and overestimate their circumstances."

"There’s always more work.

There isn’t always more time."

"Sequence is the difference between music and noise.

Doing the right thing at the wrong time makes it the wrong thing."

"For “make money online” haters:

College was the original “make money” opportunity.

Times changed. They didn’t.

With unmet demand, a new industry was borne to meet it: alternative ed.

And it’ll boom as long as the demand exists and there are those who can deliver."

You’re\*

"Scarce resources provide status.

When your old, your health gives you higher standing than your wealth."

"Business grow to their constraint and no further.

Strategic initiatives not focused on relieving the constraint are a waste of resources.

This is why many people work, and yet, don’t grow."

I really like this frame because it flips the script from comparison and competition to appreciation.

They didn’t have themselves as a mentor, you did.

"It’s normal to pass your mentors.

It means they did a good job."

Controlling your emotions means choosing to do things despite fear just as much as it means choosing to wait when everything inside you makes you want to move.

Talk to adults like they’re children and talk to children like they’re adults.

"Old folks are underrated.

They literally “made it”"

"Eighty year old man gave me advice for a long marriage:

“Don’t get divorced.”"

If the things on your calendar aren’t changing, you aren’t growing.

"Our past is a collective soup of brain chemicals shared between different minds.

Otherwise, it no longer exists.

Kind of liberating."

If you blame your customers, you are victim-minded.

"The job of the CEO:

1) Properly identify the constraint on the business

2) Solve the constraint

3) Find next constraint"

"My goal:

Be the type of competitor that others look at and say “he’s here to stay”"

@Alek\_Octopus Totally fine. It’s a yes no answer for comprehension. NOT - “can you think of a question to ask me?”

"Just listened to a half day of sales calls. Wanna know a great way to kill sales?

Ask a prospect:

“Do you have any questions?”

It’s literally asking to be derailed and asking for new obstacles.

You ask the questions. Not them."

The best stock to invest in is your own.

No one is going to make room for you. You have to make room for yourself.

"During my hardest days, I repeated the same phrase to myself:

I cannot lose if I do not quit."

"If you’ve got a little bit of money and you travel a lot:

Buy multiple bags. Pre pack for different purposes so you can grab and go.

No energy wasted deciding what to bring and/or packing."

"Entrepreneurship isn’t for the faint of heart.

The load is heavy and the road is long."

It’s amazing what you can accomplish if keep working on the same problem for a decade without listening to people who tell you it’s a bad idea.

It’s amazing what you can accomplish when you ignore the opinions you thought you cared about.

Making money never brought me joy directly, but it relieved so much pain, it made room for me to be joyful later.

@nicksinghstill It’s communicating mktg function through the lens of a supply demand curve. When you don’t market, you have no demand. You don’t alter your supply. You increase demand to increase units sold. And to sell higher prices, keep supply fixed and market even more.

@debutify I hope it provided utility. ✊🏽🙏🏼

"Hallmark of a young entrepreneur:

Constant chaos. Extinction events. Stress. Swings in strategic direction daily.

The problem is they don’t know why they’re making money so they change everything, all the time."

@blackhatwizardd Amen

The point of marketing is to shift the supply demand curve in your favor.

Most people quit before they try at all.

You can determine how successful someone is going to be by the number of times they try before they quit.

It’s better to be the best at one thing than pretty good at three.

People aren’t willing to eat as much shit as they think they are.

"“I’ve known him a long time”

is an observation, not a good reason to stay friends with someone."

Advanced people are advanced because they never don’t do the basics.

@deepaksharmaco True. I added “emails” to qualify I LOVE BULLETS

"Money lesson that stuck with me:

“Don’t count the other guy’s money”"

Nothing nicer than an email of bullets instead of paragraphs.

It’s hard to compete against a business that provides far more value than it charges for.

"I owned more suits when I was poor then when I was rich.

You can’t spend appearances."

"In growing businesses:

Fast feels like focus, not speed."

"The three core business skills:

Make shit

Sell shit

Lead others"

If you can wait, you can win.

Just happy to be here.

The product can’t just deliver, it must delight.

"Also - I also don’t read nearly as much as people think I do.

Not saying you shouldn’t learn. But learn to solve problems, not just to distract yourself from work.

Filing another ad. Calling one more lead. Will make u more than another motivation book.

My .02"

"This guy 3x’d his business in 9 mos with ruthless execution (not mental masturbation).

Read to solve problems not make progress. Doing makes progress. https://t.co/aKjGQPAquY"

Marketing always works, it’s only a matter of efficiency.

You can deposit your projections into the bank of excel.

"Three ways to drive growth in number of customers:

More. Better. Different.

1) Do more of what you’re currently doing

2) Do it better

3) Add something different

Easiest framework I know to grow acquisition."

People don’t get smarter, they just get older.

The longest money wins.

"How to charge exorbitant prices:

Increase demand.

Cut supply.

If you know how to market, you control both."

"Something being ‘hard’ is a function of who you are, not what it is.

We can become greater than our obstacles."

I don’t know who needs to hear this, but you can become a millionaire without having a 28-step morning routine.

"S &amp; P 500 &lt; S &amp; Me 500

Invest in yourself.

You’ll grow faster than 10% per year."

Last line of convo with a very successful friend. Thought I’d share. https://t.co/B7qkVBXcwu

"If you’re under 30, ignore friends who brag about how much they make.

It’s the 1st quarter.

The game is long.

It’s not a comeback if it was your plan all along."

"Entrepreneurship is like a video game where you keep dying and coming back to fight the same boss over and over again until you learn the lesson.

Except instead paying in minutes, we pay in years."

Business growth comes down to how long it takes you to learn the right lessons from your experiences, or ideally, other peoples’.

"1.7M books are published annually.

You only have time to read ~2500 over your entire life (1/wk).

Most aren’t worth reading. Pick ones that serve you now, not someday."

"140M people created annually.

You only have time to know a handful.

Eliminate most. Select few."

Overthinking is just as bad as underthinking. Except the people who do it think they’re making progress while doing nothing.

Everything starts hard, which is why it’s not an acceptable reason to not begin.

@soyeduardolvera @thecopyroad He has a very undervalued Twitter.

@blackhatwizardd Yes. Show past processing volume, refund %, &amp; chargeback %. They should quote you interchange + basis pts.

Champions know the difference between laziness and rest.

"Five funnel-wide copy improvements to make you more monies:

1) Change language to present &amp; active

2) Remove adverbs

3) Short sentences

4) Pick lowest vocab word

5) Remove sentences and see if meaning stays same.

The door was closed forcibly. It was loud.

Vs

He slammed the door."

Commit to the process of testing, not an particular test.

Its\* :P

"One of my highest performing split tests, regardless of funnel steps:

Elimination vs Modification

Rather than testing A vs B. Test A vs N/A.

Remove the variable and see if it’s existence detracts from the outcome."

"A habit that lets regular guys beat marketing savants:

Test one element. Per week. Per step. Forever.

It also has the side benefit of turning regular guys into marketing savants :)"

You cannot out-earn bad spending habits.

Many learn the wrong lessons from the right experiences.

Everyone eventually forgets the past. Which means, you will eventually forget the present.

@jackbutcher This is great

"Instead of the S&amp;P 500, most should invest in the S&amp;Me 500.

10x what you make rather than earning 10% on what you’ve made."

Inspired by Tik tok creators who insist that they key to making money is making your bed.

Make money, not beds.

"Shake the tree.

If you have a list of recurring customers, communicate with them.

If it’s been a while, you’ll remind many to cancel.

But with what’s left, you can rebuild a community worth being a part of."

Many entrepreneurs waste their days solving problems that don’t exist.

Branding is to direct response what value investing is to day trading.

Boring work leads to extraordinary outcomes.

"Don’t complain that you haven’t taken a vacation in years.

You own the company. Get over it."

Expecting 100% of your days to be “above average” is the problem, not the bad day.

"The world doesn’t care about your effort.

It cares about your output."

"Rather than one man chopping down a forest over a lifetime claiming no one could outwork him.

Callused and sweaty.

The other has it raised in an hour without physically doing anything himself."

"Leverage is the multiplier.

Volume is the baseline.

Volume is constrained by your time.

How much you multiply it is not.

The last example took the time to assemble the men &amp; push the button.

That’s leverage."

"Once you have a baseline of effort, you should spend more time selecting your work than working.

It’s the spend “4 hrs sharpening the axe” mantra.

But instead of sharpening the axe, you push a button and 1000s of men in machines clear a forest for you.

Leverage &gt; Work Ethic"

"Although you need to have a baseline of effort to be successful, at some point, the work ethic becomes moot.

It becomes more about the leverage that is applied to the work you do than the volume of work itself.

After all, anything multiplied by a trillion is a big number."

"Archimedes said “give me a lever long enough and I can move the world”

An old lady could pick up a semi truck with enough leverage.

The strongest man in the world, with no leverage, cannot."

"Leverage is the multiplier of the work.

Volume x Leverage = Output

If you want to get more out, you either have to put more effort in OR you have to multiply your effort more.

But here’s the catch, a human can only use so much effort…but there’s unlimited leverage."

"Everyone works hard to get to the top.

Work ethic is a price of admission.

But super success comes from something else: leverage."

"I hear so many gurus say “no one can outwork me.”

Only ☝🏼 person in the world can say that...and it’s probably not you.

It also—doesn’t matter.

🧵"

If you stick with it, even if you suck, you’ll be better than most people after a year.

Those who can withhold the ask the longest, can make the biggest ask.

"Most people aren’t that good.

They make one VSL and never edit it with obvious fixes.

They don’t look at screen recordings to edit their pages.

They don’t script out hooks.

They don’t make enough ads.

They don’t review sales calls.

Beating them isn’t hard if you actually try."

Being in a rush is what makes good things never come.

When you provide value, the longer you delay your ask, the bigger it can be.

Life is short when you need things to happen fast.

"If you want to get more leads, spend real time and money building something awesome.

Then give it away.

Then ask those people if they want more of what they just got.

The ol drug dealers trick. It’s why people with great products always have an advantage."

It’s interesting people will spend $1.99 on a song that lasts 3 minutes, while a movie lasts 40x as long and is only 5x the price.

(My experience)

The longer you’re in business the more your drive shifts from beating others to beating yourself.

(In 5 years)

"If you grow 10% per quarter, you 6.7x.

You can do it by:

1) Selling 10% more customers

2) Increasing customer value 10%

Or, some combination of the above."

"Something I’ve noticed between good CEOs and great CEOs in our portfolio:

Good CEOs know how to push

Great CEOs know how to never stop"

"Three things anyone can sell that have zero incremental cost that aren’t software:

Access

Media

Brand"

We don’t need more data. We need more doing.

Mental health isn’t the absence of negative emotions but the ability to deal with them when they come.

"99% of the time if you remove “be able to” and “in order to” from your writing, the meaning remains unchanged.

Fewer words = more impact per word"

“That which you do not hate, you will tolerate” - Malcolm X

"Popularity awards are for high school, not entrepreneurship.

Do what needs doing. Say what needs saying."

@Vickytash101 Most people record a lot and say little. Value is a function of the time it takes to deliver it.

"Easy fix for most info products:

Remove 90% of videos and say the same thing."

"Few can do a thing well.

Even fewer can teach it well."

Know the difference between laziness and rest.

Trust is the most undervalued asset in business.

To gain goodwill, make and keep promises to an audience.

Bad businesses are just non profits you’re personally liable for.

Master your time, master your money.

"How to keep the world the same:

Be reasonable."

"How to get what you’ve always gotten:

Be reasonable."

"How to get strangers to trust you:

Solve their problems.

Ask for nothing."

The difference between manipulation and advice is intention.

The most valuable thing you can build is an audience.

"How to get more done:

Eliminate the gap between waking up and working."

"A child calls another child fat.

Adult overhears the child &amp; runs over to comfort the accused.

The fat child now cries.

Adult shakes finger at accuser.

Accuser feels bad.

All is right in the world.

We come into this without meaning.

Inherit meaning.

Spend our lives undoing it."

"Everyday XYZ…

… is getting more advanced

…gets more advanced

…advances

Some of the best ways to improve copy (and writing) is to eliminate words that don’t add value.

—&gt;Ex: Eliminate words to add value to copy.

Signal:Noise —&gt;Response:Non-Response"

"Unsolicited advice to guys deciding whether they should marry the girl they’re with:

If you don’t know, you know."

"Someone messaged me saying they were struggling to get new clients.

I had a minute so I figured I’d see what their funnel and offer was.

So I clicked the link in their bio.

The link was broken.

So many think they’re too advanced to do the basics."

"Entrepreneurs transition from:

Trading time for money to

Trading money for time to

Trading money for mo’ money."

As crazy as it seems, it’s possible to become a millionaire without 7 streams of income.

"To trade up, exchange things that have specific value to one person for things that have broad value to many people.

Over time, you will trade less valuable things for more valuable things.

To the man in the desert, a glass of water is worth his estate.

Find him and trade."

If you do more reps than anyone else in your space, you’ll win.

@webhmn 🙏🏼

"The deeper you go into a specific field the lower your risk AND the higher your return.

You beat traditional investing by learning more about a narrow segment.

If you get 100x on 10% of your cash, you still get 10x returns."

"Fomo is not a good reason to invest in something.

In fact, it’s usually the worst."

"My goal before I die is to give more than I got.

It’s challenge for two reasons:

1) because I’ve gotten a lot.

2) the more you give the more you get."

Super cool to see all these tidbits captured in one place 🤗🔥 https://t.co/2O4uyYbOUW

@provereality Gross margins. CAC isn’t included in GM. 👌🏽

Give to the many, sell to the few.

Tell people you care about them before they die.

"All marketing terms are just answers to questions:

Who —&gt; Labor

To Whom —&gt; Audience

Why —&gt; Compensation

What —&gt; Content

When —&gt; Cadence

Where —&gt; Platform

How —&gt; Medium

How much —&gt; Volume

How many —&gt; Frequency

How long —&gt; Duration

They create context to solve problems."

If you want to kill your ego, be grateful.

"Doing &gt; Reading

Reading solves the problem of not knowing what to do.

If you know what to do, you solve the problem by doing, not reading more."

"Paycheck =

Difficulty of problem solved

X

Amount Negotiated

/

Number of others folks who can do same job"

"If you can wait 90 days for a result, you can win.

If you can wait a year, you can win big.

If you can wait a decade, you can be the best.

If you can wait a lifetime, you can change the world."

"Marketing hack:

Only say one thing at a time."

"Good Dave Ramsey Rule:

Keep mortgage at &lt;25% of post tax income.

For those in highest tax bracket that’s 15% of pretax income.

If I’m being real, for me, that still makes me nervous. But I’m very conservative with spending."

"Bonus #1: It’ll teach you to communicate complex ideas, simpler.

Bonus #2: Kids can learn from your stuff without translation."

"54% of Americans read below a 6th grade level.

If you want to double your response rates, write to the majority."

@Mikael\_Mansour @LeilaHormozi Happy to hear it man

"It grinds my gears when someone who is much older tells someone much younger that they’re wrong.

\*\*When the younger person has the right strategy, but it just hasn’t had enough time to come to fruition."

The world belongs to those who can keep doing without seeing the result of their doing.

"Only the dumb believe that nothing can change old conclusions.

A changed mind should be a sign of growth rather than weak character."

@\_VictoriaVera 🤣

“Because it is hard” is never an acceptable reason to stop.

Most of us don’t need a lot of people, just one, to believe in us.

"Anyone can sell stuff to people to make some money.

To make lots of money you either need to sell lots of people or get the people you sold to sell lots people for you (because of how good your stuff was).

The former is easier in the beginning. The ladder is easier in the end."

Many people stop doing the right thing because they’re measuring it on the wrong timeline.

Money is fickle. It sticks with the person who pays it the most attention.

We admire people more for their effort than their outcomes.

Gotta be able to have bad stuff happen and still have good days.

It’s more important to nail the direction than the destination.

"Entertainment makes you feel good.

Education makes you do good."

Setting goals is calling your shots to yourself.

@OneJKMolina Flawless victory.

"People buy the next thing based on the value they received from the last thing.

If people aren’t ascending, you probably don’t need a better process, you need a better product."

Most people don’t make money because they can’t wait 12 months.

"Least discussed most effective passive income strategy:

Marry rich."

Once you learn how to consistently get leads, life gets easier.

"People hate change but want growth.

You can’t have one without the other."

"Don’t let ‘not knowing what to do’ stop you from starting.

Everyone starts at zero."

Clearly defining what you really want is often harder than getting it.

"Definition of terms:

Lead: a person you have means to contact

Engaged Lead: a person who has indicated interest in the stuff you sell

People say they want more leads when what they really want are engaged leads.

Anyone can buy a list of names.

Interest you have to earn."

Businesses die when founders run out of vision.

"Best reply to:

“Why do you work so much?”

—&gt;“Because I want to”"

@DrKashey For anyone who asks - @drkashey is who taught me how to better consume information.

"Biggest copy hack:

Say what only you can say

Biggest creative hack:

Show what only you can show

Category of one. ✊🏽"

"Companies are a combination of:

1) Raw Resources

2) Processes to transform them into something more valuable

3) Priorities to determine which ones to do more or less of.

You can transform a company by focusing on any of them."

"No one cares who was first to have an idea.

The market only cares who was the last man standing."

"You don’t need more time to make good decisions.

You need fewer emotions."

Activities &gt; Outcomes.

Just because you haven’t done something doesn’t mean you can’t.

"The most important epiphany of my life was realizing I could feel one way and still do an opposing action.

I can feel…

Angry &amp; act kind.

Impatient &amp; wait.

Afraid &amp; move.

Insufficient &amp; do enough.

Pain &amp; endure.

Confidence comes after, not before, we prevail."

Too much information is just as bad as too little.

"Easiest way to say no:

“It’s not a no, it’s just a not right now”"

"Today is a writing day.

Morning mountain views.

Happy Sunday to everyone grinding today. https://t.co/Yf3CkZQFzf"

The easiest way to change your behavior is to change your surroundings.

"@BeholdRetreats There are two types of people, those who put their own self interest first, and those who lie to themselves.

🤗"

"@JuiceTheJoker Picking a brain - imo is a blank check for someone’s time.

Instead - figure out the problem you clearly wish to solve and prepare it in the form of a question.

Then find a way to provide value. If u can’t provide value. Find someone else to ask who u can."

@seattle\_tax Last line is key.

"@DanSolAtom @Cryptokid2o21 @the\_nodez As a potential alternative lens from “good or bad takes”

If your intention is to get a “worthwhile brain” to take your request, perhaps an alternative approach would yield better results?

This is the point of this Saturday evening tweet."

@DanSolAtom This is me suggesting to find an alternative method to increase the persons compliance to your request.

"@KatieMPatton 😅😭🤣 - at the comment.

On serious note - if it works - I think they think they’re getting something in addition to food."

It’s easier to buy talent than build it.

"Resource allocation is how you determine real world prioritization.

Show me your calendar and I’ll show you what you care about.

(That goes for an organization or an individual)."

"How to measure talent:

How much time &amp; attention did they return me?"

Hating to lose is stronger than wanting to win.

"How to identify business bottlenecks:

Look at everything on your calendar.

Everything you see is what needs to get removed for you to go to the next level."

Ignoring annoyances until they become irrelevant is an underutilized self-help method.

Most people don’t need to solve more problems, they just need to pick better problems to solve.

"I’m bad at small talk. Here’s the best hack I’ve got:

Parrot the last noun they say.

Ex:

Im from Georgia.

—Georgia, What part?

Atlanta.

—Why Atlanta?

Job.

—What job?

Engineering

—Engineering, what kind?

Electric.

—Electric, what made you choose?

Etc.

Boom. Convo ✅"

"How to not get hired for a role:

Don’t answer the two questions we ask on the job listing."

"Sales conviction.

It’s impossible to think every customer will be successful, especially if there’s any component of them doing the work.

But you can mentally shift conviction from “you’re gonna be successful” which is a lie.

To “working with us is the best shot you’ve got.”"

"It took me a long time to realize the difference between being lonely and being alone.

Alone is a description of physical circumstance.

Loneliness is an unmet expectation."

Anger is a more useful emotion than sadness.

"I learned that saying “Thank you” isn’t as powerful as “Thank you for thing you actually did that I’m grateful for”

So I’m committing to not leaving “Thank you” naked and afraid.

Clothing it with context seems to be working well."

Segregate laundry, not people.

@ShaanVP 🤗

Most people care more about the status they gain from the money they make, than the money they make.

"When to invest in passive income:

When you can’t possibly invest more money into increasing your income &amp; have so much extra coming in that you have nowhere to put it.

Then, put the excess into passive.

Otherwise, funnel the money into your brain.

If &lt; 30 yrs old, read again."

"Fun! A super unique set of takeaways from the book that had nothing to do with offers.

Reading between the lines.

Thank you for writing this thread @ShreyaPattar. I enjoyed it a lot. https://t.co/Vg470UpFuC"

It’s amazing what you can accomplish if you don’t stop once you start.

"Five years ago, I made my first podcast episode.

The first 4 years, my podcast wasn’t even ranked.

At one pt, I even accepted it as “never gonna grow”

But I kept making them, out of habit more than anything.

It’s now a reminder for me: sometimes you gotta give time, time. https://t.co/tqdFT6dmAY"

You can boil most of success to: enduring short term discomfort for long term achievement.

@Budgetdog\_ Appreciate it.

Volume x Time = Skill

"Before I decide to do something, my first question is:

“What problem are we solving?”

9 times out of 10, answering that question shows me:

1) It’s not really a problem (so I can ignore it)

2) What I was planning on doing wasn’t the best way to solve it."

"PS - And if you feel weird about “unselling” nonexistent inventory to sell more other SKUs, feel free to carry stuff that you never sell.

Telling people not to buy ended up resulting in more sales overall.

It was an interesting study in human psychology.

I hope it serves you."

"And it gave us more clients, who bought the things we really did want them to take, all while being more trusting of our intentions.

I stumbled into this method by accident.

Use it for good."

"And that was because people saw us as caring for two things:

1) Saving them money by recommending other stores that carried products for less

2) Not pushing things they weren’t ready for

After all, you SHOULD be selling from a place of their best interest and their trust."

"I eventually stopped carrying the ‘sacrificial’ inventory altogether.

But they always remained on the menu as a way for us to gain trust."

"I trained my teams on this “method” and we started calling the products we wouldn’t sell: “sacrificial lambs”

Basically products that you purposely sacrifice to sell more of others.

Using this method, I sold more of my other products and more overall."

"And here’s what happened…

I ended up selling MORE overall.

My close rates went up to nearly 100%.

I sold more telling them what they didn’t need to buy.

THEN telling them what they needed.

It was wild.

I sold more than when I hadn’t run out."

"“…This one you also don’t need given your current level. It’ll be important later but you can just cross that off the list. So that should save you some money. Cross that off too.”

Then

“…Ok, now I need you to get 1 of these, here’s how you’re gonna take it…2 of these…etc”"

"I said “hey, before we get going. You can probably pick up an equivalent product from Costco for about half the price we’re selling it. It won’t be as good. But it’ll still get the job done. So you can go ahead and cross that item off”

And…"

"After a few less than ideal exchanges, I switched up my approach.

Now, before I got into explaining the products on our menu, I changed one thing…

This time: I told them not to buy the products (we were out of) from us."

"Here’s what happened:

After running out, people kept asking about products we had sold out of.

Their friends had bought them.

They wanted them too. But it would take too long to restock. So I couldn’t provide them. I tried to unsell them on why they needed them.

Awkward."

"Six years ago I was selling supplements at my gym and I ran out of inventory on a few key products.

I still had about 20 more consults left that day. And - I still needed to make money.

Result: I ended up selling more than I did when I was fully stocked &amp; learned key lesson…"

"When going through harder times, I find it helpful to frame ‘the hard’ as:

“For now” rather than “forever”"

"Try this if you haven’t been able to stick with a new habit:

1) List your daily habits &amp; how long they take

2) Fit new desired habit into same length habit

I now:

1) Brush teeth when peeing bef bed

2) Sun screen during AM coffee

3) Audiobooks while lifting

This worked for me."

"Your spouse marries two people.

The person you are and the person you want to become.

Make sure they love both."

"If you get great service, as you turn to walk away, just say the compliment to whoever you’re walking out with loud enough that the intended receiver hears it but doesn’t think you thought they could.

“That girl was great, right?”

It’ll make their day.

Easy good day vibes. 🤗"

@LewisHowes @imandyhaskins ✊🏽

Note - technically it started two quarters ago. But it sounds less dramatic as a tweet 😅

"Recession Definition: Two quarters in a row of declining GDP.

Current State: Two quarters in a row of declining GDP.

July 1st was officially day one of the recession."

@nasserdev Which improves how people see you (as a positive person)

@nasserdev Only you see just giving someone a compliment as negative.

"Use gossip for good:

Compliment a person to a friend of theirs behind their backs.

Their friend will tell them.

They will like you, and them, more."

"First, I cared too much.

Then, I cared too little.

Now, my goal is to control how much I care.

Like Goldilocks.

Except rather than caring “just right”

Caring ‘a lot’ about the few things that I think matter and ignoring the rest."

If you’d forgive them on your deathbed, then you might as well forgive them today.

"My good friend @DrKashey taught me a perspective he calls:

“The Frame of The Veteran”

Next time something bad happens, imagine it has already happened 999 times to you before this.

On the 1000th time, how would it feel? Irrelevant

Great - now feel that way in the first time."

"Most people are proud of their reading habit.

But for many, it’s just an act of productive procrastination.

I’m looking at you “I read a book a week” club

Here’s how you know:

Are you reading to find answers to questions?…or are you reading to find questions to answer?"

"Most powerful mental frame I’ve ever encountered: The Grandfather Frame

Imagine you are 85 and trade all material wealth to wake up in your current age/circumstance.

But reliving your life “for the 2nd time, for the 1st time.”

Old eyes on new experiences.

Really shifted me."

Nostalgia is gratitude in the present for circumstances of the past.

@principaldjr @LewisHowes 🔥🔥🔥

"How to get good:

Find someone who is good.

Do it more than they did."

"The measure of a brand’s strength is its ability to price above market…and have people keep buying.

And since pricing is the strongest lever on profits - building brands creates outsized returns."

"You can learn how to draw blood in a weekend for $500.

With that 2-day investment, you 3X your earning capacity from min wage for the rest of your life.

Trade todays time to increase the value of tomorrow’s time.

Pay once, earn forever."

"It is more work in the short term to build a great product.

It is more work in the long term to promote a shitty one."

@gregisenberg @matt\_gray\_ @austin\_rief Overrated

@matt\_gray\_ @EmmettBurton ❤️✊🏽

"I don’t do consulting.

Someone offered to buy me a Rolex for a consulting hour.

It felt more enticing than the equivalent amount of money (and I don’t even like lux watches).

I still declined, but definitely a note for gaining attention.

Buy them something they wouldn’t."

@theChrisDo @TatiTendekai Hahaha ✊🏽✊🏽

Legacy isn't real. Build the life you want for yourself.

The boring stuff is often what you need to do most.

Your actions are the end result of your values.

"Most people don't fear authenticity.

They fear the potential rejection."

"Most people do enough to maintain—

But not enough to drive adaptation."

The boat you're in right now probably isn't the boat you'll be in the rest of your life.

The stories we tell ourselves create the futures we're going to have.

"When you get into hard times—

It doesn't change who you are.

It simply gives you evidence of who you are."

"You can get envious, or you can get curious.

Only the latter prepares you for growth."

Childlike curiosity is a superpower.

In arguments, no one wins.

Optionality is far more valuable than freedom.

Information learned increases in value over time.

The only thing that separates genius from insanity is the outcome.

Most people's plans get worse when you add more time to the horizon.

"Our words directly influence the way we think &amp; view the world.

Occasionally I'll say something that really stands out to me.

Sometimes I take mental notes. Other times, I forget what I said.

Here are a few of the #mozisms that have stuck with me over the years:"

Operations is the science and art of doing more, better.

"One of the most valuable shifts I made as an entrepreneur was going from:

Envy: “This guy makes more than me, but he’s unethical. I hate him. Boo!”

To

Curiosity: “Anyone who makes more $ than me is better than me in some way at the game of business. I should learn what it is.”"

"The reason “riches are in the niches” is not because there’s actually more money there but because there’s easier money there.

As you get bigger, so too can the size of the market you serve.

But it takes time.

Context: Amazon did $150M in only book sales before it sold CDs."

Recessions prune the economic tree and determine who and what are actually “essential.”

"Did you get value out of this thread?

Follow @alexhormozi for more insights like these.

I have nothing to sell you."

"Clients pay us to pay attention.

Giving a fuck is an undervalued competitive advantage."

"The easiest way for most small businesses to make more money—

Is to charge more money."

All business boils down to information arbitrage.

"Sales, like sex, is learned through doing.

Not reading about it."

I'd rather get rich for sure than get rich quick.

"Work for free first.

You'll learn more and stress less—

Which is the goal when you're getting started."

"When you buy knowledge, you buy time.

Learning is the only way to pay down the time tax of ignorance."

"Never count your pennies on roads untaken.

It'll destroy your spirit and have you focusing on the wrong parts of life—

The past vs. the present and future."

"A challenging season is the price for a desirable trait.

Most of us want the trait, just not the cost."

"Money exists to buy optionality.

Do not trade optionality for it."

"I've been ""rich"" and I've been poor.

Here are some of the most impactful lessons I learned from both sides of the spectrum:"

Most rules were once ‘make believe’.

"I remind myself that doing the basics without fail makes a person advanced.

Smile

Be interested

Listen more than you talk

Look people in their eyes

Simple things often forsaken for ‘advanced’ interpersonal tactics."

"@bradleyhamner Training.

And if they’re incapable after training communication and motivation, they’re not a fit."

"Here’s a visual of the three factors of employee success.

Hit all three and you have better odds at a productive teammate. https://t.co/RLl9eE63k9"

"If they know why it’s important to the mission overall, to you, to their peers, to the customer, and most importantly how it helps them become their best selves (while also lining their pockets)…

You’ll probably have more people moving in alignment towards your vision.

✊🏽"

If they know how you want it to be done, within the context of their workload, and can refer back to training if they get lost…

If you tell someone what you want, how you want it, frequently, and what metrics you care about…

"3) Don’t motivate them to do it:

A) Don’t explain how it helps the company overall (make it feel pointless)

B) Dont explain how it helps others in co.

C) Dont explain how it helps the customer.

D) Dont align the task to the values they claim to have

E) Dont reward financially"

"2) Don’t train them on how to do it:

A) Make sure they don’t know how to do it.

B) The way you want it done.

C) Within the context of their workload and other tasks.

D) Don’t document the training so you/they can refer back to it."

"How to guarantee employees don’t do what you want them to do:

1) Don’t tell them what you want (Expectations):

A) Never tell them what you want.

B) Don’t record it anywhere if you do.

C) Never ask about it again (or frequently)

D) Never give them the metric you care about.

🧵"

Stories are so valuable because you can get another person’s lessons without getting their scars.

If you struggle to give your services away for free it’s because the highest cost of your service isn’t the price, it’s something else.

A lot of us struggle to let go of the good for the great because—we can quantify what we have to lose not what we stand to gain.

Make it so you don’t need to fake it.

Tough it before you bluff it.

"And the last one especially for you savages on Twitter.

Do your time before you rhyme."

Slam it before you gram it.

Know it before you show it

Reach it before you teach it

Slay it before you say it

Serve before you deserve

Walk it before you talk it.

Reach it before you preach it

Do it before you spew it

Bear it before you share it

"‘Fake it until you make it’ is a sham.

Here are 10 alternatives

(that are actually true)"

@bogecat I know. Such a sham.

"—&gt;Fake it until you make it

Should switch to

—&gt;Walk it before you talk it

Confidence comes from experience not bravado.

Truth &gt; Lies

Prove it to yourself so you don’t need to prove it to others.

Let your path do your talking for you."

Saying you ‘deserve’ something is placing an expectation on a universe that can’t hear you and being upset when it doesn’t obey.

"Hard convo framework that kills:

“I’ve noticed you haven’t been responding quickly to emails and that’s so unlike you. Do you think it’s:

1) You don’t want to (motivation)

2) You don’t know how to (training)

3) You didn’t know it was an expectation (comms)”

I love this script."

"Imagine every past customer still paid you today—how big would your business be?

Once I understood this, I understood how to build a big business.

It takes time. And I had to focus on making stuff people keep buying.

This way effort stacks rather than restarting monthly."

You grow businesses to immense size not by selling more, but by keeping those you sell…then adding time.

"I still feel like the time tested best response to doubters is: “watch me”

Results always speak louder than any clever comeback ever can."

"Cold calling and high volume selling are valuable because of the skills you learn, not the $.

It’s hard to take 20+ consults a day and not get good.

And once you’re good, it’s like getting a permanent $200k/yr pay raise.

It’s worth giving a year to gain the skill for life."

@AGDigitalMarke2 Personal services is my bucket for that.

Most people hate change more than they hate losing. So they lose.

"Appetizers should be called ‘fillers’

Just. Saying."

"@quahoggy I don’t spend much on it so I didn’t think about it. But it’s definitely a bucket.

Could add education under personal services (probably)"

@quahoggy That’s a good add.

"Forgot to mention:

The Motive by Patrick Lencioni

Changed my life and showed me why I was plateauing my companies."

"The only 6 ways to consume money:

Food

Shelter

Clothing

Transportation

Hygiene

Personal services

Remembering this reminds me of money’s limits.

After these, the only purpose of money is to make more money."

"Did you get value out of this thread?

Follow @alexhormozi for more insights like these.

I have nothing to sell you."

"11. BONUS: How much you make is a function of

The value you provide x your ability to negotiate/sell/number of people who can do the same thing for less"

"10. The person who gives the money—

NOT the person who takes it is in control."

9. The difference between being rich &amp; being poor is how convicted you are when you say "money doesn't buy you happiness."

8. The goal of sales is to get the prospect to make an informed decision, not to buy.

7. You cannot do a good deal with a bad partner.

6. Active income that you like is the goal, rather than "passive" income.

"5. Money loves speed.

Wealth loves time.

Poverty loves indecision."

4. Anyone who says money can't buy happiness hasn't given enough away.

3. Skills are the best hedge against inflation.

2. The more money you make for other people, the more money you'll make.

"1. Money only solves money problems—

Then you're left with problems money can't solve."

10 Lessons I've learned about money:

How quickly cash transforms from being trash to being king.

@ecomRhythm Savages.

"You can read one a month if you want—

But the reality is, if you inherently like them, you’ll come back to them rather than checking off a list."

12) Predictable Revenue https://t.co/KK4Yu49xQK

11) Sales Acceleration formula (part I only) https://t.co/PoxLtpA9yc

10) $100M Offers (because I read and studied it more than any other book) https://t.co/Cr9tWAX8Yz

9) Letters To Shareholders (Bezos, Buffet, Munger) https://t.co/XWQPxELePq

8) Wooden on Leadership https://t.co/0NyLj4Tyaw

7) How to make friends &amp; influence people https://t.co/nkz31W6mHh

6) Ready Fire Aim https://t.co/eQL4xOt8n1

5) One to Many https://t.co/3mhdw8EySS

4) Expert Secrets https://t.co/xaqzzEsGFB

3) 50 Scientific ways of getting to yes https://t.co/EqEesQMFEM

2) Pre-Suasion https://t.co/nynJ5pJ9KC

1) Influence https://t.co/jQKfwtFmu4

"I buy about 50 books a year.

I skim most, read some, and study a select few.

Here are the only books I study (reread every so often). In no order:"

"If you expect it to be hard, it will be easy.

If you expect it to be easy, it will be hard."

"Good marketing finds the sweet spot between a prospect and a company.

Enough friction that they’re committed but not so much that they’re turned off."

"Waiting to feel confident to act is like only saying you’ll start eating once you’re already full.

You become confident you can do something after you’ve already done it.

Gives new meaning to “just do it.”"

@TheScottSands I disagree. &lt;—not love

@dgleasontweets You do this to get yourself to do stuff/feel better—&gt;changes future behavior.

"With new information—

The wise change their conclusions. The foolish change their reasoning."

The ultimate takeaway sale is to actually not care if they buy or not.

We waste more time than we’ll ever waste in money.

"You have to figure out what matters more to you:

Who you are or who you want to become.

One of them will be sacrificed for the other."

"@ElPirataGG If they don’t support the activities that realize your dreams, you will sacrifice the dreams or the relationship.

Your choice."

"@rustxndstardust You just have to figure out what matters more to you.

Who you are or who you want to become.

One of them will be sacrificed for the other."

"@ReachStefan @LeilaHormozi I’m choosing to answer your tweet as tho it were serious.

If leila no longer supported the activities that created the life we have, it is unlikely we’d stay together.

But she does.

And when you find someone who drives you to be better, then HODL."

"At the end of the day, in a very real way, waking up not hungover at the same time everyday improved my life more than any human could.

I value it appropriately."

Ex: I can value going to bed at same time and waking up at same time more than a friend who always asks to see me late.

Ex: I can value not drinking in general more than a friend who asks me to drink.

It took me a long time to realize I could value a routine more than a relationship.

The turning points in a business you can track to when you hire or fire people.

Disclaimer: unless you built a business around a defensible moat of cost savings to drive down COGS. (Rare, and there can only be one winner).

"How to build a terrible business:

Sell stuff anyone else can sell and compete on price."

@Dave\_1471 Yep https://t.co/Bm2SaGxzaG

"Underrated entrepreneurial trait:

Thick skin."

"Keys to a terrible partnership

Find someone who:

1) Knows the same stuff as you

2) Has no more money than you to offer

3) Has no more time than you to offer

Bonus points:

A) doesn’t want same thing long term

B) has different values on hard issues

C) different work lifestyle"

@Emiliodjorno ,)

@popvulture They’ll get better. They’ll be forced to. It’s so new.

@Tony\_Uketui The only thing that matters in this pic

@theartofchaoz I had to make up something “business-y” to say to get the pic in.

"100s of people with no other option.

+

Tiny van with bad coffee &amp; shitty sandwiches

=

Selling with insane prices.

The power of a starving crowd.

Ps- The goal is to define yourself in such a way customers feel they have no option but to buy from only you.

PPS- Don’t sell shit. https://t.co/TUjG3ustgZ"

If you could only get new clients from referrals, what would your product/service delivery look like?

@OneJKMolina 🙏🏼✊🏽

@Coreymcddd Yep. Just math.

"Single greatest copy hack I know of:

—&gt;explain what words actually mean

Don’t just say “I guarantee results”

Explain it “if you don’t make more than you’ve paid me, I’ll refund you. And to make it right for wasting your time, I’ll add 50% of my $ on top.”

Clear communication."

Great things take decades not days.

@rbcopy Gracias

@blackhatwizardd Don’t forget steaks for the grill.

The idea of becoming more productive by adding steps to your day is like saying the best way to save money is to spend it.

The best productivity hack is elimination.

"Millionaires and billionaires like to trumpet that they are self-made.

But, we’re all self-made.

Most people just don’t want to own it."

Success is built in imperfect conditions.

10. Just because something hurts you, doesn't make it evil.

"9. Most of what constraints us are invisible to us.

This is why we have things called ""limiting beliefs.""

Sometimes you need someone from the outside to point it out, and the humility to listen."

8. We seek the freedom to choose what we do rather than freedom from doing things altogether.

7. If we can change how we speak, we will change how we live.

"6. If someone isn't going to speak over you at your funeral—

Don't let them speak over you during your life."

5. Failure is to be expected, not avoided. Failure is feedback, not judgment.

4. Long after we die, the values we chose to exemplify to ourselves remain eternal.

3. We need to be reminded more than we need to be taught.

"2. If you want to feel terrible—

Remember, there's always someone doing better."

1. Skills stack on top of each other and create asymmetrical returns to all of the skills before them.

10 Truths I live by:

Rock bottom teaches you lessons that mountain top never will.

"#13 Notice that all these “productivity” hacks are about eliminating not adding.

Whenever someone tells you “do these things that you’re not doing to have more time.”

Be skeptical.

Best way to make more time is to stop doing shit that doesn’t matter."

#12 Don’t check email until AFTER you’ve done what you need to get done.

"#11 Stop replying to people who only ask for shit from you.

Eventually, they’ll just stop."

"#10 Look at your overwhelming to do list and put names next to people who can handle the items.

Not all, but most, can be delegated.

Then give a deadline for them.

Then set calendar reminder for you to check on what you just delegated."

"#9 Audit or remove meetings ruthlessly

See what stuff you can stop attending, attend less frequently, get an email update instead, or send someone in your place."

"#8 Limit alcohol consumption.

It affects sleep and mood over the next few days.

It’s just a net negative from a money perspective.

Not saying it’s not fun. Just saying it’s not productive. And productive is the goal."

"#7 Have a block of your day that NEVER gets interrupted.

Ex: I don’t talk to people/take meetings until noon.

That gives me 4-7hrs uninterrupted per day.

Works for me."

"#6 Get a workspace without distractions.

Notifications are the enemy.

Remove all."

"#5 Find a spouse who doesn’t make you feel guilty for working.

Cheerleaders don’t ask the quarterback to leave the game when the game’s on the line."

"#4 Cycle stimulants. Don’t let them use you.

If you can’t function without them, they’ve stopped conferring a benefit.

Be able to stop them and only use them when you really know you can crush.

On off on off is typically good enough for most."

"#3 Treat weekdays and weekends the same.

Go to bed at reasonable hour.

Wake up at reasonable hour.

Work.

Look! We just got 104 more days of productivity per year."

"#2 Outsource personal activities/chores.

This gives you time BACK.

Cooking. Cleaning. Picking stuff up. Errands. Etc.

Human-ing."

"#1 Prioritize 4 hours a day to work uninterrupted.

👆🏼Early morning and late night work well since other people are usually clocked out and won’t bother you."

Here are a few activities that actually do make you more money:

"You know what will make you more money than journaling, cold plunges, red light saunas, and daily affirmations?

Working."

"6. Cross-Sell them

Get them to buy similar offers.

Ex: Personalized Workouts ➝ Nutrition Coaching"

"5. Down sell them

Get them to buy cheaper products/services if they're not going to buy your core offer.

Lower quality or fewer items.

Ex: $$$ Personal training ➝ $ Workout app"

Ex: Gym membership ➝ Gym membership + personal training (OR) More memberships for family.

"4. Up sell them

Get them to buy additional offers. Either through increased quality or quantity of the original thing.

Use this if you can create additional relevant offers."

"Ex: One-time purchase ➝ Recurring subscription

Or piece out the one time products/services from the consumables and make a component of your offer recurring.

Ex: Education = One time, Accountability, Community = Consumable"

"3. Increase the # of purchases

Get them to buy multiple times."

"You can do this by:

1) decreasing cost of goods

2) increasing the ratio of client to employee (20:1 vs 10:1) Through tech or process improvement

3) You can pay people less (my least favorite, but sometimes necessary).

Ex: 30% Profit ➝ 60% Profit"

"2. Reduce the cost to fulfill

The higher your profit margins, the more you'll earn.

Use this if your profitability is low."

"10 Units @ $5000 = $50k

8 Units @ $7500 = $59k (with 20% less work, so margin increases from price &amp; decrease in overhead).

Ex: $5,000 ➝ $7,500"

"1. Increase the price

The more you charge, the more you'll earn.

Use this if you've got a high conversion rate, with low resistance."

"To scale your income from each client, there are 6 Levers you can play with.

These are those levers, and how to use them."

If you want to earn more from each customer, read this:

People find comfort in superstition because it gives the illusion of control.

"Love is measured by how much you’re willing to sacrifice to keep someone in your life.

So, you need to decide whether you love them - and sacrifice the person you want to become to keep them.

Or love yourself - and need to sacrifice them for the person you want to become."

"Many of your old friends are upset that the old you is dead.

They just don’t know who to talk to about it.

So they talk to the new you."

"Who you are now is much different than who you were then.

It makes sense they would say “you’ve changed” because—you have.

We just call it “growth.”"

"It’s easier to change habits by changing your conditions. Aka - if you move towns it’s easier to break habits because you eliminate all the triggers to old behaviors.

Sometimes you need to change the outside - in order to - change the inside."

"But, if you succeed, you become evidence that someone from your home environment can succeed.

It challenges a lot of internal beliefs.

And for many, that is uncomfortable.

Here’s the worst part: the closer they were to you, the more uncomfortable it can be."

The best way to change your story is to get around people who don’t believe your old one.

If Jesus wasn’t accepted in his hometown, you probably won’t be either.

"More internet strangers root for me than people I grew up with.

A few thoughts:"

I miss blockbuster.

"Ex: Personal videos, Handwritten cards, Swag Boxes, Personalized Onboarding, Timely communication within expectations, etc.

When you reward people for buying, they respond by sticking around."

"Reinforce the prospect's decision.

Once they've paid, you need to prevent buyer's remorse.

Give them a huge hit of dopamine to reaffirm their purchase."

"When people

1) trust you

2) believe the product will solve the problem the way they want it to be solved

3) Have access to the money to get started.

They have the decision criteria to buy."

"Explain away the prospect's concerns.

Overcome the three main objections.

Blaming circumstances (Time, Money, Fit)

Blaming others (Spouse, Partner, Kids, Employees)

Blaming self (Avoiding the decision, extrapolating past to present)"

"Sell vacation to your prospect.

Identify the top 3 things that will help.

Explain why each is important to their success.

Confirm they understand why each variable is essential.

This helps them understand how you're going to actually get results."

"Overview the prospect's pain.

Ask what they've done in the past.

Diagnose why it didn't work.

Do this until you've gone through all their failures.

This automatically positions you as the logical solution."

"Label the prospect's problem.

What are they struggling with? What's not working?

Then confirm you're on the same page.

Without identifying the enemy, you cannot win the war."

"Clarify why the prospect is there.

You need to identify what they need help with.

No understanding = no sell."

"I call it the C.L.O.S.E.R Framework.

This is the exact flow I used to build sales teams in our portfolio companies.

Follow this to a tee.

If you skip steps, it won't work."

"I used to be awful at sales.

Over time, I got better thanks to one simple framework.

It helped me a ton, so I figured I'd share it.

I hope you find it valuable:"

"People who can entertain and educate at the same time, dominate.

Skills worth having."

"The purpose of language is to influence behavior.

We only say stuff to get other people to do stuff."

For the record—I’ve never made my bed and I’ve still made money.

10. We cannot wish for the metal to be harder without beating out the impurities. Growth begins with failure.

9. When it gets easy is when you need to go hard.

"8. We struggle to let go of the good for the great because we can quantify what we have to lose—

Not what we stand to gain."

"7. Most people don't grow wiser.

They live the same year over and over until they die."

6. What matters is whatever you choose to deem meaningful.

5. They need you; you do not need them.

4. Advanced people never don't do the basics.

"3. The answer is to do more of less.

Simple scales, fancy fails."

"2. The heaviest thing to carry around isn't iron or gold.

It's unmade decisions."

"1. We do not work hard so that we can \_\_\_\_\_\_\_\_.

We work hard to work hard. The game is the reward."

10 Mindsets I wish I had in my 20's:

"Prospects want to believe you.

You just have to give them a good reason."

"When I look back on the habits I’ve developed, the two that have served me the most are the combination of:

1) Waking up early

2) Not taking meetings until noon

When you have 6-8 hours per day of uninterrupted work time, it becomes difficult to stay poor."

RT @AlexHormozi: 7 Essential business terms to know if you're serious about scaling:

"7. Churn Rate

The % of clients you lose every month.

(Starting # of clients - ending # of clients) / starting # of clients = Churn Rate"

"6. Lifetime Value (LTV)

How much each customer is worth on average.

Total $ of sales / total # of customers = LTV"

"5. 30 Days Cash

How much money you can earn from a new customer in 30 days."

"4. Payback Period

How long it takes to achieve Gross Profit in excess of your CAC."

"3. Gross Profit

Total profit after deducting the CAC and COGS from your revenue.

Revenue - CAC - COGS = Gross Profit"

"2. Cost Of Goods Sold (COGS)

How much it costs to fulfill once a product/service is sold.

This is especially important and more complex to calculate for service providers."

"1. Customer Acquisition Cost (CAC)

How much it costs to get a new customer.

Total $ spent / new clients = CAC"

7 Essential business terms to know if you're serious about scaling:

"Too many entrepreneurs are not taking dividends claiming they are “reinvesting in the business” when in reality the business just isn’t that profitable.

I would know, I was one of them for half a decade."

"“Language has only one purpose - to manipulate behavior.”

Morning musings with the one and only - @DrKashey"

"Taking dividends out of a growing business is a way to de-risk the founder.

I lost everything…twice, before learning this lesson.

And in the great irony of life, when I decided to prioritize dividends is when I ended up with my fastest growing, most valuable companies of all."

"Whenever stuff used to be really hard I used to tell myself “this will be part of the story I tell”

It always had a way of turning the biggest negatives into things that served me."

People claim apathy when they can’t handle failure.

"RT @AlexHormozi: A lot of times we focus on arbitrary goals based on what we see others doing.

As a consequence, we feel shitty about ours…"

The goal is to make clients lots of money… so that you can charge them lots of money.

It’s easier to say that you don’t care about making money than it is to accept you’re bad at it.

15. The person with the longest time horizon always wins.

14. Everyone wants you to do well, just not better than them.

13. More people fail for lack of focus than intelligence.

12. If you're going to do it eventually, you might as well do it now.

"11. Writing clearly is a byproduct of thinking clearly.

If you can't figure out how to write something—

It means you probably don't understand it as well as you think you do."

10. You don't expand by becoming someone else but by becoming more of who you are.

9. Effort is the universal currency of respect.

"8. Work is cool.

Don't let anyone tell you otherwise."

"7. Most people wildly underestimate how many times you need to do something to succeed.

And wildly overestimate how many things they've tried."

"6. It's not that you forgot where you came from—

Where you came from just doesn't recognize who you've become."

5. Most people suck at most things.

4. There is no such thing as "too long," only "too boring."

"3. The goal isn't to win.

The goal is to be able to keep playing."

2. Working hard is the reward.

1. You must do so much volume that it would be unreasonable to suck.

"A lot of times we focus on arbitrary goals based on what we see others doing.

As a consequence, we feel shitty about ourselves.

These 15 lessons helped me feel better about myself (and become more successful):"

"The longest HODL you’ll ever have is on yourself.

Invest accordingly."

"I mean, you can do it. But it makes more sense to spend the $70,000 per year marketing your stuff so you can make $500,000 next year.

Live cheap so that you can invest to increase your future earnings THEN save BIG.

Not so that you can save $500/mo for 50 years."

"It makes more sense to spend $2000/mo on courses &amp; coaching for 5 years…

To get from $5000/mo to $50,000/mo…than to invest $125,000 for 40 years.

Why? Because sometimes you just gotta make more.

It’s like a business trying to optimize to 70% margins on $100k/yr."

"I’m gonna be real for a minute.

Saving money to get a modest return is fine. But it’s playing life on hard mode.

You need to buy yourself extra lives. You do that by increasing income."

"The formal education college folks got it right—it makes sense to borrow money from your future self to increase skills today.

The problem for them was they never delivered the skills.

If you work hard, leveraging future earnings (debt) is a fast track to increasing $ faster."

"When I was poor I saved so that I could invest in me, not the SP500.

I can 10x my income with better skills. The sp500 cannot.

The younger you are the higher percentage of your income you can/should spend on getting skills that create more income."

"Too many folks are too cheap with themselves.

They obsess about how little they spend. But they don’t differentiate between investment and consumption.

If you spend money to learn how to draw blood (2 day cert) you can make $25/hr instantly.

3x min wage for a 2 day investment."

"I lived cheap coming up.

But I was making so little, saving felt pointless.

So instead of saving my money, I invested it all on courses, coaching, workshops, books.

I never thought “Alex you should be saving more.”

My problem wasn’t my living expenses, it was my income…🧵"

‘Litty kitty’ feels underused.

"The reason enjoying the stuff you do makes you more money is because of consistency and longevity.

You do stuff you like.

And if you do stuff for a long enough time, you get good.

And when you get good, you can make money doing it."

Deeper Reframe: Who said I SHOULD deserve anything to begin with?

"“I don’t get the respect I deserve.”

Reframe: “I’d rather be underrated than overrated.”"

"RT @AlexHormozi: Our portfolio companies make $75,000 per working hour (40 hrs/wk).

Building this has taken a long time.

Here are a few…"

We need to be reminded more than we need to be taught.

"Excerpt from $100M Leads:

“How we define words affects how we think. After all, words represent thoughts. Unclear words make for unclear thinking. And unclear thinking makes it very difficult to understand.”

Wisdom begins with a definition of terms. - Socrates"

"Make promises. Keep promises. Build brand.

Use brand to increase prices above market.

Use extra profits to spur growth through hiring better people &amp; new channels.

Give slices of the pie to get a bigger piece overall.

Then give time, time."

11) The recipe for success (in my opinion) can be boiled down to this:

"10) Sell what customers want, not what you want to build.

We don't matter.

Lead with data rather than ego."

"You only take company-sized risk when not doing so risks the company.

Otherwise, the risk-adjusted return just cant be supported."

"9) Any number, no matter how big, multiplied by zero, is zero.

Risks are to be respected.

The biggest companies take actions that have as little downside risk as possible."

"The biggest companies in our portfolio obsess over hundreds of 1% improvements vs 2x next 90 days.

10%/qrtr x 10 years = 40x growth. But most only swing for the fences (and strike out a lot)"

8) Compounding in business creates breathtaking results when you add the one ingredient most hate: time.

"7) Level 10 talent is only attracted to level 10 opportunities.

And you need level 10 talent to build anything big.

We must think long and hard about how big this can be so that other people's dreams can fit inside."

"6) Emotions are the enemy.

Nothing is ever as good or bad as we expect except for the things we don't.

Be wary of giant projections or catastrophizing.

Both are extremes that lead to poor decisions.

It's often the things we don't expect that yield the outsized returns."

"5) Simple scales. Fancy fails.

Scale creates complexity all on its own.

You don't need to help it.

To scale, things need to be dead simple, which means not risking the empire for a pot of gold."

"4) Brand matters. A lot.

The measurement of brand strength is your ability to price above market rates.

In a very real way, the brand creates profits."

Think - what could I do for a long time rather than what will make me money today.

"3) Big things take time.

Rather than thinking of this as a patience platitude—

Think of it like this:

""If I want something big, I have to be motivated to do this for a long period. It must be a cause worth pursuing."""

"2) The size of your slice of the pie matters more than the shape.

Many people's egos want 100% of the pie (circle shape), whereas your bank account only cares how much it weighs.

Get people other people tied &amp; compensated for the achievement of your vision."

"1) Most things don't matter.

A few things matter a lot.

You can achieve outsized returns by only focusing on those few.

Figure out the few &amp; ruthlessly eliminate the rest."

"Our portfolio companies make $75,000 per working hour (40 hrs/wk).

Building this has taken a long time.

Here are a few lessons I've learned:"

"Most people overestimate how much a business bet pays off and underestimate the risks/costs.

The outsized returns usually come from the things you don’t expect."

"When times are good, focus on what’s going wrong.

When times are bad, focus on what’s going right.

Leaders keep the team grounded &amp; away from either extreme of delusional optimism or pessimism."

"He now invests in internet businesses making at minimum $3M+ per year.

He helps them make a lot more money than they were before.

He also wrote a book called $100M Offers. People say it was good.

People say nice and impressive things about Alex."

Alex grew a gym licensing business, an e-commerce company, and an agency saas business. The companies made lots of money. He then sold the companies to private equity funds for more money. People were very impressed.

I hate speaker bios. Thinking about changing mine. Added a little humor…Lmk if ya catch it.

“If some is good, more is better” is more often than not the correct answer when scaling.

"Trust lubricates business.

The more you have, the faster things go."

"We stop teaching people how to read at grade 5 and just expect them to get better on their own.

One of the biggest boosts I got in marketing was when I switched to writing for their understanding rather than my ego."

@OneJKMolina Great math translation. ✊🏽

@bellasocialau @davidfromzwc Overrated.

The easiest low risk high reward bet is to ask for help.

"Long ago, a mentor told me to put out flyers to get leads.

So I put out 300…

\*1 month later\*

Me: No leads 😭

Him: What was your test size?

Me: 300

Him: \*laughs\* We don’t even test with &lt; 5000, then we scale to 5000/day.

My Lesson:

What it takes &gt; What you think it takes."

Nothing is ever as good or bad as we expect, except for the things we don’t.

There’s wonderful satisfaction in making a plan, seeing it work and thinking, “Gosh, I’m not an idiot.”

That’s why they call things “labors of love”

How much you’re willing to sacrifice for someone is the measurement of how much you love them (or what they give you).

"You increase how much you get out by increasing how much you put in.

You multiply how much you get out by adding leverage to what you put in.

But, you have to first do shit to multiply it.

Many people waste time multiplying zero."

Great page to follow. I feel like a cool kid. https://t.co/E9W2mpogwa

RT @AlexHormozi: Give yourself permission to suck.

@metaphysicos Still gotta be good enough that people want it.

@roman\_peschke I hope I make it to 80.

Increasing volume is the answer when, and only when, quality surpasses the threshold of “good enough.”

"Plan, like your business will live forever.

Operate, like it could die tomorrow."

Give yourself permission to suck.

RT @AlexHormozi: Goodwill compounds faster than revenue.

"Here's the link to that video:

https://t.co/XxQcEvb5gk"

A video from the heart, confronting my battle with pride: https://t.co/xhW0I99783

@LeilaHormozi

@roman\_peschke Stop comparing yourself to me.

Sometimes you need someone who believes in you more than you do.

"9 months into dating Leila I lost everything I had…I stared at her and said “I’m a sinking ship. If you want to leave me - I 100% respect that.”

At which point she grabbed my chin to tilt my head up to meet her eyes said “I’d sleep with you under a bridge if it came to that.”"

Goodwill compounds faster than revenue.

"It’s taken me 600 pages and 9 months to finally figure out what is going to be included in $100M Leads, Volume II of the https://t.co/wCCfhDaskH book series.

Not gonna lie - feeling the pressure of making something worthy of y’all’s attention."

What is required &gt; Your best

When you're starting, your ability to learn is the bottleneck.

"Failure leads to learning.

Learning leads to success.

Success leads to complacency.

Complacency leads to failure.

It's a cycle, not an end point."

"The happy man has a thousand wishes.

The sad man has one."

"Humility doesn't come from lowering your regard for self.

But by raising your regard for others."

Be willing to negotiate everything except your values.

If it's worth doing, it's worth doing well.

Extraordinary accomplishments come from doing ordinary things for extraordinary periods of time.

"You're gonna die.

If nobody will care then—

No one cares now. Do what you want."

Goodwill compounds faster than money.

"Most champions do not have something you do not.

They lack something you have."

You get more out of reading one great book five times than reading five mediocre books one time.

If you want to control what people think, control the words they say.

The hardest respect to earn is one's own.

You make better decisions and learn more by assuming you're dumber than everyone else.

22 sentences that will teach you more about life than any college degree:

@GeniusMaven @zachpogrob Hack: When you get to 60, send 40 more. ✊🏽:P

RT @AlexHormozi: Redefine living below your means as a sign of wealth, not poverty. https://t.co/fA1KJJvxiu

"You can buy, or you can build.

Do what makes sense with where you're at."

RT @AlexHormozi: 7 Disciplines that made me a millionaire:

Like and retweet this thread if you're defining wealth on your own terms.

"Love this movement.

Hopefully, we can counteract the flashy exotic care movement.

Debt-free and stress-free living knowing we have far more than we'd ever need &gt;&gt;&gt;

And that we strive for the love of the game—

Not to convince others that we have more than them. https://t.co/aBCyte84m0"

"Love seeing Mozination lording around in mozimobiles—

Defining wealth for themselves.

And doing the boring work to get things done on their own terms. https://t.co/FwJUWxnRJT"

"Wealth &gt; Status

To me, being wealthy is about knowing you have enough—

And spending money on the things that matter most to you.

Not what you're told to care about. https://t.co/IR3b7rJRgm"

Redefine living below your means as a sign of wealth, not poverty. https://t.co/fA1KJJvxiu

RT @AlexHormozi: Don't sacrifice an empire for a pot of gold.

Trolls 2022: If you can’t win, judge.

"Feeling deficient in any of these disciplines?

That's okay.

You can always get better.

This is a lifelong journey."

"7. Philosophical

These are the values you choose to live by.

The things you believe to be accurate and eternal."

"6. Financial

Wealth is a ratio, not a number.

Increase your wealth by decreasing your expenses—

And in so doing, become more wealthy.

Start with your personal finances first, then professional."

"5. Relational

Communication, influence, and conflict resolution.

Success is predicated on your ability to deal with other humans."

"4. Emotional

Understanding your feelings/thoughts

Without an understanding of self, you cannot influence the world."

"3. Professional

What skills do you need to learn to improve your career?"

"2. Physical

Diet, training, and sleep.

The goal of this is to increase your longevity &amp; energy."

"1. Foundational

These are the basics school teaches us.

Reading, writing, and math."

7 Disciplines that made me a millionaire:

This is from @sharran - a close friend who shared this nugget with me.

Don't sacrifice an empire for a pot of gold.

"Wealth &gt; Status

Where wealth means knowing you have more than you need—

—and status means convincing others you have more than they have."

Repeat successful thoughts.

Nothing is passive. Only varying degrees of active. https://t.co/R6JOXvzOb5

Redefine living below your means as a sign of wealth rather than poverty.

@theColinHouston So you traded the money to get it…to get him to do something.

@theColinHouston You didn’t have influence with him.

Money and influence are interchangeable.

Those who can’t do, network.

@FollowAndyHill @rorysutherland @AmazonUK It’s actively being worked on. It’ll come out when it’s worthy.

"A gentleman, author of many of the books that became commonplace for marketers…and vice chairman of Ogilvy the #1 Ad agency in the world.

So cool. https://t.co/isRRC3XoIL"

@rorysutherland @AmazonUK Honored by the recommendation 🙏🏼🙏🏼

"It’s not about who you know—

—it’s about who you are."

"Life: \*hardship\*

Losers: \*change goal\*"

Progress begins with admitting deficits.

Comparison is the thief of joy but the deliverer of desire.

Time kills all deals.

"Just because you think of something, doesn’t make you the first (or only) person to think of it.

If something you say outlasts you, it’s a testament to the truth, not the speaker."

Most people use words they can’t define to describe things they can’t possibly know.

Authority figures don’t necessarily have more persuasive messaging, we simply take their statements as truth.

"Beginners overvalue thinking and undervalue doing—

—Advanced do the opposite."

Be close enough that you know where the bodies are buried but far enough that there’s no dirt on your hands.

If you can’t draw it, you don’t understand it.

"Leverage is a just fancy way to say:

Discrepancy between inputs and outputs."

@alxberman @ramit Oh shit did he? I love corroborated conclusions.

Make your free shit better than their paid shit.

You have more control of your actions than your thoughts.

Giveaway the secrets, sell the implementation.

Most advice is given for the benefit of the giver not the receiver.

It is normal for shit to suck sometimes.

"How not to provide value to someone:

Ask them to figure out how you can provide value to them rather than doing that work on your own."

@beingcaokhanh And to whom you can provide the most value ,)

@zackgray Appreciated

If you’re not afraid of giving too much value, you’re not giving enough away.

"We feel smart when we're doing well.

But usually, it has nothing to do with us—

We're simply a duck rising during the rain—

Thinking it's because we're paddling our feet."

It’s better to have fewer people follow the real you than a lot of people follow the fake you.

You cannot influence someone you do not understand.

Most entrepreneurs don’t make a lot of money because they’re just not that good yet.

@blackhatwizardd HBD

"I used to obsess over all my little competitors.

Then I found out another company existed in my space I hadn’t heard of doing 10x our revenue.

Think small win small."

"One of the biggest mistakes I made early on that prevented me from doing deals:

—Counting other people’s money.

Look at your side of the deal, if it makes sense, do it.

If your partners make more money—great—it means you’ll probably do another deal again."

"Make things for yourself—

And assume nobody will ever see it.

Then make it anyways.

Art doesn't need to justify its existence."

After you die, everyone else just moves on.

"Entrepreneurs are gamblers.

The best ones make fewer bets—

But when they see a risk-adjusted opportunity, they bet big."

@yourcryptoguy\_ PST bruh

"When your wife laughs in public at a story of yours you both know she’s heard before…

…true love."

"We cannot both hope for an easy life and an epic story.

When your trials are trivial, so too are your accomplishments."

"Wanna know how long it takes to get over disappointment?

As long as you decide it takes."

"For the silly pants who don’t get the point:

It’s easier to get approved for student loans. Then you take those loans and buy real estate instead of college.

—&gt;I have multiple friends who did this.

Point: For the same money &amp; time as college you could never need a job again."

@idgafwastaken Literally all the banks in America in the form of student loans.

"@linguisticpsych Your comment is the point of this post.

You use the student loans which are easy to get and have deferred payments to buy the RE with."

@iamjoshmondo Point of the post: take your student loans and buy real estate since they’re easier to get and have deferred payments.

@meminator42069 Much. Hence the post.

@Emiliodjorno That’s literally the point of this post. You can use student loans to buy RE ,)

"Better than college?

If you took student loans for $200k at 18 &amp; instead of college:

1) Bought a $200k Airbnb

2) Managed it

3) Had 0 debt pmts for 4 yrs (studnt loans)

4) Got a 2nd Airbnb by the time you graduated

—&gt;You’d be making more than 99% of grads without working a job"

Want to guarantee success? Do the opposite.

28. Make money. Spend more than what you made.

27. Assume you’re always right.

26. Hire dumb people.

25. Find something that works. Stop doing it.

24. Be replaceable.

23. Make mistake. Repeat mistake.

22. Believe what other people think of you, more than what you think of you.

21. Start something new today. Start something new tomorrow. Repeat.

20. Talk more. Do less.

19. Do “your best” not what it takes.

18. Do what everyone else is doing.

17. Say you’re going to do something. Don’t do it.

16. Avoid working on what matters most.

15. Prioritize looking rich over being rich.

14. Wait for perfect conditions.

13. Make promises. Break promises.

12. Tolerate Mediocrity.

11. Avoid Discomfort.

10. Value the opinion of others over your own.

9. Expect the government to save you.

8. Complain.

7. Blame your circumstances.

6. Think the world is fair.

5. Fail once, quit forever.

4. Pick a spouse who makes you feel guilty about working.

3. Take advice from poor people on how to be rich.

2. Read Books. Do Nothing.

1. Start Tomorrow

28 Ways To Guarantee Poverty

@micheliseneld Exactly. People LOVE their addictions. Question is what are we addicted to?

"RT @AlexHormozi: Love is measurable in absolute terms.

It is what you are willing to endure to keep something in your life."

The only insults that hurt are ones dipped in truth.

Attribution: @danhenry86 from an exchange we had on a podcast this morning\*\*

You don’t need to like someone to learn from them.

"Your headline costs $0.80 out of every $1.00 you spend on advertising.

So, where do you think you should spend 80% of your time?"

"To find out how much you love—

Ask yourself what you'd be willing to sacrifice to keep it, and you'll have your honest answer."

"Resource allocation is how you determine real world prioritization.

Show me your calendar and I’ll show you what you care about.

(That goes for an organization or an individual)."

"How to measure talent:

How much time &amp; attention did they return me?"

Hating to lose is stronger than wanting to win.

"How to identify business bottlenecks:

Look at everything on your calendar.

Everything you see is what needs to get removed for you to go to the next level."

Ignoring annoyances until they become irrelevant is an underutilized self-help method.

Most people don’t need to solve more problems, they just need to pick better problems to solve.

"I’m bad at small talk. Here’s the best hack I’ve got:

Parrot the last noun they say.

Ex:

Im from Georgia.

—Georgia, What part?

Atlanta.

—Why Atlanta?

Job.

—What job?

Engineering

—Engineering, what kind?

Electric.

—Electric, what made you choose?

Etc.

Boom. Convo ✅"

"How to not get hired for a role:

Don’t answer the two questions we ask on the job listing."

"Sales conviction.

It’s impossible to think every customer will be successful, especially if there’s any component of them doing the work.

But you can mentally shift conviction from “you’re gonna be successful” which is a lie.

To “working with us is the best shot you’ve got.”"

"It took me a long time to realize the difference between being lonely and being alone.

Alone is a description of physical circumstance.

Loneliness is an unmet expectation."

Anger is a more useful emotion than sadness.

"I learned that saying “Thank you” isn’t as powerful as “Thank you for thing you actually did that I’m grateful for”

So I’m committing to not leaving “Thank you” naked and afraid.

Clothing it with context seems to be working well."

Segregate laundry, not people.

@ShaanVP 🤗

Most people care more about the status they gain from the money they make, than the money they make.

"When to invest in passive income:

When you can’t possibly invest more money into increasing your income &amp; have so much extra coming in that you have nowhere to put it.

Then, put the excess into passive.

Otherwise, funnel the money into your brain.

If &lt; 30 yrs old, read again."

"Fun! A super unique set of takeaways from the book that had nothing to do with offers.

Reading between the lines.

Thank you for writing this thread @ShreyaPattar. I enjoyed it a lot. https://t.co/Vg470UpFuC"

It’s amazing what you can accomplish if you don’t stop once you start.

"Five years ago, I made my first podcast episode.

The first 4 years, my podcast wasn’t even ranked.

At one pt, I even accepted it as “never gonna grow”

But I kept making them, out of habit more than anything.

It’s now a reminder for me: sometimes you gotta give time, time. https://t.co/tqdFT6dmAY"

You can boil most of success to: enduring short term discomfort for long term achievement.

@Budgetdog\_ Appreciate it.

Volume x Time = Skill

"Before I decide to do something, my first question is:

“What problem are we solving?”

9 times out of 10, answering that question shows me:

1) It’s not really a problem (so I can ignore it)

2) What I was planning on doing wasn’t the best way to solve it."

"PS - And if you feel weird about “unselling” nonexistent inventory to sell more other SKUs, feel free to carry stuff that you never sell.

Telling people not to buy ended up resulting in more sales overall.

It was an interesting study in human psychology.

I hope it serves you."

"And it gave us more clients, who bought the things we really did want them to take, all while being more trusting of our intentions.

I stumbled into this method by accident.

Use it for good."

"And that was because people saw us as caring for two things:

1) Saving them money by recommending other stores that carried products for less

2) Not pushing things they weren’t ready for

After all, you SHOULD be selling from a place of their best interest and their trust."

"I eventually stopped carrying the ‘sacrificial’ inventory altogether.

But they always remained on the menu as a way for us to gain trust."

"I trained my teams on this “method” and we started calling the products we wouldn’t sell: “sacrificial lambs”

Basically products that you purposely sacrifice to sell more of others.

Using this method, I sold more of my other products and more overall."

"And here’s what happened…

I ended up selling MORE overall.

My close rates went up to nearly 100%.

I sold more telling them what they didn’t need to buy.

THEN telling them what they needed.

It was wild.

I sold more than when I hadn’t run out."

"“…This one you also don’t need given your current level. It’ll be important later but you can just cross that off the list. So that should save you some money. Cross that off too.”

Then

“…Ok, now I need you to get 1 of these, here’s how you’re gonna take it…2 of these…etc”"

"I said “hey, before we get going. You can probably pick up an equivalent product from Costco for about half the price we’re selling it. It won’t be as good. But it’ll still get the job done. So you can go ahead and cross that item off”

And…"

"After a few less than ideal exchanges, I switched up my approach.

Now, before I got into explaining the products on our menu, I changed one thing…

This time: I told them not to buy the products (we were out of) from us."

"Here’s what happened:

After running out, people kept asking about products we had sold out of.

Their friends had bought them.

They wanted them too. But it would take too long to restock. So I couldn’t provide them. I tried to unsell them on why they needed them.

Awkward."

"Six years ago I was selling supplements at my gym and I ran out of inventory on a few key products.

I still had about 20 more consults left that day. And - I still needed to make money.

Result: I ended up selling more than I did when I was fully stocked &amp; learned key lesson…"

"When going through harder times, I find it helpful to frame ‘the hard’ as:

“For now” rather than “forever”"

"Try this if you haven’t been able to stick with a new habit:

1) List your daily habits &amp; how long they take

2) Fit new desired habit into same length habit

I now:

1) Brush teeth when peeing bef bed

2) Sun screen during AM coffee

3) Audiobooks while lifting

This worked for me."

"Your spouse marries two people.

The person you are and the person you want to become.

Make sure they love both."

"If you get great service, as you turn to walk away, just say the compliment to whoever you’re walking out with loud enough that the intended receiver hears it but doesn’t think you thought they could.

“That girl was great, right?”

It’ll make their day.

Easy good day vibes. 🤗"

@LewisHowes @imandyhaskins ✊🏽

Note - technically it started two quarters ago. But it sounds less dramatic as a tweet 😅

"Recession Definition: Two quarters in a row of declining GDP.

Current State: Two quarters in a row of declining GDP.

July 1st was officially day one of the recession."

@nasserdev Which improves how people see you (as a positive person)

@nasserdev Only you see just giving someone a compliment as negative.

"Use gossip for good:

Compliment a person to a friend of theirs behind their backs.

Their friend will tell them.

They will like you, and them, more."

"First, I cared too much.

Then, I cared too little.

Now, my goal is to control how much I care.

Like Goldilocks.

Except rather than caring “just right”

Caring ‘a lot’ about the few things that I think matter and ignoring the rest."

If you’d forgive them on your deathbed, then you might as well forgive them today.

"My good friend @DrKashey taught me a perspective he calls:

“The Frame of The Veteran”

Next time something bad happens, imagine it has already happened 999 times to you before this.

On the 1000th time, how would it feel? Irrelevant

Great - now feel that way in the first time."

"Most people are proud of their reading habit.

But for many, it’s just an act of productive procrastination.

I’m looking at you “I read a book a week” club

Here’s how you know:

Are you reading to find answers to questions?…or are you reading to find questions to answer?"

"Most powerful mental frame I’ve ever encountered: The Grandfather Frame

Imagine you are 85 and trade all material wealth to wake up in your current age/circumstance.

But reliving your life “for the 2nd time, for the 1st time.”

Old eyes on new experiences.

Really shifted me."

Nostalgia is gratitude in the present for circumstances of the past.

@principaldjr @LewisHowes 🔥🔥🔥

"How to get good:

Find someone who is good.

Do it more than they did."

"The measure of a brand’s strength is its ability to price above market…and have people keep buying.

And since pricing is the strongest lever on profits - building brands creates outsized returns."

"You can learn how to draw blood in a weekend for $500.

With that 2-day investment, you 3X your earning capacity from min wage for the rest of your life.

Trade todays time to increase the value of tomorrow’s time.

Pay once, earn forever."

"It is more work in the short term to build a great product.

It is more work in the long term to promote a shitty one."

@gregisenberg @matt\_gray\_ @austin\_rief Overrated

@matt\_gray\_ @EmmettBurton ❤️✊🏽

"I don’t do consulting.

Someone offered to buy me a Rolex for a consulting hour.

It felt more enticing than the equivalent amount of money (and I don’t even like lux watches).

I still declined, but definitely a note for gaining attention.

Buy them something they wouldn’t."

@theChrisDo @TatiTendekai Hahaha ✊🏽✊🏽

Legacy isn't real. Build the life you want for yourself.

The boring stuff is often what you need to do most.

Your actions are the end result of your values.

"Most people don't fear authenticity.

They fear the potential rejection."

"Most people do enough to maintain—

But not enough to drive adaptation."

The boat you're in right now probably isn't the boat you'll be in the rest of your life.

The stories we tell ourselves create the futures we're going to have.

"When you get into hard times—

It doesn't change who you are.

It simply gives you evidence of who you are."

"You can get envious, or you can get curious.

Only the latter prepares you for growth."

Childlike curiosity is a superpower.

In arguments, no one wins.

Optionality is far more valuable than freedom.

Information learned increases in value over time.

The only thing that separates genius from insanity is the outcome.

Most people's plans get worse when you add more time to the horizon.

"Our words directly influence the way we think &amp; view the world.

Occasionally I'll say something that really stands out to me.

Sometimes I take mental notes. Other times, I forget what I said.

Here are a few of the #mozisms that have stuck with me over the years:"

Operations is the science and art of doing more, better.

"One of the most valuable shifts I made as an entrepreneur was going from:

Envy: “This guy makes more than me, but he’s unethical. I hate him. Boo!”

To

Curiosity: “Anyone who makes more $ than me is better than me in some way at the game of business. I should learn what it is.”"

"The reason “riches are in the niches” is not because there’s actually more money there but because there’s easier money there.

As you get bigger, so too can the size of the market you serve.

But it takes time.

Context: Amazon did $150M in only book sales before it sold CDs."

Recessions prune the economic tree and determine who and what are actually “essential.”

"Did you get value out of this thread?

Follow @alexhormozi for more insights like these.

I have nothing to sell you."

"Clients pay us to pay attention.

Giving a fuck is an undervalued competitive advantage."

"The easiest way for most small businesses to make more money—

Is to charge more money."

All business boils down to information arbitrage.

"Sales, like sex, is learned through doing.

Not reading about it."

I'd rather get rich for sure than get rich quick.

"Work for free first.

You'll learn more and stress less—

Which is the goal when you're getting started."

"When you buy knowledge, you buy time.

Learning is the only way to pay down the time tax of ignorance."

"Never count your pennies on roads untaken.

It'll destroy your spirit and have you focusing on the wrong parts of life—

The past vs. the present and future."

"A challenging season is the price for a desirable trait.

Most of us want the trait, just not the cost."

"Money exists to buy optionality.

Do not trade optionality for it."

"I've been ""rich"" and I've been poor.

Here are some of the most impactful lessons I learned from both sides of the spectrum:"

Most rules were once ‘make believe’.

"I remind myself that doing the basics without fail makes a person advanced.

Smile

Be interested

Listen more than you talk

Look people in their eyes

Simple things often forsaken for ‘advanced’ interpersonal tactics."

"@bradleyhamner Training.

And if they’re incapable after training communication and motivation, they’re not a fit."

"Here’s a visual of the three factors of employee success.

Hit all three and you have better odds at a productive teammate. https://t.co/RLl9eE63k9"

"If they know why it’s important to the mission overall, to you, to their peers, to the customer, and most importantly how it helps them become their best selves (while also lining their pockets)…

You’ll probably have more people moving in alignment towards your vision.

✊🏽"

If they know how you want it to be done, within the context of their workload, and can refer back to training if they get lost…

If you tell someone what you want, how you want it, frequently, and what metrics you care about…

"3) Don’t motivate them to do it:

A) Don’t explain how it helps the company overall (make it feel pointless)

B) Dont explain how it helps others in co.

C) Dont explain how it helps the customer.

D) Dont align the task to the values they claim to have

E) Dont reward financially"

"2) Don’t train them on how to do it:

A) Make sure they don’t know how to do it.

B) The way you want it done.

C) Within the context of their workload and other tasks.

D) Don’t document the training so you/they can refer back to it."

"How to guarantee employees don’t do what you want them to do:

1) Don’t tell them what you want (Expectations):

A) Never tell them what you want.

B) Don’t record it anywhere if you do.

C) Never ask about it again (or frequently)

D) Never give them the metric you care about.

🧵"

Stories are so valuable because you can get another person’s lessons without getting their scars.

If you struggle to give your services away for free it’s because the highest cost of your service isn’t the price, it’s something else.

A lot of us struggle to let go of the good for the great because—we can quantify what we have to lose not what we stand to gain.

Make it so you don’t need to fake it.

Tough it before you bluff it.

"And the last one especially for you savages on Twitter.

Do your time before you rhyme."

Slam it before you gram it.

Know it before you show it

Reach it before you teach it

Slay it before you say it

Serve before you deserve

Walk it before you talk it.

Reach it before you preach it

Do it before you spew it

Bear it before you share it

"‘Fake it until you make it’ is a sham.

Here are 10 alternatives

(that are actually true)"

@bogecat I know. Such a sham.

"—&gt;Fake it until you make it

Should switch to

—&gt;Walk it before you talk it

Confidence comes from experience not bravado.

Truth &gt; Lies

Prove it to yourself so you don’t need to prove it to others.

Let your path do your talking for you."

Saying you ‘deserve’ something is placing an expectation on a universe that can’t hear you and being upset when it doesn’t obey.

"Hard convo framework that kills:

“I’ve noticed you haven’t been responding quickly to emails and that’s so unlike you. Do you think it’s:

1) You don’t want to (motivation)

2) You don’t know how to (training)

3) You didn’t know it was an expectation (comms)”

I love this script."

"Imagine every past customer still paid you today—how big would your business be?

Once I understood this, I understood how to build a big business.

It takes time. And I had to focus on making stuff people keep buying.

This way effort stacks rather than restarting monthly."

You grow businesses to immense size not by selling more, but by keeping those you sell…then adding time.

"I still feel like the time tested best response to doubters is: “watch me”

Results always speak louder than any clever comeback ever can."

"Cold calling and high volume selling are valuable because of the skills you learn, not the $.

It’s hard to take 20+ consults a day and not get good.

And once you’re good, it’s like getting a permanent $200k/yr pay raise.

It’s worth giving a year to gain the skill for life."

@AGDigitalMarke2 Personal services is my bucket for that.

Most people hate change more than they hate losing. So they lose.

"Appetizers should be called ‘fillers’

Just. Saying."

"@quahoggy I don’t spend much on it so I didn’t think about it. But it’s definitely a bucket.

Could add education under personal services (probably)"

@quahoggy That’s a good add.

"Forgot to mention:

The Motive by Patrick Lencioni

Changed my life and showed me why I was plateauing my companies."

"The only 6 ways to consume money:

Food

Shelter

Clothing

Transportation

Hygiene

Personal services

Remembering this reminds me of money’s limits.

After these, the only purpose of money is to make more money."

"Did you get value out of this thread?

Follow @alexhormozi for more insights like these.

I have nothing to sell you."

"11. BONUS: How much you make is a function of

The value you provide x your ability to negotiate/sell/number of people who can do the same thing for less"

"10. The person who gives the money—

NOT the person who takes it is in control."

9. The difference between being rich &amp; being poor is how convicted you are when you say "money doesn't buy you happiness."

8. The goal of sales is to get the prospect to make an informed decision, not to buy.

7. You cannot do a good deal with a bad partner.

6. Active income that you like is the goal, rather than "passive" income.

"5. Money loves speed.

Wealth loves time.

Poverty loves indecision."

4. Anyone who says money can't buy happiness hasn't given enough away.

3. Skills are the best hedge against inflation.

2. The more money you make for other people, the more money you'll make.

"1. Money only solves money problems—

Then you're left with problems money can't solve."

10 Lessons I've learned about money:

How quickly cash transforms from being trash to being king.

@ecomRhythm Savages.

"You can read one a month if you want—

But the reality is, if you inherently like them, you’ll come back to them rather than checking off a list."

12) Predictable Revenue https://t.co/KK4Yu49xQK

11) Sales Acceleration formula (part I only) https://t.co/PoxLtpA9yc

10) $100M Offers (because I read and studied it more than any other book) https://t.co/Cr9tWAX8Yz

9) Letters To Shareholders (Bezos, Buffet, Munger) https://t.co/XWQPxELePq

8) Wooden on Leadership https://t.co/0NyLj4Tyaw

7) How to make friends &amp; influence people https://t.co/nkz31W6mHh

6) Ready Fire Aim https://t.co/eQL4xOt8n1

5) One to Many https://t.co/3mhdw8EySS

4) Expert Secrets https://t.co/xaqzzEsGFB

3) 50 Scientific ways of getting to yes https://t.co/EqEesQMFEM

2) Pre-Suasion https://t.co/nynJ5pJ9KC

1) Influence https://t.co/jQKfwtFmu4

"I buy about 50 books a year.

I skim most, read some, and study a select few.

Here are the only books I study (reread every so often). In no order:"

"If you expect it to be hard, it will be easy.

If you expect it to be easy, it will be hard."

"Good marketing finds the sweet spot between a prospect and a company.

Enough friction that they’re committed but not so much that they’re turned off."

"Waiting to feel confident to act is like only saying you’ll start eating once you’re already full.

You become confident you can do something after you’ve already done it.

Gives new meaning to “just do it.”"

@TheScottSands I disagree. &lt;—not love

@dgleasontweets You do this to get yourself to do stuff/feel better—&gt;changes future behavior.

"With new information—

The wise change their conclusions. The foolish change their reasoning."

The ultimate takeaway sale is to actually not care if they buy or not.

We waste more time than we’ll ever waste in money.

"You have to figure out what matters more to you:

Who you are or who you want to become.

One of them will be sacrificed for the other."

"@ElPirataGG If they don’t support the activities that realize your dreams, you will sacrifice the dreams or the relationship.

Your choice."

"@rustxndstardust You just have to figure out what matters more to you.

Who you are or who you want to become.

One of them will be sacrificed for the other."

"@ReachStefan @LeilaHormozi I’m choosing to answer your tweet as tho it were serious.

If leila no longer supported the activities that created the life we have, it is unlikely we’d stay together.

But she does.

And when you find someone who drives you to be better, then HODL."

"At the end of the day, in a very real way, waking up not hungover at the same time everyday improved my life more than any human could.

I value it appropriately."

Ex: I can value going to bed at same time and waking up at same time more than a friend who always asks to see me late.

Ex: I can value not drinking in general more than a friend who asks me to drink.

It took me a long time to realize I could value a routine more than a relationship.

The turning points in a business you can track to when you hire or fire people.

Disclaimer: unless you built a business around a defensible moat of cost savings to drive down COGS. (Rare, and there can only be one winner).

"How to build a terrible business:

Sell stuff anyone else can sell and compete on price."

@Dave\_1471 Yep https://t.co/Bm2SaGxzaG

"Underrated entrepreneurial trait:

Thick skin."

"Keys to a terrible partnership

Find someone who:

1) Knows the same stuff as you

2) Has no more money than you to offer

3) Has no more time than you to offer

Bonus points:

A) doesn’t want same thing long term

B) has different values on hard issues

C) different work lifestyle"

@Emiliodjorno ,)

@popvulture They’ll get better. They’ll be forced to. It’s so new.

@Tony\_Uketui The only thing that matters in this pic

@theartofchaoz I had to make up something “business-y” to say to get the pic in.

"100s of people with no other option.

+

Tiny van with bad coffee &amp; shitty sandwiches

=

Selling with insane prices.

The power of a starving crowd.

Ps- The goal is to define yourself in such a way customers feel they have no option but to buy from only you.

PPS- Don’t sell shit. https://t.co/TUjG3ustgZ"

If you could only get new clients from referrals, what would your product/service delivery look like?

@OneJKMolina 🙏🏼✊🏽

@Coreymcddd Yep. Just math.

"Single greatest copy hack I know of:

—&gt;explain what words actually mean

Don’t just say “I guarantee results”

Explain it “if you don’t make more than you’ve paid me, I’ll refund you. And to make it right for wasting your time, I’ll add 50% of my $ on top.”

Clear communication."

Great things take decades not days.

@rbcopy Gracias

@blackhatwizardd Don’t forget steaks for the grill.

The idea of becoming more productive by adding steps to your day is like saying the best way to save money is to spend it.

The best productivity hack is elimination.

"Millionaires and billionaires like to trumpet that they are self-made.

But, we’re all self-made.

Most people just don’t want to own it."

Success is built in imperfect conditions.

10. Just because something hurts you, doesn't make it evil.

"9. Most of what constraints us are invisible to us.

This is why we have things called ""limiting beliefs.""

Sometimes you need someone from the outside to point it out, and the humility to listen."

8. We seek the freedom to choose what we do rather than freedom from doing things altogether.

7. If we can change how we speak, we will change how we live.

"6. If someone isn't going to speak over you at your funeral—

Don't let them speak over you during your life."

5. Failure is to be expected, not avoided. Failure is feedback, not judgment.

4. Long after we die, the values we chose to exemplify to ourselves remain eternal.

3. We need to be reminded more than we need to be taught.

"2. If you want to feel terrible—

Remember, there's always someone doing better."

1. Skills stack on top of each other and create asymmetrical returns to all of the skills before them.

10 Truths I live by:

Rock bottom teaches you lessons that mountain top never will.

"#13 Notice that all these “productivity” hacks are about eliminating not adding.

Whenever someone tells you “do these things that you’re not doing to have more time.”

Be skeptical.

Best way to make more time is to stop doing shit that doesn’t matter."

#12 Don’t check email until AFTER you’ve done what you need to get done.

"#11 Stop replying to people who only ask for shit from you.

Eventually, they’ll just stop."

"#10 Look at your overwhelming to do list and put names next to people who can handle the items.

Not all, but most, can be delegated.

Then give a deadline for them.

Then set calendar reminder for you to check on what you just delegated."

"#9 Audit or remove meetings ruthlessly

See what stuff you can stop attending, attend less frequently, get an email update instead, or send someone in your place."

"#8 Limit alcohol consumption.

It affects sleep and mood over the next few days.

It’s just a net negative from a money perspective.

Not saying it’s not fun. Just saying it’s not productive. And productive is the goal."

"#7 Have a block of your day that NEVER gets interrupted.

Ex: I don’t talk to people/take meetings until noon.

That gives me 4-7hrs uninterrupted per day.

Works for me."

"#6 Get a workspace without distractions.

Notifications are the enemy.

Remove all."

"#5 Find a spouse who doesn’t make you feel guilty for working.

Cheerleaders don’t ask the quarterback to leave the game when the game’s on the line."

"#4 Cycle stimulants. Don’t let them use you.

If you can’t function without them, they’ve stopped conferring a benefit.

Be able to stop them and only use them when you really know you can crush.

On off on off is typically good enough for most."

"#3 Treat weekdays and weekends the same.

Go to bed at reasonable hour.

Wake up at reasonable hour.

Work.

Look! We just got 104 more days of productivity per year."

"#2 Outsource personal activities/chores.

This gives you time BACK.

Cooking. Cleaning. Picking stuff up. Errands. Etc.

Human-ing."

"#1 Prioritize 4 hours a day to work uninterrupted.

👆🏼Early morning and late night work well since other people are usually clocked out and won’t bother you."

Here are a few activities that actually do make you more money:

"You know what will make you more money than journaling, cold plunges, red light saunas, and daily affirmations?

Working."

"6. Cross-Sell them

Get them to buy similar offers.

Ex: Personalized Workouts ➝ Nutrition Coaching"

"5. Down sell them

Get them to buy cheaper products/services if they're not going to buy your core offer.

Lower quality or fewer items.

Ex: $$$ Personal training ➝ $ Workout app"

Ex: Gym membership ➝ Gym membership + personal training (OR) More memberships for family.

"4. Up sell them

Get them to buy additional offers. Either through increased quality or quantity of the original thing.

Use this if you can create additional relevant offers."

"Ex: One-time purchase ➝ Recurring subscription

Or piece out the one time products/services from the consumables and make a component of your offer recurring.

Ex: Education = One time, Accountability, Community = Consumable"

"3. Increase the # of purchases

Get them to buy multiple times."

"You can do this by:

1) decreasing cost of goods

2) increasing the ratio of client to employee (20:1 vs 10:1) Through tech or process improvement

3) You can pay people less (my least favorite, but sometimes necessary).

Ex: 30% Profit ➝ 60% Profit"

"2. Reduce the cost to fulfill

The higher your profit margins, the more you'll earn.

Use this if your profitability is low."

"10 Units @ $5000 = $50k

8 Units @ $7500 = $59k (with 20% less work, so margin increases from price &amp; decrease in overhead).

Ex: $5,000 ➝ $7,500"

"1. Increase the price

The more you charge, the more you'll earn.

Use this if you've got a high conversion rate, with low resistance."

"To scale your income from each client, there are 6 Levers you can play with.

These are those levers, and how to use them."

If you want to earn more from each customer, read this:

People find comfort in superstition because it gives the illusion of control.

"Love is measured by how much you’re willing to sacrifice to keep someone in your life.

So, you need to decide whether you love them - and sacrifice the person you want to become to keep them.

Or love yourself - and need to sacrifice them for the person you want to become."

"Many of your old friends are upset that the old you is dead.

They just don’t know who to talk to about it.

So they talk to the new you."

"Who you are now is much different than who you were then.

It makes sense they would say “you’ve changed” because—you have.

We just call it “growth.”"

"It’s easier to change habits by changing your conditions. Aka - if you move towns it’s easier to break habits because you eliminate all the triggers to old behaviors.

Sometimes you need to change the outside - in order to - change the inside."

"But, if you succeed, you become evidence that someone from your home environment can succeed.

It challenges a lot of internal beliefs.

And for many, that is uncomfortable.

Here’s the worst part: the closer they were to you, the more uncomfortable it can be."

The best way to change your story is to get around people who don’t believe your old one.

If Jesus wasn’t accepted in his hometown, you probably won’t be either.

"More internet strangers root for me than people I grew up with.

A few thoughts:"

I miss blockbuster.

"Ex: Personal videos, Handwritten cards, Swag Boxes, Personalized Onboarding, Timely communication within expectations, etc.

When you reward people for buying, they respond by sticking around."

"Reinforce the prospect's decision.

Once they've paid, you need to prevent buyer's remorse.

Give them a huge hit of dopamine to reaffirm their purchase."

"When people

1) trust you

2) believe the product will solve the problem the way they want it to be solved

3) Have access to the money to get started.

They have the decision criteria to buy."

"Explain away the prospect's concerns.

Overcome the three main objections.

Blaming circumstances (Time, Money, Fit)

Blaming others (Spouse, Partner, Kids, Employees)

Blaming self (Avoiding the decision, extrapolating past to present)"

"Sell vacation to your prospect.

Identify the top 3 things that will help.

Explain why each is important to their success.

Confirm they understand why each variable is essential.

This helps them understand how you're going to actually get results."

"Overview the prospect's pain.

Ask what they've done in the past.

Diagnose why it didn't work.

Do this until you've gone through all their failures.

This automatically positions you as the logical solution."

"Label the prospect's problem.

What are they struggling with? What's not working?

Then confirm you're on the same page.

Without identifying the enemy, you cannot win the war."

"Clarify why the prospect is there.

You need to identify what they need help with.

No understanding = no sell."

"I call it the C.L.O.S.E.R Framework.

This is the exact flow I used to build sales teams in our portfolio companies.

Follow this to a tee.

If you skip steps, it won't work."

"I used to be awful at sales.

Over time, I got better thanks to one simple framework.

It helped me a ton, so I figured I'd share it.

I hope you find it valuable:"

"People who can entertain and educate at the same time, dominate.

Skills worth having."

"The purpose of language is to influence behavior.

We only say stuff to get other people to do stuff."

For the record—I’ve never made my bed and I’ve still made money.

10. We cannot wish for the metal to be harder without beating out the impurities. Growth begins with failure.

9. When it gets easy is when you need to go hard.

"8. We struggle to let go of the good for the great because we can quantify what we have to lose—

Not what we stand to gain."

"7. Most people don't grow wiser.

They live the same year over and over until they die."

6. What matters is whatever you choose to deem meaningful.

5. They need you; you do not need them.

4. Advanced people never don't do the basics.

"3. The answer is to do more of less.

Simple scales, fancy fails."

"2. The heaviest thing to carry around isn't iron or gold.

It's unmade decisions."

"1. We do not work hard so that we can \_\_\_\_\_\_\_\_.

We work hard to work hard. The game is the reward."

10 Mindsets I wish I had in my 20's:

"Prospects want to believe you.

You just have to give them a good reason."

"When I look back on the habits I’ve developed, the two that have served me the most are the combination of:

1) Waking up early

2) Not taking meetings until noon

When you have 6-8 hours per day of uninterrupted work time, it becomes difficult to stay poor."

RT @AlexHormozi: 7 Essential business terms to know if you're serious about scaling:

"7. Churn Rate

The % of clients you lose every month.

(Starting # of clients - ending # of clients) / starting # of clients = Churn Rate"

"6. Lifetime Value (LTV)

How much each customer is worth on average.

Total $ of sales / total # of customers = LTV"

"5. 30 Days Cash

How much money you can earn from a new customer in 30 days."

"4. Payback Period

How long it takes to achieve Gross Profit in excess of your CAC."

"3. Gross Profit

Total profit after deducting the CAC and COGS from your revenue.

Revenue - CAC - COGS = Gross Profit"

"2. Cost Of Goods Sold (COGS)

How much it costs to fulfill once a product/service is sold.

This is especially important and more complex to calculate for service providers."

"1. Customer Acquisition Cost (CAC)

How much it costs to get a new customer.

Total $ spent / new clients = CAC"

7 Essential business terms to know if you're serious about scaling:

"Too many entrepreneurs are not taking dividends claiming they are “reinvesting in the business” when in reality the business just isn’t that profitable.

I would know, I was one of them for half a decade."

"“Language has only one purpose - to manipulate behavior.”

Morning musings with the one and only - @DrKashey"

"Taking dividends out of a growing business is a way to de-risk the founder.

I lost everything…twice, before learning this lesson.

And in the great irony of life, when I decided to prioritize dividends is when I ended up with my fastest growing, most valuable companies of all."

"Whenever stuff used to be really hard I used to tell myself “this will be part of the story I tell”

It always had a way of turning the biggest negatives into things that served me."

People claim apathy when they can’t handle failure.

"RT @AlexHormozi: A lot of times we focus on arbitrary goals based on what we see others doing.

As a consequence, we feel shitty about ours…"

The goal is to make clients lots of money… so that you can charge them lots of money.

It’s easier to say that you don’t care about making money than it is to accept you’re bad at it.

15. The person with the longest time horizon always wins.

14. Everyone wants you to do well, just not better than them.

13. More people fail for lack of focus than intelligence.

12. If you're going to do it eventually, you might as well do it now.

"11. Writing clearly is a byproduct of thinking clearly.

If you can't figure out how to write something—

It means you probably don't understand it as well as you think you do."

10. You don't expand by becoming someone else but by becoming more of who you are.

9. Effort is the universal currency of respect.

"8. Work is cool.

Don't let anyone tell you otherwise."

"7. Most people wildly underestimate how many times you need to do something to succeed.

And wildly overestimate how many things they've tried."

"6. It's not that you forgot where you came from—

Where you came from just doesn't recognize who you've become."

5. Most people suck at most things.

4. There is no such thing as "too long," only "too boring."

"3. The goal isn't to win.

The goal is to be able to keep playing."

2. Working hard is the reward.

1. You must do so much volume that it would be unreasonable to suck.

"A lot of times we focus on arbitrary goals based on what we see others doing.

As a consequence, we feel shitty about ourselves.

These 15 lessons helped me feel better about myself (and become more successful):"

"The longest HODL you’ll ever have is on yourself.

Invest accordingly."

"I mean, you can do it. But it makes more sense to spend the $70,000 per year marketing your stuff so you can make $500,000 next year.

Live cheap so that you can invest to increase your future earnings THEN save BIG.

Not so that you can save $500/mo for 50 years."

"It makes more sense to spend $2000/mo on courses &amp; coaching for 5 years…

To get from $5000/mo to $50,000/mo…than to invest $125,000 for 40 years.

Why? Because sometimes you just gotta make more.

It’s like a business trying to optimize to 70% margins on $100k/yr."

"I’m gonna be real for a minute.

Saving money to get a modest return is fine. But it’s playing life on hard mode.

You need to buy yourself extra lives. You do that by increasing income."

"The formal education college folks got it right—it makes sense to borrow money from your future self to increase skills today.

The problem for them was they never delivered the skills.

If you work hard, leveraging future earnings (debt) is a fast track to increasing $ faster."

"When I was poor I saved so that I could invest in me, not the SP500.

I can 10x my income with better skills. The sp500 cannot.

The younger you are the higher percentage of your income you can/should spend on getting skills that create more income."

"Too many folks are too cheap with themselves.

They obsess about how little they spend. But they don’t differentiate between investment and consumption.

If you spend money to learn how to draw blood (2 day cert) you can make $25/hr instantly.

3x min wage for a 2 day investment."

"I lived cheap coming up.

But I was making so little, saving felt pointless.

So instead of saving my money, I invested it all on courses, coaching, workshops, books.

I never thought “Alex you should be saving more.”

My problem wasn’t my living expenses, it was my income…🧵"

‘Litty kitty’ feels underused.

"The reason enjoying the stuff you do makes you more money is because of consistency and longevity.

You do stuff you like.

And if you do stuff for a long enough time, you get good.

And when you get good, you can make money doing it."

Deeper Reframe: Who said I SHOULD deserve anything to begin with?

"“I don’t get the respect I deserve.”

Reframe: “I’d rather be underrated than overrated.”"

"RT @AlexHormozi: Our portfolio companies make $75,000 per working hour (40 hrs/wk).

Building this has taken a long time.

Here are a few…"

We need to be reminded more than we need to be taught.

"Excerpt from $100M Leads:

“How we define words affects how we think. After all, words represent thoughts. Unclear words make for unclear thinking. And unclear thinking makes it very difficult to understand.”

Wisdom begins with a definition of terms. - Socrates"

"Make promises. Keep promises. Build brand.

Use brand to increase prices above market.

Use extra profits to spur growth through hiring better people &amp; new channels.

Give slices of the pie to get a bigger piece overall.

Then give time, time."

11) The recipe for success (in my opinion) can be boiled down to this:

"10) Sell what customers want, not what you want to build.

We don't matter.

Lead with data rather than ego."

"You only take company-sized risk when not doing so risks the company.

Otherwise, the risk-adjusted return just cant be supported."

"9) Any number, no matter how big, multiplied by zero, is zero.

Risks are to be respected.

The biggest companies take actions that have as little downside risk as possible."

"The biggest companies in our portfolio obsess over hundreds of 1% improvements vs 2x next 90 days.

10%/qrtr x 10 years = 40x growth. But most only swing for the fences (and strike out a lot)"

8) Compounding in business creates breathtaking results when you add the one ingredient most hate: time.

"7) Level 10 talent is only attracted to level 10 opportunities.

And you need level 10 talent to build anything big.

We must think long and hard about how big this can be so that other people's dreams can fit inside."

"6) Emotions are the enemy.

Nothing is ever as good or bad as we expect except for the things we don't.

Be wary of giant projections or catastrophizing.

Both are extremes that lead to poor decisions.

It's often the things we don't expect that yield the outsized returns."

"5) Simple scales. Fancy fails.

Scale creates complexity all on its own.

You don't need to help it.

To scale, things need to be dead simple, which means not risking the empire for a pot of gold."

"4) Brand matters. A lot.

The measurement of brand strength is your ability to price above market rates.

In a very real way, the brand creates profits."

Think - what could I do for a long time rather than what will make me money today.

"3) Big things take time.

Rather than thinking of this as a patience platitude—

Think of it like this:

""If I want something big, I have to be motivated to do this for a long period. It must be a cause worth pursuing."""

"2) The size of your slice of the pie matters more than the shape.

Many people's egos want 100% of the pie (circle shape), whereas your bank account only cares how much it weighs.

Get people other people tied &amp; compensated for the achievement of your vision."

"1) Most things don't matter.

A few things matter a lot.

You can achieve outsized returns by only focusing on those few.

Figure out the few &amp; ruthlessly eliminate the rest."

"Our portfolio companies make $75,000 per working hour (40 hrs/wk).

Building this has taken a long time.

Here are a few lessons I've learned:"

"Most people overestimate how much a business bet pays off and underestimate the risks/costs.

The outsized returns usually come from the things you don’t expect."

"When times are good, focus on what’s going wrong.

When times are bad, focus on what’s going right.

Leaders keep the team grounded &amp; away from either extreme of delusional optimism or pessimism."

"He now invests in internet businesses making at minimum $3M+ per year.

He helps them make a lot more money than they were before.

He also wrote a book called $100M Offers. People say it was good.

People say nice and impressive things about Alex."

Alex grew a gym licensing business, an e-commerce company, and an agency saas business. The companies made lots of money. He then sold the companies to private equity funds for more money. People were very impressed.

I hate speaker bios. Thinking about changing mine. Added a little humor…Lmk if ya catch it.

“If some is good, more is better” is more often than not the correct answer when scaling.

"Trust lubricates business.

The more you have, the faster things go."

"We stop teaching people how to read at grade 5 and just expect them to get better on their own.

One of the biggest boosts I got in marketing was when I switched to writing for their understanding rather than my ego."

@OneJKMolina Great math translation. ✊🏽

@bellasocialau @davidfromzwc Overrated.

The easiest low risk high reward bet is to ask for help.

"Long ago, a mentor told me to put out flyers to get leads.

So I put out 300…

\*1 month later\*

Me: No leads 😭

Him: What was your test size?

Me: 300

Him: \*laughs\* We don’t even test with &lt; 5000, then we scale to 5000/day.

My Lesson:

What it takes &gt; What you think it takes."

Nothing is ever as good or bad as we expect, except for the things we don’t.

There’s wonderful satisfaction in making a plan, seeing it work and thinking, “Gosh, I’m not an idiot.”

That’s why they call things “labors of love”

How much you’re willing to sacrifice for someone is the measurement of how much you love them (or what they give you).

"You increase how much you get out by increasing how much you put in.

You multiply how much you get out by adding leverage to what you put in.

But, you have to first do shit to multiply it.

Many people waste time multiplying zero."

Great page to follow. I feel like a cool kid. https://t.co/E9W2mpogwa

RT @AlexHormozi: Give yourself permission to suck.

@metaphysicos Still gotta be good enough that people want it.

@roman\_peschke I hope I make it to 80.

Increasing volume is the answer when, and only when, quality surpasses the threshold of “good enough.”

"Plan, like your business will live forever.

Operate, like it could die tomorrow."

Give yourself permission to suck.

RT @AlexHormozi: Goodwill compounds faster than revenue.

"Here's the link to that video:

https://t.co/XxQcEvb5gk"

A video from the heart, confronting my battle with pride: https://t.co/xhW0I99783

@LeilaHormozi

@roman\_peschke Stop comparing yourself to me.

Sometimes you need someone who believes in you more than you do.

"9 months into dating Leila I lost everything I had…I stared at her and said “I’m a sinking ship. If you want to leave me - I 100% respect that.”

At which point she grabbed my chin to tilt my head up to meet her eyes said “I’d sleep with you under a bridge if it came to that.”"

Goodwill compounds faster than revenue.

"It’s taken me 600 pages and 9 months to finally figure out what is going to be included in $100M Leads, Volume II of the https://t.co/wCCfhDaskH book series.

Not gonna lie - feeling the pressure of making something worthy of y’all’s attention."

What is required &gt; Your best

When you're starting, your ability to learn is the bottleneck.

"Failure leads to learning.

Learning leads to success.

Success leads to complacency.

Complacency leads to failure.

It's a cycle, not an end point."

"The happy man has a thousand wishes.

The sad man has one."

"Humility doesn't come from lowering your regard for self.

But by raising your regard for others."

Be willing to negotiate everything except your values.

If it's worth doing, it's worth doing well.

Extraordinary accomplishments come from doing ordinary things for extraordinary periods of time.

"You're gonna die.

If nobody will care then—

No one cares now. Do what you want."

Goodwill compounds faster than money.

"Most champions do not have something you do not.

They lack something you have."

You get more out of reading one great book five times than reading five mediocre books one time.

If you want to control what people think, control the words they say.

The hardest respect to earn is one's own.

You make better decisions and learn more by assuming you're dumber than everyone else.

22 sentences that will teach you more about life than any college degree:

@GeniusMaven @zachpogrob Hack: When you get to 60, send 40 more. ✊🏽:P

RT @AlexHormozi: Redefine living below your means as a sign of wealth, not poverty. https://t.co/fA1KJJvxiu

"You can buy, or you can build.

Do what makes sense with where you're at."

RT @AlexHormozi: 7 Disciplines that made me a millionaire:

Like and retweet this thread if you're defining wealth on your own terms.

"Love this movement.

Hopefully, we can counteract the flashy exotic care movement.

Debt-free and stress-free living knowing we have far more than we'd ever need &gt;&gt;&gt;

And that we strive for the love of the game—

Not to convince others that we have more than them. https://t.co/aBCyte84m0"

"Love seeing Mozination lording around in mozimobiles—

Defining wealth for themselves.

And doing the boring work to get things done on their own terms. https://t.co/FwJUWxnRJT"

"Wealth &gt; Status

To me, being wealthy is about knowing you have enough—

And spending money on the things that matter most to you.

Not what you're told to care about. https://t.co/IR3b7rJRgm"

Redefine living below your means as a sign of wealth, not poverty. https://t.co/fA1KJJvxiu

RT @AlexHormozi: Don't sacrifice an empire for a pot of gold.

Trolls 2022: If you can’t win, judge.

"Feeling deficient in any of these disciplines?

That's okay.

You can always get better.

This is a lifelong journey."

"7. Philosophical

These are the values you choose to live by.

The things you believe to be accurate and eternal."

"6. Financial

Wealth is a ratio, not a number.

Increase your wealth by decreasing your expenses—

And in so doing, become more wealthy.

Start with your personal finances first, then professional."

"5. Relational

Communication, influence, and conflict resolution.

Success is predicated on your ability to deal with other humans."

"4. Emotional

Understanding your feelings/thoughts

Without an understanding of self, you cannot influence the world."

"3. Professional

What skills do you need to learn to improve your career?"

"2. Physical

Diet, training, and sleep.

The goal of this is to increase your longevity &amp; energy."

"1. Foundational

These are the basics school teaches us.

Reading, writing, and math."

7 Disciplines that made me a millionaire:

This is from @sharran - a close friend who shared this nugget with me.

Don't sacrifice an empire for a pot of gold.

"Wealth &gt; Status

Where wealth means knowing you have more than you need—

—and status means convincing others you have more than they have."

Repeat successful thoughts.

Nothing is passive. Only varying degrees of active. https://t.co/R6JOXvzOb5

Redefine living below your means as a sign of wealth rather than poverty.

@theColinHouston So you traded the money to get it…to get him to do something.

@theColinHouston You didn’t have influence with him.

Money and influence are interchangeable.

Those who can’t do, network.

@FollowAndyHill @rorysutherland @AmazonUK It’s actively being worked on. It’ll come out when it’s worthy.

"A gentleman, author of many of the books that became commonplace for marketers…and vice chairman of Ogilvy the #1 Ad agency in the world.

So cool. https://t.co/isRRC3XoIL"

@rorysutherland @AmazonUK Honored by the recommendation 🙏🏼🙏🏼

"It’s not about who you know—

—it’s about who you are."

"Life: \*hardship\*

Losers: \*change goal\*"

Progress begins with admitting deficits.

Comparison is the thief of joy but the deliverer of desire.

Time kills all deals.

"Just because you think of something, doesn’t make you the first (or only) person to think of it.

If something you say outlasts you, it’s a testament to the truth, not the speaker."

Most people use words they can’t define to describe things they can’t possibly know.

Authority figures don’t necessarily have more persuasive messaging, we simply take their statements as truth.

"Beginners overvalue thinking and undervalue doing—

—Advanced do the opposite."

Be close enough that you know where the bodies are buried but far enough that there’s no dirt on your hands.

If you can’t draw it, you don’t understand it.

"Leverage is a just fancy way to say:

Discrepancy between inputs and outputs."

@alxberman @ramit Oh shit did he? I love corroborated conclusions.

Make your free shit better than their paid shit.

You have more control of your actions than your thoughts.

Giveaway the secrets, sell the implementation.

Most advice is given for the benefit of the giver not the receiver.

It is normal for shit to suck sometimes.

"How not to provide value to someone:

Ask them to figure out how you can provide value to them rather than doing that work on your own."

@beingcaokhanh And to whom you can provide the most value ,)

@zackgray Appreciated

If you’re not afraid of giving too much value, you’re not giving enough away.

"We feel smart when we're doing well.

But usually, it has nothing to do with us—

We're simply a duck rising during the rain—

Thinking it's because we're paddling our feet."

It’s better to have fewer people follow the real you than a lot of people follow the fake you.

You cannot influence someone you do not understand.

Most entrepreneurs don’t make a lot of money because they’re just not that good yet.

@blackhatwizardd HBD

"I used to obsess over all my little competitors.

Then I found out another company existed in my space I hadn’t heard of doing 10x our revenue.

Think small win small."

"One of the biggest mistakes I made early on that prevented me from doing deals:

—Counting other people’s money.

Look at your side of the deal, if it makes sense, do it.

If your partners make more money—great—it means you’ll probably do another deal again."

"Make things for yourself—

And assume nobody will ever see it.

Then make it anyways.

Art doesn't need to justify its existence."

After you die, everyone else just moves on.

"Entrepreneurs are gamblers.

The best ones make fewer bets—

But when they see a risk-adjusted opportunity, they bet big."

@yourcryptoguy\_ PST bruh

"When your wife laughs in public at a story of yours you both know she’s heard before…

…true love."

"We cannot both hope for an easy life and an epic story.

When your trials are trivial, so too are your accomplishments."

"Wanna know how long it takes to get over disappointment?

As long as you decide it takes."

"For the silly pants who don’t get the point:

It’s easier to get approved for student loans. Then you take those loans and buy real estate instead of college.

—&gt;I have multiple friends who did this.

Point: For the same money &amp; time as college you could never need a job again."

@idgafwastaken Literally all the banks in America in the form of student loans.

"@linguisticpsych Your comment is the point of this post.

You use the student loans which are easy to get and have deferred payments to buy the RE with."

@iamjoshmondo Point of the post: take your student loans and buy real estate since they’re easier to get and have deferred payments.

@meminator42069 Much. Hence the post.

@Emiliodjorno That’s literally the point of this post. You can use student loans to buy RE ,)

"Better than college?

If you took student loans for $200k at 18 &amp; instead of college:

1) Bought a $200k Airbnb

2) Managed it

3) Had 0 debt pmts for 4 yrs (studnt loans)

4) Got a 2nd Airbnb by the time you graduated

—&gt;You’d be making more than 99% of grads without working a job"

Want to guarantee success? Do the opposite.

28. Make money. Spend more than what you made.

27. Assume you’re always right.

26. Hire dumb people.

25. Find something that works. Stop doing it.

24. Be replaceable.

23. Make mistake. Repeat mistake.

22. Believe what other people think of you, more than what you think of you.

21. Start something new today. Start something new tomorrow. Repeat.

20. Talk more. Do less.

19. Do “your best” not what it takes.

18. Do what everyone else is doing.

17. Say you’re going to do something. Don’t do it.

16. Avoid working on what matters most.

15. Prioritize looking rich over being rich.

14. Wait for perfect conditions.

13. Make promises. Break promises.

12. Tolerate Mediocrity.

11. Avoid Discomfort.

10. Value the opinion of others over your own.

9. Expect the government to save you.

8. Complain.

7. Blame your circumstances.

6. Think the world is fair.

5. Fail once, quit forever.

4. Pick a spouse who makes you feel guilty about working.

3. Take advice from poor people on how to be rich.

2. Read Books. Do Nothing.

1. Start Tomorrow

28 Ways To Guarantee Poverty

@micheliseneld Exactly. People LOVE their addictions. Question is what are we addicted to?

"RT @AlexHormozi: Love is measurable in absolute terms.

It is what you are willing to endure to keep something in your life."

The only insults that hurt are ones dipped in truth.

Attribution: @danhenry86 from an exchange we had on a podcast this morning\*\*

You don’t need to like someone to learn from them.

"Your headline costs $0.80 out of every $1.00 you spend on advertising.

So, where do you think you should spend 80% of your time?"

"To find out how much you love—

Ask yourself what you'd be willing to sacrifice to keep it, and you'll have your honest answer."

"What would you endure for:

Your children?

Your dreams?

A friend?"

"Love is measurable in absolute terms.

It is what you are willing to endure to keep something in your life."

@omarakhaddaj @PhilStieb @GrammarHippy Glad it provided utility ✊🏽🙏🏼

@Jshane\_23 I’m glad it served you ✊🏽

"Life is like a casino.

The only difference is that in real life—

You leave all your chips on the table and walk away empty-handed.

Live to play, and when you die, give it all away."

"Your brain will find many more ways than you would if you asked positively.

Then inverse those ways, execute and watch your negative programming work in your favor."

"Next time you need an innovative solution.

Rather than asking how you might solve a problem—

Ask how you might destroy the solution."

"Our brains are better at finding problems &amp; threats than benefits &amp; solutions.

This is how you use that hardwired ""negative"" feature to make yourself wealthy:"

Patience is another way of saying self-control.

@Jacobtimes2 And yet my Twitter lives on.

"Also goes for spouses doing the same favor for you everyday.

Say “thank you” every time."

"Just because someone helped you once and you said thank you doesn’t mean you don’t say thank you the next time they help you.

Just wanted to say thank you again to #mozination

10 months at #1 bestseller.

130,000+ copies sold.

0 paid ads.

100% Mozination word of mouth. ✊🏽 https://t.co/HqSNw0ja1L"

"@staritzen @LiamKircher @pslohmann Way to go ✊🏽

Glad the book provided utility."

It takes unreasonable sacrifice to make unreasonable progress.

Good books are like friends to be visited rather than items checked off a list.

"Material success boils down to multiplying what little time we have—

Using as many types of (and as much) leverage as possible.

Emotional success boils down to conditions surpassing (not just matching) expectations—

Which we accomplish by changing both."

This also means not making the desirable emotional decision you are bound to flop on later because it has no rational basis.

"Have a rational foundation so that when emotions wane, logic endures.

And despite not ""feeling"" it at times, you'll stick with it because you ""know"" it's still the right call."

How to stop flip-flopping on decisions:

"Prioritization literally means doing first.

If it’s a priority, start with it."

With preparation, a man with few advantages can give himself the largest one.

"The point of sales is not to get prospects to buy.

The point is to get them to decide."

"If anyone ever asks you “can you do it for less?”

Just respond “I could do it for more.”"

"@naval 4. Content (other people's attention)

Capture people's attention through media.

More attention = more leverage.

One video can be seen by 1 person or 1M people for the same cost.

But you can charge for it every time. That's leverage.

See: Joe Rogan Podcast selling for $100M."

"@naval 3. Code (use a machine's time)

Code is just a machine's labor that you pay for once.

and you can charge for it forever.

It's leverage because it has virtually no incremental cost of use/production.

See: Software."

"@naval 2. Capital (other people's money)\_

Cash allows us to grow faster than what would be supported by a business's cash flow.

And in many cases, allows ideas that require scale to work, possible.

See: Funds."

"@naval 1. Collaboration (other people's time)

Hire smart people.

Get them to give their time to your cause.

Big things are done together. See: Pyramids."

"Implement these Four C's Of Leverage into your business to make more monies:

Adapted from @naval - I changed them to Cs because it was easier to remember."

"The reason why some people won’t buy your services, even if you give them away, is because the price isn’t the only cost to the prospect.

If you can identify all the other costs, and remove them, you’ll learn how to sell more when you do start charging full price."

"When you expand the time horizon for a considerable amount of time—

We will all be forgotten.

Acting in accordance with this contrasts the societal narrative.

That also doesn't make it any less accurate."

"Most already know what to do and simply don't do it.

It's not ignorance. It's fear."

"I used to work every day like I needed to throw a hail mary every play.

Over time, my business ""plays"" became more about consistent, high likelihood yardage.

Fewer lost yards and wasted downs.

Despite the gameplay being less exciting, everyone loves a winning record."

"2. The hypothetical approach (overestimates)

Monthly avg. price / Avg. monthly churn

This includes future revenue assuming all conditions stay the same.

With both of these numbers, you can get a realistic LTV range to work with.

Scaling then becomes a simple math equation."

"1. The historical approach (underestimates)

(Total all time sales/revenue to date) / Total number of customer sold since business started = LTV

This is more accurate the longer you're in business."

"Calculating your LTV is much harder.

Unless you have a time machine!

But most of us aren't lucky enough to have one of those yet.

Here are my two favorite ""back of napkin"" ways to approximate it:"

"Figuring out your CAC is easy:

(Advertising dollars + Marketing Dept Payroll + Sales Dept Payroll) / # of new customers over same period= CAC"

"Want to scale your biz fast?

These are the two most important metrics:

1. Lifetime value (LTV)

1. Cost to acquire a customer (CAC)"

"One of the most profound lessons I learned from Michael Jordan:

Every game, he knew that there was someone who'd only see him once—

And they’d judge him solely on that ONE time.

Transforming every ""game"" into your ""only shot"" at winning a client/customer over.

Bar raised."

"Get shit done hack:

Make ""end of the day"" the default timeline for assignments."

When you make people money, they like you.

"Delay comes from backtracking and constant changes in direction.

Speed, therefore, comes from excellent decision-making, not rushed decision-making.

Big difference."

"You don't need a reason to raise your prices.

Wanting to is reason enough."

"Prospect: I'll start when I have more time.

You: Do you expect never to be busy again?

Prospect: No

You: You want this to be permanent, right?

Prospect: Yes

You: Then you might as well get the most support now, so you know how to succeed when you get busy again."

"If you and your spouse enjoy talking about business together—

Why would you prevent yourselves from talking about what you love on a ""date night""?

Talking about what you love with the person you love sounds like a wonderful evening to me."

"9. I realized I wasn’t missing out on drinking.

I was missing out on continuous stretches of not making avoidable mistakes.

It's amazing how much faster you move when you're not always playing catch up."

"8. I confronted why I would drink to take the edge off.

My desire to drink to take off the edge disappeared as I confronted the relationships, decisions, and conversations I needed to have that I was running from."

"7. I told myself that quitting drinking was easy rather than hard.

If lots of people have done it, so can I."

"6. I made a lot more money.

I became prouder of myself.

I became more reliable to my team and employees."

"5. I realized no one cared if I drank or not.

And anyone who did quickly stopped being someone I even wanted to hang out with."

4. The following day, I would thank myself for being able to be productive and not hungover or just “groggy.”

3. I rewarded myself by ordering appetizers since I wasn’t spending the money or calories on booze.

"2. When I went out with friends, I said:

“Not tonight” or “not this time” rather than “I’m not drinking anymore.""

Soda &amp; lime looks like a drink in social settings, and you get fewer questions."

"1. I stopped the day I decided.

No “last night out.”"

"I stopped drinking alcohol for 2.5 years.

These are the nine things I did to make it happen:"

@salesonboarding Nope. Violent execution, sacrifice, and fear of failure did that.

It takes less effort to interview three times as many people as it does to turn a mediocre performer into a star.

The bigger the goal, the longer the time horizon.

"The problem isn't that you've changed.

It's that they probably haven't."

"Delete social media from your phone.

If you must use it, do so on your computer.

It's less addictive that way, AND you can use tools to batch the content/responses.

These 7 tactics help me to this day, and I pull them out when I need to push."

"I awoke and went to sleep at the same time every day.

Weekdays &amp; weekends were treated the same (all workdays).

""Weekends are just workdays with no meetings."""

"Zero morning meetings before noon.

More important than when is how much uninterrupted time you hold.

Do not put other people's priorities over your own."

"Execute: get the information and begin failing forward.

Pay whatever you need to to get the insights, training, etc. to figure out:

1) What is your limiter

2) How do you fix it

Then do so."

"Stop responding to 'asks.'

When people message you, there is an implied demand to respond.

Just because you may have the time to respond—

That does not mean you're obligated to."

"Enter a ""season of no.""

Say no to anything that is not your priority.

This doesn't have to last forever.

Only as long as it takes you to remove the bottleneck."

"Having a priority means that two things cannot be equally important.

One MUST be more important.

The one you choose should be the system limiter.

There is no point in adding potential to a limited system. Attack the bottleneck, and ignore the rest.

Let small fires burn."

"Because if your day is full and you are not growing, what you are doing right now - is wrong.

Elimination will give you room for the things that will grow the business."

"Once you plateau, you cannot make more time.

So, you must do different rather than more.

This means it is more productive to look at what those ahead of you are NOT doing that you ARE doing, then eliminate it."

"Do less. Let me explain...

In the beginning, you must work harder and learn more to grow.

As you gain leverage in the business, most of your hours will be filled."

7 anti-routines (and tactics) that took me from $1M to $100M:

"No course on its own will teach you to be rich.

The decision to voraciously learn will."

"Theory is a poor substitute for experience when acquiring skills.

In the words of LH Hardwick:

""A man with experience is never at the mercy of a man with an opinion.""

Pick which man you prefer to be."

"I recommend spending all excess cash on acquiring skills until you have so much that you can't possibly spend it on more skills.

Increase your capacity to earn, which increases the value of your highest cash-producing asset (you).

Relevant for today - skills are inflation-proof"

@Justin\_Go\_Brrr This is from a video ,)

"17. Power is the ability to direct or influence people or events.

The process of influencing people is selling.

If you desire to be powerful, you must learn to sell."

"16. Record your sales calls. Always.

You cannot improve what you do not get feedback on."

15. The person who cares the most about the prospect wins the deal.

"14. Closers ask hard questions—

Everyone in their lives lies to them, especially themselves.

You must ask the profound truth questions they are afraid of answering."

"13. Belief and trust are continuums, not binaries.

It's not WHETHER they trust or believe you, but HOW MUCH that dictates the sale.

Act accordingly."

"12. You can only build trust if you genuinely want to help.

Why? Because humans are exceptionally good at sniffing out intention.

No 'hack' will replace the trust built from a genuine desire to help."

"11. Selling is a transference of belief over a bridge of trust.

Therefore, you must have the belief first, then build trust to transfer it."

"10. Closing is a dance, not a fight.

It is seduction, not rape."

"9. Seek to understand, not argue.

You cannot influence someone you do not understand."

"8. Prioritize helping your prospects—

Not the sale.

It's not about you."

"7. Selling is helping prospects make decisions to help themselves.

The objective is not to get them to buy but to get them to decide."

"6. Selling correctly is the first step to helping your prospects.

Your first impression and the expectations you set will dictate the relationship."

"5. If you didn't get a gasp from the price tag—

You didn't go high enough.

Raise your prices."

"4. Expect and plan for NO.

It is not failure; it is expected.

If they could decide without you, you would be unnecessary.

No is the job.

Stop being surprised."

"3. It's easier to handle obstacles than objections.

Obstacles are when YOU disagree with the prospect.

Objections are when THEY disagree with you.

Diffuse obstacles early, so they do not become objections and blow up the sale in the close."

"2. Selling happens before you ask for the sale.

Closing begins after."

"1. People want to believe you.

They inherently want to buy.

You need to help their logical brains justify that emotional decision."

17 lessons you must learn if you want to be a top 1% salesperson:

"When you lose your money, you lose nothing.

When you lose your time, you lose something.

When you lose your character, you lose everything."

When you transition from player to game maker, you win.

Saying you'll put in the work, and actually doing it are two totally different things.

"Swap the word:

""change"" for ""improvement""

""belief"" for ""assumption""

""try"" for ""will"""

The best time to start was years ago when you were thinking about starting.

"There are no hacks, tips or tricks to building character.

It is a lifelong pursuit.

A beautiful infinite game."

"I saw a man raised in addiction feel like a success by soberly holding down a job.

I saw a man born to wealth feel like a failure for not surpassing his father's wealth.

We are rich the moment we choose to be."

May you never run out of humility &amp; integrity.

Sales slumps are temporary.

"Never stop hustling because others don't understand you.

It's okay (and normal) to outgrow their standards.

Just don't let anyone's opinion extinguish the fire of you living up to your potential."

"You are successful because of the values you embody when you work (permanent)—

Not the outcome of the work (impermanent)."

The hardest standards to raise are our own.

"Many religious people have tremendous peace because they trade approval from others for approval from God (ideals).

And if you don't believe in God, you next best bet is approval from self."

"If you want to live an uncommon life, you cannot have common views.

Expect opposition."

"If getting rich were easy, everyone would do it.

And if it were, it wouldn't be remarkable.

So we shouldn't wish it to be easier, but instead to be worthy."

"The more you go through, the more you realize you CAN go through.

In this way, our trials create our character."

"Don't play to win, play to play.

And when you do that, you cannot lose.

Get your bag."

"The only judgement you'll live your whole life with is your own.

Stop tolerating your own mediocrity or your excuses for inaction.

We learn through experience, so collect some.

Then...wait ten years (because in the scheme of life this IS fast)."

"DO. DAILY.

Do not cast power to your excuses.

Own your circumstances because no one else will.

Realize you are SOURCE."

"Multitasking is like balancing spinning plates.

Sure, it sounds exciting.

But you'll unlock the compounding effects of narrowly focused attention."

"Determine what you are willing to sacrifice on the altar of your goals.

Then sacrifice them.

This will give you all the room to double down on ONE thing."

"Multiple income streams is how you STAY rich not how you GET rich.

If you want to become a millionaire fast, do this:"

"Ironically, many sacrifice financial freedom to buy goods for perceived social status.

When in reality, financial freedom provides social status.

When your priorities are sequenced properly, you get both."

"The point of the game is to work hard always.

Not ""so that x."" Just to work hard. Period.

Work is the reward."

With people and products, buying cheap has expensive consequences.

"The more you give—

The more you realize you have.

When you have ""enough"" everything else becomes more than you need."

"C#5 Competition - Public leaderboards.

Update these DAILY.

Reward your best closers with fun prizes/bonuses every 6 weeks.

This is worth every dollar.

And keeps everyone striving to do better."

"C#4 - Cut the fat regularly.

Even if everything is going okay.

Winning teams don't allow mediocrity to drag down culture.

Culture drives performance."

"C#3 Communication - Talk to your team daily.

Daily huddles where you hype them up with testimonials.

This builds their conviction to sell.

Weekly one on ones.

Review their best call, worst call, and average call.

You cannot solve problems if you don't shine a light on them."

"C#2 Call Recordings - Record every single call your team makes.

This holds your team accountable to follow the script.

Review these regularly to coach your team.

What gets monitored gets improved."

"C#1 Use The CLOSER Framework.

Clarify why the prospect is there.

Label the core problem.

Overview their pain.

Sell the vacation.

Explain away their concerns.

Reinforce their buying decision."

"I call this the Five C's Framework.

It's brain dead simple—

Yet ridiculously effective."

How I manage my $100M sales team:

"Tolerating poverty is an option.

Complaining about it is not.

Accept or change. But do not blame."

@Dar3ios Prone to sickness. Incapable of doing activities you’d like to do.

Having a strong bank account with a weak body is like having a lifetime supply of gasoline to fuel a bicycle.

@WorkBrah @JoshKing65 @JoshKing65 - Not us. Sorry bro. They create accounts faster than we can get them shutdown. Just gotta read the @username for typos. We have no other accounts. If you’re not sure (besides me literally saying “I have nothing to sell you” in every damn video), look at engagement.

You need a better reason than "money" to waste your life doing something you hate.

The only differences between a prophecy &amp; reality are work &amp; time.

"When you build a life for YOU, you'll never need to escape from it.

That is real self-care no glass of wine and lazy Sunday can give you."

Stop tolerating shit you hate.

If you run from your spouse, you probably need to confront the unpleasant conversations.

If you need to rest after hanging out with friends, you probably need new friends.

If you have to run away from your work, you're probably doing shit you hate.

"Self care" shouldn't be an escape, this is why:

"Building a business is risky.

Living paycheck to paycheck is risky.

Some risks come with upside.

Others do not.

Risk wisely."

No one owns truth.

"First, we blame our circumstances.

Then, we blame other people.

Finally, we blame ourselves.

And once we accept, we take our first steps as free men."

"Expectations must be simplified enough to be repeated daily.

No one can be above them and it starts at the top."

"“Selling is a transference of belief over a bridge of trust.”

I’m very proud of this presentation. I hope you enjoy it as much as I enjoyed making it for you. I got a TON of messages from the live audience and my team was able to make it a great video.

https://t.co/tZLyHLjUFz"

People you think you need money to make a product, instead of using a product to make money.

The most addictive drug is making money doing something you love.

@Codie\_Sanchez @SahilBloom 4500…\*cough\* :)

"“Assets, to have value, must deliver something to someone.”

-Warren Buffet

(paraphrased)"

"Sometimes people are in our lives for a season rather than forever.

(…and that’s okay)."

You can measure love in a relationship based on how much you are willing to endure to keep it.

"The average couple spends 2hrs per day together including weekends.

Breakdown:

45min watching tv

30 eating

24 housework

—Leaving 35min/day for the rest—

If you work with your spouse, you spend a lifetime of “civilian” married years together in your first five years."

"Common investing mistake:

Confusing “invest in what you like” with “invest in what you know.”"

"Limiting factor = the part of the system that if removed the system would grow.

Ex: If churn is big, marketing more won’t solve your problem.

Identifying the limiting factor then how to solve it is the basis of entrepreneurship."

"@HAMILTONOFCRYPT In English, freedom means the power or right to act, speak, or think as one wants without hindrance or restraint.

Discipline means the practice of training people to obey rules or a code of behavior, using punishment to correct disobedience.

So it depends WHO is disciplining."

Most entrepreneurs say they want freedom but really want control.

You cannot be both free and also control everything.

"If Thanos wanted to solve overpopulation he should’ve wiped out 90% rather than 50% (otherwise population would double again within 20-35 years) &amp; create a law that equalizes birth rate and death rate.

Just. Saying."

"California is like a crazy beautiful ex-girlfriend. You look back and only remember the good.

But as soon as you see her again, you realize how she stole your money all the time, had terrible friends, &amp; tried to destoy your business by telling on u for everything."

Saturdays are just work days without meetings.

@garrettcmpbll This made me crack up. You guys are hilarious. @LeilaHormozi

If you never lose customers, you grow by default.

@ZssBecker You know it.

When you are unsure of where to start: begin with the limiting factor.

"How big is your measuring stick?

(Why how u count matters)

You can tell someone’s wealth by their base measuring unit.

Money hack: get around people whose base unit is bigger than yours.

Old: “How am I gonna invest $10k?”

New: “How am I gonna invest $1M?”

Ladder &gt; Former"

"Ex: Wearing a suit can mean you’re a crook or you’re successful depending on how you define it.

But at the end of the day, it’s just cloth we wear on our body. The rest os the story we create to interpret meaning."

"We learn what things mean because people tell us the meaning (first) or we ascribe it ourselves.

The process of unlearning is swapping the meaning we were given with the meaning we choose."

"Simple frame for teaching stuff from a convo with @sharran (great very smart friend).

Why (overall, right now, for me)

What (the 3-5 point agenda)

How (the meat)

Now (next steps as a result of info)

Really useful little frame for making information relevant."

The easiest way to solve a problem is to decide it’s not a problem anymore.

Aligning with other’s self interest is easier than persuading them to do what you want.

"@tylerguitar\_ I would argue, to the point of unpolitical correctness, that they deemed that action in their own best interest.

So it really gets to what do THEY think is in their best interest rather than what do WE think."

If you bet on people to act in their own self interest, you will be right a lot.

"Regarding partnerships:

If you get in bed with a snake, and the snake bites you. Whose fault is it…?

1) The snake for being itself

2) Or you for not realizing the nature of a snake?"

"When scaling, look at your team.

Make sure 20% has “been there done that.”

Otherwise you’re going to be paying down a lot of ignorance tax for people to learn lessons with your company as their guinea pig.

…only to become another company’s “been there done that.”"

"Having a long time horizon is one of the strongest competitive advantages in business.

But you have to actually have it for it to work."

"A friend was about to do a 3-day workshop teaching business strategy and asked me jokingly for “tips”

My three:

Do more of what’s working.

Pursue fewer new things.

Keep the promises you make."

Give give give give give…get.

"Goodwill compounds faster than revenue.

So the longer you can wait for your ask, the disproportionately larger what you get will be."

This just shows that one man can move the world. ✊🏽

"I’m honestly so happy @elonmusk bought Twitter.

I honor your right to hate me more than I hate your hate.

It’s actually one of the happier moments I’ve had in a very long time from an outside circumstance.

Free speech always and forever. ✊🏽

#freedomfirst"

"Best way to learn - teach someone.

And if you think of it that way, you don’t pretend that it’s for their benefit, it’s for yours."

@Shane\_\_\_Martin Appreciate the shout out and time taken to read &amp; tweet about it 🙏🏼✊🏽🏴‍☠️

"In my experience, people buy because of how crisply you articulate their problems to them, not, the benefits of your solution.

The goal is for them to feel understood more than to understand your products/services."

If you actually just try…hard…you’d be amazed at how easy it is to beat your competition.

"Perspective that has served me well:

“If you don’t have anything worth saying, don’t say anything.”

Give yourself permission to stfu."

"Overrated: Tapas restaurants.

Just let everyone order their own food, like the real world."

"Easiest way to prioritize anything is to start your day with the activity.

One of the simplest most effective tactics I’ve used in business building and body building."

"Return on advertising goes down at a faster rate than CPMs go up for poor delivery businesses because they must pay down negative word of mouth that compounds against them over time.

Bottom line: If u wanna get burn your audience fast, promise heavy deliver light."

"“You don’t change the structure of your business if you have ineffective people.

You swap the ineffective teammates with effective ones.”

@LeilaHormozi"

"Relationships can be like that “temporary” couch that you got when you moved in, that 5 years later is still sitting in your living room.

When you aren’t careful, “yes for now” becomes “yes for good.”

Saying YES to the wrong things is actively saying NO to the right things."

"How to grow muscle in 5 steps:

1) Learn how to actually feel/stress the targeted muscle in your exercises

2) Train the lagging muscle group first

3) 5-10 Sets per day x 8-20 reps

4) Add weight when you can do 15+ for all sets, then reset reps at higher wt

5) Wait 10 years."

Manufacturing is just software for the physical world.

"Mine (for those who are interested): Because there is so much left I wish to learn and experience.

So learning and experiencing life are my meaning.

Provides ample room for mistakes, pain, &amp; suffering :)"

"This will trigger some people but I think the answer gives a tangible answer to your meaning of life:

Q: “Why don’t you kill yourself?”

Your REAL answer is the meaning of your life.

(Adapted from Albert Camus)"

"Wanting stuff makes you successful.

Not wanting stuff makes you happy.

Realizing wanting or not wanting is irrelevant makes you free."

You can either buy talent, or you can build it.

"Micromanaging is a demonstration of the belief that we are better than our team at their jobs.

Either you suck at hiring or you suck at trusting."

"I stopped looking at competitors when I realized they, like me, had no idea what they were doing.

Might as well bet on you."

"People will hate you as you change.

and that’s okay."

"What would you tell me if it were impossible for you to hurt my feelings?

Great question to get critical feedback from subordinates who don’t want to."

@thesamparr Too much talking. Not enough listening.

"My top 5 writing tips:

1) Read it out loud.

2) More periods. Fewer fancy sentences.

3) Use fewer words.

4) Run thru all the physical senses when describing a scene

5) If copywriting, keep vocab below 5th grade."

In relationships, you’re not remembered by how you start, but by how you finish.

"If you ever find yourself in the unfortunate circumstance of a layoff:

Cut once. Cut deep. Be honest. Say why."

"Easiest way to develop a skill:

Do it enough times it would be unreasonable for you to be bad."

The easiest way to beat a stronger player is to change the rules of the game.

Someone can only beat you if you choose to play.

"Investors see growth as acquiring other businesses/flows (inorganic).

Entrepreneurs see it as growing the ones they’ve got (organic).

There’s a lot of value in understanding how to do both."

"When you feel groggy, you are less effective.

Two things solve this:

1) Napping

2) Working out

Both take about an hour, but only one of them makes you jacked."

If fewer words convey the same meaning, they are better words.

How people talk to you about other people, is how they talk to other people about you.

Appeal to logic not authority.

A sign of intelligence is the ability to attack an idea without attacking the person.

@amjad\_boumatar Bingo

"My two favorite dispensers of truth:

1) Ancient philosophers

2) Stand-up comedians"

You can both love a person and hate what they believe.

"Everyone pays for lessons of success with either time or money.

We use the currency we value least."

"Most people already know what they should do to achieve their goals.

They just don’t do it."

@ArmaanWritess Exactly.

"An expert tells you how they did it.

A master tells you how you should do it."

"Productivity hack:

Eliminate rather than organize."

"Most people underestimate the effort required to change and overestimate the effort required to maintain.

Easy to stagnate. Hard to grow."

Doubling down on your strength works until it doesn’t.

"@RayAndreMoney YOU can focus on your strengths, but the limiter of the SYSTEM will still be the weakness.

Which is why it’s hard to go far on your own."

"Balanced bodies and businesses come from imbalanced action.

You work on the constraints/weaknesses of the body/business and then you appear balanced."

Sometimes the work just needs doing.

"Stop asking for “friend” discounts.

If you want to help your friends who are entrepreneurs—buy, use, and tell others about their products.

The friend discount is you taking from them, not giving to them.

Don’t get it twisted."

"Think about it like food.

The man who has eaten already doesn’t need anymore food and can use the excess food for others.

People love this person.

The reverse is the man who eats unendingly while others starve but is not satisfied.

That’s why it’s so ugly.

Morning thoughts."

"This manifests the trait of humility that people like.

Why?

Because as you’re ego needs no more feeding, you can direct the energy to feeding others.

As humility isn’t putting oneself down, it’s raising others up (independent of self)."

"If you have a “well fed ego” it means you can satisfy your own needs.

You do so by admiring yourself to the point of satisfaction.

Easy to say - hard to do. Our own respect is the hardest to earn.

That being said, the satisfied ego has a surplus which can be directed to others"

"But the admiration they get from others, because it was based in a lie is fleeting.

It doesn’t satisfy. So they move onto the next people to admire them.

This is why having a “big ego” isn’t really having a big ego at all.

Instead you have a malnourished ego that needs feeding"

"To decrease your ego, you can either:

1) Need less admiration

2) Admire yourself more

Self admiration/respect is not what people make it out to be.

It means you actually meet your own standards of respect.

Most people don’t. So they lie to meet the standards of others."

"Craving the admiration of others comes down to two things:

1) How much admiration your ego needs

2) How much you can feed it yourself

The delta you seek from the world.

Some thoughts…"

@surendramalu @LeilaHormozi @LeilaHormozi is the ascension

"Crisis is a classroom.

We pass or we must repeat.

And life doesn’t grade on a curve."

"Lifestyle businesses are among the easiest to scale because the owner already maximized input to result ratio.

Then you just 10x the inputs 🏴‍☠️✊🏽"

"“…And that’s okay”

is among the most powerful mental statements I repeat when encountering situations that would otherwise bother me."

The difference between manipulation and help is intention.

"Too often we fear psychological consequences rather than logical consequences for an error.

Simply put, we paralyze ourselves for fear of being wrong rather than the impact of being wrong."

"Businesses are more like gardens than machines.

You plant and tend to them.

Prune trees. Weed out bad seeds.

The analogy also takes outside circumstances into account.

Like a good market, we must plant in fertile virgin ground with good sunshine rather than a crowded desert."

Buying exceptional talent is the greatest shortcut in business.

@scalingfast lol

"Easy way to resolve disagreements with significant other: TEXT.

Why? Texting:

Forces you to slow down.

Records your words (for accountability)

Forces your logical brain to write, rather than your emotions.

Then you both realize how ridiculous you’re being."

"Having more allows you to realize you were just as happy when you had less.

But now you know, with certainty."

Having less allows you to appreciate having more.

Listing out what you’re willing to sacrifice/give up to accomplish your goals is more fruitful than that you’re going to do to accomplish them.

"Deadly combo:

Be very good at something.

Sell a guarantee around being good."

"Business simplified:

Learn to provide value.

Learn to charge for it.

Gotta have both."

"What are you most afraid of happening if you buy?

(My favorite sales question to get to the core of the objection)"

@Joetenderloin Kindle is .99

@PrisicllaG Revenue: 2014-2015 Profit: 2017

"Anyone else stand with their arms crossed mirin’ their park job when they nail it?

“Hey babe - you gotta check this out. Snuck right in there. Perfect spacing on all three sides.”"

"Most underrated tool for learning:

Dictionaries.

Literally a book of meaning."

We are a slave to the things we think we “should” do.

"Two replies that make me respect someone more:

1) “I don’t know”

2) “I have nothing to add”

The world is short on people who don’t make noise with their face just for the sake of it."

@LeilaHormozi I feel like it’s either a tweet or it was never said. 😇😎😂😂

"My biggest regret:

Poorly documenting my business journey during the early days."

@tripleaplaya @taylorawelch Which means I am both weak and lazy. :D

With businesses and wives, quality over quantity.

"If you want to manage, make rules.

If you want to lead, enforce values."

"How to stay poor:

Hire dumb people."

@jamesklicked Love it man

"Entrepreneurship is like a boxing match that never ends, where the opponent can tag in successively bigger and better fighters until the end of time.

We win by being able to take a lot of punches for a very long time without expecting them to get softer or for it to end."

"My favorite response to

“you’ve changed,” is “you haven’t.”"

"Anyone else feel like an imposter when a credit card reader has an error processing your card?

“I swear this has money on it!”

😅😅😅😅"

"Power is the influencing of events or people.

Power solves problems.

Solving problems is value.

Value attracts money.

So unless the people in power have more money than they could get paid to wield it, money will always follow politics, as weak men value money over values."

"Reminder: Weekends are not even 100 years old. Our ancestors survived just fine. So will you.

And they didn’t even know the term “self care” existed.

But, we should grateful that society got so soft. It makes the game easy for anyone who has any sack at all."

"Stop this “self care” nonsense.

Just do shit you like.

Cut people who suck.

And you won’t have to “recover” from your life.

Instead, your life itself, rather than your escape from it, becomes your “self care.”"

"It’s easy to have kids.

It’s hard to parent."

We lose freedom of speech when we care more about who is right than what is right.

"Real Friends:

Talk shit to your face.

Praise you behind your back.

False friends do the opposite."

@bookishguru Vision.

You cannot live a big life surrounded by small people.

@Doublead\_ “I’ll survive this” to “I’m gonna die is it worth caring about”

An alternative to “this too shall pass” is “I too shall pass” and flips the impermanence of the situation towards the impermanence of self :)

"How to stay poor:

Be replaceable."

Our low points give us the opportunity to give witness to ourselves about who we really are.

@EcomAff Influencers

"A lesson that took me too way long to learn:

The more money you make other people the more you make.

The giving creates the getting.

(Pic is us crossing $15,000,000 in Affiliate payouts (to them) from Prestige Labs our supplement company.)

Pretty neat. https://t.co/HrXBJAea5C"

@BOBBYGrubb9 🤣🤣

"How to stay poor:

Blame your circumstances."

@heykahn This made me laugh out loud. Great tweet. 🤣😅

"Sunday thoughts:

We care more about ourselves than we do about other people.

But we respect the opinion of others more than our own.

To combat this, we must earn our own respect so that our opinion of self becomes more esteemed than that of “others”"

"How to stay poor:

Do “your best”, not what it takes."

"How to stay poor:

Do what everyone else is doing."

Death humbles pride.

"When we rate things on a scale 1-10, i propose we remove “7”

7/10. So useless. Just decide whether it’s an 8 or a 6!"

"Marketing in a nutshell:

Say what no one else can say.

Show what no one else can show."

"How to stay poor:

Do what everyone else is doing."

We get to choose the games we play.

With most businesses we talk to, it’s just the big obvious “you’re not that good” that’s blocking their growth.

You don’t create smart driven kind people, you find them.

Your self esteem in a situation is directly proportional to the number of quality alternative options available to you.

"How to stay poor:

Assume you’re always right."

@TheFalanBlake Made my day! Get it!

"You get paid for what you do.

You get returns on what you own.

Wealth comes from ownership not activity."

"Overheard:

“The news stories are always the same, only the characters change.”

If seen in this light, is it really “NEWs” or “Same Olds”?

Humans doing human things."

"If absolute power is “thoughts instantly becoming reality” as in:

“…as God imagined the universe so it became.”

The faster and more easily our thoughts become reality, the more powerful we are.

This provides a tactical measure of our power and a way to increase it.

Neat."

"We want success without failure but…

Failure leads to learning.

Learning leads to success.

Success leads to complacency.

Complacency leads to failure.

It’s a cycle not an end point."

"Wisdom sits between:

Justice &amp; mercy

Violence &amp; peace

Novelty &amp; familiarity

Focus &amp; diversity

Flexibility &amp; persistence

And answers the question:

How much?"

"How to stay poor:

Need permission to be rich."

"Who you sell to matters as much (or more than) the value you provide:

If you help a billionaire lose weight you can charge 100x more than gen pop.

Because in a very real way, that more narrowly defined market values the solution at a higher dollar amount."

"Stop saying 50 is middle aged.

For US men only 1 out of 16,566 of us make it to 100.

True Male US Avg Lifespan= 75.1 Yrs

Unpopular Conclusions:

—&gt;When 37 years old, you are middle aged.

—&gt;For half of us, halfway is less than 37.

Stop delaying…you gon’ die :)"

Myself included.

"“Authenticity” is just a fancy word for alignment of three things:

1) What you really TRULY (and even controversially) believe

2) What you say

3) What you do

And most of us don’t do it because we’re afraid of what people will think of us if they knew what we really believe."

"How to stay poor:

Wait for perfect conditions."

"Don’t expect to love everything that’s required to grow your business.

But sometimes the doing just needs doing."

"“Product market fit” in 3 words:

When customers…

1) Buy (the product)

2) Use (it continuously)

3) Tell (their friends)

Once growth continues on its own…THEN you scale."

"How to stay poor:

Tolerate mediocrity."

@\_Maniio Love it. Never stop.

"Build your business like it will live forever.

Operate it like it will die tomorrow."

"Growth without constraints is cancer.

Entrepreneurs who have this tendency must cut it out before it kills the host (the business)."

"@MicleMihai Spend one hour fixing a car vs spend one hour training someone else to fix cars.

Second has better return."

"Most people spend more time trying to improve their skills than they do choosing which game to play to begin with.

Leverage &gt; Activity"

@akkilicoguz Indeed.

The happy man has a thousand wishes. The sad man has one.

"How to stay poor:

Complain about things you can control."

@blackhatwizardd To whom much is given, much will be required (Luke 12:48).

@LeilaHormozi Who wants to be unlovable?

"Dichotomy of making money:

The easiest way to overdeliver is to lower your prospect’s expectations.

The easiest way to sell is to raise your prospect’s expectations.

A world class business balances both."

@nunziopresta @Codie\_Sanchez Hardest question in entrepreneurship

Regret hurts more than failure.

Ignoring hate is underrated.

@10Xhappiness The idea is dollar cost averaging so that u don’t have to consider climate. People thought 2016 was the top, then 2019 was the top, and here we are.

"How to stay poor:

Talk more. Do less."

"Simplest reasoning for not committing tax fraud:

We want money to exchange for freedom.

When we do illegal activity, we risk our freedom for money.

We risk the thing we want for the thing that’s supposed to get it."

"Why copy cats don’t grow the same as originals:

1) Messenger/message alignment matter (when people copy, it’s typically all over)

2) Audience matters (their audience likely isn’t a perfect fit)

3) Delivery off. (Reciting vs creating)

They’re not source. You are. Don’t sweat it."

"I tire of people labeling human emotions as problems.

The implied solution becomes “don’t feel these” Or “feel these rather than those” - which is silly.

When the negative label is the problem, not the emotion itself.

You can be sad, angry, stressed. Comes with being a human!"

"How to stay poor:

Say you’re going to do something.

Don’t do it."

"Personal goal:

Die with no secrets."

"How to ruin combat sports:

Let men fight women.

Call them women.

Call it fair."

@serovius That’s a scam acct fyi. Misspelled name.

@jackbutcher Aint easy bein’ easy

@jasonrashidnia The problem the book solves

"I post this as an update on status. I’m literally beginning anew. Again. But better. Clearer. More distilled. Etc.

And no one wants it done more than me.

But alas - we begin again."

"I’m now on version six of $100M Leads (working title of 2nd book in $100m series).

The distance, measured in effort, between good and great is wide.

To everyone who messages me daily “when will it be done?”

Answer: When it’s earned the right."

@BeadenJosh Credit to @JamesClear. it’s an excellent quote.

"How to stay poor:

Think the world is fair."

"How to find mentors:

Look for people who have helped…

1) Other people like you

2) Get to where you want to go

3) Many times

4) Recently

…

5) (Optional) The way you want to get there"

@LeilaHormozi So the question isn’t “how alpha” or “not alpha” but what relationship exists between the two?

@LeilaHormozi An argument could be made that the ratio between both people creates the masculine to feminine dynamic rather than the absolute amount.

"How to stay poor:

Read books. Do nothing."

@bruno\_nwogu @LeilaHormozi No one is at a stage where they cannot learn from others.

"Two weird things I noticed today that could be changed:

1) Change “speed bumps” to “slow bumps”—&gt;tells folks desired behavior

2) You should push the shifter forward to drive forward, and backwards to reverse. It’s currently flipped.

Please forward to appropriate parties."

"How to stay poor:

Avoid discomfort."

@sebastianloox Let me know whether it’s productive enough. I’ve noticed when u add anything to it - less gets done.

"Old people relinquish societal obligations in the face of death and benefit from it.

I always try and think - If I’m not going to care eventually, can I start not caring now?"

"How to stay poor:

Prioritize looking rich over being rich."

"Iron forged in flame must have impurities beaten out of it before it comes out stronger.

Our struggles beat the strength out of us before they beat the strength into us.

Just because you feel broken for now doesn’t mean you’ll feel broken for good."

"How to stay poor:

Find something that works. Stop doing it."

"The longer I do business, the more flexible I find TAM to be.

It may start narrowly, but can, and usually does, expand with the vision of the founder over time."

"Clients pay us to pay attention.

“Giving a fvck” is an undervalued competitive advantage."

@TheFalanBlake Yea. I bought a pair of Oakley glasses and kept them in the case for 6 years because u was so afraid to lose them.

@richard\_R60 Yep. Everyone remembers those first big purchases.

"Everyone talks about what money gets you, but they don’t talk about what you lose…

…buying your lady something and it representing how long u worked for it

…the meaning of a fancy dinner

…the time cleaning, groceries, laundry together

You don’t get that back. Enjoy it."

"How to stay poor:

Believe what other people think of you, more than what you think of you."

Companies die or get sold when the founder runs out of vision.

@stblny A person in another country trying to steal money presumably.

Humility doesn't come from lowering your regard for self, but by raising your regard for others.

"Frederick Herzburg postulated that these 4 things, more than money, contributed to a satisfying career:

1) Learning

2) Responsibility Growth

3) Contribution to others

4) Recognition

Food for thought when optimizing for outcomes."

"Basic proofreading no one does that works:

1) Read it out loud

2) Use below 3rd grade reading level vocab OR define it.

3) Look at each sentence individually. If you can remove it, and the section meaning remains unchanged, keep it gone.

4) Short sentences &gt; long sentences"

"RT @AlexHormozi: For younger guys considering marriage:

When you find a woman who believes in you more than you do, committing to her mean…"

"How to stay poor:

Focus on your lack of resources rather than your lack of resourcefulness.

The latter creates the former, not the other way around."

"How to do deals with friends:

Negotiate as if you weren’t friends."

The person who wins the sale is the one who cares most about the buyer.

"How to stay poor:

Value the opinion of others over your own."

See problems for what they are: blank checks waiting for you to cash them.

Negotiate everything except your values.

"How to stay poor:

Avoid working on what matters most."

"How to stay poor:

Be born in dead end town.

Don’t move."

@vinikloppel Appreciated. I’m glad it provided utility. ✊🏽

@DejaRu22 Appreciate the kind words.

"Easy way to sell more:

Do whatever you can to get ONE prominent endorsement.

Why: Humans like to outsource decision making.

Thinking: “If prominent name is doing it, they must’ve already done the diligence. Easy decision.”

Works from getting investors to getting customers."

Thinking is hard. Do it for your customers ahead of time.

"How to stay poor:

Expect the government to save you."

"Two hardest decisions in entrepreneurship:

1) How many times to try again before a pivot.

2) The ratio of investment to consumption in life"

@LeilaHormozi That’s a good tweet. Wish I had stolen it. 🤣

"How to stay poor:

Make mistake.

Repeat mistake."

"I see many people claim:

“No one can outwork me”

They can’t all possibly be right."

"When telling stories - spend 80% of the time on your trials, 20% on your triumph.

You’ll resonate more with your audience and sound like less of a douche. 👌🏽"

"Sometimes you’re not overpaying a role, you’re “under-talenting”

Don’t change the pay, or the role, get the talent deserving of it."

"I’ve met broke accountants and rich artists.

Knowing math isn’t the same as knowing money."

"Marketers, you know your—

CPM, CTR, CPL, Set %, Close %, CPA, etc

But do you know your—

TTV, CHS, NPS, Churn, Activation Pts , CRC, etc…?

Just like you’d laugh at a “marketer”ignorant of the above, it’s equally ridiculous to claim “amazing product” being ignorant of the below."

"How to stay poor:

Start something new today.

Start something new tomorrow.

Repeat."

"How to stay poor:

Fail once. Quit forever."

"To everyone who doesn’t know what’s going on in the economy right now…me neither.

But I do know - if you have skills - even if they erase all the money - people will compensate you to help them.

And if it’s just guns &amp; gasoline. Worst case - you die - and you won’t care anyway"

Extraordinary accomplishments come from doing ordinary things for extraordinary periods of time.

@Justin\_Go\_Brrr Legacy is a myth. Many people dedicate their lives to it.

"Only ~2300 years ago, Persian emperors ruled the known world.

Quick test: Name three...

Right, you probably can’t, and they RULED THE WORLD.

Now imagine how much you’re achievements and legacy will be remembered.

Not as much as you think.

Frees up lots of time to do you."

@tuccinomics Appreciate the note.

"If you re -imagine the hand we’re dealt by life as a “difficulty setting”

(Country, city, parents income, race, gender, etc)

It means if you were born with more handicaps, you picked “hard.”

And it means you’re the only one with the opportunity to beat the game on that level :)"

"We are all our own witness. In that way, we are famous to ourselves.

What's your reputation?"

"@DomainDegen …get\*

Not take."

"How to stay poor:

Make promise. Break promise. Repeat."

@LeilaHormozi If you’re spouse isn’t a 10/10, your life won’t be either.

"@McdermotAndrew That would fall into category 1: “not willing to pay the cost”

Because the will is shorthand for willing to sacrifice “aka pay the cost”"

"Basic belief change:

A

1) Say what they believe.

2) Explain why it’s wrong.

3) Reinforce with examples.

B

4) Say what’s right.

5) Explain why it’s right.

6) Reinforce with examples.

Advanced:

Tell emotional story that hits all six and takes person “just like them”

A—&gt;B"

"We stop pursuing goals the moment we realize

1) The cost of achievement is more than we’re willing to pay.

2) We don’t have the skill traits or beliefs to decrease the cost to achievement

We either chose to believe it’s impossible or admit we don’t know how to make it so."

@Codie\_Sanchez @businessbarista Honored to be considered in both batshit and really smart categories 🤪😅🤣

"People blame their lives on

(in reverse order):

3) Circumstances

2) Others

1) Themselves

The goal in persuasion is to ask questions that allow them to realize it themselves."

"Two questions I ask when analyzing a mental model:

1) How useful is it?

2) How valid is it?

What makes an excellent model is:

High utility. High validity.

Outcome: Faster/better decisions in a wide variety of scenarios.

Mental shorthand."

"I feel like I’m under water, periodically coming up for air to look at the time to make sure I don’t get lost in the words forever.

There is nothing I enjoy more than writing a book."

Goodwill compounds faster than money.

"How to stay poor:

Start tomorrow."

"How to stay poor:

Take advice from poor people on how to get rich."

@GhelfiFrancisco Your experience hearing “no” must be extensive.

"When someone says “I need to talk to my spouse”

Reply: “You should be asking for support instead of permission.

Because if you really want to do it, and they stop you, you’ll resent them forever.

And if reversed, you would support them right? So why wouldn’t they support you?”"

"Betty White died two months ago.

She was a pioneer. Talented. Famous. Beloved.

And you didn’t think about her today except for this tweet.

Now, imagine how few will care about you passing.

You’re gonna die. And if no one will care then, no one cares now. Do what you want."

"Easiest way to give good feedback:

Whatever you’d normally gossip about a person behind their back…just tell them to their face.

It’s the best, realest feedback.

Ex: “Suzy is always late with stuff. And she’s had an attitude lately.”

TELL SUZY!

You just can’t be a coward."

"Another belief that has served me:

“If it’s worth doing, it’s worth doing well.”"

@Stevenhurtador Just go to the site and click courses.

"Saturdays are my favorite.

Workday without meetings."

"Easy way to make a business:

Look at an existing business with low cost to start, and just deliver the end result in half the time."

@rorysutherland 🙏🏼🙏🏼🙏🏼🙏🏼 TYSM

@taylorawelch Was a really cool thing to wake up to

@maxwellfinn Appreciated 🙏🏼

"Seeing this tweet brought a tear to my eye this morning (albeit a stoic, manly, single tear).

I owe him the same debt all students owe teachers - a debt of gratitude.

To have him have read my book is a very cool moment for me. Meant a lot. https://t.co/NBVRe07VT0"

@rorysutherland @AmazonUK You’re a legend! I love your stuff (obviously given the homage to psychological vs logical solutions section). Thank you for the note - means a lot. 🙏🏼

"How to overcome sales objections using H-I-I framework:

1) Hypothesize: If this were perfect would you do it?

2) Isolate: What’s different between that perfect version and what you see?

3) Inform: What if we did X to accomplish Y to meet that. Fair enough?"

Observation: How good I feel about my physique is in direct proportion to mirror lighting quality.

@LuxSecond @LeilaHormozi The sink. They just magically get washed and reappear in the cupboard. It’s wonderful. Highly recommend. Every house I’ve lived in has been the same.

The easiest way for most small businesses to make more money…is to simply charge more money.

@MatznerJon Love that. Awesome tactical execution. ✊🏽✊🏽

@Justmakemoves1 Did he? We agree on a ton. Love his stuff.

"Trying to be happy is what makes you sad.

You don’t get over sadness by striving for the opposite, but by ceasing to label your emotional state as good or bad in either direction.

#fvckhappiness became my mantra and released me my self judgment.

I am. That is enough."

You get more out of reading one great book five times, than reading five mediocre books one time.

"We work in order to become…rather than to achieve.

The accomplishment is fleeting but who we become lasts."

Your work, works on you, more than you, work on it.

@LeilaHormozi 😂🤣😂🤣

"How to stay poor:

Pick a spouse who makes you feel guilty about working."

"One of the best closing questions:

What are you most afraid of having happen if you buy?

Identify fears, explain away concerns, then ask again."

RT @AlexHormozi: Money only solves money problems, then you’re left with problems money can’t solve.

The hardest respect to earn is one’s own.

"This goes naturally with, “the longer the delay the bigger the ask.”

Which might make the ROI of properly executed branding HIGHER than direct response…just over a longer time horizon."

The difference between direct response and branding is time horizon, not ROI.

@LeilaHormozi What if nothing matters now, nor in five years?

@alxberman I use it all the time.

You make better decisions and learn more by assuming you’re dumber than everyone else.

"Intelligence answers.

Wisdom questions."

@taylorawelch 😂🤤🐄

"I saw a long time friend who is a 30 year old millionaire.

We started at the same time. Right now, I’m further ahead financially. For a long time, he was.

He felt “down &amp; behind”

Reminded me…how we feel about ourselves is directly related to those we compare ourselves to."

"Three things that affect tonality when selling:

1) Tone (going up or down in pitch)

2) Emphasis (pause on words)

3) Cadence (fast slow)

I didn’t say HE hit his wife.

I didn’t say he hit HIS wife.

I didn’t say he hit his WIFE.

HOW you say what you say, IS what you say."

"How to prevent “I left my wallet at home”

1) Ask for ID first

2) Record info then ask “Lemme trade ya for the card u wanna use”

3) Hold onto card and motion towards wallet

4) If they say “don’t have THE card I wanna use”

5) No problem, click your banking app—&gt;statements—&gt;Acct #"

"@iamrudyestrada @GrahamStephan Because I am one.

Appreciated 🙏🏼"

"In Ancient Sparta, “freedom” did not exist as a concept, not even as a word.

If you want to control what people think, control the words they say.

Word elimination becomes thought elimination."

"Whenever you hear…

I “have to” XYZ…

You “must” XYZ…

Society “should” XYZ…

They “need to” XYZ…

…remember that an implied threat to self or the universe follows.

If you finish the implied threat, you can figure out if you REALLY “have to,” or just prefer it.

Words matter."

"A decade ago, a girl I was dating told me “I know 100% you’re going to hit your goals.”

I looked up, surprised, waiting to see if she would give me a compliment I yearned for…”why?” I fished.

“…because it’s the only thing you talk about every single day.” She said annoyedly."

@danielgothits And I’m glad the content provided some utility.

@danielgothits Appreciate the kind words. Still very poor compared to people much wealthier than me. :)

Only fear the day they stop copying you.

@GRQMaxwell Do you think CEO and expert mean the same thing?

If you expand the time gap between when you start doing something and when you claim you’re good at it, all parties are better served.

"“Expert” is proclaimed often, rarely achieved.

Def: having a comprehensive and authoritative knowledge of or skill set in a particular area

Latin: “experiri” which means TRY. Same root as “experience.”

Ie—&gt;a person wise through experience.

Don’t claim it unless you have it."

"Guiding Principle:

There are no rules."

@davegpack @sharran Dpackkkk

You can hate an idea and still love the person who believes it.

Just because something hurts you doesn’t make it evil.

"If you’re planning a wedding &amp; wanna save money:

Instead of gifts, consider asking guests to buy tickets equal to cost per head.

Your guests fund themselves and you can invite all the people you want.

Alternate: Double $/head cost and use extra as down payment on a duplex :)"

"It’s so much easier to say “someone forgot where they came from” than “I stayed where they left.”

Don’t be surprised when people use the former over the latter."

@GregNuckols @gjsequeira And I take full credit for all of Greg’s strength. 🤣😂🤣

@CarmichaelReid Nah. You’d realize, like everyone else who has 9 yachts and 100 bad bitches, it never mattered to begin with.

Weekly reminder: Just because a video is short, doesn’t mean you have to dance.

The person with the longest time horizon, wins.

"Religion looks to prove itself right.

Science looks to prove itself wrong.

Entrepreneurship looks for “good enough.”

-Morning talks w Dr Kashey."

More businesses fail for lack of focus than lack of intelligence.

@iphilomath Disagree. If I choose not to buy a building, the building still exists—as do the headaches of running it.

"Most decisions have both benefits and drawbacks.

When experiencing the drawbacks of a past decision, I remind myself of the drawbacks of the alternative decision I chose not to pursue, and my discomfort diminishes significantly."

Diminishing returns, are still returns.

If you’re going to do it eventually, you might as well do it now.

@mehdyy99 Googling his name…so no, I have not. But if he and I agree on the point, it validates the point more than the people who said it.

@ferventfinance Good selection.

The point is that the metric for success has been, and always will be, internal.

@LeilaHormozi 🔥🔥🔥🔥

You become successful the moment you decide you are.

@theSamParr For a house - all productivity. Which in turn makes it the best investment. I just see returns on the things where my productivity creates output.

"@theSamParr I actually just did this. But I prefer owning. There’s something to having all your setup. You can rarely change a rental (independent of price range) the way you can something you own.

And return on that headspace outpaced the opportunity cost of a better investment (for me)."

Switch “my beliefs” to “my assumptions” and you’ll have a much more open mind to changing them.

@Codie\_Sanchez 😶

Attention span has become a competitive advantage.

@taylorawelch Bodies get infinitely better when you focus on your weaknesses and ignore your strengths.

"Writing clarity is a by product of thought clarity.

If you can’t figure how to write something, it means you probably don’t understand it as well as you think you do."

"Rule of thumb:

Give away information.

Sell implementation."

@blackhatwizardd Pumped to see you do it.

@blackhatwizardd Get it.

@bibae\_brunny Most times because they see you as an extension of themselves. So it’s like wishing themselves to do better. They increase in status as you do better whereas others lose status. So it would be finding people who lose relative status AND still want u to win.

Everyone wants you to do well, just not better than them.

Replicate before you iterate.

More companies die of indigestion than starvation. - Bill Hewlett

Advanced people always do the basics.

@artwickson Literally the people saying your eulogy. The point of the tweet.

Do you care more about your net worth or your eulogy?

"“What would a person 10x smarter than me do in this situation?”

One of my favorite questions to generate new solutions."

All businesses boil down to information arbitrage.

If you tell people you’re 10 years older than you really are, you get amazing compliments about how young you look. 😂

I think forgetting is an underutilized method for getting over painful experiences.

"The things we believe life \*should be\* are the things we compare our reality to in order to upset ourselves.

Life “should be”:

…Pain-free

…Meaningful

…Happy

…Long

…etc

When in reality, life just is."

You don’t expand by becoming someone else, but by becoming more of who you are.

Effort is the universal currency of respect.

Switch from “goal setting” to “habit setting”

"In training salesmen, I see too much emphasis on the product and not enough emphasis on the prospect.

Understanding the who, not the what, determine’s one’s ability to sell."

"The point of good writing is for the reader to understand.

The point of good copy is for the reader to feel understood."

Work is cool. Don’t let anyone tell you otherwise.

"Money and currency are not the same.

Money is to dollars what mass is to grams.

They are described, not defined, by their measurement."

@10xYourWealth Yes.

"What would you endure for:

Your children?

Your dreams?

A friend?"

"Love is measurable in absolute terms.

It is what you are willing to endure to keep something in your life."

@omarakhaddaj @PhilStieb @GrammarHippy Glad it provided utility ✊🏽🙏🏼

@Jshane\_23 I’m glad it served you ✊🏽

"Life is like a casino.

The only difference is that in real life—

You leave all your chips on the table and walk away empty-handed.

Live to play, and when you die, give it all away."

"Your brain will find many more ways than you would if you asked positively.

Then inverse those ways, execute and watch your negative programming work in your favor."

"Next time you need an innovative solution.

Rather than asking how you might solve a problem—

Ask how you might destroy the solution."

"Our brains are better at finding problems &amp; threats than benefits &amp; solutions.

This is how you use that hardwired ""negative"" feature to make yourself wealthy:"

Patience is another way of saying self-control.

@Jacobtimes2 And yet my Twitter lives on.

"Also goes for spouses doing the same favor for you everyday.

Say “thank you” every time."

"Just because someone helped you once and you said thank you doesn’t mean you don’t say thank you the next time they help you.

Just wanted to say thank you again to #mozination

10 months at #1 bestseller.

130,000+ copies sold.

0 paid ads.

100% Mozination word of mouth. ✊🏽 https://t.co/HqSNw0ja1L"

"@staritzen @LiamKircher @pslohmann Way to go ✊🏽

Glad the book provided utility."

It takes unreasonable sacrifice to make unreasonable progress.

Good books are like friends to be visited rather than items checked off a list.

"Material success boils down to multiplying what little time we have—

Using as many types of (and as much) leverage as possible.

Emotional success boils down to conditions surpassing (not just matching) expectations—

Which we accomplish by changing both."

This also means not making the desirable emotional decision you are bound to flop on later because it has no rational basis.

"Have a rational foundation so that when emotions wane, logic endures.

And despite not ""feeling"" it at times, you'll stick with it because you ""know"" it's still the right call."

How to stop flip-flopping on decisions:

"Prioritization literally means doing first.

If it’s a priority, start with it."

With preparation, a man with few advantages can give himself the largest one.

"The point of sales is not to get prospects to buy.

The point is to get them to decide."

"If anyone ever asks you “can you do it for less?”

Just respond “I could do it for more.”"

"@naval 4. Content (other people's attention)

Capture people's attention through media.

More attention = more leverage.

One video can be seen by 1 person or 1M people for the same cost.

But you can charge for it every time. That's leverage.

See: Joe Rogan Podcast selling for $100M."

"@naval 3. Code (use a machine's time)

Code is just a machine's labor that you pay for once.

and you can charge for it forever.

It's leverage because it has virtually no incremental cost of use/production.

See: Software."

"@naval 2. Capital (other people's money)\_

Cash allows us to grow faster than what would be supported by a business's cash flow.

And in many cases, allows ideas that require scale to work, possible.

See: Funds."

"@naval 1. Collaboration (other people's time)

Hire smart people.

Get them to give their time to your cause.

Big things are done together. See: Pyramids."

"Implement these Four C's Of Leverage into your business to make more monies:

Adapted from @naval - I changed them to Cs because it was easier to remember."

"The reason why some people won’t buy your services, even if you give them away, is because the price isn’t the only cost to the prospect.

If you can identify all the other costs, and remove them, you’ll learn how to sell more when you do start charging full price."

"When you expand the time horizon for a considerable amount of time—

We will all be forgotten.

Acting in accordance with this contrasts the societal narrative.

That also doesn't make it any less accurate."

"Most already know what to do and simply don't do it.

It's not ignorance. It's fear."

"I used to work every day like I needed to throw a hail mary every play.

Over time, my business ""plays"" became more about consistent, high likelihood yardage.

Fewer lost yards and wasted downs.

Despite the gameplay being less exciting, everyone loves a winning record."

"2. The hypothetical approach (overestimates)

Monthly avg. price / Avg. monthly churn

This includes future revenue assuming all conditions stay the same.

With both of these numbers, you can get a realistic LTV range to work with.

Scaling then becomes a simple math equation."

"1. The historical approach (underestimates)

(Total all time sales/revenue to date) / Total number of customer sold since business started = LTV

This is more accurate the longer you're in business."

"Calculating your LTV is much harder.

Unless you have a time machine!

But most of us aren't lucky enough to have one of those yet.

Here are my two favorite ""back of napkin"" ways to approximate it:"

"Figuring out your CAC is easy:

(Advertising dollars + Marketing Dept Payroll + Sales Dept Payroll) / # of new customers over same period= CAC"

"Want to scale your biz fast?

These are the two most important metrics:

1. Lifetime value (LTV)

1. Cost to acquire a customer (CAC)"

"One of the most profound lessons I learned from Michael Jordan:

Every game, he knew that there was someone who'd only see him once—

And they’d judge him solely on that ONE time.

Transforming every ""game"" into your ""only shot"" at winning a client/customer over.

Bar raised."

"Get shit done hack:

Make ""end of the day"" the default timeline for assignments."

When you make people money, they like you.

"Delay comes from backtracking and constant changes in direction.

Speed, therefore, comes from excellent decision-making, not rushed decision-making.

Big difference."

"You don't need a reason to raise your prices.

Wanting to is reason enough."

"Prospect: I'll start when I have more time.

You: Do you expect never to be busy again?

Prospect: No

You: You want this to be permanent, right?

Prospect: Yes

You: Then you might as well get the most support now, so you know how to succeed when you get busy again."

"If you and your spouse enjoy talking about business together—

Why would you prevent yourselves from talking about what you love on a ""date night""?

Talking about what you love with the person you love sounds like a wonderful evening to me."

"9. I realized I wasn’t missing out on drinking.

I was missing out on continuous stretches of not making avoidable mistakes.

It's amazing how much faster you move when you're not always playing catch up."

"8. I confronted why I would drink to take the edge off.

My desire to drink to take off the edge disappeared as I confronted the relationships, decisions, and conversations I needed to have that I was running from."

"7. I told myself that quitting drinking was easy rather than hard.

If lots of people have done it, so can I."

"6. I made a lot more money.

I became prouder of myself.

I became more reliable to my team and employees."

"5. I realized no one cared if I drank or not.

And anyone who did quickly stopped being someone I even wanted to hang out with."

4. The following day, I would thank myself for being able to be productive and not hungover or just “groggy.”

3. I rewarded myself by ordering appetizers since I wasn’t spending the money or calories on booze.

"2. When I went out with friends, I said:

“Not tonight” or “not this time” rather than “I’m not drinking anymore.""

Soda &amp; lime looks like a drink in social settings, and you get fewer questions."

"1. I stopped the day I decided.

No “last night out.”"

"I stopped drinking alcohol for 2.5 years.

These are the nine things I did to make it happen:"

@salesonboarding Nope. Violent execution, sacrifice, and fear of failure did that.

It takes less effort to interview three times as many people as it does to turn a mediocre performer into a star.

The bigger the goal, the longer the time horizon.

"The problem isn't that you've changed.

It's that they probably haven't."

"Delete social media from your phone.

If you must use it, do so on your computer.

It's less addictive that way, AND you can use tools to batch the content/responses.

These 7 tactics help me to this day, and I pull them out when I need to push."

"I awoke and went to sleep at the same time every day.

Weekdays &amp; weekends were treated the same (all workdays).

""Weekends are just workdays with no meetings."""

"Zero morning meetings before noon.

More important than when is how much uninterrupted time you hold.

Do not put other people's priorities over your own."

"Execute: get the information and begin failing forward.

Pay whatever you need to to get the insights, training, etc. to figure out:

1) What is your limiter

2) How do you fix it

Then do so."

"Stop responding to 'asks.'

When people message you, there is an implied demand to respond.

Just because you may have the time to respond—

That does not mean you're obligated to."

"Enter a ""season of no.""

Say no to anything that is not your priority.

This doesn't have to last forever.

Only as long as it takes you to remove the bottleneck."

"Having a priority means that two things cannot be equally important.

One MUST be more important.

The one you choose should be the system limiter.

There is no point in adding potential to a limited system. Attack the bottleneck, and ignore the rest.

Let small fires burn."

"Because if your day is full and you are not growing, what you are doing right now - is wrong.

Elimination will give you room for the things that will grow the business."

"Once you plateau, you cannot make more time.

So, you must do different rather than more.

This means it is more productive to look at what those ahead of you are NOT doing that you ARE doing, then eliminate it."

"Do less. Let me explain...

In the beginning, you must work harder and learn more to grow.

As you gain leverage in the business, most of your hours will be filled."

7 anti-routines (and tactics) that took me from $1M to $100M:

"No course on its own will teach you to be rich.

The decision to voraciously learn will."

"Theory is a poor substitute for experience when acquiring skills.

In the words of LH Hardwick:

""A man with experience is never at the mercy of a man with an opinion.""

Pick which man you prefer to be."

"I recommend spending all excess cash on acquiring skills until you have so much that you can't possibly spend it on more skills.

Increase your capacity to earn, which increases the value of your highest cash-producing asset (you).

Relevant for today - skills are inflation-proof"

@Justin\_Go\_Brrr This is from a video ,)

"17. Power is the ability to direct or influence people or events.

The process of influencing people is selling.

If you desire to be powerful, you must learn to sell."

"16. Record your sales calls. Always.

You cannot improve what you do not get feedback on."

15. The person who cares the most about the prospect wins the deal.

"14. Closers ask hard questions—

Everyone in their lives lies to them, especially themselves.

You must ask the profound truth questions they are afraid of answering."

"13. Belief and trust are continuums, not binaries.

It's not WHETHER they trust or believe you, but HOW MUCH that dictates the sale.

Act accordingly."

"12. You can only build trust if you genuinely want to help.

Why? Because humans are exceptionally good at sniffing out intention.

No 'hack' will replace the trust built from a genuine desire to help."

"11. Selling is a transference of belief over a bridge of trust.

Therefore, you must have the belief first, then build trust to transfer it."

"10. Closing is a dance, not a fight.

It is seduction, not rape."

"9. Seek to understand, not argue.

You cannot influence someone you do not understand."

"8. Prioritize helping your prospects—

Not the sale.

It's not about you."

"7. Selling is helping prospects make decisions to help themselves.

The objective is not to get them to buy but to get them to decide."

"6. Selling correctly is the first step to helping your prospects.

Your first impression and the expectations you set will dictate the relationship."

"5. If you didn't get a gasp from the price tag—

You didn't go high enough.

Raise your prices."

"4. Expect and plan for NO.

It is not failure; it is expected.

If they could decide without you, you would be unnecessary.

No is the job.

Stop being surprised."

"3. It's easier to handle obstacles than objections.

Obstacles are when YOU disagree with the prospect.

Objections are when THEY disagree with you.

Diffuse obstacles early, so they do not become objections and blow up the sale in the close."

"2. Selling happens before you ask for the sale.

Closing begins after."

"1. People want to believe you.

They inherently want to buy.

You need to help their logical brains justify that emotional decision."

17 lessons you must learn if you want to be a top 1% salesperson:

"When you lose your money, you lose nothing.

When you lose your time, you lose something.

When you lose your character, you lose everything."

When you transition from player to game maker, you win.

Saying you'll put in the work, and actually doing it are two totally different things.

"Swap the word:

""change"" for ""improvement""

""belief"" for ""assumption""

""try"" for ""will"""

The best time to start was years ago when you were thinking about starting.

"There are no hacks, tips or tricks to building character.

It is a lifelong pursuit.

A beautiful infinite game."

"I saw a man raised in addiction feel like a success by soberly holding down a job.

I saw a man born to wealth feel like a failure for not surpassing his father's wealth.

We are rich the moment we choose to be."

May you never run out of humility &amp; integrity.

Sales slumps are temporary.

"Never stop hustling because others don't understand you.

It's okay (and normal) to outgrow their standards.

Just don't let anyone's opinion extinguish the fire of you living up to your potential."

"You are successful because of the values you embody when you work (permanent)—

Not the outcome of the work (impermanent)."

The hardest standards to raise are our own.

"Many religious people have tremendous peace because they trade approval from others for approval from God (ideals).

And if you don't believe in God, you next best bet is approval from self."

"If you want to live an uncommon life, you cannot have common views.

Expect opposition."

"If getting rich were easy, everyone would do it.

And if it were, it wouldn't be remarkable.

So we shouldn't wish it to be easier, but instead to be worthy."

"The more you go through, the more you realize you CAN go through.

In this way, our trials create our character."

"Don't play to win, play to play.

And when you do that, you cannot lose.

Get your bag."

"The only judgement you'll live your whole life with is your own.

Stop tolerating your own mediocrity or your excuses for inaction.

We learn through experience, so collect some.

Then...wait ten years (because in the scheme of life this IS fast)."

"DO. DAILY.

Do not cast power to your excuses.

Own your circumstances because no one else will.

Realize you are SOURCE."

"Multitasking is like balancing spinning plates.

Sure, it sounds exciting.

But you'll unlock the compounding effects of narrowly focused attention."

"Determine what you are willing to sacrifice on the altar of your goals.

Then sacrifice them.

This will give you all the room to double down on ONE thing."

"Multiple income streams is how you STAY rich not how you GET rich.

If you want to become a millionaire fast, do this:"

"Ironically, many sacrifice financial freedom to buy goods for perceived social status.

When in reality, financial freedom provides social status.

When your priorities are sequenced properly, you get both."

"The point of the game is to work hard always.

Not ""so that x."" Just to work hard. Period.

Work is the reward."

With people and products, buying cheap has expensive consequences.

"The more you give—

The more you realize you have.

When you have ""enough"" everything else becomes more than you need."

"C#5 Competition - Public leaderboards.

Update these DAILY.

Reward your best closers with fun prizes/bonuses every 6 weeks.

This is worth every dollar.

And keeps everyone striving to do better."

"C#4 - Cut the fat regularly.

Even if everything is going okay.

Winning teams don't allow mediocrity to drag down culture.

Culture drives performance."

"C#3 Communication - Talk to your team daily.

Daily huddles where you hype them up with testimonials.

This builds their conviction to sell.

Weekly one on ones.

Review their best call, worst call, and average call.

You cannot solve problems if you don't shine a light on them."

"C#2 Call Recordings - Record every single call your team makes.

This holds your team accountable to follow the script.

Review these regularly to coach your team.

What gets monitored gets improved."

"C#1 Use The CLOSER Framework.

Clarify why the prospect is there.

Label the core problem.

Overview their pain.

Sell the vacation.

Explain away their concerns.

Reinforce their buying decision."

"I call this the Five C's Framework.

It's brain dead simple—

Yet ridiculously effective."

How I manage my $100M sales team:

"Tolerating poverty is an option.

Complaining about it is not.

Accept or change. But do not blame."

@Dar3ios Prone to sickness. Incapable of doing activities you’d like to do.

Having a strong bank account with a weak body is like having a lifetime supply of gasoline to fuel a bicycle.

@WorkBrah @JoshKing65 @JoshKing65 - Not us. Sorry bro. They create accounts faster than we can get them shutdown. Just gotta read the @username for typos. We have no other accounts. If you’re not sure (besides me literally saying “I have nothing to sell you” in every damn video), look at engagement.

You need a better reason than "money" to waste your life doing something you hate.

The only differences between a prophecy &amp; reality are work &amp; time.

"When you build a life for YOU, you'll never need to escape from it.

That is real self-care no glass of wine and lazy Sunday can give you."

Stop tolerating shit you hate.

If you run from your spouse, you probably need to confront the unpleasant conversations.

If you need to rest after hanging out with friends, you probably need new friends.

If you have to run away from your work, you're probably doing shit you hate.

"Self care" shouldn't be an escape, this is why:

"Building a business is risky.

Living paycheck to paycheck is risky.

Some risks come with upside.

Others do not.

Risk wisely."

No one owns truth.

"First, we blame our circumstances.

Then, we blame other people.

Finally, we blame ourselves.

And once we accept, we take our first steps as free men."

"Expectations must be simplified enough to be repeated daily.

No one can be above them and it starts at the top."

"“Selling is a transference of belief over a bridge of trust.”

I’m very proud of this presentation. I hope you enjoy it as much as I enjoyed making it for you. I got a TON of messages from the live audience and my team was able to make it a great video.

https://t.co/tZLyHLjUFz"

People you think you need money to make a product, instead of using a product to make money.

The most addictive drug is making money doing something you love.

@Codie\_Sanchez @SahilBloom 4500…\*cough\* :)

"“Assets, to have value, must deliver something to someone.”

-Warren Buffet

(paraphrased)"

"Sometimes people are in our lives for a season rather than forever.

(…and that’s okay)."

You can measure love in a relationship based on how much you are willing to endure to keep it.

"The average couple spends 2hrs per day together including weekends.

Breakdown:

45min watching tv

30 eating

24 housework

—Leaving 35min/day for the rest—

If you work with your spouse, you spend a lifetime of “civilian” married years together in your first five years."

"Common investing mistake:

Confusing “invest in what you like” with “invest in what you know.”"

"Limiting factor = the part of the system that if removed the system would grow.

Ex: If churn is big, marketing more won’t solve your problem.

Identifying the limiting factor then how to solve it is the basis of entrepreneurship."

"@HAMILTONOFCRYPT In English, freedom means the power or right to act, speak, or think as one wants without hindrance or restraint.

Discipline means the practice of training people to obey rules or a code of behavior, using punishment to correct disobedience.

So it depends WHO is disciplining."

Most entrepreneurs say they want freedom but really want control.

You cannot be both free and also control everything.

"If Thanos wanted to solve overpopulation he should’ve wiped out 90% rather than 50% (otherwise population would double again within 20-35 years) &amp; create a law that equalizes birth rate and death rate.

Just. Saying."

"California is like a crazy beautiful ex-girlfriend. You look back and only remember the good.

But as soon as you see her again, you realize how she stole your money all the time, had terrible friends, &amp; tried to destoy your business by telling on u for everything."

Saturdays are just work days without meetings.

@garrettcmpbll This made me crack up. You guys are hilarious. @LeilaHormozi

If you never lose customers, you grow by default.

@ZssBecker You know it.

When you are unsure of where to start: begin with the limiting factor.

"How big is your measuring stick?

(Why how u count matters)

You can tell someone’s wealth by their base measuring unit.

Money hack: get around people whose base unit is bigger than yours.

Old: “How am I gonna invest $10k?”

New: “How am I gonna invest $1M?”

Ladder &gt; Former"

"Ex: Wearing a suit can mean you’re a crook or you’re successful depending on how you define it.

But at the end of the day, it’s just cloth we wear on our body. The rest os the story we create to interpret meaning."

"We learn what things mean because people tell us the meaning (first) or we ascribe it ourselves.

The process of unlearning is swapping the meaning we were given with the meaning we choose."

"Simple frame for teaching stuff from a convo with @sharran (great very smart friend).

Why (overall, right now, for me)

What (the 3-5 point agenda)

How (the meat)

Now (next steps as a result of info)

Really useful little frame for making information relevant."

The easiest way to solve a problem is to decide it’s not a problem anymore.

Aligning with other’s self interest is easier than persuading them to do what you want.

"@tylerguitar\_ I would argue, to the point of unpolitical correctness, that they deemed that action in their own best interest.

So it really gets to what do THEY think is in their best interest rather than what do WE think."

If you bet on people to act in their own self interest, you will be right a lot.

"Regarding partnerships:

If you get in bed with a snake, and the snake bites you. Whose fault is it…?

1) The snake for being itself

2) Or you for not realizing the nature of a snake?"

"When scaling, look at your team.

Make sure 20% has “been there done that.”

Otherwise you’re going to be paying down a lot of ignorance tax for people to learn lessons with your company as their guinea pig.

…only to become another company’s “been there done that.”"

"Having a long time horizon is one of the strongest competitive advantages in business.

But you have to actually have it for it to work."

"A friend was about to do a 3-day workshop teaching business strategy and asked me jokingly for “tips”

My three:

Do more of what’s working.

Pursue fewer new things.

Keep the promises you make."

Give give give give give…get.

"Goodwill compounds faster than revenue.

So the longer you can wait for your ask, the disproportionately larger what you get will be."

This just shows that one man can move the world. ✊🏽

"I’m honestly so happy @elonmusk bought Twitter.

I honor your right to hate me more than I hate your hate.

It’s actually one of the happier moments I’ve had in a very long time from an outside circumstance.

Free speech always and forever. ✊🏽

#freedomfirst"

"Best way to learn - teach someone.

And if you think of it that way, you don’t pretend that it’s for their benefit, it’s for yours."

@Shane\_\_\_Martin Appreciate the shout out and time taken to read &amp; tweet about it 🙏🏼✊🏽🏴‍☠️

"In my experience, people buy because of how crisply you articulate their problems to them, not, the benefits of your solution.

The goal is for them to feel understood more than to understand your products/services."

If you actually just try…hard…you’d be amazed at how easy it is to beat your competition.

"Perspective that has served me well:

“If you don’t have anything worth saying, don’t say anything.”

Give yourself permission to stfu."

"Overrated: Tapas restaurants.

Just let everyone order their own food, like the real world."

"Easiest way to prioritize anything is to start your day with the activity.

One of the simplest most effective tactics I’ve used in business building and body building."

"Return on advertising goes down at a faster rate than CPMs go up for poor delivery businesses because they must pay down negative word of mouth that compounds against them over time.

Bottom line: If u wanna get burn your audience fast, promise heavy deliver light."

"“You don’t change the structure of your business if you have ineffective people.

You swap the ineffective teammates with effective ones.”

@LeilaHormozi"

"Relationships can be like that “temporary” couch that you got when you moved in, that 5 years later is still sitting in your living room.

When you aren’t careful, “yes for now” becomes “yes for good.”

Saying YES to the wrong things is actively saying NO to the right things."

"How to grow muscle in 5 steps:

1) Learn how to actually feel/stress the targeted muscle in your exercises

2) Train the lagging muscle group first

3) 5-10 Sets per day x 8-20 reps

4) Add weight when you can do 15+ for all sets, then reset reps at higher wt

5) Wait 10 years."

Manufacturing is just software for the physical world.

"Mine (for those who are interested): Because there is so much left I wish to learn and experience.

So learning and experiencing life are my meaning.

Provides ample room for mistakes, pain, &amp; suffering :)"

"This will trigger some people but I think the answer gives a tangible answer to your meaning of life:

Q: “Why don’t you kill yourself?”

Your REAL answer is the meaning of your life.

(Adapted from Albert Camus)"

"Wanting stuff makes you successful.

Not wanting stuff makes you happy.

Realizing wanting or not wanting is irrelevant makes you free."

You can either buy talent, or you can build it.

"Micromanaging is a demonstration of the belief that we are better than our team at their jobs.

Either you suck at hiring or you suck at trusting."

"I stopped looking at competitors when I realized they, like me, had no idea what they were doing.

Might as well bet on you."

"People will hate you as you change.

and that’s okay."

"What would you tell me if it were impossible for you to hurt my feelings?

Great question to get critical feedback from subordinates who don’t want to."

@thesamparr Too much talking. Not enough listening.

"My top 5 writing tips:

1) Read it out loud.

2) More periods. Fewer fancy sentences.

3) Use fewer words.

4) Run thru all the physical senses when describing a scene

5) If copywriting, keep vocab below 5th grade."

In relationships, you’re not remembered by how you start, but by how you finish.

"If you ever find yourself in the unfortunate circumstance of a layoff:

Cut once. Cut deep. Be honest. Say why."

"Easiest way to develop a skill:

Do it enough times it would be unreasonable for you to be bad."

The easiest way to beat a stronger player is to change the rules of the game.

Someone can only beat you if you choose to play.

"Investors see growth as acquiring other businesses/flows (inorganic).

Entrepreneurs see it as growing the ones they’ve got (organic).

There’s a lot of value in understanding how to do both."

"When you feel groggy, you are less effective.

Two things solve this:

1) Napping

2) Working out

Both take about an hour, but only one of them makes you jacked."

If fewer words convey the same meaning, they are better words.

How people talk to you about other people, is how they talk to other people about you.

Appeal to logic not authority.

A sign of intelligence is the ability to attack an idea without attacking the person.

@amjad\_boumatar Bingo

"My two favorite dispensers of truth:

1) Ancient philosophers

2) Stand-up comedians"

You can both love a person and hate what they believe.

"Everyone pays for lessons of success with either time or money.

We use the currency we value least."

"Most people already know what they should do to achieve their goals.

They just don’t do it."

@ArmaanWritess Exactly.

"An expert tells you how they did it.

A master tells you how you should do it."

"Productivity hack:

Eliminate rather than organize."

"Most people underestimate the effort required to change and overestimate the effort required to maintain.

Easy to stagnate. Hard to grow."

Doubling down on your strength works until it doesn’t.

"@RayAndreMoney YOU can focus on your strengths, but the limiter of the SYSTEM will still be the weakness.

Which is why it’s hard to go far on your own."

"Balanced bodies and businesses come from imbalanced action.

You work on the constraints/weaknesses of the body/business and then you appear balanced."

Sometimes the work just needs doing.

"Stop asking for “friend” discounts.

If you want to help your friends who are entrepreneurs—buy, use, and tell others about their products.

The friend discount is you taking from them, not giving to them.

Don’t get it twisted."

"Think about it like food.

The man who has eaten already doesn’t need anymore food and can use the excess food for others.

People love this person.

The reverse is the man who eats unendingly while others starve but is not satisfied.

That’s why it’s so ugly.

Morning thoughts."

"This manifests the trait of humility that people like.

Why?

Because as you’re ego needs no more feeding, you can direct the energy to feeding others.

As humility isn’t putting oneself down, it’s raising others up (independent of self)."

"If you have a “well fed ego” it means you can satisfy your own needs.

You do so by admiring yourself to the point of satisfaction.

Easy to say - hard to do. Our own respect is the hardest to earn.

That being said, the satisfied ego has a surplus which can be directed to others"

"But the admiration they get from others, because it was based in a lie is fleeting.

It doesn’t satisfy. So they move onto the next people to admire them.

This is why having a “big ego” isn’t really having a big ego at all.

Instead you have a malnourished ego that needs feeding"

"To decrease your ego, you can either:

1) Need less admiration

2) Admire yourself more

Self admiration/respect is not what people make it out to be.

It means you actually meet your own standards of respect.

Most people don’t. So they lie to meet the standards of others."

"Craving the admiration of others comes down to two things:

1) How much admiration your ego needs

2) How much you can feed it yourself

The delta you seek from the world.

Some thoughts…"

@surendramalu @LeilaHormozi @LeilaHormozi is the ascension

"Crisis is a classroom.

We pass or we must repeat.

And life doesn’t grade on a curve."

"Lifestyle businesses are among the easiest to scale because the owner already maximized input to result ratio.

Then you just 10x the inputs 🏴‍☠️✊🏽"

"“…And that’s okay”

is among the most powerful mental statements I repeat when encountering situations that would otherwise bother me."

The difference between manipulation and help is intention.

"Too often we fear psychological consequences rather than logical consequences for an error.

Simply put, we paralyze ourselves for fear of being wrong rather than the impact of being wrong."

"Businesses are more like gardens than machines.

You plant and tend to them.

Prune trees. Weed out bad seeds.

The analogy also takes outside circumstances into account.

Like a good market, we must plant in fertile virgin ground with good sunshine rather than a crowded desert."

Buying exceptional talent is the greatest shortcut in business.

@scalingfast lol

"Easy way to resolve disagreements with significant other: TEXT.

Why? Texting:

Forces you to slow down.

Records your words (for accountability)

Forces your logical brain to write, rather than your emotions.

Then you both realize how ridiculous you’re being."

"Having more allows you to realize you were just as happy when you had less.

But now you know, with certainty."

Having less allows you to appreciate having more.

Listing out what you’re willing to sacrifice/give up to accomplish your goals is more fruitful than that you’re going to do to accomplish them.

"Deadly combo:

Be very good at something.

Sell a guarantee around being good."

"Business simplified:

Learn to provide value.

Learn to charge for it.

Gotta have both."

"What are you most afraid of happening if you buy?

(My favorite sales question to get to the core of the objection)"

@Joetenderloin Kindle is .99

@PrisicllaG Revenue: 2014-2015 Profit: 2017

"Anyone else stand with their arms crossed mirin’ their park job when they nail it?

“Hey babe - you gotta check this out. Snuck right in there. Perfect spacing on all three sides.”"

"Most underrated tool for learning:

Dictionaries.

Literally a book of meaning."

We are a slave to the things we think we “should” do.

"Two replies that make me respect someone more:

1) “I don’t know”

2) “I have nothing to add”

The world is short on people who don’t make noise with their face just for the sake of it."

@LeilaHormozi I feel like it’s either a tweet or it was never said. 😇😎😂😂

"My biggest regret:

Poorly documenting my business journey during the early days."

@tripleaplaya @taylorawelch Which means I am both weak and lazy. :D

With businesses and wives, quality over quantity.

"If you want to manage, make rules.

If you want to lead, enforce values."

"How to stay poor:

Hire dumb people."

@jamesklicked Love it man

"Entrepreneurship is like a boxing match that never ends, where the opponent can tag in successively bigger and better fighters until the end of time.

We win by being able to take a lot of punches for a very long time without expecting them to get softer or for it to end."

"My favorite response to

“you’ve changed,” is “you haven’t.”"

"Anyone else feel like an imposter when a credit card reader has an error processing your card?

“I swear this has money on it!”

😅😅😅😅"

"Power is the influencing of events or people.

Power solves problems.

Solving problems is value.

Value attracts money.

So unless the people in power have more money than they could get paid to wield it, money will always follow politics, as weak men value money over values."

"Reminder: Weekends are not even 100 years old. Our ancestors survived just fine. So will you.

And they didn’t even know the term “self care” existed.

But, we should grateful that society got so soft. It makes the game easy for anyone who has any sack at all."

"Stop this “self care” nonsense.

Just do shit you like.

Cut people who suck.

And you won’t have to “recover” from your life.

Instead, your life itself, rather than your escape from it, becomes your “self care.”"

"It’s easy to have kids.

It’s hard to parent."

We lose freedom of speech when we care more about who is right than what is right.

"Real Friends:

Talk shit to your face.

Praise you behind your back.

False friends do the opposite."

@bookishguru Vision.

You cannot live a big life surrounded by small people.

@Doublead\_ “I’ll survive this” to “I’m gonna die is it worth caring about”

An alternative to “this too shall pass” is “I too shall pass” and flips the impermanence of the situation towards the impermanence of self :)

"How to stay poor:

Be replaceable."

Our low points give us the opportunity to give witness to ourselves about who we really are.

@EcomAff Influencers

"A lesson that took me too way long to learn:

The more money you make other people the more you make.

The giving creates the getting.

(Pic is us crossing $15,000,000 in Affiliate payouts (to them) from Prestige Labs our supplement company.)

Pretty neat. https://t.co/HrXBJAea5C"

@BOBBYGrubb9 🤣🤣

"How to stay poor:

Blame your circumstances."

@heykahn This made me laugh out loud. Great tweet. 🤣😅

"Sunday thoughts:

We care more about ourselves than we do about other people.

But we respect the opinion of others more than our own.

To combat this, we must earn our own respect so that our opinion of self becomes more esteemed than that of “others”"

"How to stay poor:

Do “your best”, not what it takes."

"How to stay poor:

Do what everyone else is doing."

Death humbles pride.

"When we rate things on a scale 1-10, i propose we remove “7”

7/10. So useless. Just decide whether it’s an 8 or a 6!"

"Marketing in a nutshell:

Say what no one else can say.

Show what no one else can show."

"How to stay poor:

Do what everyone else is doing."

We get to choose the games we play.

With most businesses we talk to, it’s just the big obvious “you’re not that good” that’s blocking their growth.

You don’t create smart driven kind people, you find them.

Your self esteem in a situation is directly proportional to the number of quality alternative options available to you.

"How to stay poor:

Assume you’re always right."

@TheFalanBlake Made my day! Get it!

"You get paid for what you do.

You get returns on what you own.

Wealth comes from ownership not activity."

"Overheard:

“The news stories are always the same, only the characters change.”

If seen in this light, is it really “NEWs” or “Same Olds”?

Humans doing human things."

"If absolute power is “thoughts instantly becoming reality” as in:

“…as God imagined the universe so it became.”

The faster and more easily our thoughts become reality, the more powerful we are.

This provides a tactical measure of our power and a way to increase it.

Neat."

"We want success without failure but…

Failure leads to learning.

Learning leads to success.

Success leads to complacency.

Complacency leads to failure.

It’s a cycle not an end point."

"Wisdom sits between:

Justice &amp; mercy

Violence &amp; peace

Novelty &amp; familiarity

Focus &amp; diversity

Flexibility &amp; persistence

And answers the question:

How much?"

"How to stay poor:

Need permission to be rich."

"Who you sell to matters as much (or more than) the value you provide:

If you help a billionaire lose weight you can charge 100x more than gen pop.

Because in a very real way, that more narrowly defined market values the solution at a higher dollar amount."

"Stop saying 50 is middle aged.

For US men only 1 out of 16,566 of us make it to 100.

True Male US Avg Lifespan= 75.1 Yrs

Unpopular Conclusions:

—&gt;When 37 years old, you are middle aged.

—&gt;For half of us, halfway is less than 37.

Stop delaying…you gon’ die :)"

Myself included.

"“Authenticity” is just a fancy word for alignment of three things:

1) What you really TRULY (and even controversially) believe

2) What you say

3) What you do

And most of us don’t do it because we’re afraid of what people will think of us if they knew what we really believe."

"How to stay poor:

Wait for perfect conditions."

"Don’t expect to love everything that’s required to grow your business.

But sometimes the doing just needs doing."

"“Product market fit” in 3 words:

When customers…

1) Buy (the product)

2) Use (it continuously)

3) Tell (their friends)

Once growth continues on its own…THEN you scale."

"How to stay poor:

Tolerate mediocrity."

@\_Maniio Love it. Never stop.

"Build your business like it will live forever.

Operate it like it will die tomorrow."

"Growth without constraints is cancer.

Entrepreneurs who have this tendency must cut it out before it kills the host (the business)."

"@MicleMihai Spend one hour fixing a car vs spend one hour training someone else to fix cars.

Second has better return."

"Most people spend more time trying to improve their skills than they do choosing which game to play to begin with.

Leverage &gt; Activity"

@akkilicoguz Indeed.

The happy man has a thousand wishes. The sad man has one.

"How to stay poor:

Complain about things you can control."

@blackhatwizardd To whom much is given, much will be required (Luke 12:48).

@LeilaHormozi Who wants to be unlovable?

"Dichotomy of making money:

The easiest way to overdeliver is to lower your prospect’s expectations.

The easiest way to sell is to raise your prospect’s expectations.

A world class business balances both."

@nunziopresta @Codie\_Sanchez Hardest question in entrepreneurship

Regret hurts more than failure.

Ignoring hate is underrated.

@10Xhappiness The idea is dollar cost averaging so that u don’t have to consider climate. People thought 2016 was the top, then 2019 was the top, and here we are.

"How to stay poor:

Talk more. Do less."

"Simplest reasoning for not committing tax fraud:

We want money to exchange for freedom.

When we do illegal activity, we risk our freedom for money.

We risk the thing we want for the thing that’s supposed to get it."

"Why copy cats don’t grow the same as originals:

1) Messenger/message alignment matter (when people copy, it’s typically all over)

2) Audience matters (their audience likely isn’t a perfect fit)

3) Delivery off. (Reciting vs creating)

They’re not source. You are. Don’t sweat it."

"I tire of people labeling human emotions as problems.

The implied solution becomes “don’t feel these” Or “feel these rather than those” - which is silly.

When the negative label is the problem, not the emotion itself.

You can be sad, angry, stressed. Comes with being a human!"

"How to stay poor:

Say you’re going to do something.

Don’t do it."

"Personal goal:

Die with no secrets."

"How to ruin combat sports:

Let men fight women.

Call them women.

Call it fair."

@serovius That’s a scam acct fyi. Misspelled name.

@jackbutcher Aint easy bein’ easy

@jasonrashidnia The problem the book solves

"I post this as an update on status. I’m literally beginning anew. Again. But better. Clearer. More distilled. Etc.

And no one wants it done more than me.

But alas - we begin again."

"I’m now on version six of $100M Leads (working title of 2nd book in $100m series).

The distance, measured in effort, between good and great is wide.

To everyone who messages me daily “when will it be done?”

Answer: When it’s earned the right."

@BeadenJosh Credit to @JamesClear. it’s an excellent quote.

"How to stay poor:

Think the world is fair."

"How to find mentors:

Look for people who have helped…

1) Other people like you

2) Get to where you want to go

3) Many times

4) Recently

…

5) (Optional) The way you want to get there"

@LeilaHormozi So the question isn’t “how alpha” or “not alpha” but what relationship exists between the two?

@LeilaHormozi An argument could be made that the ratio between both people creates the masculine to feminine dynamic rather than the absolute amount.

"How to stay poor:

Read books. Do nothing."

@bruno\_nwogu @LeilaHormozi No one is at a stage where they cannot learn from others.

"Two weird things I noticed today that could be changed:

1) Change “speed bumps” to “slow bumps”—&gt;tells folks desired behavior

2) You should push the shifter forward to drive forward, and backwards to reverse. It’s currently flipped.

Please forward to appropriate parties."

"How to stay poor:

Avoid discomfort."

@sebastianloox Let me know whether it’s productive enough. I’ve noticed when u add anything to it - less gets done.

"Old people relinquish societal obligations in the face of death and benefit from it.

I always try and think - If I’m not going to care eventually, can I start not caring now?"

"How to stay poor:

Prioritize looking rich over being rich."

"Iron forged in flame must have impurities beaten out of it before it comes out stronger.

Our struggles beat the strength out of us before they beat the strength into us.

Just because you feel broken for now doesn’t mean you’ll feel broken for good."

"How to stay poor:

Find something that works. Stop doing it."

"The longer I do business, the more flexible I find TAM to be.

It may start narrowly, but can, and usually does, expand with the vision of the founder over time."

"Clients pay us to pay attention.

“Giving a fvck” is an undervalued competitive advantage."

@TheFalanBlake Yea. I bought a pair of Oakley glasses and kept them in the case for 6 years because u was so afraid to lose them.

@richard\_R60 Yep. Everyone remembers those first big purchases.

"Everyone talks about what money gets you, but they don’t talk about what you lose…

…buying your lady something and it representing how long u worked for it

…the meaning of a fancy dinner

…the time cleaning, groceries, laundry together

You don’t get that back. Enjoy it."

"How to stay poor:

Believe what other people think of you, more than what you think of you."

Companies die or get sold when the founder runs out of vision.

@stblny A person in another country trying to steal money presumably.

Humility doesn't come from lowering your regard for self, but by raising your regard for others.

"Frederick Herzburg postulated that these 4 things, more than money, contributed to a satisfying career:

1) Learning

2) Responsibility Growth

3) Contribution to others

4) Recognition

Food for thought when optimizing for outcomes."

"Basic proofreading no one does that works:

1) Read it out loud

2) Use below 3rd grade reading level vocab OR define it.

3) Look at each sentence individually. If you can remove it, and the section meaning remains unchanged, keep it gone.

4) Short sentences &gt; long sentences"

"RT @AlexHormozi: For younger guys considering marriage:

When you find a woman who believes in you more than you do, committing to her mean…"

"How to stay poor:

Focus on your lack of resources rather than your lack of resourcefulness.

The latter creates the former, not the other way around."

"How to do deals with friends:

Negotiate as if you weren’t friends."

The person who wins the sale is the one who cares most about the buyer.

"How to stay poor:

Value the opinion of others over your own."

See problems for what they are: blank checks waiting for you to cash them.

Negotiate everything except your values.

"How to stay poor:

Avoid working on what matters most."

"How to stay poor:

Be born in dead end town.

Don’t move."

@vinikloppel Appreciated. I’m glad it provided utility. ✊🏽

@DejaRu22 Appreciate the kind words.

"Easy way to sell more:

Do whatever you can to get ONE prominent endorsement.

Why: Humans like to outsource decision making.

Thinking: “If prominent name is doing it, they must’ve already done the diligence. Easy decision.”

Works from getting investors to getting customers."

Thinking is hard. Do it for your customers ahead of time.

"How to stay poor:

Expect the government to save you."

"Two hardest decisions in entrepreneurship:

1) How many times to try again before a pivot.

2) The ratio of investment to consumption in life"

@LeilaHormozi That’s a good tweet. Wish I had stolen it. 🤣

"How to stay poor:

Make mistake.

Repeat mistake."

"I see many people claim:

“No one can outwork me”

They can’t all possibly be right."

"When telling stories - spend 80% of the time on your trials, 20% on your triumph.

You’ll resonate more with your audience and sound like less of a douche. 👌🏽"

"Sometimes you’re not overpaying a role, you’re “under-talenting”

Don’t change the pay, or the role, get the talent deserving of it."

"I’ve met broke accountants and rich artists.

Knowing math isn’t the same as knowing money."

"Marketers, you know your—

CPM, CTR, CPL, Set %, Close %, CPA, etc

But do you know your—

TTV, CHS, NPS, Churn, Activation Pts , CRC, etc…?

Just like you’d laugh at a “marketer”ignorant of the above, it’s equally ridiculous to claim “amazing product” being ignorant of the below."

"How to stay poor:

Start something new today.

Start something new tomorrow.

Repeat."

"How to stay poor:

Fail once. Quit forever."

"To everyone who doesn’t know what’s going on in the economy right now…me neither.

But I do know - if you have skills - even if they erase all the money - people will compensate you to help them.

And if it’s just guns &amp; gasoline. Worst case - you die - and you won’t care anyway"

Extraordinary accomplishments come from doing ordinary things for extraordinary periods of time.

@Justin\_Go\_Brrr Legacy is a myth. Many people dedicate their lives to it.

"Only ~2300 years ago, Persian emperors ruled the known world.

Quick test: Name three...

Right, you probably can’t, and they RULED THE WORLD.

Now imagine how much you’re achievements and legacy will be remembered.

Not as much as you think.

Frees up lots of time to do you."

@tuccinomics Appreciate the note.

"If you re -imagine the hand we’re dealt by life as a “difficulty setting”

(Country, city, parents income, race, gender, etc)

It means if you were born with more handicaps, you picked “hard.”

And it means you’re the only one with the opportunity to beat the game on that level :)"

"We are all our own witness. In that way, we are famous to ourselves.

What's your reputation?"

"@DomainDegen …get\*

Not take."

"How to stay poor:

Make promise. Break promise. Repeat."

@LeilaHormozi If you’re spouse isn’t a 10/10, your life won’t be either.

"@McdermotAndrew That would fall into category 1: “not willing to pay the cost”

Because the will is shorthand for willing to sacrifice “aka pay the cost”"

"Basic belief change:

A

1) Say what they believe.

2) Explain why it’s wrong.

3) Reinforce with examples.

B

4) Say what’s right.

5) Explain why it’s right.

6) Reinforce with examples.

Advanced:

Tell emotional story that hits all six and takes person “just like them”

A—&gt;B"

"We stop pursuing goals the moment we realize

1) The cost of achievement is more than we’re willing to pay.

2) We don’t have the skill traits or beliefs to decrease the cost to achievement

We either chose to believe it’s impossible or admit we don’t know how to make it so."

@Codie\_Sanchez @businessbarista Honored to be considered in both batshit and really smart categories 🤪😅🤣

"People blame their lives on

(in reverse order):

3) Circumstances

2) Others

1) Themselves

The goal in persuasion is to ask questions that allow them to realize it themselves."

"Two questions I ask when analyzing a mental model:

1) How useful is it?

2) How valid is it?

What makes an excellent model is:

High utility. High validity.

Outcome: Faster/better decisions in a wide variety of scenarios.

Mental shorthand."

"I feel like I’m under water, periodically coming up for air to look at the time to make sure I don’t get lost in the words forever.

There is nothing I enjoy more than writing a book."

Goodwill compounds faster than money.

"How to stay poor:

Start tomorrow."

"How to stay poor:

Take advice from poor people on how to get rich."

@GhelfiFrancisco Your experience hearing “no” must be extensive.

"When someone says “I need to talk to my spouse”

Reply: “You should be asking for support instead of permission.

Because if you really want to do it, and they stop you, you’ll resent them forever.

And if reversed, you would support them right? So why wouldn’t they support you?”"

"Betty White died two months ago.

She was a pioneer. Talented. Famous. Beloved.

And you didn’t think about her today except for this tweet.

Now, imagine how few will care about you passing.

You’re gonna die. And if no one will care then, no one cares now. Do what you want."

"Easiest way to give good feedback:

Whatever you’d normally gossip about a person behind their back…just tell them to their face.

It’s the best, realest feedback.

Ex: “Suzy is always late with stuff. And she’s had an attitude lately.”

TELL SUZY!

You just can’t be a coward."

"Another belief that has served me:

“If it’s worth doing, it’s worth doing well.”"

@Stevenhurtador Just go to the site and click courses.

"Saturdays are my favorite.

Workday without meetings."

"Easy way to make a business:

Look at an existing business with low cost to start, and just deliver the end result in half the time."

@rorysutherland 🙏🏼🙏🏼🙏🏼🙏🏼 TYSM

@taylorawelch Was a really cool thing to wake up to

@maxwellfinn Appreciated 🙏🏼

"Seeing this tweet brought a tear to my eye this morning (albeit a stoic, manly, single tear).

I owe him the same debt all students owe teachers - a debt of gratitude.

To have him have read my book is a very cool moment for me. Meant a lot. https://t.co/NBVRe07VT0"

@rorysutherland @AmazonUK You’re a legend! I love your stuff (obviously given the homage to psychological vs logical solutions section). Thank you for the note - means a lot. 🙏🏼

"How to overcome sales objections using H-I-I framework:

1) Hypothesize: If this were perfect would you do it?

2) Isolate: What’s different between that perfect version and what you see?

3) Inform: What if we did X to accomplish Y to meet that. Fair enough?"

Observation: How good I feel about my physique is in direct proportion to mirror lighting quality.

@LuxSecond @LeilaHormozi The sink. They just magically get washed and reappear in the cupboard. It’s wonderful. Highly recommend. Every house I’ve lived in has been the same.

The easiest way for most small businesses to make more money…is to simply charge more money.

@MatznerJon Love that. Awesome tactical execution. ✊🏽✊🏽

@Justmakemoves1 Did he? We agree on a ton. Love his stuff.

"Trying to be happy is what makes you sad.

You don’t get over sadness by striving for the opposite, but by ceasing to label your emotional state as good or bad in either direction.

#fvckhappiness became my mantra and released me my self judgment.

I am. That is enough."

You get more out of reading one great book five times, than reading five mediocre books one time.

"We work in order to become…rather than to achieve.

The accomplishment is fleeting but who we become lasts."

Your work, works on you, more than you, work on it.

@LeilaHormozi 😂🤣😂🤣

"How to stay poor:

Pick a spouse who makes you feel guilty about working."

"One of the best closing questions:

What are you most afraid of having happen if you buy?

Identify fears, explain away concerns, then ask again."

RT @AlexHormozi: Money only solves money problems, then you’re left with problems money can’t solve.

The hardest respect to earn is one’s own.

"This goes naturally with, “the longer the delay the bigger the ask.”

Which might make the ROI of properly executed branding HIGHER than direct response…just over a longer time horizon."

The difference between direct response and branding is time horizon, not ROI.

@LeilaHormozi What if nothing matters now, nor in five years?

@alxberman I use it all the time.

You make better decisions and learn more by assuming you’re dumber than everyone else.

"Intelligence answers.

Wisdom questions."

@taylorawelch 😂🤤🐄

"I saw a long time friend who is a 30 year old millionaire.

We started at the same time. Right now, I’m further ahead financially. For a long time, he was.

He felt “down &amp; behind”

Reminded me…how we feel about ourselves is directly related to those we compare ourselves to."

"Three things that affect tonality when selling:

1) Tone (going up or down in pitch)

2) Emphasis (pause on words)

3) Cadence (fast slow)

I didn’t say HE hit his wife.

I didn’t say he hit HIS wife.

I didn’t say he hit his WIFE.

HOW you say what you say, IS what you say."

"How to prevent “I left my wallet at home”

1) Ask for ID first

2) Record info then ask “Lemme trade ya for the card u wanna use”

3) Hold onto card and motion towards wallet

4) If they say “don’t have THE card I wanna use”

5) No problem, click your banking app—&gt;statements—&gt;Acct #"

"@iamrudyestrada @GrahamStephan Because I am one.

Appreciated 🙏🏼"

"In Ancient Sparta, “freedom” did not exist as a concept, not even as a word.

If you want to control what people think, control the words they say.

Word elimination becomes thought elimination."

"Whenever you hear…

I “have to” XYZ…

You “must” XYZ…

Society “should” XYZ…

They “need to” XYZ…

…remember that an implied threat to self or the universe follows.

If you finish the implied threat, you can figure out if you REALLY “have to,” or just prefer it.

Words matter."

"A decade ago, a girl I was dating told me “I know 100% you’re going to hit your goals.”

I looked up, surprised, waiting to see if she would give me a compliment I yearned for…”why?” I fished.

“…because it’s the only thing you talk about every single day.” She said annoyedly."

@danielgothits And I’m glad the content provided some utility.

@danielgothits Appreciate the kind words. Still very poor compared to people much wealthier than me. :)

Only fear the day they stop copying you.

@GRQMaxwell Do you think CEO and expert mean the same thing?

If you expand the time gap between when you start doing something and when you claim you’re good at it, all parties are better served.

"“Expert” is proclaimed often, rarely achieved.

Def: having a comprehensive and authoritative knowledge of or skill set in a particular area

Latin: “experiri” which means TRY. Same root as “experience.”

Ie—&gt;a person wise through experience.

Don’t claim it unless you have it."

"Guiding Principle:

There are no rules."

@davegpack @sharran Dpackkkk

You can hate an idea and still love the person who believes it.

Just because something hurts you doesn’t make it evil.

"If you’re planning a wedding &amp; wanna save money:

Instead of gifts, consider asking guests to buy tickets equal to cost per head.

Your guests fund themselves and you can invite all the people you want.

Alternate: Double $/head cost and use extra as down payment on a duplex :)"

"It’s so much easier to say “someone forgot where they came from” than “I stayed where they left.”

Don’t be surprised when people use the former over the latter."

@GregNuckols @gjsequeira And I take full credit for all of Greg’s strength. 🤣😂🤣

@CarmichaelReid Nah. You’d realize, like everyone else who has 9 yachts and 100 bad bitches, it never mattered to begin with.

Weekly reminder: Just because a video is short, doesn’t mean you have to dance.

The person with the longest time horizon, wins.

"Religion looks to prove itself right.

Science looks to prove itself wrong.

Entrepreneurship looks for “good enough.”

-Morning talks w Dr Kashey."

More businesses fail for lack of focus than lack of intelligence.

@iphilomath Disagree. If I choose not to buy a building, the building still exists—as do the headaches of running it.

"Most decisions have both benefits and drawbacks.

When experiencing the drawbacks of a past decision, I remind myself of the drawbacks of the alternative decision I chose not to pursue, and my discomfort diminishes significantly."

Diminishing returns, are still returns.

If you’re going to do it eventually, you might as well do it now.

@mehdyy99 Googling his name…so no, I have not. But if he and I agree on the point, it validates the point more than the people who said it.

@ferventfinance Good selection.

The point is that the metric for success has been, and always will be, internal.

@LeilaHormozi 🔥🔥🔥🔥

You become successful the moment you decide you are.

@theSamParr For a house - all productivity. Which in turn makes it the best investment. I just see returns on the things where my productivity creates output.

"@theSamParr I actually just did this. But I prefer owning. There’s something to having all your setup. You can rarely change a rental (independent of price range) the way you can something you own.

And return on that headspace outpaced the opportunity cost of a better investment (for me)."

Switch “my beliefs” to “my assumptions” and you’ll have a much more open mind to changing them.

@Codie\_Sanchez 😶

Attention span has become a competitive advantage.

@taylorawelch Bodies get infinitely better when you focus on your weaknesses and ignore your strengths.

"Writing clarity is a by product of thought clarity.

If you can’t figure how to write something, it means you probably don’t understand it as well as you think you do."

"Rule of thumb:

Give away information.

Sell implementation."

@blackhatwizardd Pumped to see you do it.

@blackhatwizardd Get it.

@bibae\_brunny Most times because they see you as an extension of themselves. So it’s like wishing themselves to do better. They increase in status as you do better whereas others lose status. So it would be finding people who lose relative status AND still want u to win.

Everyone wants you to do well, just not better than them.

Replicate before you iterate.

More companies die of indigestion than starvation. - Bill Hewlett

Advanced people always do the basics.

@artwickson Literally the people saying your eulogy. The point of the tweet.

Do you care more about your net worth or your eulogy?

"“What would a person 10x smarter than me do in this situation?”

One of my favorite questions to generate new solutions."

All businesses boil down to information arbitrage.

If you tell people you’re 10 years older than you really are, you get amazing compliments about how young you look. 😂

I think forgetting is an underutilized method for getting over painful experiences.

"The things we believe life \*should be\* are the things we compare our reality to in order to upset ourselves.

Life “should be”:

…Pain-free

…Meaningful

…Happy

…Long

…etc

When in reality, life just is."

You don’t expand by becoming someone else, but by becoming more of who you are.

Effort is the universal currency of respect.

Switch from “goal setting” to “habit setting”

"In training salesmen, I see too much emphasis on the product and not enough emphasis on the prospect.

Understanding the who, not the what, determine’s one’s ability to sell."

"The point of good writing is for the reader to understand.

The point of good copy is for the reader to feel understood."

Work is cool. Don’t let anyone tell you otherwise.

"Money and currency are not the same.

Money is to dollars what mass is to grams.

They are described, not defined, by their measurement."

@10xYourWealth Yes.

We need to be reminded more than we need to be taught.

If you want to be in the 1%, don’t do what 99% of people are doing.

Sales, like sex, is learned through doing, not reading about it.

@DonahueCodes That other comment is fake btw

@AlexHornozi @adamroussos That’s fake^

"If you want to be a billionaire in 40 years, you’ll actually need to target $4B to reach the equivalent spending power of $1B USD today assuming 4% annual inflation.

Just a morning cup of ever moving goal posts."

"Valuable question to de-bottleneck…ask your team:

“What am I doing right now that you don’t want me to do anymore?”

Sometimes we can be blind to ‘things we’ve always done’ that we need to release in order to ascend."

"I think having people tell themselves they matter and they are important is why people become sad and are so angry.

All experiences that contradict those arbitrary expectations create pain.

They feel slighted by a universe that is unaffected by their existence."

Don’t make a podcast about something that should’ve been a tweet.

"If you see someone doing better, and you immediately think about how you are smarter than them to make yourself feel better.

You should feel embarrassed rather than prideful.

They, not you, were able to do more, with less."

"Easiest offer to get your first 5 clients:

“Pay me after you get the result I promised”

Plus some skin in the game for follow thru on clients side:

“You gotta do it my way or you gotta pay”

You can use that in any service business to get your start."

"Active businesses are like horcruxes, every time you start one, you split a piece of your soul.

And eventually, there’s so little of you left, a teenager with a little magic can put you out of business."

"The oft quoted “Millionaires have 7 income streams” conflates how they INVEST their money with how they MADE their money.

It would be like saying “Billionaires fly private.” Then assuming you should fly private to become a billionaire.

Sequence matters."

"And be attracted to them…(kidding!)

Unless you’re married - in which case - makes the game both harder and easier at the same time."

"If you build a business with:

1) Intention of growing it forever

2) The belief that it will be hard.

You should choose your business partners like your marital partners.

Very carefully with the assumption that you’ll be with this person for life."

"“What niche should I pick?”

Besides the 4 traits in $100M Offers:

—&gt;pain, growing, $, targetable…

…5) The one YOU can provide the most value to (or have experience in)

Better to build on what u know than come in completely ignorant into a shiny niche.

Value is still king."

Either your business grows, or you do.

@kjchanrai The goal is learning - if you’re not learning it’s a waste of time.

@\_\_kaushik17 You owe you :)

"One of the coolest ways to iterate a story is to tell the same story from the perspective of another character.

This works in all places you tell stories…"

Work for free first. You’ll learn more and stress less, which is the goal at that phase.

@OneJKMolina Amazing what happens when you dial in the things that matter and prune the rest.

"Hyper tactical - but w/e:

Recently ran a headline split test on an offer in one of our companies.

Bombed.❌

Cut optins by 1/3 - AND get this - cut 2nd step by HALF even tho it was unchanged. Overall a 2/3 reduction in volume.

Reminder that offer frame affects everything."

"The entirety of my entrepreneurial growth can be summarized by:

“Finding new and different ways to let go.”"

@CoachMacUK Honored. Appreciate it🙏🏼

"Most people wildly underestimate how many times you need to do something to succeed.

…and wildly overestimate how many things they’ve actually tried."

Mistakes love a rushed decision.

"Instead of adding things to your “Millionaire morning routine”…consider asking:

“What am I doing that they aren’t?”

Most times it’s what they aren’t doing where they’re getting their advantage. Ruthless elimination.

#theantiroutine #seasonofno"

@Tentacleslap That’s assuming you monetize your audience and that you make stuff FOR them rather than for the sake of making it.

When you buy knowledge, you buy time. Learning is the only way to pay down the time tax of ignorance.

"If 500,000 people message you, do you owe them all a reply?

Embedded within every message is an implied “ask” - the request to reply.

Most people confuse having the time to reply with the obligation to reply. Once you remove the time, u realize the obligation never existed."

You don’t owe anyone a reply.

"The currency of an audience is attention, your product is value.

If they get more than they paid for, they’ll return to buy again."

@jackmoolah 🙏🏼

RT @LeilaHormozi: Don’t take advice from someone on how to play the game when they’ve only sat on the sidelines.

"@crmsaasguy That’s what makes someone brave.

It’s knowingly facing danger. Appreciated 🙏🏼"

"@crmsaasguy In the name FIRE FIGHTER: the fight is core to the meaning.

Without fires, it would be a bunch of guys getting paid to fight nothing. By extension, the fires/risk (monster) are what create the meaning and prove the willingness of the men.

We all need fires in order to fight."

"The difference between a man with the potential to become a hero, and a hero, is the circumstance that reveals it.

In that way, our monsters become our makers."

"If @BillGates had kept his 49% of Microsoft rather than diversifying over time, he would be worth $1.1T today.

Perspective on how insane Bill Gates’s wealth was when it was his priority."

True da ✊🏽 https://t.co/zEBgAIRPnx

"Marriage hack:

Sometimes if @LeilaHormozi and I are in a disagreement, creating physical space and texting helps.

It slows you down. You know what u say is permanently recorded. And you THINK before sending.

It’s been immeasurably useful navigating “stickier” situations."

"There’s a million things you SHOULD do to improve your business.

But we operate under constraints (limited time, manpower, money, etc), so we can’t do them all.

Making something a priority means saying “not right now” to the million SHOULDs and focusing on the one MUST."

Confidence in any circumstance is directly proportional to the number and quality of options available to you.

"If your company made the same amount this year as last year but took half as much of your time, your company grew in value (sometimes more than just growing EBITDA).

Different perspective on \*growth\*"

@laureleatspizza @RyanCarruthers Just go to the site, you’ll find everything.

"If you think your employees are useless, they probably are. But the only thing more useless than a useless team, is a leader who hires a useless team.

\*Points finger in mirror\*"

A hard season is the price for a desirable trait. Most of us want the trait, just not the cost.

"When it comes to assessing employee talent I use a simple motto:

“If you don’t know, you know.”

You know a winner. And if you don’t know, then you know they aren’t."

"I’m saying it again:

The best way to zero in on your competitive strategy is to see the three simplest decisions you could make to kill your business.

Reverse those - and you have your winning strategy."

"Income growth is offense.

Expense reduction is defense.

You can only get your expenses to zero but your income is infinite.

Major in the majors."

Money exists to buy optionality, do not trade optionality for it.

@markivlid Can’t know more than everyone at every aspect of business or the business is limited by your knowledge and experience. Needs to be smarter than you at his/her role.

"Your business is either a subset of everything you know, or the cumulation of everything your employees know together.

The difference is whether you hire people smarter than you or not."

"People are attracted to authenticity but it’s hard to define for me. Here’s my best attempt:

True alignment of what you think, what you say, and what you do.

The hardest part is realizing that our thoughts are f\*cked and having to fix them instead of faking the next two."

"Overhead from a Navy Seal discussing how they pick Seal Team 6: Trust &amp; Character

“At this level everyone would take a bullet for you, but when we’re looking for team 6 it’s ‘Can I leave my wife with you?’ ‘Can I trust you with my money?’”

Useful lenses for character."

"I never fully comprehended the equity appreciation in my main business asset as a tax free growth vehicle for my net worth until I saw it happen.

It dramatically shifted my views on income and ROI income tax avoidance strategies."

@itsonlydolz Nice!! ✊🏽🔥

@andrehaykaljr @thejeremymoser 🙏🏼

@mrtomcollins69 @LeilaHormozi Waste of time for receiver

@LeilaHormozi I get trolled by my wife first. Classic.

Skills compound faster than money. Invest accordingly.

May your desire be greater than your obstacles.

"A. Fear is short pain.

B. Regret is long pain.

C. Comfort is short gain.

D. Fulfillment is long gain.

Trade A for D."

"The goal is to sell things that cost you very little that other people will value very much…that no one else is able to provide.

Sometimes people forget the simple stuff in their journey to “build a company.”"

"Our Cardinal Rule for Marriage &amp; Business:

If we don’t agree, we don’t do it.

We never “agree to disagree.”If we don’t agree, we do not take action until we do. And if we don’t, we don’t do it.

It’s simple as it is powerful."

"I think you can apply Warren Buffet’s “3 pile” deal framework to new business endeavors.

It’s wildly freeing.

Pile #1: Yes

Pile #2: No

Pile #3: Too tough (also a no)

For me - pile 3 allows me to elegantly admit reality without the psychological pain of missed opportunity."

@Jayyanginspires Appreciated

"Business is the tangible manifestation of the internal beliefs of the entrepreneur.

And if the business isn’t working, then it means something you believe is wrong."

@nievesjalonzo Great quote

People say “word of mouth is dead” because they aren’t getting new customers…when in reality it’s alive and actively sending people to their competition.

"Goodwill x Offer Quality x # of asks = Amount of money made

The catch is - the more times you ask, the less goodwill you have.

My preference: undersell your demand. As in, keep more goodwill in the audience than you extract by asking.

Always leave room for unmet desire."

"Having full on discussions with the projection of my 85 year old self who embodies all the values I aspire towards may be one of the most powerful decision/advice frameworks I’ve ever used.

It’s amazing how different the world looks, yet it’s still through my own minds eye."

"Dichotomy of micromanagement vs abdication. Where’s the sweet spot?

Here’s mine:

“Know where the bodies are buried”

Every department has flaws. If I dont know where they are and “everything is peachy”…that’s when I know I’m too far.

“Nose in. Hands off.” as @sharran says."

@Haka36957085 When it’s worthy of the audiences attention to the best of my ability given a realistic time constraint.

"You can either learn the easy way or the smart way.

The easy way costs time &amp; money to learn—make your own mistakes…it’s easy (why most people do it).

The smart way costs ego to learn—admit you’re not special and can learn from others…which most can’t do.

Easy advantage."

@JoeyGilkey @LeilaHormozi Most obvious tweet of the day award goes to…😂😂😅

It’s amazing how much blank calendar space you find when you say no to everything.

"“Sometimes you just gotta give time, time.”

Just need to see it through, whatever “it” is."

@ayushtweetshere @HeyArunima @rorysutherland 100% he’s where I first heard the concept

@HeyArunima Perfect example of a psychological vs logical solution.

"When we were in our most intense growth phase - I committed to a “season of no.”

I didn’t drink, see friends, go out, speak, do podcasts, or even go to masterminds I was paying for.

And we grew like crazy.

Sometimes the doing just needs doing."

@pascal\_poredda @BoringSaaSGuy You make new friends who do recognize

It’s not that you forgot where you came from, it’s that where you came from doesn’t recognize who you’ve become.

"Sometimes we must eat shit for an extended period of time.

In this way, business is often a battle of will, not intellect."

"When we start a business, I’m convinced debt is mandatory:

Either we incur financial debt to afford the resources we need.

Or

We incur operational debt foregoing those resources to save money.

So the question is: is it easier to repay financial debt or bad infrastructure?"

You will grow to the level of your constraints, not your potential.

@OliDMgillicutty #3 👌🏽👌🏽

"Excerpt from a convo I just posted on YT w @GrantCardone…

“Burn out doesn’t come from working too hard, it comes from not seeing an end in sight.”

Great gem."

@tomkostopoulos @AlexHormorzi Yea. I’ve got like 20 per platform. 🤷🏻‍♂️🤦🏻‍♂️

"Hard Decision Hack:

Imagine the much wiser 85 year old version of yourself…

Then ask them what you should do.

It’s amazing how different the advice I give myself from that perspective is vs what u want to do in the moment."

"Years ago I negotiated the purchase of a 4th facility.

Beforehand a mentor advised:

“Agree on price, THEN agree on terms”

His price: $50k

My terms: 100% seller financed over 12 mos.

We made $50k out of the biz before the first payment was due.

An early valuable lesson for me."

@SaaSWiz Lol

@TheMackWrites @JoePulizzi 🙏🏼

"One of the best mental exercises for determining strategic anchors in your business is:

How could I guarantee failure with as few decisions as possible?

Once identified, reverse those business killers, and they become the strategic anchors through which you weigh all decisions."

Ignorance is the most expensive cost in business. Education is the only hedge against it.

"Communication is the best content.

How rare it is that we “unsubscribe” from a cell number of a friend.

Communication is by extension the most personal form of content.

The more we can talk with our customers the way we would someone we love - the more they’ll act like it."

Celebration is the deliberate process of reminiscing on the past with gratitude and acceptance.

https://t.co/cY8w5pfpvj

"We sold a 66% majority stake in two of our companies for $46.2M. Check out my IG/FB/LI for longer post (link in comments).

I’ll be sharing learnings on my YT channel on the coming months.

Thank you all #mozination for the support.

Stay hungry.

https://t.co/0TEz7oZ9md"

"The difference between rich and being poor is how convicted you are when you say “money doesn’t make you happy.”

“A man with an experience is never at the mercy of a man with an opinion” - LH Hardwick"

"@KevinIze First statement was an observation of current circumstance.

Our goals are ideally \*above\* what would happen without our involvement (the above)."

"I’m always surprised how few businesses do this when dealing with vendors but…

Half now.

Half when it’s done to satisfaction.

Saved me a lot of headaches and aligns all parties to get the work done fast."

"We all need someone who believes in us as much (or more) than we believe in ourselves.

\*Bonus points if they’re your spouse.\*

\*\*Double bonus points if you’re that person for them.\*\* https://t.co/h1H3fELF78"

"Major in the majors:

99% of the time you just need to fulfill your core promise better, rather than waste time adding new features/services.

It’s harder to do the boring work of incremental improvement than pursue the excitement of novelty.

..but it’ll make you the most money"

"I believe the hardest decision in entrepreneurship is knowing when to give up.

The question is whether the lack of desired success is due to impatience, poor execution, or an opportunity not worth pursuing.

Imo it’s the decision that requires the most discernment in the game."

"If keeping your words means losing money, then lose the money.

It’s an inexpensive way to keep an expensive asset."

"@RhafiriSouhail @LifeAsAWinner Then multiply by 1000 generations and all your kids are just humans like everyone else.

Also assumes that money makes life meaningful (for your children)—which—it doesn’t.

Back to square one—&gt;when we die, it won’t matter."

"Everyday I think about the fact that I am going to die and that it won’t matter.

It’s been my undefeated solution for anxiety.

Use as needed."

"RT @jackbutcher: you get rich by taking large amounts of risk with small amounts of money

you stay rich by taking small amounts of risk wi…"

"Whenever I see someone being \*offended\* by a high price I automatically think to myself:

“That’s the businesses way of saying because ‘it’s not for you.’”"

"We spent $225,000 on an outside research firm to learn more about our customers.

One finding helped us avoid a $5,000,000 strategic mistake that we were about to make.

The longer I play the game, the l more I rely on data over instinct &amp; the less magic I believe in."

"Better to do more of what worked than fix what isn’t broken.

We need to be reminded more than we need to be taught."

@monwell571 @IronJPlacid2018 Fixed. 🙏🏼

When you’re a solopreneur you don’t really have failed businesses, you have lessons you got paid to learn.

"Most entrepreneurial companies struggle not because of starvation (lack of opportunity) but because of choking to death (taking on too many opportunities at once).

“If everything is important, nothing is.”"

You cannot do a good deal with a bad partner.

"@SolomonHanes Requires communication—he wasn’t willing to have any. Hence always being willing to review an offer. I was never able to even make the offer 1x 5x or 5000x.

Otherwise - 100% in an exchange like this I’d be both buying and selling."

"Imagine the genetic difference between Shaq &amp; a tiny person.

We don’t argue his innate advantages for the NBA.

I wonder if we could visually see genetic differences in ‘entrepreneurial tendencies’ like we do height, if we’d see Bezos, Gates, Musk as giants like Shaq…"

"Was inquiring to buy an asset that sells for ~$1000.

It has sentimental value. I was willing to pay up to $100,000 for it.

The owner said “it’s not for sale.”

For the individual - $100k would be life changing.

Im reminded of one of my life rules: “Always review all offers”"

"Measuring Opportunity:

1) How many folks have this problem?

2) How much can we charge to solve it vs what it costs us?

3) Are there a lot of people already trying to solve this problem?

Ideal: Lots of people who have a big problem that only we can solve that costs us nothing."

"When I was younger, I wanted other people to accept me.

When I got older, I wanted to accept myself."

"When I was 11 I worked all summer to save up for a pair of Oakley’s.

When I got them, I had saved up for so long I didn’t want to lose or scratch them, so I kept them in the box.

Years later I found the box, glasses unworn.

I learned to never let something I owned, own me."

"Here’s exactly what to do when a prospect doesn’t immediately close:

1) Ask what their primary concern is

2) Make a concession (related or unrelated to the concern)

3) Then say “Sound fair enough?”

If they say no, repeat 1-3.

People have a VERY hard time refusing reciprocity"

"Money Rule #4:

Money loves speed.

Wealth loves time.

Poverty loves indecision."

@TweetKevinQuinn ~40% lifetime

"Three rules for fitness, business, &amp; life going into the new year:

1) Anything is better than nothing

2) Some things work better than others

3) Nothing works forever."

"I’ve never fired someone and not found someone better.

Belief you can adopt about teammates.

If you’re not sure, you’re sure."

@blackhatwizardd Get it.

We struggle to let go of “the good” for “the great” because we can quantify what we have to lose but not what we stand to gain.

"Imagine you define success as whatever you want.

Then imagine living that.

Understanding that it’s a single player playing a game they define the rules to, against themselves.

Best part: you can change the rules."

@CHBernasconiC Exactly the point. We have poor perspective because we are bound by current time constraints.

"If a man’s idea is called crazy his entire life, then on his death bed, his idea takes off. Was he a failure? Or a patient success?

If so, our lives cannot be measured until they end, because our last page can change our entire story.

Where you are is not where youll always be."

"If you and your business partner love all the same things, have the same skills, and experiences…one of you isn’t necessary.

Read that again."

"To get more customers than you currently have:

1) Do more of current actions

2) Do better at ^

3) Do same actions in a new channel

4) Do different actions in new channel

In order of difficulty 1–&gt;4.

Replace yourself in primary channel first before adding new person variable."

"Remembering how dumb the ideas I believed when I was 10 years younger

makes me want to tell my younger self to never speak.

Then I realize I’m the 10 year younger version of myself a decade from now."

"With bosses employees customers vendors and lovers…

You’re not remembered by how you enter the relationship. But by how you leave it."

"I’ve found all my friends who obsess about tax loopholes &amp; write offs make less than me.

They spend all their creative effort on an innovative tax strategy to save 10% rather than innovating in their business to 10x.

You make more money focusing on the making than the saving."

@aaronvidas Ray &amp; JB?

"How to provide value to people whose time is more valuable than yours:

Find out ways to give them their own time back.

That way your value is immediately denominated in something of significant worth to them rather than trying to convince them of your own value."

"The secret to networking: become a collector of IOUs.

Secret to collecting IOUs: help high value folks, in a BIG way, for free.

Then you will have a network of high value people who owe you something.

Best part: anyone can do this. And you get to pick who’s in your network."

@AdwinKnook https://t.co/EeH7V5Q2mR

@kensavage @AndrewStrohm You and me both Ken. You and me both.

One of the hardest distinctions in leadership is knowing the difference between being nice and being kind.

"The money game is a lot like a casino where you win all u can, except u can’t cash out.

Instead, you‘re asked to leave. Then all your chips are pushed back in the pot to be gobbled by the next players.

We all enter and leave the casino with nothing."

@savage\_floris (For the most part) - obviously with broad sweeping statements there are exceptions.

"@savage\_floris If I didn’t have experience, I would’ve agreed. But I think it’s—women will not attack men.

But Leila’s YT, TT, IG, etc comments are filled with dudes attacking.

So I don’t agree. I think it’s unidirectional. Men attack men &amp; women. Women only attack women."

"I think one of the biggest entrepreneur growth steps is knowing the difference between getting it done and getting it right.

In my experience, a fortune lays between the two."

@KingMax\_VI Yes

"I resolve a lot of mental stress by reminding myself that in 10,000 years:

1) We will be referred to as the “ancient Americans”

2) My gene pool will be diluted .5^400

3) My material wealth distributed amongst the above

Transforms “the big” into “the inconsequential”"

"For younger guys considering marriage:

When you find a woman who believes in you more than you do, committing to her means trading novelty for loyalty."

"We asked a groundskeeper at our 5-star beach resort in Cabo:

“Do you get used to seeing the same view?”

He replied: “No. The sunrise and sun set are different everyday.”

Simple appreciation."

"Money Rule:

The person who gives the money, not the person who takes it, is in control."

"Advice to new entrepreneurs:

Take as many videos and pictures as you can because once your struggle period is over, you’ll wish you had documented it.

The pictures I’m most grateful for are not what I’ve gained, but those that captured how little I had.

Own your season."

Just makes me pause for an extra moment.

"Sometimes I question the concerted media narrative “cash is trash” “hyper inflation” getting everyone to get rid of cash AFAP.

Meanwhile: Elon, Jeff, Zuck, Waltons are all cashing out all time highs. And W.Buffet sitting on $155B.

They appear to be zigging while everyone zags."

"There’s a wealth saying:

1st generation makes it

2nd generation maintains it

3rd generation destroys it

I wonder if the same happens at a macro scale across generations building countries and economies."

"You’ve got to be willing to give up the good for the great.

This is hard because we can quantify what we have to lose but not what we stand to gain.

Which is why it takes faith to take the leap and let go."

We can only experience a state by being present in it. This means we can’t be thinking about it. Which means we must give up our illusion of control over its occurrence. And by extension, only achieve it by not trying to.

"You cannot both desire a mental state and experience it at the same time.

When you admit you want it,

you admit you dont have it.

This gives merit to the old adage

“be careful what you wish for”

Not because you might experience it,

but because by wishing for it, you wont."

If someone isn’t going to speak over you at your funeral, don’t let them speak over you during your life.

"One of the most foundational errors of business is attributing the wrong lesson from a “mistake”.

Ex: You make bad hire

Wrong: All employees suck.

Right: I need to get better at recruiting &amp; onboarding.

My big fear is learning the wrong lesson forcing me to suffer twice."

Sometimes I wonder if I’m just as insecure as I was when I started my journey, and have simply accumulated material crutches to keep my insecurities at bay rather than eliminate them.

@AlexKruczkowski That’s giving them a cookie (something desirable)

Lolz https://t.co/2Nqw293mZQ

@bernardmbaruch\_ And the day after you die, you’ll still own nothing.

"Death is a guaranteed tax of 100% of our worldly possessions.

No matter how big a number we accumulate, on our last day, it gets multiplied by zero.

Makes tax hacks and penny pinching feel a bit superfluous."

"The most destructive thought that plagued me for years was that life was a race.

Which is odd, because when you finish life, you die.

So why try to finish first?"

If you want to feel terrible, remember, there’s always someone doing better.

"Whenever I’m afraid of what people will think, I remind myself they won’t care when I die.

Makes my “fear of failure” seem a bit silly in context."

My biggest blunders came from mistaking how badly I wanted something for an increased likelihood that it would happen.

"Fear is at all levels.

Fear of “not having enough”transforms into fear of “losing what I have.”

The alternative is to use fears arguments against it: that if you have nothing, you have nothing to lose.

And that if you have anything, you have enough."

"Do not send me audio messages.

I will not listen to them.

Audio is convenient for sender, and inconvenient for receiver.

Send bullets.

Think it out. Then write it out."

"My top 3 principles of negotiating:

1) Leverage is created through having alternatives. Have some before you begin.

2) Ask questions. Don’t make demands.

3) There are win-win &amp; lose-lose scenarios. Use 1 &amp; 2 to get the former and avoid the latter.

More to follow."

@jigger718 Then watch that basket

"For 99% of people, increasing your earned income is a MUCH higher priority than allocating time to “mentally masturbate” about investing.

Would you rather 10x the value of a fixed amount or 10x the cash flow coming to you every month?"

"Delegation Hack:

“Know where the bodies are buried”

If I can’t tell you what’s wrong about a business or product line, I’m too far away.

And if you can’t, so are you."

Don’t mistake volatility for risk.

"@Surak269 False equivalency. Nothing wrong with preventing a future problem IF you don’t have a current problem.

But if you have stage IV cancer, you shouldn’t be worried about your cholesterol. Solve the problem in front of you, you’re too late for prevention.

Solve, then prevent."

"Stop worrying about future problems before solving the ones in front of you.

In other words, make money before worrying about what’s gonna happen to the money you haven’t made yet."

"@mbodner125 Good clarifying Q: My portfolio is the ONE thing. You could say the same thing like having multiple customers in ONE business.

The problem is people try to have multiple “active” things. And it’s very hard to ride two horses with one ass."

"Having “7 income streams” doesn’t make you wealthy, it makes you distracted.

I tire of 20 year old gurus shaming folks for making an income.

I’d rather have one big income stream than 7 shitty ones.

Im w Carnegie- “Put all your eggs in one basket, then watch that basket”"

@normalskns It’s just the world.

"All income is not created equally…

If over 4 years you transition from very active to very passive with the same business income.

You still 2-4x enterprise value and your net worth.

Sometimes doing less for the same IS the fastest growth. Just doesn’t feel that way."

Money only solves money problems, then you’re left with problems money can’t solve.

"Whenever I’m going through a hard time and “can’t stand it” I always remind myself:

As long as you don’t die, you CAN stand it.

And if you do end up dying, you won’t have to.

So the ability to stand it is guaranteed. :)"

@anirbansaren657 I enjoyed earning money. And I would give it all to do it all over.

"@Elevated\_States @JeremyReeves When you project a desire to have a meaningful life you create an expectation of life you feel entitled to. By so doing, you create a deficiency in the present compared to your desire.

Removing the entitlement and you remove the deficiency."

"I asked a billionaire how he created/found meaning in work:

He replied: “Why do you feel work should be meaningful?”

\*we question all of our beliefs, except for those we TRULY believe, and those we never think to question.\*"

"Four ways to change human behavior:

To get them to DO something:

1) Give them a cookie (add +)

2) Dont have to do chores (minus -)

To get them to STOP doing:

1) Make them do chores (add -)

2) Stop giving them cookies

(remove +)

And reinforce new behavior with urgency."

There’s no such thing as “too long,” only “too boring.”

"Sales hack:

Before you reveal the price, tell the prospect it’s VERY expensive.

Once they hear the price:

If they agree, they were well-braced.

If they think “that’s way less than I expected” you set up an easy close.

Win-win."

"How hard I worked and the internal knowledge that I worked to my capacity—is all I have left now.

No outcome. No goal. Not “so that XYZ happens…”

Just the work.

It returns the power I once gave away to people and goals outside of my control."

"We must prune the tree in order to grow it.

Vigorously serve the customers who are worth the most to you, and eliminate the rest.

Oftentimes growth comes through elimination not addition."

"Top Four Scarcest Skills:

The ability to, at max scale…

1) Capture &amp; multiply attention

2) Raise &amp; multiply money

3) Return time to others at zero incremental cost to you

4) Influence others’ behavior without incremental cost"

Working hard is the reward.

"Life decision hack:

Make big long term life decisions when well rested with a full belly and wanting for nothing (vacations ✅).

Otherwise, our desire/deficiencies can sway us too much.

This has helped me make decisions that really served me, and not my ego, over the years."

"A value is only true after it has been tested.

Circumstances do not make the man,

they reveal him.

~Epictetus"

"Compress the timeline for tactics.

Expand the timeline for strategy."

"When you see people doing what you are afraid to do, remember…

They have no less fear than you.

—&gt;They have more courage."

You succeed by focusing on the few things, that if executed, cause all of our inevitable mistakes to shrink into irrelevance.

"We give ourselves and endless source of things to be thankful for when we use all our anxieties and fears of the future, and simply give thanks that they have not yet come to pass.

Happy thanksgiving!"

"How to save 1.13% on your next tax bill in 60sec:

You can pay taxes with a credit card.

-you incur 1.87% processing fee.

-but get 3% rewards

3% - 1.87% = 1.13% arbitrage

$1,000,000 x 1.13% = +$11,300.

I like low cost/low headache hacks.

Enjoy.

\*Not financial advice\*"

"When considering risk…

You can erase a lifetime of gains by making one terrible decision.

Any number, no matter how large, multiplied by zero, is still zero.

“…you should only have to get rich once.”"

"How to measure opportunity:

1) Max potential # of units sold per year at scale

X

2) Absolute gross profit per unit potential

The bigger the number, the greater the opportunity. Conversely, the greater the number, the fiercer the competition…but not always 😈"

"I think mental toughness is overemphasized in enduring physical discomfort and underemphasized in enduring emotional discomfort.

Talk to your wife about what bugs you rather than doing another Ironman."

I wonder if in 100 years they’ll refer to this decade as the “roaring 20s”…again.

"“When you see people doing the things you are afraid to do…they have no less fear than you.

They have more courage.” - @LeilaHormozi"

"Choose whether creating something for the world, and a better you in the process, is more important to you than remaining fearful and dying unimproved.

Then act accordingly."

"If you lost all your customers…

…and only had one customer left

…and the only way to grow your business was getting THAT customer to refer you business

What would you change about your product &amp; customer experience to make that happen?

Consider doing that now."

The heaviest thing in the world to carry around isn’t iron or gold, it’s an unmade decision.

"A lesson that’s served me well:

Don’t let the tax tail wag the income dog.

I see so many young entrepreneurs thinking incrementally rather than by orders of magnitude.

In my experience - better to focus on how to 10x income than save 10%."

@JoeyGilkey The only purpose of the calf is for people to think you have banging calves.

"When people are honest with themselves…most people would rather have others think they are rich, and actually be poor…rather than actually be rich and have others think they’re poor.

And that’s why most people make poor decisions aligned with their deeper goal."

"When I’m thinking of new business ideas I like to start with streamlining “excess capacity”

In other words, what’s something someone is wasting that someone else would pay for.

One man’s trash is another man’s 0 COGS…"

"“Big emotions around a problem do not equal a big problem.”

If you wake up not worrying about a problem, and nothing has changed, did you need to worry about it to begin with?"

"One of the most useful beliefs I converted…

From: “That persons more XYZ than me, I don’t think I could do what they do.”

To: “If someone can, then so can I.”"

"In sales, you’re trying to get the other person to say yes.

In negotiations, you have to be okay with the other person saying no."

Skills are the best hedge against inflation.

"One of my first sales mentors had a banner with T.K.A.D. in huge letters on the wall of sales floor.

It stood for…

TIME KILLS ALL DEALS

It’s sunk in then &amp; has stuck with me since."

@iamwillcannon ✊🏽

"@CarrieWilkerson I’m more addressing the actions people do repeatedly then create superstition around.

But to your point - I don’t think TIME makes parenting or marriage important. What they represent does."

"@SolomonHanes 8% more revenue\*\*\*

On a 24% net profit business…a 33% increase in profit\*\*\*"

"Easy way to create a competitive advantage:

Figure out what your competitors can’t do or won’t do for their customers, then do it."

The secret to feeling good about how you look isn’t self esteem…it’s good lighting.

When you get into a long term relationship you trade novelty for loyalty.

@runthefnumbers ✊🏽

Just because you’ve done something for a long time doesn’t make it important. It makes it old.

"Anger stems from entitlement.

Feeling we “deserve” something and a great injustice has been done to us.

So whenever I feel angry, I ask myself “what do I feel entitled to that isn’t so?”

Helps me name the belief to dismantle the bomb faster."

$100M Money Models = book 3

"Audio messages are efficient for the sender but inefficient for the receiver.

—&gt;Texting is the reverse.

If you want to “optimize” as an entrepreneur, you send audio and receive back sms.

Personally - I prefer SMS both ways. Forces more consolidated comms. Like tweets."

"When I really think about it, the people I enjoy working with most have one trait in common: humility.

It’s very hard to grow someone whose reality admits no deficits."

"When many hear my age, their perception of me shifts…

I think it’s because we project how we saw the world at that age on the other person, assuming they see it that same way…which is likely false.

I may see the world at 30 how you see it at 80 (or how you’ll never see it)."

"If someone in your marketplace (dare I say a competitor) is making more than you, it’s because they are better than you at the game.

Do not throw stones at them. Throw them at your ego instead. Admit deficiencies &amp; learn their strengths.

It will be the only way to beat them."

"I propose that all “I love you” declarations be followed by a qualifier of “how much”

Otherwise we assume the false binary of “I love you or don’t love you” when in fact love exists on a continuum.

My pref method to express degree is stretching my wingspan and saying—THIS MUCH."

It costs everyone $1B per year to not know how to make $1B per year. And no Puerto Rico tax Haven can save you from that ignorance tax.

"The most expensive tax we pay is ignorance tax.

Ignorance tax is the price we pay for not knowing what we should know by now.

Imagine if you could relive the pst decade with your current knowledge?

Would it make up for the 40% you paid to gov?

Let’s focus on that instead."

@alwayshungrypt True

We needed to be reminded more than we need to be taught.

@gregoryjhickman It’s a fair point to consider. I’m trying to reduce it to bare minimum but no less. I’ll keep thinking on it.

@AdfiniumItter I should probably say “intangible”

Just realized a few: 6) Media 7) Title/Status 8) Businesses (not sure on #8)

@richard\_R60 Access &amp; services

"Need help building a product matrix.

Only sellable stuff in existence:

1) Products: digital &amp; physical

2) Services: d &amp; p

3) Access: d &amp; p

4) Risk: d &amp; p

5) Money: d &amp; p

Ps - software is often digital version. Can anyone think of anything else bought/sold that is missing?"

"Income generating sources are not binary— “passive” or “active”

Instead, they exist on a continuum of “how active or passive is it?”

We love the psychological absolute of a binary description, but it oftentimes will fall short of a far more continuous reality."

Make active income cool again.

"I live in a building that has majority 8,9,10F entrepreneurs.

Here’s the clearest observation I can share with you…

Nothing more unnatural than a “retired” 38 year old.

Heard this today and thought it summed it up well:

➡️“There is no off switch on a tiger.”"

@KathrynGoldman @neilpatel 🙏🏼🙏🏼 long time!

"Had a fun time on @ericosiu &amp; @neilpatel’s podcast Marketing School.

Can check it out here:

https://t.co/rAhOLuWuFN"

@darryl\_torculas Ben Franklin originally - but thx for share

"First you learn to sell a product once

Then you create a consistent pipeline

Then you sell a second product

Then you sell on multiple channels

Sequence matters."

"If money is a denomination of time, then everything costs time.

And every trade we make is for some percentage of our lives.

And our wealth is a measure of how little of our lives we must trade for the things we want."

"When people ask me to talk more slowly…in my mind I think…

“listen faster.”"

"Video games are more fun than real life because they compress the feedback loop from years to minutes.

They work the same way as real life, except in fractions of time.

Workout for 2min = jacked avatar

Plant corn seeds for 2min = money from crops in a day

Etc."

"You can become astonishingly good at predicting the behavior of others if you ignore their words and always assume they will act in what THEY believe is in their best interest.

…then justify why it’s “the right thing” later"

"Quick easy “level 1” fix to school system: let kids use their smart phones at all times.

If your test/subject becomes irrelevant when they have a phone, it means it’s irrelevant in the real world…when they have a phone."

@monkeytomilly ✊🏽🙏🏼

"Money only solves money problems.

Once you have it, you’re only left with problems money can’t solve."

Anyone who says money can’t buy happiness…hasn’t given enough away.

"Your name is the only brand you will take with you for the long haul.

It compounds like any other investment, and you’re guaranteed to HODL it until you die.

Invest in it accordingly.

#diamondhands"

The best way to network is to try and become the most valuable person in everyone else’s network.

…because it won’t last

"Expensive stuff means more when we’re poor.

And so we work to buy more.

But as we make more, the expensive stuff becomes cheaper and common.

So in an attempt to get more, we remove what made it magical to begin with—scarcity &amp; relative cost.

Enjoy stuff while it’s special."

"Wildly underrated skill for entrepreneurs:

Managing your income to expense ratio.

(Ps - or anyone who wants to become very wealthy…as the first key to investing is to save money to do so!)"

"Markets in general will move to do more for customers for less.

First movers do more for more.

Then more for less.

Then eventually, more for nothing (free).

And that original value becomes table stakes in a bigger game of value creation, and the first players move the goal."

@realevandempsey Love that

@waronweakness Appreciated

@sultanofcopy @LeilaHormozi He is thanked in the first pages of the book.

"Youth is wasted on the young.

Experience is wasted by the old.

Most people don’t grow wiser. They just live the same ONE year 20 times."

"I break down performance issues into 3 categories:

1) They don’t know HOW to do what you want them to do (skills)

2) They don’t WANT to do what you want them to do (motivation)

3) They don’t know THAT you want them to do it (communication breakdown)

Feel free to swipe."

"“When I was 20 I wanted to be a millionaire…Now that I’m a millionaire, I want to be 20.”

I overheard a version of this.

Makes me realize that when I’m 40, I’d rather be 32 (my age) with nothing, just to be 32 (again).

A different frame on gratitude I thought I’d share."

"No one ahead of you is thinking about you.

Accept shade throwing as an admission of inferiority."

"The air gets thinner the higher you climb.

So if you’re constantly reaching, you’ll always be out of breath.

#RareAir"

"Re-reading Wooden.

“Success is peace of mind which is a direct result of self-satisfaction in knowing you made the effort to become the best of which you are capable.”

The simple stuff always hits me."

@BoyanTrifonov 3 of 4 people are above it 👌🏽

@Casablanca369 US

"Always enjoy these reference points.

Net worth percentiles 2020\*:

25%: $12,000 (3 of 4 people)

50%: $121,000 (1/2)

75%: $403,000 (1/4)

90%: $1,210,000 (1/10)

99%: $11,090,000 (1/100)

99.5%: $17,500,000 (1/500)

99.9%: $43,207,000 (1/1,000)

99.99%: ~$400,000,000 (1/10k)"

"“There’s no such thing as news. Just the same stories with new characters.”

Nice perspective on these “unprecedented times”"

Most people suck at most things, especially the things they think they’re good at.

@arbaz\_kh4n I think the key point is that the 0 cost leverage is the driver, not the “partnership” which could be structured unlimited ways

@arbaz\_kh4n Not sure which part gave that indication (genuine q). But no, not what I’m saying. More partners for most complicates things and are done improperly, and doomed to fail.

"How I measure opportunity:

Total market size

X

Growth

X

Leverage of deliverable (Code/Media vs Service)

If high on all three, you’ve got a lvl10 opportunity.

If low, you’ve got an opp that may eventually cap you.

This is why for most:

franchising/licensing &gt; local ownership"

"Doing the basics at scale is what makes you advanced, not complexity.

Scale creates complexity in and of itself, you don’t need to add more by being fancy.

Simple scales. Fancy fails.

“Quantity has a quality all its own” - Napoleon Bonaparte."

"The bigger the monster, the greater the hero.

Whatever trials you’re going through, just remember they will be the stories you tell.

…And no one likes a boring success story."

@BowTiedRancher When ya do…let us know! Grateful it provided value. ✊🏽

@hustlenconquer Grateful it provided value. 🙏🏼✊🏽

@wolfoffunnels @LeilaHormozi I’m grateful it provided value. 🔥

@JoeyGilkey @LeilaHormozi Appreciated. I hope the pod was well received.

@yourealazyfvck @ElVidici Probably would make lots of dollars

"THANK YOU ALL

Celebrating 50,000 copies sold with…

0 ads

0 funnels

0 upsells

0 affiliates

0 publishers

1 weak ass IG post

1 set of “hardest worked” calves

1 bad bitch of a wife @LeilaHormozi

60+ desserts

8 weeks

1371+ ⭐️⭐️⭐️⭐️⭐️ reviews

Thank you everyone so much again. 🙏🏼🙏🏼🙏🏼 https://t.co/thhV4r0Kuu"

@elMaurisa @AndrewWarner @NathanLatka He’s smarter ^

@NickKrantzFit Hahaha. Thanks.

"In other news, the worlds 5th richest man is having a worse day than you.

So there’s that."

@BenTormey Yea. But how to achieve “redistribution” without someone “taking your shit”

@andrehaykaljr Appreciated

"Ex:

Median wealth in US= ~$121,000

Top 1% wealth= ~$11,000,000

Let’s assume they’re both as good with their money (they’re not).

In the next year, the gap grows wider by $1.1M, not because of evil. But because compounding works.

In time a little advantage becomes a big one."

"The reason wealth inequality exists isn’t because of greed, it’s because of math.

If everyone restarted at zero, in one generation there would be some with more and others with less.

Compound that “more” by 10% annually for 3 generations…and it becomes insurmountable."

"To the poor, time is a liability.

To the wealthy, time is an asset.

Much easier to play games where if you wait, you win."

@brentgiesler Appreciated

I feel like if every marketer just wrote a book for the sake of providing value, rather than trying to get customers…they’d get more customers.

@SBrase Yep. People are shitty when they don’t know how to make money. Silly - because it would be easier to make more putting this energy to honest work.

Only we know whether we did our best. Long after we die, the values we chose to exemplify to ourselves, remain eternal.

@ImSagarGosavi Yep. They have like 20+

@megastuffs @RakhraDivij 🙏🏼

@RocketSalesPro ✊🏽🙏🏼

@adityawritecopy Scammers = Bane of my existence. Sigh.

@KrisztianJordan Your conclusion is the point of the quote. By relinquishing control to your team, you gain freedom.

@SolomonHanes It’s like “real world” math ✊🏽

@OneJKMolina Appreciated

"“Beat them in the field, not in the stands”…I always used to tell myself that when I had someone talk shit or attack me early on.

Every ounce of energy they direct at me, I will direct 10x that to my customers.

Beat them in the field."

@akkilicoguz Thank you

@BowTiedRancher 🔥

@HyperformanceUK Way to go! take no prisoners ✊🏽☠️

@SaaSWiz 🔥

@thekrisivanov @saasnomad @SaaSWiz Appreciated

"“A day in the life” is a misrepresentation.

Instead: “decade in the life”

When people workout with me, they’re usually like “that’s it?”

They expect intensity, not consistency. 17 years of unfailing, repeated effort, creates outsized results.

Same for business and marriage. https://t.co/FA4wB32LIi"

@Theadityagohil 🙏🏼

@blackhatwizardd Appreciated.

@camduncannnn I feel like I’ve seen that somewhere ,)

@JoseMariaGilfsm Gracias 🙏🏼

@JoeVampz @ProsperityOnly @FraserAlex1 😅🤣🤷🏻‍♂️🙏🏼

@realevandempsey @ProsperityOnly Read reviews on Amazon then make informed decision

If you have smart able clients, they will do better (even with the same resources). So your product in a real way will provide more value simply by choosing only the candidates with the highest likelihood of success.

If you raise the quality of your PROSPECT, you raise the quality of your PRODUCT.

@crmsaasguy Appreciate

@Christopher\_Lee 🙏🏼

@TristanParmley 🙏🏼

"You cannot have both freedom and control.

This is why most entrepreneurs stay small."

@Sam59647609 Lack of desire. The man who needs nothing, by definition, has more than he needs.

@thermalthagreat Cover updated \*\*

@EmilioIsTooHigh @hortonwatchco Nice!!

@tellquint @kgjone04 @benhbader Appreciated. Tysm 🙏🏼🙏🏼

@ColdyMails Name of game.

@ColdyMails 🖤✊🏽

@benhbader Appreciated .

@CoachCahillShow 🙏🏼

@TheCoachKyle You must change your focus to progress. Most just stay focused on this one thing.

"6F Entrepreneurs talk about: PROSPECTS

7F Entrepreneurs talk about: PROMOTION

8F Entrepreneurs talk about: PRODUCT

9F Entrepreneurs talk about:

PEOPLE"

@hortonwatchco Gracias. Rooting for it ✊🏽

Fancy fails. Simple scales.

"Quality of offer x # of offers x goodwill = $

Problem: more offers you make, in general, the less goodwill you have.

Delicate dance. Goodwill is the force multiplier on the equation."

@sebcastillo69 Lol

@mvrckio Then make 10,000 offers…ah shucks. Not sure your conclusion is valid.

"When entering a market with ultra low price or state sponsored competitors, remember:

Fast beats free."

@jordonbordner 💯

You’re not making as much money as you want because you’re not as good as you think you are.

The goal: 100% of people who do business with me get value in excess of what they paid, so much so, that they want to tell their friends.

@realjoellopez Lolz

@ChroniclesNate @oliviercantin 🙏🏼

"@realryanbooth Fast beats free ✊🏽✊🏽

Especially the more affluent the prospect."

@michael\_kove @guifariaspoa @heyblake Appreciated

@LogFitz6 @drtigerjoseph Appreciated

@LogFitz6 🙏🏼✊🏽

Buy low. Hold forever.

"If you ever get anything from me about marketing make it this:

Tell the truth, and make it good."

"Noted to self:

Pain can drive you out of poverty, but not into abundance."

@mattiyoh @BinaryGrowth 🙏🏼🙏🏼

"I’m one superstar hire away from all the growth I could ever handle.

So are you."

@jl\_thegenius Appreciated

@MarkMilutin Truth works

@LewisMudrich Appreciated.

@vitabenes Doing the boring work🙏🏼🙏🏼

@BinaryGrowth Appreciated 🙏🏼

"RT @BinaryGrowth: $100M Offers: How To Make Offers So Good People Feel Stupid Saying No by @AlexHormozi

Amazon Reviews: 1,049 ⭐⭐⭐⭐⭐

Good…"

"Note to self:

Fortunes are created when you sell stuff people never want to stop buying."

"26% IRR doubles money in 3 years

It’s hard to guess what will grow 26% annually.

But it’s much easier for think: “what can I buy today that’s half the price it will in 2-3 years?” (With much of that being - is it half priced today?)

Sunday thoughts inspired by Mohnish Pabrai"

"$100 life hack:

Toss your undies &amp; socks.

And buy new ones of identical brand and kind.

It feels like there’s peace in the universe every time I wake up.

Recommend."

@LeilaHormozi Yahooooo

"The reason we don’t admit what we want, isn’t because we don’t know...

…But because it makes it abundantly clear to ourselves when we lose."

"When someone dies, we talk about it for a week. Then…we move on.

If death is the biggest thing that can happen to us, and no one cares…

..Why would I fear the judgment of others?

They won’t even care about my death a week later! Makes fearing judgment on actions feel silly"

"Two simple perspectives shifts that have served me:

1) I make my money when I buy assets, not when I sell them.

2) He who gives the money has the power, not the one who takes it."

“Wealth is having enough.” - WB

"Scarcity mindset exists because we can quantify what we have to lose but not what we stand to gain.

First tweet. Testing."

We need to be reminded more than we need to be taught.

If you want to be in the 1%, don’t do what 99% of people are doing.

Sales, like sex, is learned through doing, not reading about it.

@DonahueCodes That other comment is fake btw

@AlexHornozi @adamroussos That’s fake^

"If you want to be a billionaire in 40 years, you’ll actually need to target $4B to reach the equivalent spending power of $1B USD today assuming 4% annual inflation.

Just a morning cup of ever moving goal posts."

"Valuable question to de-bottleneck…ask your team:

“What am I doing right now that you don’t want me to do anymore?”

Sometimes we can be blind to ‘things we’ve always done’ that we need to release in order to ascend."

"I think having people tell themselves they matter and they are important is why people become sad and are so angry.

All experiences that contradict those arbitrary expectations create pain.

They feel slighted by a universe that is unaffected by their existence."

Don’t make a podcast about something that should’ve been a tweet.

"If you see someone doing better, and you immediately think about how you are smarter than them to make yourself feel better.

You should feel embarrassed rather than prideful.

They, not you, were able to do more, with less."

"Easiest offer to get your first 5 clients:

“Pay me after you get the result I promised”

Plus some skin in the game for follow thru on clients side:

“You gotta do it my way or you gotta pay”

You can use that in any service business to get your start."

"Active businesses are like horcruxes, every time you start one, you split a piece of your soul.

And eventually, there’s so little of you left, a teenager with a little magic can put you out of business."

"The oft quoted “Millionaires have 7 income streams” conflates how they INVEST their money with how they MADE their money.

It would be like saying “Billionaires fly private.” Then assuming you should fly private to become a billionaire.

Sequence matters."

"And be attracted to them…(kidding!)

Unless you’re married - in which case - makes the game both harder and easier at the same time."

"If you build a business with:

1) Intention of growing it forever

2) The belief that it will be hard.

You should choose your business partners like your marital partners.

Very carefully with the assumption that you’ll be with this person for life."

"“What niche should I pick?”

Besides the 4 traits in $100M Offers:

—&gt;pain, growing, $, targetable…

…5) The one YOU can provide the most value to (or have experience in)

Better to build on what u know than come in completely ignorant into a shiny niche.

Value is still king."

Either your business grows, or you do.

@kjchanrai The goal is learning - if you’re not learning it’s a waste of time.

@\_\_kaushik17 You owe you :)

"One of the coolest ways to iterate a story is to tell the same story from the perspective of another character.

This works in all places you tell stories…"

Work for free first. You’ll learn more and stress less, which is the goal at that phase.

@OneJKMolina Amazing what happens when you dial in the things that matter and prune the rest.

"Hyper tactical - but w/e:

Recently ran a headline split test on an offer in one of our companies.

Bombed.❌

Cut optins by 1/3 - AND get this - cut 2nd step by HALF even tho it was unchanged. Overall a 2/3 reduction in volume.

Reminder that offer frame affects everything."

"The entirety of my entrepreneurial growth can be summarized by:

“Finding new and different ways to let go.”"

@CoachMacUK Honored. Appreciate it🙏🏼

"Most people wildly underestimate how many times you need to do something to succeed.

…and wildly overestimate how many things they’ve actually tried."

Mistakes love a rushed decision.

"Instead of adding things to your “Millionaire morning routine”…consider asking:

“What am I doing that they aren’t?”

Most times it’s what they aren’t doing where they’re getting their advantage. Ruthless elimination.

#theantiroutine #seasonofno"

@Tentacleslap That’s assuming you monetize your audience and that you make stuff FOR them rather than for the sake of making it.

When you buy knowledge, you buy time. Learning is the only way to pay down the time tax of ignorance.

"If 500,000 people message you, do you owe them all a reply?

Embedded within every message is an implied “ask” - the request to reply.

Most people confuse having the time to reply with the obligation to reply. Once you remove the time, u realize the obligation never existed."

You don’t owe anyone a reply.

"The currency of an audience is attention, your product is value.

If they get more than they paid for, they’ll return to buy again."

@jackmoolah 🙏🏼

RT @LeilaHormozi: Don’t take advice from someone on how to play the game when they’ve only sat on the sidelines.

"@crmsaasguy That’s what makes someone brave.

It’s knowingly facing danger. Appreciated 🙏🏼"

"@crmsaasguy In the name FIRE FIGHTER: the fight is core to the meaning.

Without fires, it would be a bunch of guys getting paid to fight nothing. By extension, the fires/risk (monster) are what create the meaning and prove the willingness of the men.

We all need fires in order to fight."

"The difference between a man with the potential to become a hero, and a hero, is the circumstance that reveals it.

In that way, our monsters become our makers."

"If @BillGates had kept his 49% of Microsoft rather than diversifying over time, he would be worth $1.1T today.

Perspective on how insane Bill Gates’s wealth was when it was his priority."

True da ✊🏽 https://t.co/zEBgAIRPnx

"Marriage hack:

Sometimes if @LeilaHormozi and I are in a disagreement, creating physical space and texting helps.

It slows you down. You know what u say is permanently recorded. And you THINK before sending.

It’s been immeasurably useful navigating “stickier” situations."

"There’s a million things you SHOULD do to improve your business.

But we operate under constraints (limited time, manpower, money, etc), so we can’t do them all.

Making something a priority means saying “not right now” to the million SHOULDs and focusing on the one MUST."

Confidence in any circumstance is directly proportional to the number and quality of options available to you.

"If your company made the same amount this year as last year but took half as much of your time, your company grew in value (sometimes more than just growing EBITDA).

Different perspective on \*growth\*"

@laureleatspizza @RyanCarruthers Just go to the site, you’ll find everything.

"If you think your employees are useless, they probably are. But the only thing more useless than a useless team, is a leader who hires a useless team.

\*Points finger in mirror\*"

A hard season is the price for a desirable trait. Most of us want the trait, just not the cost.

"When it comes to assessing employee talent I use a simple motto:

“If you don’t know, you know.”

You know a winner. And if you don’t know, then you know they aren’t."

"I’m saying it again:

The best way to zero in on your competitive strategy is to see the three simplest decisions you could make to kill your business.

Reverse those - and you have your winning strategy."

"Income growth is offense.

Expense reduction is defense.

You can only get your expenses to zero but your income is infinite.

Major in the majors."

Money exists to buy optionality, do not trade optionality for it.

@markivlid Can’t know more than everyone at every aspect of business or the business is limited by your knowledge and experience. Needs to be smarter than you at his/her role.

"Your business is either a subset of everything you know, or the cumulation of everything your employees know together.

The difference is whether you hire people smarter than you or not."

"People are attracted to authenticity but it’s hard to define for me. Here’s my best attempt:

True alignment of what you think, what you say, and what you do.

The hardest part is realizing that our thoughts are f\*cked and having to fix them instead of faking the next two."

"Overhead from a Navy Seal discussing how they pick Seal Team 6: Trust &amp; Character

“At this level everyone would take a bullet for you, but when we’re looking for team 6 it’s ‘Can I leave my wife with you?’ ‘Can I trust you with my money?’”

Useful lenses for character."

"I never fully comprehended the equity appreciation in my main business asset as a tax free growth vehicle for my net worth until I saw it happen.

It dramatically shifted my views on income and ROI income tax avoidance strategies."

@itsonlydolz Nice!! ✊🏽🔥

@andrehaykaljr @thejeremymoser 🙏🏼

@mrtomcollins69 @LeilaHormozi Waste of time for receiver

@LeilaHormozi I get trolled by my wife first. Classic.

Skills compound faster than money. Invest accordingly.

May your desire be greater than your obstacles.

"A. Fear is short pain.

B. Regret is long pain.

C. Comfort is short gain.

D. Fulfillment is long gain.

Trade A for D."

"The goal is to sell things that cost you very little that other people will value very much…that no one else is able to provide.

Sometimes people forget the simple stuff in their journey to “build a company.”"

"Our Cardinal Rule for Marriage &amp; Business:

If we don’t agree, we don’t do it.

We never “agree to disagree.”If we don’t agree, we do not take action until we do. And if we don’t, we don’t do it.

It’s simple as it is powerful."

"I think you can apply Warren Buffet’s “3 pile” deal framework to new business endeavors.

It’s wildly freeing.

Pile #1: Yes

Pile #2: No

Pile #3: Too tough (also a no)

For me - pile 3 allows me to elegantly admit reality without the psychological pain of missed opportunity."

@Jayyanginspires Appreciated

"Business is the tangible manifestation of the internal beliefs of the entrepreneur.

And if the business isn’t working, then it means something you believe is wrong."

@nievesjalonzo Great quote

People say “word of mouth is dead” because they aren’t getting new customers…when in reality it’s alive and actively sending people to their competition.

"Goodwill x Offer Quality x # of asks = Amount of money made

The catch is - the more times you ask, the less goodwill you have.

My preference: undersell your demand. As in, keep more goodwill in the audience than you extract by asking.

Always leave room for unmet desire."

"Having full on discussions with the projection of my 85 year old self who embodies all the values I aspire towards may be one of the most powerful decision/advice frameworks I’ve ever used.

It’s amazing how different the world looks, yet it’s still through my own minds eye."

"Dichotomy of micromanagement vs abdication. Where’s the sweet spot?

Here’s mine:

“Know where the bodies are buried”

Every department has flaws. If I dont know where they are and “everything is peachy”…that’s when I know I’m too far.

“Nose in. Hands off.” as @sharran says."

@Haka36957085 When it’s worthy of the audiences attention to the best of my ability given a realistic time constraint.

"You can either learn the easy way or the smart way.

The easy way costs time &amp; money to learn—make your own mistakes…it’s easy (why most people do it).

The smart way costs ego to learn—admit you’re not special and can learn from others…which most can’t do.

Easy advantage."

@JoeyGilkey @LeilaHormozi Most obvious tweet of the day award goes to…😂😂😅

It’s amazing how much blank calendar space you find when you say no to everything.

"“Sometimes you just gotta give time, time.”

Just need to see it through, whatever “it” is."

@ayushtweetshere @HeyArunima @rorysutherland 100% he’s where I first heard the concept

@HeyArunima Perfect example of a psychological vs logical solution.

"When we were in our most intense growth phase - I committed to a “season of no.”

I didn’t drink, see friends, go out, speak, do podcasts, or even go to masterminds I was paying for.

And we grew like crazy.

Sometimes the doing just needs doing."

@pascal\_poredda @BoringSaaSGuy You make new friends who do recognize

It’s not that you forgot where you came from, it’s that where you came from doesn’t recognize who you’ve become.

"Sometimes we must eat shit for an extended period of time.

In this way, business is often a battle of will, not intellect."

"When we start a business, I’m convinced debt is mandatory:

Either we incur financial debt to afford the resources we need.

Or

We incur operational debt foregoing those resources to save money.

So the question is: is it easier to repay financial debt or bad infrastructure?"

You will grow to the level of your constraints, not your potential.

@OliDMgillicutty #3 👌🏽👌🏽

"Excerpt from a convo I just posted on YT w @GrantCardone…

“Burn out doesn’t come from working too hard, it comes from not seeing an end in sight.”

Great gem."

@tomkostopoulos @AlexHormorzi Yea. I’ve got like 20 per platform. 🤷🏻‍♂️🤦🏻‍♂️

"Hard Decision Hack:

Imagine the much wiser 85 year old version of yourself…

Then ask them what you should do.

It’s amazing how different the advice I give myself from that perspective is vs what u want to do in the moment."

"Years ago I negotiated the purchase of a 4th facility.

Beforehand a mentor advised:

“Agree on price, THEN agree on terms”

His price: $50k

My terms: 100% seller financed over 12 mos.

We made $50k out of the biz before the first payment was due.

An early valuable lesson for me."

@SaaSWiz Lol

@TheMackWrites @JoePulizzi 🙏🏼

"One of the best mental exercises for determining strategic anchors in your business is:

How could I guarantee failure with as few decisions as possible?

Once identified, reverse those business killers, and they become the strategic anchors through which you weigh all decisions."

Ignorance is the most expensive cost in business. Education is the only hedge against it.

"Communication is the best content.

How rare it is that we “unsubscribe” from a cell number of a friend.

Communication is by extension the most personal form of content.

The more we can talk with our customers the way we would someone we love - the more they’ll act like it."

Celebration is the deliberate process of reminiscing on the past with gratitude and acceptance.

https://t.co/cY8w5pfpvj

"We sold a 66% majority stake in two of our companies for $46.2M. Check out my IG/FB/LI for longer post (link in comments).

I’ll be sharing learnings on my YT channel on the coming months.

Thank you all #mozination for the support.

Stay hungry.

https://t.co/0TEz7oZ9md"

"The difference between rich and being poor is how convicted you are when you say “money doesn’t make you happy.”

“A man with an experience is never at the mercy of a man with an opinion” - LH Hardwick"

"@KevinIze First statement was an observation of current circumstance.

Our goals are ideally \*above\* what would happen without our involvement (the above)."

"I’m always surprised how few businesses do this when dealing with vendors but…

Half now.

Half when it’s done to satisfaction.

Saved me a lot of headaches and aligns all parties to get the work done fast."

"We all need someone who believes in us as much (or more) than we believe in ourselves.

\*Bonus points if they’re your spouse.\*

\*\*Double bonus points if you’re that person for them.\*\* https://t.co/h1H3fELF78"

"Major in the majors:

99% of the time you just need to fulfill your core promise better, rather than waste time adding new features/services.

It’s harder to do the boring work of incremental improvement than pursue the excitement of novelty.

..but it’ll make you the most money"

"I believe the hardest decision in entrepreneurship is knowing when to give up.

The question is whether the lack of desired success is due to impatience, poor execution, or an opportunity not worth pursuing.

Imo it’s the decision that requires the most discernment in the game."

"If keeping your words means losing money, then lose the money.

It’s an inexpensive way to keep an expensive asset."

"@RhafiriSouhail @LifeAsAWinner Then multiply by 1000 generations and all your kids are just humans like everyone else.

Also assumes that money makes life meaningful (for your children)—which—it doesn’t.

Back to square one—&gt;when we die, it won’t matter."

"Everyday I think about the fact that I am going to die and that it won’t matter.

It’s been my undefeated solution for anxiety.

Use as needed."

"RT @jackbutcher: you get rich by taking large amounts of risk with small amounts of money

you stay rich by taking small amounts of risk wi…"

"Whenever I see someone being \*offended\* by a high price I automatically think to myself:

“That’s the businesses way of saying because ‘it’s not for you.’”"

"We spent $225,000 on an outside research firm to learn more about our customers.

One finding helped us avoid a $5,000,000 strategic mistake that we were about to make.

The longer I play the game, the l more I rely on data over instinct &amp; the less magic I believe in."

"Better to do more of what worked than fix what isn’t broken.

We need to be reminded more than we need to be taught."

@monwell571 @IronJPlacid2018 Fixed. 🙏🏼

When you’re a solopreneur you don’t really have failed businesses, you have lessons you got paid to learn.

"Most entrepreneurial companies struggle not because of starvation (lack of opportunity) but because of choking to death (taking on too many opportunities at once).

“If everything is important, nothing is.”"

You cannot do a good deal with a bad partner.

"@SolomonHanes Requires communication—he wasn’t willing to have any. Hence always being willing to review an offer. I was never able to even make the offer 1x 5x or 5000x.

Otherwise - 100% in an exchange like this I’d be both buying and selling."

"Imagine the genetic difference between Shaq &amp; a tiny person.

We don’t argue his innate advantages for the NBA.

I wonder if we could visually see genetic differences in ‘entrepreneurial tendencies’ like we do height, if we’d see Bezos, Gates, Musk as giants like Shaq…"

"Was inquiring to buy an asset that sells for ~$1000.

It has sentimental value. I was willing to pay up to $100,000 for it.

The owner said “it’s not for sale.”

For the individual - $100k would be life changing.

Im reminded of one of my life rules: “Always review all offers”"

"Measuring Opportunity:

1) How many folks have this problem?

2) How much can we charge to solve it vs what it costs us?

3) Are there a lot of people already trying to solve this problem?

Ideal: Lots of people who have a big problem that only we can solve that costs us nothing."

"When I was younger, I wanted other people to accept me.

When I got older, I wanted to accept myself."

"When I was 11 I worked all summer to save up for a pair of Oakley’s.

When I got them, I had saved up for so long I didn’t want to lose or scratch them, so I kept them in the box.

Years later I found the box, glasses unworn.

I learned to never let something I owned, own me."

"Here’s exactly what to do when a prospect doesn’t immediately close:

1) Ask what their primary concern is

2) Make a concession (related or unrelated to the concern)

3) Then say “Sound fair enough?”

If they say no, repeat 1-3.

People have a VERY hard time refusing reciprocity"

"Money Rule #4:

Money loves speed.

Wealth loves time.

Poverty loves indecision."

@TweetKevinQuinn ~40% lifetime

"Three rules for fitness, business, &amp; life going into the new year:

1) Anything is better than nothing

2) Some things work better than others

3) Nothing works forever."

"I’ve never fired someone and not found someone better.

Belief you can adopt about teammates.

If you’re not sure, you’re sure."

@blackhatwizardd Get it.

We struggle to let go of “the good” for “the great” because we can quantify what we have to lose but not what we stand to gain.

"Imagine you define success as whatever you want.

Then imagine living that.

Understanding that it’s a single player playing a game they define the rules to, against themselves.

Best part: you can change the rules."

@CHBernasconiC Exactly the point. We have poor perspective because we are bound by current time constraints.

"If a man’s idea is called crazy his entire life, then on his death bed, his idea takes off. Was he a failure? Or a patient success?

If so, our lives cannot be measured until they end, because our last page can change our entire story.

Where you are is not where youll always be."

"If you and your business partner love all the same things, have the same skills, and experiences…one of you isn’t necessary.

Read that again."

"To get more customers than you currently have:

1) Do more of current actions

2) Do better at ^

3) Do same actions in a new channel

4) Do different actions in new channel

In order of difficulty 1–&gt;4.

Replace yourself in primary channel first before adding new person variable."

"Remembering how dumb the ideas I believed when I was 10 years younger

makes me want to tell my younger self to never speak.

Then I realize I’m the 10 year younger version of myself a decade from now."

"With bosses employees customers vendors and lovers…

You’re not remembered by how you enter the relationship. But by how you leave it."

"I’ve found all my friends who obsess about tax loopholes &amp; write offs make less than me.

They spend all their creative effort on an innovative tax strategy to save 10% rather than innovating in their business to 10x.

You make more money focusing on the making than the saving."

@aaronvidas Ray &amp; JB?

"How to provide value to people whose time is more valuable than yours:

Find out ways to give them their own time back.

That way your value is immediately denominated in something of significant worth to them rather than trying to convince them of your own value."

"The secret to networking: become a collector of IOUs.

Secret to collecting IOUs: help high value folks, in a BIG way, for free.

Then you will have a network of high value people who owe you something.

Best part: anyone can do this. And you get to pick who’s in your network."

@AdwinKnook https://t.co/EeH7V5Q2mR

@kensavage @AndrewStrohm You and me both Ken. You and me both.

One of the hardest distinctions in leadership is knowing the difference between being nice and being kind.

"The money game is a lot like a casino where you win all u can, except u can’t cash out.

Instead, you‘re asked to leave. Then all your chips are pushed back in the pot to be gobbled by the next players.

We all enter and leave the casino with nothing."

@savage\_floris (For the most part) - obviously with broad sweeping statements there are exceptions.

"@savage\_floris If I didn’t have experience, I would’ve agreed. But I think it’s—women will not attack men.

But Leila’s YT, TT, IG, etc comments are filled with dudes attacking.

So I don’t agree. I think it’s unidirectional. Men attack men &amp; women. Women only attack women."

"I think one of the biggest entrepreneur growth steps is knowing the difference between getting it done and getting it right.

In my experience, a fortune lays between the two."

@KingMax\_VI Yes

"I resolve a lot of mental stress by reminding myself that in 10,000 years:

1) We will be referred to as the “ancient Americans”

2) My gene pool will be diluted .5^400

3) My material wealth distributed amongst the above

Transforms “the big” into “the inconsequential”"

"For younger guys considering marriage:

When you find a woman who believes in you more than you do, committing to her means trading novelty for loyalty."

"We asked a groundskeeper at our 5-star beach resort in Cabo:

“Do you get used to seeing the same view?”

He replied: “No. The sunrise and sun set are different everyday.”

Simple appreciation."

"Money Rule:

The person who gives the money, not the person who takes it, is in control."

"Advice to new entrepreneurs:

Take as many videos and pictures as you can because once your struggle period is over, you’ll wish you had documented it.

The pictures I’m most grateful for are not what I’ve gained, but those that captured how little I had.

Own your season."

Just makes me pause for an extra moment.

"Sometimes I question the concerted media narrative “cash is trash” “hyper inflation” getting everyone to get rid of cash AFAP.

Meanwhile: Elon, Jeff, Zuck, Waltons are all cashing out all time highs. And W.Buffet sitting on $155B.

They appear to be zigging while everyone zags."

"There’s a wealth saying:

1st generation makes it

2nd generation maintains it

3rd generation destroys it

I wonder if the same happens at a macro scale across generations building countries and economies."

"You’ve got to be willing to give up the good for the great.

This is hard because we can quantify what we have to lose but not what we stand to gain.

Which is why it takes faith to take the leap and let go."

We can only experience a state by being present in it. This means we can’t be thinking about it. Which means we must give up our illusion of control over its occurrence. And by extension, only achieve it by not trying to.

"You cannot both desire a mental state and experience it at the same time.

When you admit you want it,

you admit you dont have it.

This gives merit to the old adage

“be careful what you wish for”

Not because you might experience it,

but because by wishing for it, you wont."

If someone isn’t going to speak over you at your funeral, don’t let them speak over you during your life.

"One of the most foundational errors of business is attributing the wrong lesson from a “mistake”.

Ex: You make bad hire

Wrong: All employees suck.

Right: I need to get better at recruiting &amp; onboarding.

My big fear is learning the wrong lesson forcing me to suffer twice."

Sometimes I wonder if I’m just as insecure as I was when I started my journey, and have simply accumulated material crutches to keep my insecurities at bay rather than eliminate them.

@AlexKruczkowski That’s giving them a cookie (something desirable)

Lolz https://t.co/2Nqw293mZQ

@bernardmbaruch\_ And the day after you die, you’ll still own nothing.

"Death is a guaranteed tax of 100% of our worldly possessions.

No matter how big a number we accumulate, on our last day, it gets multiplied by zero.

Makes tax hacks and penny pinching feel a bit superfluous."

"The most destructive thought that plagued me for years was that life was a race.

Which is odd, because when you finish life, you die.

So why try to finish first?"

If you want to feel terrible, remember, there’s always someone doing better.

"Whenever I’m afraid of what people will think, I remind myself they won’t care when I die.

Makes my “fear of failure” seem a bit silly in context."

My biggest blunders came from mistaking how badly I wanted something for an increased likelihood that it would happen.

"Fear is at all levels.

Fear of “not having enough”transforms into fear of “losing what I have.”

The alternative is to use fears arguments against it: that if you have nothing, you have nothing to lose.

And that if you have anything, you have enough."

"Do not send me audio messages.

I will not listen to them.

Audio is convenient for sender, and inconvenient for receiver.

Send bullets.

Think it out. Then write it out."

"My top 3 principles of negotiating:

1) Leverage is created through having alternatives. Have some before you begin.

2) Ask questions. Don’t make demands.

3) There are win-win &amp; lose-lose scenarios. Use 1 &amp; 2 to get the former and avoid the latter.

More to follow."

@jigger718 Then watch that basket

"For 99% of people, increasing your earned income is a MUCH higher priority than allocating time to “mentally masturbate” about investing.

Would you rather 10x the value of a fixed amount or 10x the cash flow coming to you every month?"

"Delegation Hack:

“Know where the bodies are buried”

If I can’t tell you what’s wrong about a business or product line, I’m too far away.

And if you can’t, so are you."

Don’t mistake volatility for risk.

"@Surak269 False equivalency. Nothing wrong with preventing a future problem IF you don’t have a current problem.

But if you have stage IV cancer, you shouldn’t be worried about your cholesterol. Solve the problem in front of you, you’re too late for prevention.

Solve, then prevent."

"Stop worrying about future problems before solving the ones in front of you.

In other words, make money before worrying about what’s gonna happen to the money you haven’t made yet."

"@mbodner125 Good clarifying Q: My portfolio is the ONE thing. You could say the same thing like having multiple customers in ONE business.

The problem is people try to have multiple “active” things. And it’s very hard to ride two horses with one ass."

"Having “7 income streams” doesn’t make you wealthy, it makes you distracted.

I tire of 20 year old gurus shaming folks for making an income.

I’d rather have one big income stream than 7 shitty ones.

Im w Carnegie- “Put all your eggs in one basket, then watch that basket”"

@normalskns It’s just the world.

"All income is not created equally…

If over 4 years you transition from very active to very passive with the same business income.

You still 2-4x enterprise value and your net worth.

Sometimes doing less for the same IS the fastest growth. Just doesn’t feel that way."

Money only solves money problems, then you’re left with problems money can’t solve.

"Whenever I’m going through a hard time and “can’t stand it” I always remind myself:

As long as you don’t die, you CAN stand it.

And if you do end up dying, you won’t have to.

So the ability to stand it is guaranteed. :)"

@anirbansaren657 I enjoyed earning money. And I would give it all to do it all over.

"@Elevated\_States @JeremyReeves When you project a desire to have a meaningful life you create an expectation of life you feel entitled to. By so doing, you create a deficiency in the present compared to your desire.

Removing the entitlement and you remove the deficiency."

"I asked a billionaire how he created/found meaning in work:

He replied: “Why do you feel work should be meaningful?”

\*we question all of our beliefs, except for those we TRULY believe, and those we never think to question.\*"

"Four ways to change human behavior:

To get them to DO something:

1) Give them a cookie (add +)

2) Dont have to do chores (minus -)

To get them to STOP doing:

1) Make them do chores (add -)

2) Stop giving them cookies

(remove +)

And reinforce new behavior with urgency."

There’s no such thing as “too long,” only “too boring.”

"Sales hack:

Before you reveal the price, tell the prospect it’s VERY expensive.

Once they hear the price:

If they agree, they were well-braced.

If they think “that’s way less than I expected” you set up an easy close.

Win-win."

"How hard I worked and the internal knowledge that I worked to my capacity—is all I have left now.

No outcome. No goal. Not “so that XYZ happens…”

Just the work.

It returns the power I once gave away to people and goals outside of my control."

"We must prune the tree in order to grow it.

Vigorously serve the customers who are worth the most to you, and eliminate the rest.

Oftentimes growth comes through elimination not addition."

"Top Four Scarcest Skills:

The ability to, at max scale…

1) Capture &amp; multiply attention

2) Raise &amp; multiply money

3) Return time to others at zero incremental cost to you

4) Influence others’ behavior without incremental cost"

Working hard is the reward.

"Life decision hack:

Make big long term life decisions when well rested with a full belly and wanting for nothing (vacations ✅).

Otherwise, our desire/deficiencies can sway us too much.

This has helped me make decisions that really served me, and not my ego, over the years."

"A value is only true after it has been tested.

Circumstances do not make the man,

they reveal him.

~Epictetus"

"Compress the timeline for tactics.

Expand the timeline for strategy."

"When you see people doing what you are afraid to do, remember…

They have no less fear than you.

—&gt;They have more courage."

You succeed by focusing on the few things, that if executed, cause all of our inevitable mistakes to shrink into irrelevance.

"We give ourselves and endless source of things to be thankful for when we use all our anxieties and fears of the future, and simply give thanks that they have not yet come to pass.

Happy thanksgiving!"

"How to save 1.13% on your next tax bill in 60sec:

You can pay taxes with a credit card.

-you incur 1.87% processing fee.

-but get 3% rewards

3% - 1.87% = 1.13% arbitrage

$1,000,000 x 1.13% = +$11,300.

I like low cost/low headache hacks.

Enjoy.

\*Not financial advice\*"

"When considering risk…

You can erase a lifetime of gains by making one terrible decision.

Any number, no matter how large, multiplied by zero, is still zero.

“…you should only have to get rich once.”"

"How to measure opportunity:

1) Max potential # of units sold per year at scale

X

2) Absolute gross profit per unit potential

The bigger the number, the greater the opportunity. Conversely, the greater the number, the fiercer the competition…but not always 😈"

"I think mental toughness is overemphasized in enduring physical discomfort and underemphasized in enduring emotional discomfort.

Talk to your wife about what bugs you rather than doing another Ironman."

I wonder if in 100 years they’ll refer to this decade as the “roaring 20s”…again.

"“When you see people doing the things you are afraid to do…they have no less fear than you.

They have more courage.” - @LeilaHormozi"

"Choose whether creating something for the world, and a better you in the process, is more important to you than remaining fearful and dying unimproved.

Then act accordingly."

"If you lost all your customers…

…and only had one customer left

…and the only way to grow your business was getting THAT customer to refer you business

What would you change about your product &amp; customer experience to make that happen?

Consider doing that now."

The heaviest thing in the world to carry around isn’t iron or gold, it’s an unmade decision.

"A lesson that’s served me well:

Don’t let the tax tail wag the income dog.

I see so many young entrepreneurs thinking incrementally rather than by orders of magnitude.

In my experience - better to focus on how to 10x income than save 10%."

@JoeyGilkey The only purpose of the calf is for people to think you have banging calves.

"When people are honest with themselves…most people would rather have others think they are rich, and actually be poor…rather than actually be rich and have others think they’re poor.

And that’s why most people make poor decisions aligned with their deeper goal."

"When I’m thinking of new business ideas I like to start with streamlining “excess capacity”

In other words, what’s something someone is wasting that someone else would pay for.

One man’s trash is another man’s 0 COGS…"

"“Big emotions around a problem do not equal a big problem.”

If you wake up not worrying about a problem, and nothing has changed, did you need to worry about it to begin with?"

"One of the most useful beliefs I converted…

From: “That persons more XYZ than me, I don’t think I could do what they do.”

To: “If someone can, then so can I.”"

"In sales, you’re trying to get the other person to say yes.

In negotiations, you have to be okay with the other person saying no."

Skills are the best hedge against inflation.

"One of my first sales mentors had a banner with T.K.A.D. in huge letters on the wall of sales floor.

It stood for…

TIME KILLS ALL DEALS

It’s sunk in then &amp; has stuck with me since."

@iamwillcannon ✊🏽

"@CarrieWilkerson I’m more addressing the actions people do repeatedly then create superstition around.

But to your point - I don’t think TIME makes parenting or marriage important. What they represent does."

"@SolomonHanes 8% more revenue\*\*\*

On a 24% net profit business…a 33% increase in profit\*\*\*"

"Easy way to create a competitive advantage:

Figure out what your competitors can’t do or won’t do for their customers, then do it."

The secret to feeling good about how you look isn’t self esteem…it’s good lighting.

When you get into a long term relationship you trade novelty for loyalty.

@runthefnumbers ✊🏽

Just because you’ve done something for a long time doesn’t make it important. It makes it old.

"Anger stems from entitlement.

Feeling we “deserve” something and a great injustice has been done to us.

So whenever I feel angry, I ask myself “what do I feel entitled to that isn’t so?”

Helps me name the belief to dismantle the bomb faster."

$100M Money Models = book 3

"Audio messages are efficient for the sender but inefficient for the receiver.

—&gt;Texting is the reverse.

If you want to “optimize” as an entrepreneur, you send audio and receive back sms.

Personally - I prefer SMS both ways. Forces more consolidated comms. Like tweets."

"When I really think about it, the people I enjoy working with most have one trait in common: humility.

It’s very hard to grow someone whose reality admits no deficits."

"When many hear my age, their perception of me shifts…

I think it’s because we project how we saw the world at that age on the other person, assuming they see it that same way…which is likely false.

I may see the world at 30 how you see it at 80 (or how you’ll never see it)."

"If someone in your marketplace (dare I say a competitor) is making more than you, it’s because they are better than you at the game.

Do not throw stones at them. Throw them at your ego instead. Admit deficiencies &amp; learn their strengths.

It will be the only way to beat them."

"I propose that all “I love you” declarations be followed by a qualifier of “how much”

Otherwise we assume the false binary of “I love you or don’t love you” when in fact love exists on a continuum.

My pref method to express degree is stretching my wingspan and saying—THIS MUCH."

It costs everyone $1B per year to not know how to make $1B per year. And no Puerto Rico tax Haven can save you from that ignorance tax.

"The most expensive tax we pay is ignorance tax.

Ignorance tax is the price we pay for not knowing what we should know by now.

Imagine if you could relive the pst decade with your current knowledge?

Would it make up for the 40% you paid to gov?

Let’s focus on that instead."

@alwayshungrypt True

We needed to be reminded more than we need to be taught.

@gregoryjhickman It’s a fair point to consider. I’m trying to reduce it to bare minimum but no less. I’ll keep thinking on it.

@AdfiniumItter I should probably say “intangible”

Just realized a few: 6) Media 7) Title/Status 8) Businesses (not sure on #8)

@richard\_R60 Access &amp; services

"Need help building a product matrix.

Only sellable stuff in existence:

1) Products: digital &amp; physical

2) Services: d &amp; p

3) Access: d &amp; p

4) Risk: d &amp; p

5) Money: d &amp; p

Ps - software is often digital version. Can anyone think of anything else bought/sold that is missing?"

"Income generating sources are not binary— “passive” or “active”

Instead, they exist on a continuum of “how active or passive is it?”

We love the psychological absolute of a binary description, but it oftentimes will fall short of a far more continuous reality."

Make active income cool again.

"I live in a building that has majority 8,9,10F entrepreneurs.

Here’s the clearest observation I can share with you…

Nothing more unnatural than a “retired” 38 year old.

Heard this today and thought it summed it up well:

➡️“There is no off switch on a tiger.”"

@KathrynGoldman @neilpatel 🙏🏼🙏🏼 long time!

"Had a fun time on @ericosiu &amp; @neilpatel’s podcast Marketing School.

Can check it out here:

https://t.co/rAhOLuWuFN"

@darryl\_torculas Ben Franklin originally - but thx for share

"First you learn to sell a product once

Then you create a consistent pipeline

Then you sell a second product

Then you sell on multiple channels

Sequence matters."

"If money is a denomination of time, then everything costs time.

And every trade we make is for some percentage of our lives.

And our wealth is a measure of how little of our lives we must trade for the things we want."

"When people ask me to talk more slowly…in my mind I think…

“listen faster.”"

"Video games are more fun than real life because they compress the feedback loop from years to minutes.

They work the same way as real life, except in fractions of time.

Workout for 2min = jacked avatar

Plant corn seeds for 2min = money from crops in a day

Etc."

"You can become astonishingly good at predicting the behavior of others if you ignore their words and always assume they will act in what THEY believe is in their best interest.

…then justify why it’s “the right thing” later"

"Quick easy “level 1” fix to school system: let kids use their smart phones at all times.

If your test/subject becomes irrelevant when they have a phone, it means it’s irrelevant in the real world…when they have a phone."

@monkeytomilly ✊🏽🙏🏼

"Money only solves money problems.

Once you have it, you’re only left with problems money can’t solve."

Anyone who says money can’t buy happiness…hasn’t given enough away.

"Your name is the only brand you will take with you for the long haul.

It compounds like any other investment, and you’re guaranteed to HODL it until you die.

Invest in it accordingly.

#diamondhands"

The best way to network is to try and become the most valuable person in everyone else’s network.

…because it won’t last

"Expensive stuff means more when we’re poor.

And so we work to buy more.

But as we make more, the expensive stuff becomes cheaper and common.

So in an attempt to get more, we remove what made it magical to begin with—scarcity &amp; relative cost.

Enjoy stuff while it’s special."

"Wildly underrated skill for entrepreneurs:

Managing your income to expense ratio.

(Ps - or anyone who wants to become very wealthy…as the first key to investing is to save money to do so!)"

"Markets in general will move to do more for customers for less.

First movers do more for more.

Then more for less.

Then eventually, more for nothing (free).

And that original value becomes table stakes in a bigger game of value creation, and the first players move the goal."

@realevandempsey Love that

@waronweakness Appreciated

@sultanofcopy @LeilaHormozi He is thanked in the first pages of the book.

"Youth is wasted on the young.

Experience is wasted by the old.

Most people don’t grow wiser. They just live the same ONE year 20 times."

"I break down performance issues into 3 categories:

1) They don’t know HOW to do what you want them to do (skills)

2) They don’t WANT to do what you want them to do (motivation)

3) They don’t know THAT you want them to do it (communication breakdown)

Feel free to swipe."

"“When I was 20 I wanted to be a millionaire…Now that I’m a millionaire, I want to be 20.”

I overheard a version of this.

Makes me realize that when I’m 40, I’d rather be 32 (my age) with nothing, just to be 32 (again).

A different frame on gratitude I thought I’d share."

"No one ahead of you is thinking about you.

Accept shade throwing as an admission of inferiority."

"The air gets thinner the higher you climb.

So if you’re constantly reaching, you’ll always be out of breath.

#RareAir"

"Re-reading Wooden.

“Success is peace of mind which is a direct result of self-satisfaction in knowing you made the effort to become the best of which you are capable.”

The simple stuff always hits me."

@BoyanTrifonov 3 of 4 people are above it 👌🏽

@Casablanca369 US

"Always enjoy these reference points.

Net worth percentiles 2020\*:

25%: $12,000 (3 of 4 people)

50%: $121,000 (1/2)

75%: $403,000 (1/4)

90%: $1,210,000 (1/10)

99%: $11,090,000 (1/100)

99.5%: $17,500,000 (1/500)

99.9%: $43,207,000 (1/1,000)

99.99%: ~$400,000,000 (1/10k)"

"“There’s no such thing as news. Just the same stories with new characters.”

Nice perspective on these “unprecedented times”"

Most people suck at most things, especially the things they think they’re good at.

@arbaz\_kh4n I think the key point is that the 0 cost leverage is the driver, not the “partnership” which could be structured unlimited ways

@arbaz\_kh4n Not sure which part gave that indication (genuine q). But no, not what I’m saying. More partners for most complicates things and are done improperly, and doomed to fail.

"How I measure opportunity:

Total market size

X

Growth

X

Leverage of deliverable (Code/Media vs Service)

If high on all three, you’ve got a lvl10 opportunity.

If low, you’ve got an opp that may eventually cap you.

This is why for most:

franchising/licensing &gt; local ownership"

"Doing the basics at scale is what makes you advanced, not complexity.

Scale creates complexity in and of itself, you don’t need to add more by being fancy.

Simple scales. Fancy fails.

“Quantity has a quality all its own” - Napoleon Bonaparte."

"The bigger the monster, the greater the hero.

Whatever trials you’re going through, just remember they will be the stories you tell.

…And no one likes a boring success story."

@BowTiedRancher When ya do…let us know! Grateful it provided value. ✊🏽

@hustlenconquer Grateful it provided value. 🙏🏼✊🏽

@wolfoffunnels @LeilaHormozi I’m grateful it provided value. 🔥

@JoeyGilkey @LeilaHormozi Appreciated. I hope the pod was well received.

@yourealazyfvck @ElVidici Probably would make lots of dollars

"THANK YOU ALL

Celebrating 50,000 copies sold with…

0 ads

0 funnels

0 upsells

0 affiliates

0 publishers

1 weak ass IG post

1 set of “hardest worked” calves

1 bad bitch of a wife @LeilaHormozi

60+ desserts

8 weeks

1371+ ⭐️⭐️⭐️⭐️⭐️ reviews

Thank you everyone so much again. 🙏🏼🙏🏼🙏🏼 https://t.co/thhV4r0Kuu"

@elMaurisa @AndrewWarner @NathanLatka He’s smarter ^

@NickKrantzFit Hahaha. Thanks.

"In other news, the worlds 5th richest man is having a worse day than you.

So there’s that."

@BenTormey Yea. But how to achieve “redistribution” without someone “taking your shit”

@andrehaykaljr Appreciated

"Ex:

Median wealth in US= ~$121,000

Top 1% wealth= ~$11,000,000

Let’s assume they’re both as good with their money (they’re not).

In the next year, the gap grows wider by $1.1M, not because of evil. But because compounding works.

In time a little advantage becomes a big one."

"The reason wealth inequality exists isn’t because of greed, it’s because of math.

If everyone restarted at zero, in one generation there would be some with more and others with less.

Compound that “more” by 10% annually for 3 generations…and it becomes insurmountable."

"To the poor, time is a liability.

To the wealthy, time is an asset.

Much easier to play games where if you wait, you win."

@brentgiesler Appreciated

I feel like if every marketer just wrote a book for the sake of providing value, rather than trying to get customers…they’d get more customers.

@SBrase Yep. People are shitty when they don’t know how to make money. Silly - because it would be easier to make more putting this energy to honest work.

Only we know whether we did our best. Long after we die, the values we chose to exemplify to ourselves, remain eternal.

@ImSagarGosavi Yep. They have like 20+

@megastuffs @RakhraDivij 🙏🏼

@RocketSalesPro ✊🏽🙏🏼

@adityawritecopy Scammers = Bane of my existence. Sigh.

@KrisztianJordan Your conclusion is the point of the quote. By relinquishing control to your team, you gain freedom.

@SolomonHanes It’s like “real world” math ✊🏽

@OneJKMolina Appreciated

"“Beat them in the field, not in the stands”…I always used to tell myself that when I had someone talk shit or attack me early on.

Every ounce of energy they direct at me, I will direct 10x that to my customers.

Beat them in the field."

@akkilicoguz Thank you

@BowTiedRancher 🔥

@HyperformanceUK Way to go! take no prisoners ✊🏽☠️

@SaaSWiz 🔥

@thekrisivanov @saasnomad @SaaSWiz Appreciated

"“A day in the life” is a misrepresentation.

Instead: “decade in the life”

When people workout with me, they’re usually like “that’s it?”

They expect intensity, not consistency. 17 years of unfailing, repeated effort, creates outsized results.

Same for business and marriage. https://t.co/FA4wB32LIi"

@Theadityagohil 🙏🏼

@blackhatwizardd Appreciated.

@camduncannnn I feel like I’ve seen that somewhere ,)

@JoseMariaGilfsm Gracias 🙏🏼

@JoeVampz @ProsperityOnly @FraserAlex1 😅🤣🤷🏻‍♂️🙏🏼

@realevandempsey @ProsperityOnly Read reviews on Amazon then make informed decision

If you have smart able clients, they will do better (even with the same resources). So your product in a real way will provide more value simply by choosing only the candidates with the highest likelihood of success.

If you raise the quality of your PROSPECT, you raise the quality of your PRODUCT.

@crmsaasguy Appreciate

@Christopher\_Lee 🙏🏼

@TristanParmley 🙏🏼

"You cannot have both freedom and control.

This is why most entrepreneurs stay small."

@Sam59647609 Lack of desire. The man who needs nothing, by definition, has more than he needs.

@thermalthagreat Cover updated \*\*

@EmilioIsTooHigh @hortonwatchco Nice!!

@tellquint @kgjone04 @benhbader Appreciated. Tysm 🙏🏼🙏🏼

@ColdyMails Name of game.

@ColdyMails 🖤✊🏽

@benhbader Appreciated .

@CoachCahillShow 🙏🏼

@TheCoachKyle You must change your focus to progress. Most just stay focused on this one thing.

"6F Entrepreneurs talk about: PROSPECTS

7F Entrepreneurs talk about: PROMOTION

8F Entrepreneurs talk about: PRODUCT

9F Entrepreneurs talk about:

PEOPLE"

@hortonwatchco Gracias. Rooting for it ✊🏽

Fancy fails. Simple scales.

"Quality of offer x # of offers x goodwill = $

Problem: more offers you make, in general, the less goodwill you have.

Delicate dance. Goodwill is the force multiplier on the equation."

@sebcastillo69 Lol

@mvrckio Then make 10,000 offers…ah shucks. Not sure your conclusion is valid.

"When entering a market with ultra low price or state sponsored competitors, remember:

Fast beats free."

@jordonbordner 💯

You’re not making as much money as you want because you’re not as good as you think you are.

The goal: 100% of people who do business with me get value in excess of what they paid, so much so, that they want to tell their friends.

@realjoellopez Lolz

@ChroniclesNate @oliviercantin 🙏🏼

"@realryanbooth Fast beats free ✊🏽✊🏽

Especially the more affluent the prospect."

@michael\_kove @guifariaspoa @heyblake Appreciated

@LogFitz6 @drtigerjoseph Appreciated

@LogFitz6 🙏🏼✊🏽

Buy low. Hold forever.

"If you ever get anything from me about marketing make it this:

Tell the truth, and make it good."

"Noted to self:

Pain can drive you out of poverty, but not into abundance."

@mattiyoh @BinaryGrowth 🙏🏼🙏🏼

"I’m one superstar hire away from all the growth I could ever handle.

So are you."

@jl\_thegenius Appreciated

@MarkMilutin Truth works

@LewisMudrich Appreciated.

@vitabenes Doing the boring work🙏🏼🙏🏼

@BinaryGrowth Appreciated 🙏🏼

"RT @BinaryGrowth: $100M Offers: How To Make Offers So Good People Feel Stupid Saying No by @AlexHormozi

Amazon Reviews: 1,049 ⭐⭐⭐⭐⭐

Good…"

"Note to self:

Fortunes are created when you sell stuff people never want to stop buying."

"26% IRR doubles money in 3 years

It’s hard to guess what will grow 26% annually.

But it’s much easier for think: “what can I buy today that’s half the price it will in 2-3 years?” (With much of that being - is it half priced today?)

Sunday thoughts inspired by Mohnish Pabrai"

"$100 life hack:

Toss your undies &amp; socks.

And buy new ones of identical brand and kind.

It feels like there’s peace in the universe every time I wake up.

Recommend."

@LeilaHormozi Yahooooo

"The reason we don’t admit what we want, isn’t because we don’t know...

…But because it makes it abundantly clear to ourselves when we lose."

"When someone dies, we talk about it for a week. Then…we move on.

If death is the biggest thing that can happen to us, and no one cares…

..Why would I fear the judgment of others?

They won’t even care about my death a week later! Makes fearing judgment on actions feel silly"

"Two simple perspectives shifts that have served me:

1) I make my money when I buy assets, not when I sell them.

2) He who gives the money has the power, not the one who takes it."

“Wealth is having enough.” - WB

"Scarcity mindset exists because we can quantify what we have to lose but not what we stand to gain.

First tweet. Testing."