



## **Transcript**

### **Episode 083**

#### **“The one with Tony Robbins”**

**Dean:** I'm Dean Jackson, he's Joe Polish, and this is the I Love Marketing podcast.

Hey, everybody. It's Dean Jackson.

**Joe:** And Joe Polish. Yes. We're here, Dean, and it is happening now.

**Dean:** It's happening now, 18 months in the making.

**Joe:** Dean, tell everybody what we've got going. I'm in New York, you're in Toronto, and we've got Mr...

**Dean:** A very special guest, Mr. Tony Robbins.

**Joe:** Yes.

**Tony:** Hey guys, how are you?

**Joe:** Tony, how are you, and where are you?

**Tony:** I'm in Fiji, at my resort here.

**Dean:** That's nice. We always joke about this. We've had guests from Australia on; we've had from all over the place. We're living in an amazing time, all the technology that we can do this.

Tony, we really appreciate you coming. We always like to kind of start out and ask, "Why do you love marketing?"

**Tony:** Well, I wasn't a lover of marketing; I'm a lover of people. I love having impact and changing lives. And very early on, I realized that my ideas were going to die on my lips, unless I learned how to market them, unless I got people to seek me out.

You can only speak to so many people directly. You have to be able to speak indirectly, and have them feel like you're speaking directly. You have to communicate in a way that causes them to have the hunger and desire to come to you. And marketing, as all 3 of us know, has changed radically in the last 10, 15 years. You

know, 15 years ago, you'd just do some advertising and, on average, if a person was interested after 4 exposures to an advertisement, they would engage in some kind of beginning the process of buying behavior.

Today, it takes 16 exposures, on average. So, at that point, most marketing, you can't afford that kind of marketing, unless you're doing institutional marketing. And the secret is to really cut through all that and figure out how do you even reach the core audience.

Dean, I think you and I, years ago, when we had an interview, we went over and did an interview with some mini-golfing in the midst of it all, I never forgot something you, I believe, shared with me. When you think about marketing, you've got to really have not only thought about this, but you better be more clear, who is the specific target that you want. A lot of people market, today, to this mass audience. And instead of marketing to the forest, you've got to decide which specific tree or blades of grass or flowers that you're really going to have a message that connects with.

**Dean:** Yeah. Exactly.

**Tony:** Peter Drucker said, "There are only 2 aspects of business that really matter: innovation and marketing." And I don't separate them. I think marketing without innovation is just trying to sell something. If you really have something that you constantly innovate, you're constantly finding ways to make it better, if your mindset is I'm one reason in business and one reason only, that's a way to find a way to add more value to other people's lives than anybody else is adding.

Well, in order to keep that true for yourself, you've got to keep deepening, enriching, strengthening, finding some way to make what you do better, whether it be the product itself or the service itself, or the way you deliver it, or the offer itself.

I think that you can't separate the 2 together. If you are constantly innovating, you're going to also be innovating your marketing, and you're going to have something to market.

But if you keep trying to sell the same old idea over and over again, without any way of finding a way to add more value to your customers, I think marketing's going to be extremely difficult.

**Dean:** It's the innovation that keeps you kind of excited and passionate about it. Right? It's like Joe has spent some time with Richard Branson, on Necker Island, and we had a video interview with him, and he said one of the most important things in marketing is that you've got to have something that you believe in so strongly, that you're proud to shout about it from the mountains. I think that's really kind of what innovation would be. It's just continuing to make it better and always keeping, like you said, your love for people in mind, and doing everything that you can to serve them the best way that you can.

**Tony:** I think so. I think if you're not focused on figuring out how to absolutely not just delight but blow away your clients or customers, if you're not looking to create raving fans, your marketing will have a limited amount of impact, even if you market well.

In the old days, I had my infomercials. We'd put those things on there. And what made my products go crazy were not those infomercials. We advertised like crazy.

But, there were people that came out, back in those days, and literally, I won't mention who, but somebody in my industry, who saw himself on my first show, came out and copied it, I mean almost word-for-word. I had, back in those days, a guy named Fran Tarkenton, who was a great football great at that time, they went and found a football great to be the interview person. I worked with some athletes, and they went and got some athletes. They did it in the same sequence. They copied my same everything, and the show was a total failure. The reason was because the product sucked.

If your product is not incredibly valuable to people's lives, your marketing's going to fall flat. Because the ultimate marketing is word-of-mouth marketing. If you've got word-of-mouth, a great message, where there's constant improvement and innovation in people's lives, then you start to hit a homerun.

**Dean:** How long has it been since you were on TV as strongly as you were?

**Tony:** In 1999, I started doing infomercials. It was the early stage of those. Guthy-Renker came to me and said, “We understand you promote this book, *Think And Grow Rich*.” I’m like 27 years old. And they said, “We’re tape duplicators, and we’re thinking of doing these infomercials. Would you appear in it?” So, I did. I got in and endorsed it, and they had about, I don’t know, 20 people endorsing it, including Ronald Reagan.

And I said to them, at the time, “I’ve been seeing these infomercials, and they’re so horrible. Everybody’s saying, ‘You can get rich doing nothing.’” I said, “I think if you guys did a really quality program, you could make a difference, and I’d like to maybe partner with you on something.” And they were kind of like, “Don’t call us, we’ll call you.” I just didn’t think much of it.

But when they did the focus groups, over 80% of the people, I don’t remember what the real number was, 83% or something of the people bought because of me, out of all of the people they heard speak. So, they called me back and wanted to do a deal.

By the time I was 29, it was the early days of infomercials, in those days there were 50 channels. So, you literally didn’t miss us. You saw me on television no matter where you were, because I was on television, gosh, from ’89 to roughly 2002, probably. I was on every 30 minutes, 24 hours a day, somewhere in the US or Canada.

**Dean:** That was where I was going with that. You really haven’t been on television for 10 years, and yet still your UPW, your Unlimited Power Weekends, I was with you in Florida last spring, and there were 3,500 people there. That’s a testament to, really, the audience that you have kept and expanded because of maybe what that initial exposure started out for you.

**Tony:** That’s what I try to tell people. Exposure will not get you a brand. Do it by advertising. If you want to see what it really does, my advertising, why it works, when I got the product out there people went crazy and told other people.

People don’t trust infomercials. They’re a horrible venue. It’s pretty much a dead industry now, because there are 1,000 channels and nobody watches TV anyway.

But even during prime, it was a horrible venue. I only chose it because I needed a distribution channel. But what made it work was people told other people, “This is extraordinary!” So, when they saw it on television, it started conversations with somebody else who already had it. You can’t believe the focus groups we’ve done, people that watched the shows and were interested, but still held back, and then they heard from somebody or they read about somebody who had really changed their life in some way, and that pushed them over the edge.

But, our business continued to grow. This year, we did 5,000 people in New York and we had 6,000 people, last month, in San Jose.

**Joe:** Tony, with everything that you’ve been doing over all these years, if you weren’t who you were, we didn’t even do an introduction of you because it’s just obvious. Our listeners know who the heck Tony Robbins is. But when someone doesn’t know whom you are or what you do, what do you say to them? How do you describe you?

**Joe:** It doesn’t happen very often, but it does change my life. I’m in the business of breakthroughs. I live to have those moments, those moments in time with somebody, where there is this instant change. When people talk about change takes 10 or 20 years, I always say, “It’s bullshit! It really takes a moment. It’s the moment you say, ‘I love you.’ ‘It’s over.’ ‘Let’s begin.’ ‘I’m walking, right now.’ ‘I’m running.’ ‘I’m starting. I’m going to go start some programs.’ ‘I do.’ Those are the moments that change your life.”

You change your life in the moments of decision. But what happens for a lot of people is they have a story that keeps them from doing that. The story might be “I don’t know what to do. I don’t know where to start.” The story might be “I’m too young, I’m too old, I don’t have any money, I don’t have the resources.” Everybody’s got different stories, and those stories put you in such a lousy state that you never find the strategies that make a difference.

So, to me, a breakthrough is that moment in time when the impossible becomes possible, and you don’t just know it, you act on it. And it can be triggered by so many things. It can be triggered by learning a new strategy. It can be triggered by having an

experience that pisses you off, and you finally say, “No more!” It can be by meeting somebody that inspires you, or they’re doing something that you said couldn’t be done, staring it in the face, and you can’t deny it. And you go, “You know what? I’m as good as they are. There’s no excuse here.”

It could come because you had a birthday with a zero on it. It could come because of a divorce. It could come because you’re sick and tired of being sick and tired. Or it could come because you read something, heard something, attended something that lifted you into a different state of mind, where you started to remember who you really are.

But the secret is when that trigger happens, there’s a shift in your beliefs. There’s a shift in your sense of certainty about who you are. And out of that, belief changed, that story changed about what life’s about or what you’re capable of, or what you’re going to do now. You have a different state of mind.

That state of certainty that every athlete has, I’m sure you’ve all seen somebody you know going onto the basketball floor and they shoot 2 free-throws, and you know before they let go of the ball they’re going to miss it. Or, a kicker on a football field goes out there, and you go, “The guy’s going to miss it.” You know beforehand. So, you can see who’s missing that edge of absolute certainty.

Without that edge, it’s damned hard for you to maximize your true capability in life. If you’re going to question yourself, you’re going to be in an altered state, a state of doubt, and that state’s not going to cause you to execute.

So, my view is if we’re going to get somebody to create a breakthrough, how do we shift? What’s a strategy that could change their whole business? What’s a strategy that could change their whole life?

Sometimes, you’ve got the right person, they’re just doing the wrong thing. Or sometimes you have the right person doing the right thing, at the wrong time.

Buying a house is the right thing to do. In 2007, wrong time. You're screwed, if you were in the US. Right? You're down 30%, 40%, 50%. If you're in Vegas, you're down 70%.

So, it's really understanding how to create the breakthroughs, how to take advantage of the resources inside yourself and other people, so you shift.

You know, 35 years ago, I was trying to figure out what the hell I was. I hated being called a motivator. I'm just a kid. I wasn't a therapist. The only way you could coach people – I use the word “coach” now, but it wasn't used then – is if you were a therapist. And I'd say, “I'm not a therapist. I'm not a guru. I'm not a motivator. In my life, the people who touched me the most, as an athlete, were my coaches. I was actually better than some of my coaches, but they still drove me. So, it's not about being better. I was in the force, they were outside the force. They could see things and give me that feedback. And I thought, “That's what I really am. I'm not better than anybody I'm coaching, I'm beside them. But I got my expertise because I spent these decades doing it.”

So, I started this coaching metaphor in the area, now, of helping people, which was never used before outside of sports.

I'll never forget, there was a stage – talking about marketing – on Larry King, and I'd just coached President Clinton, at the time, and I'd gotten on. I'm on Larry King, and the first thing he says is, “What is this coaching thing? I've never heard anybody call themselves a coach who's not in sports.”

I was literally at the point, after all these years, thinking, “Maybe I'll just dump that damned thing.” And it felt like, within 6 months, the whole damn world became a coach. It's like psychiatrists became coaches, everybody was using a term. But when I used “coach,” it wasn't like it is now, where you go and you get certified. My whole thing, as a coach, is you judge me on results, just like you do a sports coach. If I don't get results, then you kick me out and you don't pay me.”



Today, unfortunately, I created a bastard child, where everybody and their brother is a coach, and there's no way to differentiate performance. Most people are looking at these things based on just they've got a little thing to hang on the wall.

My whole approach really is if you're going to find a way to have to have your work, your vision, your company, your product, your service really, truly have the most maximum possible impact, then you've got to come back to these 2 themes of innovation and marketing. You've got to come back to this place that says, "It doesn't matter how good my marketing is if my product isn't killer."

The \_\_\_ (13:45) cannot be separated.

**Dean:** I was going to ask when you talked about 35 years, you're just figuring out what you are. And there was a period between when you started and when you did the infomercial, which really was kind of the catalyst, probably. What kind of things were you doing to market yourself before the infomercial? What was your approach then?

**Tony:** They interviewed me because I was already the dominant brand in the industry, at that point, before the infomercials. I was doing seminars in 20 cities; I was doing a couple thousand people at one-day business seminars, at that stage. And when I released the Power Within program, in those days, there were about 500 people at them. So, I had the largest event size even before the infomercial business.

The way I marketed that, then, was the same thing. My whole thing was giving people an experience. And everybody talks about the concept of free today. My whole experience is always give someone an experience of such enormous value, and then make a request by offering them something of even more value, where they can go deeper.

So, that was my whole strategy. In the early days, I did all of the free guest events, where I would get up and I'd say, "I don't care what your problem is, I don't care if you've had it for years. I'm the one-stop therapist. Come up here, and I'll turn you around right here, right now." And I would literally look for the toughest client, and I'd turn them around. My whole career actually got launched, my marketing began

and really was launched in Vancouver, British Columbia, Canada. I had a partner in business, a person that worked with me, and I went and learned neuro-linguistic programming, and I met John Grinder, and I was really fired up about it. It was a 6-month training program. And after 4 days, I declared I was the best NLP practitioner in the world, which built a lot of rapport with the people who'd been in it for 10 years.

And I said, "Listen, this is my way of challenging myself. I figured if I put myself on the line, they'd challenge me and I'd have to grow." And I said, "Great, let's have a NLP-off. You bring the worst client you can, I'll bring the worst client, and let's see who can produce the result with clients, if you want, and who gets results faster."

**Dean:** That's great.

**Tony:** This radio show, and it was my first radio show, I had done a fire walk and somebody heard about it. They brought me to this radio show. These are the days before there were real shock-jocks. But up in Canada and Vancouver, they had this guy that was kind of an early version of that. And I didn't know. I was clueless. It was my first radio show. And I get on the show, thinking, "I'm going to be interviewed about what do I teach people and how do I change people's lives?" And this guy starts in on me with all of these challenges. "You don't have a degree," "What's your background? What is this coaching thing? You're not a coach. You're not an athlete," and on and on and on. Just really ridiculous stuff.

If that wasn't bad enough, this guy calls in, and it seemed like my worst day, but it was the best day of my life, because my marketing really started with this guy.

A guy calls up, and he's a psychiatrist. People call up on the radio and they say, "Can you do this? Can you help me with that?" Whatever they said, I said, "Yes, yes, yes. Of course! Yes. I'm the one-stop therapist. I have one hour, or your money back. You pay nothing if I don't produce the results."

So, people are getting very excited about this. Everything you can imagine calling up.

And this psychiatrist calls up, and he says, “You’re a charlatan! You’re a liar! People like you should not be allowed on the radio!” This is my ultimate marketing breakthrough.” I’m looking at him in my head, thinking, “Who is this guy? What does he do?” And he says, “You can’t cure a phobia in less than an hour! That’s impossible. It could take years. And sometimes, even after years it doesn’t work.”

Now, when somebody attacks you, there’s a good marketing piece you’ve got to think about. What do you do when somebody attacks you? You guys? What would you do?

**Dean:** You start to defend yourself.

**Joe:** Yeah, yeah. I’m treated differently, these days, because of some criticism I think is useful and others are toxic. So, it depends on the source. But, yeah, I would typically, psychologically go into the mode of trying to defend.

**Tony:** That’s almost what we all do. Fortunately, at that moment, something in me clicked, and I didn’t. Because I realized if I pushed back on him, all he was going to do was push back harder. So, I thought, “I’ve got to break his pattern.”

So, I said, “Sir, let me ask you a question. I said, “Are you a scientist?” He said, “Of course! I’m a physician.” And I said, “Well, great. I know a scientist would never assume anything.” I said, “But, excuse me, sir, you’ve never met me. Is that true?” He goes, “That’s true.” I said, “You’ve never met my clients. Is that true?” He said, “That’s true.” I said, “You’ve never met me, you’ve never met my clients, and yet you’re calling me a liar on national radio.” I said, “So, what you must be saying, since you’re a scientist, is your hypothesis. And your hypothesis is I’m a liar and a charlatan, and I can’t do what I do.”

So, I said, “If you’re truly a scientist, you have to be willing to test your hypothesis, don’t you?” After a long pause, he goes, “Well, yeah.” I said, “Great! Tomorrow night, I’m at the Holiday Inn. I’m doing a free guest event. I’m going to do a series of demonstrations to show people what I’m talking about is real. I think that’s the best way for you to prove that I’m a charlatan. Come to the Holiday Inn and bring

me one of your patients.” I said, “Bring me somebody you’ve never been able to cure.” I said, “I’m sure you have plenty of those.”

And he says, “Well, we all have patients that aren’t ready to change yet.” I said, “That’s funny, I haven’t found any.” Of course, at that point, I’ve probably done 4 therapies in my entire life.”

But I was so confident. I just believed I could do it.

So, this guy, he dabbles around the bush, and the radio guy steps in and goes, “See you tomorrow night, at the Holiday Inn,” and cuts him off.

So, the next night, at the Holiday Inn, I show up. I don’t know the guy’s name. The room packs up. In those days, if I had gotten 75 or 100 people to show up for a guest event, it would be a huge event. And I have this room with walls, being optimistic that I might open it up and maybe get 200 or 300 – 500 people showed up to see the shootout between me and this guy.

So, I open it all up, and I’m hoping the fire marshal doesn’t come in, because they’ll shut me down. I’ve got people standing along the back, along the walls, people sitting on the floor. There’s no room. It’s packed like I’d never dreamed, packed.

Meanwhile, I’m picturing. I don’t know what this guy looks like. I don’t know his name. So, I’m picturing this big, tall guy, because he says, “Okay, I’ll be there.” I don’t know about you, but when I hear somebody’s voice, I can’t help but make a picture in my mind of what they look like.

So, I’m picturing this giant guy with this scared woman on his arm. Nobody fits those criteria.

And then, it’s like a movie. I can tell you like it was yesterday. I’m onstage. I introduce myself. In those days, I had no one to introduce me. So, “Hi, my name’s Tony Robbins. I’m here today to share with you a few tools that can show you how to compress things you would think might take years or decades, in a day. I know it

sounds like hyperbole and exaggeration, but I'm going to do some demonstrations today."

And then, the side door bursts open. And like this big entrance, this guy comes in, and he's about 5'2", with this woman wrapped around his arm, and he walks straight to the front and stands right in front of me, while I'm talking to the audience.

I turned to the audience and I said, "It looks like I have a visitor." I go down to shake the guy's hand, and he won't even shake my hand. He goes, "Here's the woman."

So, I take this poor woman onstage and I said, "How many of you heard me on the radio the other night?" 90% of the room raised their hand. I said, "Well, this is the woman in question. She's been treated by this psychiatrist for 7 years, and the problem is that she has these snake phobias. She goes to sleep at night, and she dreams of snakes biting her on the face, and it wakes her up, sometimes 2 or 3 times a night. He's worked on her for 7 years. This should take me, oh, 15 or 20." Everyone's going crazy.

And I pulled it off for her, in 15 minutes. All I did, in the beginning, is I said, "How do you feel about snakes? Have you ever seen a phobic response? It's an uncontrollable response." And this woman starts screaming and shaking, out of control.

I calm her down. And by the end, I wrapped a snake around her, and that became my signature.

I started when I was 17. When I was 23, I kind of launched onto the marketplace nationally, on a major scale, with NBC and all those different people, and I did it by doing these challenges. I'd take people that NBC would say couldn't get in an elevator, they're claustrophobic, and I'd take them on Peachtree Plaza, down in Atlanta, and take them up in the elevator.

But it became my way of doing it. My way of doing it was show people I'm not just promoting here; I've got something that really delivers. And then, they'd interview the people coming out of it.

But here's what happens, also, with marketing. The guy launched my career, made my career go, and for the next 2 years I was a young man who was helping people all over the world, and my events exploded, and my marketing was all Tony Robbins results.

Then, what I learned is if you don't do something in the media – Madonna figured this out decades ago – it becomes an old story. A nice story becomes an old story.

So, Madonna's changed her persona so many times. I didn't want to change my persona. I didn't know what was going on. All of a sudden, overnight, after 3 or 4 years, it was an old story. And the new story was Tony Robbins, this powerful man, is taking over the minds of senators and congressmen, and these types of things.

So, I wrote my book, *Unlimited Power*, instead of defending myself and saying, "That's not what I teach," I said, "Obviously, you haven't done your homework. I wrote the book and it became a *New York Times* bestseller when I was 24, and that started launching it."

So, I used the book, I used television, I used results, and then I've used challenge marketing, really, to get my message out. And that's what grew me into a giant brand before we had the infomercials, and the infomercials have obviously added to that.

**Dean:** You know what's interesting? I'll say this. We were talking about what you were saying is you were giving people a compelling demonstration of exactly what happens. They saw it with their own eyes. If you're standing onstage with a woman who's been terrified of snakes forever, and you work with her, and all of a sudden they see it happen before their eyes, and she's wrapping this snake around her, that's pretty compelling evidence that you know what you're doing.

We just had our last episode of *I Love Marketing*, and one of the things we talked about was that a compelling offer is 10 times more powerful than a convincing argument. And I would say that what you just said, a compelling demonstration, is

more powerful than a convincing argument. You've demonstrated it. They see that you can get the results, and that's going to compel them to want to get that result for themselves.

**Tony:** You're absolutely right. I think it's the most important thing. And that's why I say you can't separate your product from your marketing.

So many people say, "Tell me the secret to marketing," and I tell them, "Tell me what your product or service is. Tell me what makes it better than anything else. If it's not, go to work on that."

Now, if you've got the best product or service but you aren't marketing, now you've got a new challenge. Right? But that's an easy solution. Being able to market is easy, if you have an extraordinary product. But if you don't have an extraordinary product, that's where you need to go back – or service, or company, or whatever your offering is.

But I do know I teach people, all the time, I've been turning around businesses for 3 decades. That's one thing I love. I love to turn around people and I love to turn around businesses.

When we do our Business Mastery programs, we'll take companies and grow them 30% to 130%, literally in 3 months, and there are a multitude of things we do. But one of the first things we do is change the offer. I always say, "Change your offer, change your life."

You look around, and Groupon is nothing but an offer. Think about it. The multibillion-dollar piece, and all they do is get all of these companies to give their best offers, and they built a multibillion-dollar enterprise off of that.

If some people are old enough, the days when they used to have Columbia House, and they used to offer, when I was a kid, you could get these 12 cassettes of music, or albums or whatever they were in those days, for like...

**Dean:** For like \$13, if you found the magic toolbox. There was a magic treasure chest, and put that on your order form.

**Tony:** Think about it. What was that? It was just the most compelling offer. And then, you were on the monthly piece, you had to buy so many a month.

So, the offer is critical, absolutely critical. But if the product doesn't deliver, it's going to backlash on you like you can't imagine.

**Joe:** Tony, let me ask you, what's the greatest thing and the toughest thing about being a personality brand?

**Tony:** Good question. It's an interesting and crazy thing. People want to know everything about you: what size shoe you have, they want to know what you had for breakfast. You don't have any privacy, ever. You're in a restaurant, and conversations are listened to.

So, that's the not-so-thrilling things. But the value of a brand at all is extraordinary. People get down on their knees at the 7/11 and reach behind something else to get a Coca-Cola.

So, once you have a brand, you have the most valuable commodity on earth. If you have a brand that has fame attached to it, it adds another level of energy to it, so to speak.

But also, the \_\_\_ (26:20) of that is there are going to be people, when there's a personality attached to it, that are threatened. It's hard to be threatened by a Coke. But if somebody comes back and says, "Oh my god, it changed my life. I heard this guy Tony Robbins. It was the most amazing thing I've ever done, and you're my best friend, and you've been coaching me forever, and tell me what to do," and I haven't done it, he might say, "Oh, he's a piece of crap." You don't even know who I am.

There's a need in human beings to feel significant. And even if I think I'm not any more significant than they do, if they think I am, then they want to tear you down.



It's what happens with all the celebrity culture. We build people up and we tear them down.

In Australia, they have a term for it. They're actually honest about it. They call it the tall poppy syndrome. If you become really successful, they're going to cut your tail down to size.

**Dean:** I've heard of that.

**Tony:** What's interesting is people have impressions of who they think you are, because of what they've made up, based on celebrity. Like people have extremes for me. "You're unbelievable! You've changed my life! You're the greatest thing in the world." And other people, "He's the devil! He's horrible!" And they've never met me, never talked to me, never been to an event of mine, nothing of that nature. But it just comes with the territory.

And the other part is when you're a celebrity brand, people often want that physical celebrity. So, scalability becomes challenging, except through technology. But I've managed, over the years, to put my core into what I do, and then still teach other people to facilitate it, and give myself some leverage. But I think that's the other challenge with a celebrity brand.

If I had my choice and I was just a businessperson, I would just build a brand. I wouldn't build a celebrity brand, because it would give me, frankly, more freedom, even though celebrity produces energy and juice, and I can do a needy, I want, \_\_\_ (27:48). Doing the media, they've got to buy the media. There are some advantages to it.

But for me, \_\_\_ (27:56) because I was a businessperson. I never got into this for business. I got into this to change lives. I did it when I had no agent, was near bankrupt. I do it now, when I don't have to do it anymore. I'm financially free. So, it's fulfilled me.

In my case, I look at my "celebrity brand," which I don't look at it as a celebrity but that's how people perceive it, certainly not Tom Cruise or something of that nature.

But it opens doors. When people see me, they at least have an interest. Even if they have a negative opinion, they've got an opinion; they've got an energy to it.

Now, if they have a negative opinion, and they meet me, I can interact with them and I can potentially give them an experience, and have them say, "Oh shit, he isn't who I thought he was."

If they're already positive, the door opens for me.

So, I see it as the entrée that allows me to touch more lives. Without it, I wouldn't touch as many lives. And that's why I love "branding." The branding allows me to touch lives around the world. I wake up every morning, and this morning half-a-million people have, for the first time, opened up one of my books, opened up an audio program, opened up some video, opened up some element of what I do. On average, in a day, it's a pretty amazing thing. I've had 50-million people get my books and audios and videos, and I've had 4-million people attend my lives seminars. So, all that didn't happen because I just thought about it and hoped people would show up. It happened because I innovated and marketed continuously, and I still do.

**Dean:** I think you're under-selling yourself, thinking you're not as famous as Tom Cruise. Have you ever had people ask you, "Aren't you the guy from Shallow Hal?"

**Joe:** You know, what I was going to ask you, Tony, is you've got like your own Secret Service-type security team at your events, and Dean Jackson was considering getting a couple bodyguards for our next event, and I wanted to ask you if you think that's a good idea?

I don't know if he really should be protected.

**Tony:** I travel in the general population. I don't go with anybody. But at the events, it's a requirement; because, unfortunately, people come up and they want to shake your hand, do something right now.

And also, my UPW's are now 5,000 and 6,000 people, my mega events are 10,000 to 12,000 people, and big ones are 30,000, when you have that many people, there are a certain number of people get a little crazy.

**Dean:** You think?

**Joe:** I can assure you that shit does not happen to Dean Jackson. So, we do not have to worry about it.

We have a good friend named Dan Sullivan, who founded a company called Strategic Coach, which he actually started coaching in the '70's, when, like you were saying earlier, no one even heard of the word, and he has this term called "industry transformers." And like a lot of the people that I think we work with are literally industry transformers, they're at the top of their game. And, certainly, in the industry of personal development and self-help, you are the guy.

How do you think you've changed the self-help/personal development industry? You've done so much. How do you think you've really put your stamp on it?

**Tony:** I don't know that I've put a stamp on the industry. I think I've put a stamp on people.

The stamp on the industry, it's humorous to me when I see all these ads and they're taking, word-for-word, some things I did 20 years ago, in infomercial ads. The language is duplicated and the pieces that are used, and the way things are framed, and people using music at events, and changing people's physiology, and all the duplication that you see of processes no one had done before me at events. I certainly see those pieces.

Honestly, I'm not proud of my industry. I'm just being honest. I don't attack anybody. Really, it's amazing people. Unfortunately, some of them have just recently passed, Stephen Covey being one of them. They're just people of total integrity. What Stephen got up to say, Stephen lived, he walked his talk, and he wasn't just promoting.

Unfortunately, my industry is filled with a ton of people that are promoters that are salesman, who don't really deliver the goods. It's just like the \_\_ (31:50) industry.

It makes me cringe, that I helped create an industry that now goes out there and isn't really tied to results, which was my intention. It's like a bastardized child.

There are some great people. But like every industry, there are a few people that deliver great, there are a lot of people that deliver something mediocre, and then there are some flim-flam people. Unfortunately, our industry does not have a great reputation.

So, my view is to try to, wherever I can, show people that not all things are equal. Some people truly are adding the value.

So, I don't know that I've stamped the industry, other than maybe marketing and formats of seminars, to make them more entertaining. I get people, if you can imagine, an average weekend for me is 50 hours. And most people won't sit for a 3-hour movie, where someone spent \$300-million. And I'm going to take them for 50 hours, with just my voice, my thoughts and my emotions, and take a group of 3,000 or 5,000 or 10,000 people on a journey that they're going to come out of it saying, "It was the greatest experience of my life!" And they can vote with their feet at any moment, and get a money-back guarantee, and they don't.

So, like in London, we have 6 languages translated simultaneously. We've got people from all these countries. Somebody from Germany, a soccer mom on a headset, and then Anthony Hopkins sitting right beside them, who says, "I won't sit for 2 hours for anything." Oprah Winfrey writes, "I will not stay for more than 2 hours." And 12 hours later, she's out of her mind, going, "This is the greatest thing in my life."

Those experiences, giving people value is what I live for, more than I try to change an industry. Because you can't control other people's behavior. All you can do is control your own.

**Dean:** You're a master of creating an environment where people are in peak state for that whole thing.

I was amazed, when we were at the UPW event, the power, the visceral power of loud music on changing your physiology. You really integrate that into the whole

thing. It's not that everybody's sitting there, listening to you lecture for 50 hours. That's not what it's about. We were there, and I don't think we barely sat down at all. It was just continual high-engaging interaction. It was something.

**Tony:** It's not just loud music, understanding music; different pieces of music can evoke different emotions.

So, I combine the music with my own state. The reason I don't sit down, when Oprah's people were there, they were filming and they were like, "Oh, my god, you've been standing here for 4 hours, and you've not gone to the bathroom and you've not stopped."

I was stretching everybody, at the point. "Aren't you exhausted?" "Are you kidding me? I was only warming up!" And they came back 6 hours later, then 8 hours, then they go, "10 hours! How the hell are you doing this?" And I said, "Because I'm not in my own body; I'm in them."

I think to deliver for people, you've got to get out of yourself and in somebody else. I'll feel my body later on, trust me, like someone ran you over with a tractor after a 4-day event like that. But I don't feel it when I'm there, because I'm not inside of me. I'm inside them, feeling it, experiencing it, sharing it, delivering it. It's a combination of your ability to constantly engage value for people, the use of music, the use of movement, that make us feel alive.

So, Pat Riley came, I'll never forget. He came up to me and goes, "Man, this is like the 7<sup>th</sup> game of the NBA championship. But it's 2 or 3 hours. We're going for 12." It was the greatest compliment I felt I could get.

So, that is part of what I deliver. I deliver the results, but here's what I believe: I believe marketing, if you want to know, I look at it 3 ways. You get people onboard by telling the truth about what you stand for, what you believe. People don't give a shit what you say you're going to do or how you're going to do it, they want to know what you believe.

If you look at Martin Luther King, Martin Luther King got 2-million people to show up in Washington. He didn't have a solution. He just talked about what he believes, a very famous speech. And people can relate to what they believe.

You think of Apple Computers, you're buying what they believe more than you are product. You don't even know what the product is, half the time, before you buy it. You don't really know. You don't have experience with it. You just know they believe we create great shit that's cool as hell, and always works, and it's the very best, and you're going to love it. And people know that. They believe in the best. They believe in simplicity. They believe in it always working.

Those things are what hook people and bring them towards you. People with similar beliefs connect together. Then, you start to deliver what it is that you really do; not how you do it, but what do you do. What's the result you deliver?

We take people, and this is what we do with them. We take them from where they are to where they want to be. We get people to lose 150 pounds, 20 pounds, 30 pounds. We get people to turn their business around, from falling off the side or growing at 5%, to growing 30% to 130%. Some of them, literally 1,000% growth.

What do we do? We take families and we put them back together. What do we do? We take the depressed and show them how to really, truly get off the drugs and turn their life around. That's when they went, "How do you do it?" "Well, we do these seminars, and they're 50 hours long." "50 hours long?! Who wants to hear that crap?"

What they want to hear is what do you believe and what do you really do, and then you need to confirm that what you believe and do, you actually deliver.

Then, the how, that's the brief stuff; just enough logic for them to understand that there's a basis for this. How? By modeling the best people. I didn't just come up with all this stuff. I found people who've been in relationships for 50 years, and they're still passionately making love, not just hanging out as friends. And I figured out what they did. I get couples together, at the very beginning, and see what's different and what broke it up later on. That's how I can turn relationships around.

How do I turn businesses around? Well, how about Steve was one of my best friends. Mark Benioff, of Salesforce.com started his company right out of the UPW, left Oracle and built a \$3-billion company. I can go through a list of people that I model.

So, that how part's still valuable, but it's a lot less important than the first 2 elements, if you're going to be effective in marketing.

**Dean:** That's amazing.

**Joe:** You know what, guys? I don't know if you missed me at all, probably not, but I literally dropped off the line for a couple minutes, while I was in New York here, calling in from a conference.

**Dean:** We didn't miss you at all.

**Joe:** I didn't think so. You're here with Tony Robbins. I don't think there's ever going to be a lull moment here.

**Dean:** Tony, I appreciate you sharing that. I see the framework in that. But when you were talking earlier, that one of the things that you love to do is do company turnarounds, and you've been doing that for years. And maybe a lot of people don't realize that you do a lot of that. Is there a framework that you have, if you're going in to turnaround a company? What is it that you're looking at? Could we model what you do here? Could you tell a little bit about how you would look at turning around a company, and maybe tell a story of a company that you have turned around.

**Tony:** Well, there's a bunch, but here's a simple one, because I know we're running out of time towards the end here.

Think of it this way. Any set of changes you want to make in your own personal life and your business life, there are millions of items you can focus on, but there are only certain areas or categories that matter. If you looked at your life, you could say, "It's my body, my emotions, my relationships, my finances, my mastery of

prime, my mastery of my career or business, my mastery of money, and the mastery of the spiritual side of life.”

So, you’re talking about 7 or 8 areas of life that, if you focus on those 7 or 8 areas and you focus on the majors, you’re going to do extremely well.

In business, similarly, I chunk businesses into 7 pillars of power, 7 pillars that you’ve got to make progress in all of them. If you just focus on one of them, you’re going to be in trouble.

So, I look at businesses and I start with the end in mind. The 7<sup>th</sup> force I’m looking at is do they create raving fans, raving fan clients, and are they a raving fan culture? Is it something where they just create satisfied clients? Because everything else we’re going to do is a waste of time if we can’t deliver something that blows people away. That’s why the marketing is worthless. You might even get a good start. You could go pump up some great piece.

Like in our industry, there was, what was it called, “The Secret.” I didn’t participate with it deliberately. I said, “This is a fad. It’s all based on one thought, it will get really popular, and it will die out because it’s bullshit. It isn’t true that everything is just what you think.” Like if you think positively, it all goes your way. So, the people in Auschwitz were negative thinkers? Give me a break! This is delusional.

Law of Attraction’s a real law, but it’s one of dozens of laws, and you’re promoting this thing. So, we watched this thing fly up to this giant thing, and then crash and burn. Here I am, 35 years later, we get stronger and stronger and stronger, because we focus on all the areas, not just one little component.

So, in a business, I start with that raving fan component and say, “Is that really there?” Because if that product or service is not delivering that, we really don’t have the basis of growing this business. We’re going to have to focus on that, first.”

Then, I go through a methodology. I start out with, “Okay, we really need to understand where this business really is, and we need a business map on how we’re



going to get to where they're going to go." And I do that, usually, by going in and digging under the business. I ask the people of business the questions Peter Drucker always asked. There are only 2 questions in business: 1) what business are you in, 2) how's business?

So, no matter what they say verbally, in a few seconds, you see how their business really is. "Oh, it's pretty good. Yeah." Sure it is, buddy. Let's dig in and get to the truth here.

And then, what I do is I get people to define what business they're in and what business they need to be in. I think that's critical. If you have a great product, you may just not understand what business you're in. I'll give you an example.

This one woman was a terrible marketer, and she actually had a great product. I asked her, "What business are you in?" I was in Australia. She goes, "I'm in the ecological letterbox marketing business."

We're in a room of 1,000 people, and I said, "How many people are interested in the product she just shared?" Not a single hand goes up. "What the hell is ecological letterbox marketing business?" She goes, "Well, we use ecological materials to market to your letterbox," which means it's direct mail. Right?

So, I said, "I think your first problem is you don't even know what business you're in. If I was in your business, here's the business I'd say I was in. 'I'm in the business of helping any business grow more customers immediately. And, by the way, I also can do it in an ecological way.'" I said, "How many think this business can make you more money?" And 90% of the room raised their hand.

I said, "So, you're starting out with a definition of your business that eliminates most of the people you could do business with. And then, part of that business map is then I dig underneath and go, "Okay, who's your customer?" and find out who their customer is. And do they know? And then, I ask them who their customer needs to be, because many of you got your customers just merely because your market has never changed, versus who is my ideal customer.

And then, I'll dig under and say, "Who are you in this business, as a business owner? Is this person really an artist talent? Are they truly an entrepreneur? Are they more of a manager?" So, we see what they need.

And then, I ask, "Where are you in the business cycle?" I think one of the most important things for any business to know is, just like a human has a life cycle, you start as a baby, an infant, you go to toddler, you go to teenager, young adult, you grow. And every stage, there are different problems, and they're predictable. If you know the problem's coming, you can solve it before you get there.

Most businesses, as most of you guys know, 95% of businesses, 96% of businesses are gone in 10 years, 4% make it – 4 out of 100 make it. That doesn't mean they're profitable. The reason they don't make it is they don't understand the life cycles. They don't understand where they are in the life cycle. So, they do the right thing at the wrong time, and they're dead.

So, I go into that stuff. Also, the business math, and how will they get there, and I put together a business plan.

I've looked at the end in mind, number 7, which is raving fan clients and culture. I come back here to the business map, but the map's not a plan. Anyone who tells you they've got a 5-year business plan is either stupid or a liar. The world's changing way too much in that time period. There's no way you can truly predict the technology. You guys know, you just did your conference with my friend, Ray Kurzweil.

So, the third thing I look at is strategic innovation. If I'm putting them in order, I start with the end in mind, number 7. Then, I go to number one, business map, I go to 2, strategic innovation.

As I said earlier, if you don't innovate – all innovate means is you find a better way to meet people's needs – if that's not a part of what you're doing, you're eventually going to die.

Then I go into world-class marketing. And there, I dig underneath and I help people figure out what's their current marketing. How can they have a value-added marketing? Right now, interruptive marketing doesn't work anymore, just trying to grab people's attention. You can do it, but it's not going to give you a competitive advantage. If you do more of it than other people, you might do slightly better than other people.

And then, I lead the marketing to their sales processes. After the sales processes, I then work on them with what are we going to do to take care of the financial side of your business. Most business owners are like VFR pilots. If you fly planes, you've got a VFR and an IFR license. VFR means you can fly whenever it's beautiful and sunny out. IFR is there's a big storm and nothing's working, you can read the instruments and you can fly. Most people fly well when it's going well. They don't know how to manage their finances.

So, we show them how to literally be able to manage and lead their CFO or their accountant.

And then, my favorite part of optimization and maximization, we'll all go through a business, and I'll answer your questions real specifically. And I'll go, "Okay, we're going to grow your business right now. But instead of saying we're going to grow it 100%, which sounds impossible to you, I'll give you an example. Pat Riley's a friend of mine, and Pat used to be the head of the Lakers and, obviously, the Knicks, and now one of the owners of the Miami Heat. And when I knew him back in the Laker days, in the very early days when he reached out to me, he was having a real struggling time. He was trying to get this team that had just lost the NBA championship, Magic Johnson and those guys, to increase their productivity by 25%, and they thought they couldn't be any better.

So, we start with constant, never-ending improvement, and we chunky it. Eventually, the guys go, "But I don't to get better." The reason he said that is because as soon as you tell a champion he can, he could get 25% better when he's worked his

guts out and he's exhausted out of his mind, he's going to just roll his eyes and blow you off, which is what they're doing.

He came back and said, "You know what? I was wrong. You guys can't get 25% better. You're not going to get better. Let's just see how things drop. Let's just give it our best.

These guys start pushing back. "We're stuck!" It was his strategy. \_\_ (45:57) it with them. Make it be small increments. So, he said, "How about you guys just increase 1% better on \_\_ (46:04), 1% better on free-throws, 1% better on block shots, 1% better on stopping turnovers?" And, of course, all the guys go, "1%? That's absurd. I can do 10%."

What happens is you've got 11 players on your team, if they all got 1% better in 5 areas, it should be 5%. But on the floor, 5 guys doing 5% better is 25%.

So, I do that with businesses. I come into businesses and I go, "Okay, it all starts now with your leads. It's all about driving traffic or getting leads. Tell me how many you've got. Let's take a look, whatever size business. Homex is one of our clients. We've grown their business \$750-million, what they credit us for in their own language, not our measurement.

And then, I think a chiropractor, who's got an army of 3, and we doubled his business in 6 months.

Start in the same place. Let's look at where your lead flow comes from. Here's the magic formula. I want to get to 20% more leads, to start with. If you have the fulfillment capability of 20% more business, and it sounds difficult, when we work with them it's not.

Then we go and say, "Here's what we're going to do. I'm going to make all these other changes in your business at 3%, 7%, 10%. I'll give you a specific example."

So, I took one of my own divisions, in my own company. I did this at TwinLabs; I did this at one of my coaching division companies. I'll use the coaching division example.

I went to the division and I said, "Look, guys, tell me how many leads do you guys have?" He goes, "Well, we reach out to 30,000 outbound calls a month." And I said, "But I'm not asking you how many you reach out to, I'm asking how many leads do you have?" He said, "Well, 2-million." I said, "You have 2-million leads, and you're reaching out to 30,000 people? Why?!" He said, "Well, because we've got 15 people who make 100 calls a day, and that's what they can get to, is 30,000 calls." And I'm just like, "Holy shit!"

I sat down with the team and I said, "Here's what we're going to do. I want you all to make 100% more money in the next year – 100% more money. I think you're paid pathetically, but unfortunately you're paid what you're worth, currently." I said, "That sounds harsh, but true. I'm worth more. So, here's how we're going to do this."

I said, "I'm going to show you how to grow this, and I'm not going to do seagull management. I'm not coming here, squawking a lot, crapping all over everybody, and flying out. I'm going to be side-by-side with you, and we're going to build this. I know the numbers. Let's go through it."

So, I said, "Let's start with the first thing. There are 30,000 leads. So, let's just grow that 20%. We can get 6,000 more leads by taking out the damned list and calling them." "Oh, we'd have to get some more people." "Yes. How many would you have to get?" "4 more people." "Okay." "We don't have the space."

My whole thing in life is you don't need resources, you need resourcefulness. If you're resourceful, you can get whatever they are. If you're creative enough, you can get the money. If you're determined enough, you'll break through the obstacle. Right?

Emotion is the ultimate resource. It's not things or people. You can get those things, if you've got the right space.

So, I got these guys straightened out and they go, “Okay, we’re going to do this.” So, I go, “Okay, tell me, out of those 30,000 calls, how many meaningful conversations are you having? Meaningful conversations – you get them on the phone and you engage them?” I said, “You can do the same thing if it was on the Web. How many people are coming to your website? How many are opting in? What are we really talking about?” And they go, “Well, 6,000; 6,000 out of 30,000.” I go, “Gee, that’s 20%.”

“So, rather than saying, ‘That’s terrific! I want to shake you people,’ I calmed myself down and said, “Is that good, bad or indifferent?” You get all this silence. And, of course, the great thing is your top person in any company will go, “I think that’s bullshit! I reach out, I get 68% of the people.”

So, everybody else is panicking I’m going to raise it to 68%. I look at them and say, “You know what? I want to just raise this 3%, from 20% to 23%. Does that sound doable? We’ll come back and figure out how afterwards. Let’s do our numbers, first.”

One of the biggest problems in trying to grow a business is you try to figure out the how before you decide the what. You’ve got to figure out the what and the why. If I know what I want and why I want it, and I’m fired up enough, I’ll figure out how. But if you try to figure out how first, you’ll never get fired up, because you’ll be trapped in the mindset of “I don’t know how to do this.”

So, they go, “Okay, we can do 3% more.” I said, “I’m going to give you the 20% leads. You don’t have to worry about it. All you’ve got to do is get 3% more people in conversations.” “Okay.”

“How many of those do you actually set an appointment with?” They said, “2,700.” “Okay, 2,700 of 6,000, that’s 45% appointment bookings. Is that good, bad or indifferent?” Same story. Quiet. Quiet. One guy, “That’s a piece of crap. I’m doing this. I know my exact numbers,” and he shows me. He’s twice as much. I go, “You know what? Let’s just improve that 7%. I’m going to make any improvements here more than 10%. And overall, I’m going to average less than 8%, out of all of these let’s say 7 areas.”

Then I go to the next stuff. I go, “Okay, out of those appointments, how many people show up?” They go, “1,890, 70%.” “Good, bad or indifferent?” We decided to increase that 10%. You get the idea.

Then, we talked about, “How many of those people do you close? How many of those do you follow-up with? How many of those...” and we go through these different stages.

At the end, here’s what I do. I make changes of 20% of the leads, which I do for them. Their changes are 3% more meaningful conversations, 7% more appointments set, 10% more appointment shows, which is so easy to solve, 3% more clients closed, 5% more upsells, and we reduced the discounts. We didn’t want to raise the price. We reduced the discounts by 8%.

The average improvement was only 8% on 7 items, but grew the business 134%.

**Dean:** Wow!

**Tony:** So, we did the same thing with TwinLabs, we’ve done the same thing with Homex. We could do it on scale or anything else. It’s keeping what you’re doing and stop trying to eat the whole whale with one bite, and say, “How do I grow my business 150%?” It’s, “Let me choke this down into the most important components, and let me figure out how to improve those just a little bit.”

If you start upfront, with a larger number of leads, like loading the freshman class. If you want a lot of seniors, you’ve got to load the freshman class. And what you do from that, now, is you make these incremental improvements, but they’re compounded in the larger number of leads, and you see a business explode.

So, that’s just one approach I do when I just look at let’s say the marketing and sales value chain. And I’ll just go through 7 or 8 elements, improve this 3%, that 5%, that 10%, and we sit down and brainstorm, “How are we going to do this now? Give me 10 ways to do this. Let’s take the cheapest, easiest, fastest, lowest-hanging fruit that will get this thing done,” and we’re able to simply turn around billion-dollar companies or armies of 2 or 3.

**Joe:** That's great. Thank you for that. One thing I have to ask you, before we wrap up. Given what happened with the recent fire-walk incident, how do and how should leaders deal with crises?

**Tony:** That's a good question. Tell me, what do you think happened?

**Joe:** First off, you had 6,000 people there. All I saw, I don't know, other than I think people probably got hurt because, I don't know, maybe they weren't in the right state or something with the way the fire-walk was set up, is what I think and perceive. But knowing you, and we're not great buddies but we spent a day at Singularity University. I've followed your stuff for years. We've had an opportunity to meet each other on occasion, and things like that. And knowing you, I know you really care about people and you're not going to do anything stupid or set people up in a dangerous sort of thing.

So, what really happened, I don't know. I'd like to hear it from you. But, again, I'm more interested in how do you deal with crisis or criticism and stuff, because a bunch of people just come out of the woodwork, attacking you, not looking at the fact that you've changed millions of lives.

When you're playing a game at the level that you are, certain things are going to happen all the time. But I don't know, really, what happened.

**Tony:** You obviously didn't see what's come out. Fox News reversed themselves completely, on the air, which is unheard of. They so rarely will do an on-air retraction/correction.

What happened was a guy, some young college kid, at midnight, we were out with 6,000 people, starting across 40 lanes of fire. He got off a bus and saw this, and freaked out, and called the paper and said, "There are people out here screaming in agony and pain, and they're being tortured." That's the language that was actually quoted in the article.

And they came and saw it – there's a medical team at every event – and said, "Did anybody get burned?" They said, "Yes, we have 21 people." Obviously, people have to take care of everybody. And burned, by the way, means that they had a hot spot or they had blisters.



The newspaper advertised to the market that there were people with second- and third-degree burns. And the next thing I know, that paper was covered up, and it was a telephone game. All over the world, there were articles sent to me – I was in London – that said, “Tony Robbins seminar ends in screams of agonizing pain.” That was the title of the article.

Fox said, “2 dozen people were hospitalized with second- and third-degree burns, after a breakdown at the Tony Robbins fire-walk.” The correction said, “No one was burned, no one had third-degree burned. People who were burned had the equivalent of a hot spot or blisters like you can get from a sunburn, and no one was hospitalized. We regret to say this. We’re sorry.”

The *Huffington Post* did, as well.

So, how did I handle it? I woke up the next morning to this story that had no basis in truth, and then the next day it was literally covered around the world. They just picked it up. That’s the way the 24-hour news cycle works today.

So, the first thing you’ve got to do is center yourself, because part of you just wants to shake somebody and scream, because there wasn’t an ounce of truth in it. We had 21 people get some kind of hot spot. It’s less than usual. We have about 1% of the people get a hot spot. The next morning, they were in the seminar, and there was nothing there. And the hot spots or the blisters are gone within 2 or 3 days, and they have a life-changing experience.

The media comes out and interviews them, expecting to find people in the hospital, which there are none. They come to the seminar, expecting people on crutches, all messed up. There were none. Two TV crews came out. One of them covered the story, and everybody there, every single client there, the *New York Times* interviewed 68 people, and they came to my people and said, “We need another angle on this story.” And the guy goes, “What are you talking about? You interview the people.” He goes, “I am. But they’re all saying the same thing, ‘I’m fine, and it’s great.’” He goes, “Why don’t you report that? No one else is reporting this.” The person from the *New York Times* said, “My editor’s not going to like that.”

So, they still used a crazy headline, but then in it they quoted all the people saying how they were great and everything was fine.”

So, if you don't stay centered in the middle of the storm, you're in trouble. So, I stayed centered, and I just said, “Listen, the truth is what I've got to get out.” So, I reached out and I said, “Listen, we need to reach out to some media and say, “Please come and interview the doctors. Please come do your homework. Please call the hospital and verify.”

But the story's already gone, and nobody gave a damn. It was very frustrating.

And then, the *Huffington Post* actually grabbed a hold of this, and already had Arianna Huffington's been to our event. So, she sent a reporter to my office to do research on it. And the woman did the research, she met all the doctors, and they said, “This is totally a lie. The media's blown this up.” She went to the hospital, and no one was hospitalized. Completely false.

So, she wrote the first article, and then she also interviewed. We had 20 soldiers that had just gotten back from the war, that are part of the Wounded Warriors program, and she started interviewing them. Immediately, they talked about how this was the most life-changing piece. They got their edge back that they haven't had since they lost a limb or they were burned, and so forth.

We had \_\_ (57:02) there. We had a woman who won the bronze a week later in London.

So, they did all those pieces, and then that shame, along with my lawyers, now the true story came out, went on Fox, and then Fox retracted it.

Now, the only challenge is that you have all these people out there that heard some story, which was a sensationalized story. Bad news travels fast. Good news doesn't travel so fast. They don't know about it.

What we have now, we just point to the truth. We just point to the article that says it was completely false.

But if you let yourself get off your center, oh my god, you want to kill yourself because there's no justice in it.

That's what also happens with the \_\_\_ (57:40) today. If it's a celebrity brand, if you open up the newspaper or the magazine going to the counter there, half of those people are my clients. And the things that are said there, 99% of it doesn't have an ounce of truth. They literally make up stories. That used to be just the yellow journalism, something you'd see on *News Of The World* or the *National Enquirer*.

Today, there's no division between the *National Enquirer* and *Fox News*, or somebody of that nature. Now, to be fair, my appreciation to Fox News is they did correct it. It was so much of a manufactured story lie, that they had tremendous exposure and then they did correct it.

So, there's a center of the storm. You've got to find your center; you've got to stick to the truth. If you've done something wrong, you've got to own the wrong, what you've done, and you've got to correct it. If you've done something wrong, you've got to stay with it and not be upset.

Everybody said, "Why don't you just go on the air and do this?" If I went on the air and said, "This is all not true," then it would just be me saying it's not true. And you'd say, "Of course, he's going to say that." But that's why I was patient.

**Dean:** It's amazing that nobody thought to ask. You said something very interesting, that that was actually less than normal. They made it sound like all hell broke loose in San Jose, that this just went way wrong. And you're saying that was actually less than normal to get burned at a fire-walk event.

**Joe:** The thing, too, with what you said, Tony, the main thing I was getting at is really how do you handle criticism? How do you handle that level of pressure? There are a lot of people that listen to us, that put themselves in high levels of responsibility and risk. And of successful people, they get attacked, and they get attacked a lot from shit that's just totally unfair, and people that are jealous and whatever. And I just wanted to hear your perspective on how you handle situations.

**Tony:** Stay centered and add more value. That's the bottom line. When it's a specific story, if it's something you've done, own it. Immediately own it, tell the truth, and fix it.

If it's not something you've done, get someone else to tell the truth for you, and make sure they're a person who's truly validated in the press or the media, or something of that nature. If it's your customers, that's helpful. That's the great thing about social media. People who went to the seminar all wrote, on their social media, "This is total lies. Exaggerated."

There was a radio lady there, with a very popular radio show. She went on the radio and talked about it was totally a lie, and there weren't people screaming in pain. It was people chanting and getting in state for the seminar.

But that process, you've just got to wait yourself through. But when it comes to the criticism, you cannot be Nike or a brand of any sort. The bigger you are as a brand, the more you're going to get criticized, because everybody's got a competitive streak about it. And what you've got to do is just go, "Look, I'm just going to keep doing what I'm doing, as long as I keep adding value, as long as I do more for other people than anybody else is doing, over the long-term the truth will come out and the cycle of success will continue."

**Joe:** That's awesome. So, we're getting close to the time where we need to wrap up. Certainly, you've created so much stuff. I wanted to ask you what's next, and any new programs in development or on the horizon, that all of our listeners should be aware of, partake in, things like that?

**Tony:** I'm really excited and, frankly, angry about them. I had a 3-book deal with Simon & Schuster since like 1989 or '90, or something, '92 or '93. But, I haven't written a new book in so many years, because I'm always craving something new so fast, by the time I write it I feel like it's out of date, and I just don't like the writing process. And very few people read a whole book anymore. It's like they read pieces of it. And at events, I can deliver it.

But I'm excited about doing a new book. It's really on the 10 biggest Wall Street lies and the 10 truths that will set you financially free.

We live in a country, right now, where things are so out of balance, where people have no clue how to truly get financially free. And, it's one thing to go build your business and grow and do that, but not everybody has that vehicle. And even

And even people \_\_ (61:35), you will know, can do well for a while. But it's not get wealthy, it's stay wealthy. That's the secret: to stay financially free and financially independent.

So, I coach one of the top 10 financial traders in the history of the world. This is the guy that made \$400-million in 1989, when the stock market crashed, more money than anybody's ever made in a single day before him.

Now, George \_\_ (61:59) has made more. He made a billion in one day. I've been coaching him for 20 years. The guy pays me 7 figures a year to coach him. He hasn't lost money from the day I started with him. He lost money a couple years, and then I stepped in. And for literally 20 years, he's made money.

I know that business incredibly well. So, I'm, right now, just starting, and I'm going to do a documentary and I'm going to do a book that's going to really show people how they're being ripped off. But instead of just, "Look how horrible it is," "Here's what you can do. This is what the wealthy people do." I'm interviewing 25 billionaires. They're all people I've done business with \_\_ (62:30), who are going to give the insights as to what are the myths of Wall Street? What are the things people tell you, like buy and hold is the strategy and solution?

Anybody who knows the marketplaces that we're in knows that the world has changed. There were seasons when buy-and-hold worked really well, for 20 years, 30 years, and there are other times when buy-and-hold, if I buy and hold in Japan for the last 20 years and tell me how you're doing, you're still down 70%. \_\_ (62:52) takes 70% of the stock market. Right? Keep buying and holding. It's a lie. You guys know it's different.

So, what do mutual funds really do? The average mutual fund costs you 4 points, 4%. They don't advertise all that. That's according to Forbes, 4.1% is the average mutual fund cost. And 96% of them can't match the Dow, can't match the S&P.

So, really, there are some things out there that people need to know. So, I'm very passionate about that. I'm going to be working on that early next year, and bringing it out.

And then, the other thing I'm doing right now is I've partnered with Marc Benioff at Salesforce.com, and forming a company called \_\_\_ (63:28) International. We're launching it at Dream Force, with 70,000 people there. We do work for multinational companies: Dell, VMWare, a 4-billion company, and we come in and we help them turn those companies around by changing the process of them using their CRM software and, instead of just training people, actually creating a cultural and behavioral shift that increases sales.

So, we put Dell's next-to-last division and got it to number 2 in less than 12 weeks; a 30% increase in their business, by doing this what we call "coaching in the cloud" process.

So, we're launching that. We've been doing it, but we're launching it officially at this new mutual partnership, and Marc Benioff is a partner in it, at Salesforce coming up here in September.

**Dean:** That's awesome.

**Joe:** That's awesome. You know what, Dean? I can give you the final word. Who's the better golfer, between the 2 of you? You, Dean, or Tony?

**Dean:** Tony Robbins is quite a golfer.

**Tony:** I hit the ball far. Right, Dean? I can put it past the building.

**Dean:** You really can. Tony, I'm doing you a favor. I told you that when people asked, I always tell them that you're quite a golfer. We can leave it at that. That's enough, right? Because that covers you either way. You're quite a golfer.

**Joe:** Wait, wait, wait! One more thing. I told Peter Diamandis that I would mention him on this interview, because he's one of my dearest friends and also one of yours, and he wrote an awesome book called *Abundance*. What do you think of that goofball?

**Tony:** Oh, my god, he is the real thing. What he did in building XPrize is the classic entrepreneur story. Talk about marketing! He had this dream of what he wanted to accomplish. He got all the astronauts together, all the NASA people together, launches this XPrize for \$10-million, and he didn't have \$1-million. He didn't have \$1,000.

**Dean:** Isn't that fantastic?

**Joe:** And then, that bastard, Richard Branson, swoops in and licenses technology. It's unbelievable. But he's an industry transformer, also.

Peter is fantastic. Dean, anything else? Look, we can go on for 2 weeks.

**Dean:** We appreciate you coming on and sharing with us. Every time I talk to you, I like you more and more. Fantastic. You shared really valuable stuff. I can't wait to read the transcripts and listen again and again, because there are so many gems in there. You talked so fast, it's like this fire hydrant of just incredible wisdom. And I think this is going to become one of our most popular episodes.

**Joe:** Let me mention, too, for our listeners, you can go to [TonyRobbins.com](http://TonyRobbins.com). Obviously, if you've not seen some of the latest things that Tony's doing, you can get information about his events, you can download a free trial of some of his audio programs, so you can listen to it.

Tony's obviously done a lot. He's just completely an industry transformer and doing great stuff.

Your longevity in this industry is unlike any other, and you're the man.

We really, really appreciate you taking the time to do this, and totally look forward to any other stuff you've got going on. We'll continue to keep everyone posted.

So, please, everyone, give us your comments. You got any other smart-ass questions or anything, Dean? Like if he got into a fight with Dr. Phil, could he take him, or anything weird you wanted to ask him?

**Dean:** I think Tony Robbins could take Dr. Phil, for sure. Tony, that's fantastic. We've got to play golf. We'll get out there.

**Tony:** Okay, buddy. Thank you, guys. I really appreciate your time. I hope your audience gets the core message. The core message is, at the end, that the nonnegotiable piece is living the spirit of marketing, where your focus is how to add more value than anybody else does. Don't market just to market, market because you've got something that was life-changing. If you start with that, your marketing will start to transform. And if you want specific strategies and details beyond this, obviously, come to a Business Mastery or UPW, or download our stuff.

But, thanks for having me on, guys. I look forward to seeing you guys soon.

**Joe:** Awesome. Thanks, Tony.

**Tony:** Bye-bye.