



The following is a transcript from the School of Podcasting Episode 618 interviewing Jordan Harbinger from the Jordan Harbinger show (www.jordanharbinger.com).

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Dave: There are three reasons. We're getting cute. There's three I's. The first one is he's **interesting**. He is super interesting. Even his commercials are interesting. I learned that today. He always has a story in his commercials. The second one is **integrity** as he will call bs on anything. In fact, I heard him at social media marketing world; he interrupted as was being introduced because the person tried to say he had 4,000,000 listeners and he's like, wait, wait, hold on. Time out. So that's the second I. Interesting, Integrity, and the third one was **influence**. And this is another thing that I saw at social media marketing world. I always go in to hear Jordan anytime I have a chance to hear him speak. He gets done and gets off the podium and usually, there are a few people and you meet the person on the floor, whatever, so this happens. And then he leaves, and the whole room followed him out into the hallway. That was the coolest thing ever. I went out and took a picture. And so Jordan Harbinger, thanks for coming on the show, buddy.

Jordan: Thanks for having me on, man. It's always a pleasure. And I'll tell you the whole "everyone is leaving the room thing" that surprised me too. I wasn't like, yeah, I do this. I was like, what? People care, you know, it's always still surprising and I think you have to keep that kind of joy about the craft or you start to get jaded and you're like, yeah, of course, everyone wants to take a selfie, and then you're like, kind of insufferable.

Dave: Yeah. Then you just here, let me get the cardboard. Stand up and take pictures.

Jordan: Exactly. Yeah. Yeah. Which is a little bit like how self-important to you.

Dave: Well, the one thing that we talked about in San Diego was at the time, this was kind of a somewhat new news back then, but you were on a show called the art of charm and it, it's in his heyday, was getting 4.1 downloads a month, which is pretty impressive.

Bringing in seven figures into your business. I thought it was fascinating because you've just been so transparent about this. You've gone through the joy of being fired from your show and so I've heard you describe it as well. There were different visions for the company, meaning you wanted to go one way and they want to go another way and I realize you have to be careful what you say cause there may still be some legal aspects of this, but can you peel that back any further into like what was going on?

Jordan: You know, really what it. What it comes down to is I was enjoying interviewing these amazing neuroscientists and special forces people and military generals and CEOs and things like that on the show. And I, I, I'd like to think over the decade and change that I've been doing interviews that I've gotten decent at it and I liked doing practical takeaways in each episode and making sure that there's always something for the audience to take away and experience. And that wasn't exactly where other people in my former company that was less important than other ideas that they had about how the business should run and how, how things should be leveraged to create leads for sales and things like that. And I just really wasn't interested in teaching people how to, you know, guys had to go out to bars and meet girls anymore.

Jordan: You know, I'm 38, I'm married, I've been with the same woman for five years. I'm not looking to be a 40-year-old dating coach, you know, and it really, the brand didn't fit me anymore. I'd outgrown it. And there was a lot of resistance to rebrand any sort of rebrand. And we had figured out a way to split the company in a way that made sense for everyone. And then that didn't work out for a variety of reasons which I won't get into here, and so I found myself on the outside of the company. Fortunately, I was able to take the vast majority of the team with me and I, I'd say take with me, but really they came with me. I didn't take anyone and we were able to regroup and form advanced human dynamics which teaches networking, rapport building, verbal, non-verbal communication and things along those lines, negotiation and stuff like that that are much more interesting for my team and me and I've formed the Jordan harbinger show, which prides itself on really taking what I was doing before just to the next level and beyond with really great guests.

Jordan: There's no stigma from the dating stuff because we don't cover that and we do get into a lot of practicals and all the things I loved about the old show turned up to 11 and none of the drama that I really couldn't stand.

Dave: Do you think the brand was holding you back in some ways? Do you have any examples of that?

Jordan: Yeah, I do. I book a lot of great guests on the show. In fact I've got some really great people coming up as well, like Dennis Miller and a journalist from the New York Times and DJs that have global names that are all around and things like this among others and even senators and I remember pitching them last year when I was with the old show and just getting no response or getting a very lukewarm response to say the least.

Jordan: And then when I finally, when I reformed the new show with the Jordan harbinger show, I send emails and they were like, yeah, let's do it one what works? And I thought, oh, I might have just gotten perfect timing with this one. And then it happened again and again and again and again. And I thought, wait a minute. This isn't just good timing. This is not having to explain why the name is weird and has sounded like it's about meeting chicks at bars and it isn't. And so I didn't have to worry about that anymore and that was, that's been an enormous relief. Additionally, our new coaching company, advanced human dynamics, we have a lot of military, we have a lot of special forces. We have a lot of government and corporate clients that we just could not get with the old brand because, in theory, we wouldn't have been able to get them with the old brand because they were like, I'm not telling her that I'm going to take this class, I'm not telling my unit commander that I've got to submit a \$25,000 receipt for a company that on the website.

Jordan: So it's like be fearless. And when approaching women, you know, it's just not going to fly. Uncle Sam's not going to be thrilled about that. And we lost a lot of opportunities there. Now I viewed it as a lost opportunity. The company was just saying these aren't a good fit for us. And I wanted to be a company where that was a good fit and I didn't want to serve the same type of customer that I was in the past. And that's what we've been working hard on doing and that's been a challenge, you know, to rebrand and then change your customer base is difficult, but it's worth it.

Dave: And you mentioned the new company, advanced human dynamics; you're doing a live seminar in August in Vegas. Is this going to be different than previous workshops that you had? So we're doing live events regularly.

Jordan: The first one is in August in Vegas, August 10 to 12 and it's going to be Unisex, which the oldest company did not do unisex events. It's going to have negotiation, which we'd ever taught before. It's going to have different types of verbal and non-verbal communication and presentation skills, which we never taught before and it's also going to have a lot of networking which we'd never taught before. And so really we're reinventing the curriculum and a lot of ways. I'm bringing on a lot of different coaching staff from different parts of different teams that were sold of Riding Solo before and that complement what I teach. And so it's a much more individual and sort of unisex corporate friendly, military and organization friendly type of event versus all right, It's really for guys only and it's just for personal stuff. This is all going to be professional development that will spill over into your personal life, but really will help you be more successful in your career, in your business, which frankly is important because that means it pays for itself and doesn't just feel good.

Dave: Who do you think your target audience is for that? Yeah, we have a couple of different target audience verticals. So sales teams are great. Entrepreneurs are perfect sort of target market for this and frankly, one of the primary markets that we have that came as kind of a surprise is we have a lot of military and security forces and even bodyguard

schools sending their people to these events because this is what they need in their line of work. So I thought that was kind of interesting to see these sort of special forces sitting next to a cosmetics entrepreneur sitting next to a salesman for a CRM company. That kind of thing sort of cracks me up in a way because it is the glue that holds us all together. And so anybody who's interested in creating and maintaining networks, learning how to be more persuasive and influential would be well served. Come into this. As I said, negotiation, networking, rapport and nonverbal communication are going to be the core of this and I think it's going to be fun.

Dave: How many months ago was the transition?

Jordan: Three months. Just over 90 days.

Dave: Are you sleeping better yet?

Jordan: Uh, it's on and off. Yeah. I am sleeping a lot better on the whole, but I'll tell you, I have my nights where I'm like, it's 1:52 and I'm wide awake.

Dave: Your new show you got super creative. It's called the Jordan Harbinger show. You nailed the creativity on that. Excellent. I love your, tagline is it's either going to solve a problem or it's going to make you better. And for me, I always tell people that in your podcast you've got to make people either laugh, cry, think grown educator, entertain, and for me, the education level in the think you make me think all the time. And then you also have a great connection with your audience, your feedback Friday shows. Right now your interview is great. Don't get me wrong, but the feedback Friday thing, the last episode, you had some guy like his dad was a loser. Mom was in the hospital or no, mom was a freak and his little house was on fire. He was just; this kid was just a hot mess. I felt so bad. How do you answer a question like that when somebody just, you know, Jordan helped me in my life is a mess. I just listened to that and I thought the responsibility of trying to conjure up an answer to that is insane.

Jordan: Yeah, that's tricky for me because that one, in particular, that was an episode of feedback Friday where I take listener questions and I answered them with my producer Jason and sometimes guests experts. That one I knew was mostly above my pay grade and I wanted to take care of the question asker, so I told them about the suicide hotline and things like that, but I also told him to make sure that he's not just taking on problems from the person that he's trying to save because that can really destroy your life, drag you down with it, and so I do realize when certain things are above my pay grade and I stayed it as such. On Feedback Friday, I'm always very careful to go; I am not a therapist. Here's advice for this, but you also need to see a therapist immediately, or a doctor or get this handled because what I noticed is there's a lot of advice shows, you know, Dr. Drew and Adam Carolla love line.

Jordan: Back in the day. Dr. Drew is a doctor. He's allowed to dispense this kind of qualified advice. I am not a doctor so I can give advice on pretty much anything, but when it comes to mental health, I'm not going to tread very, heavily on that and I'll bring on a therapist or a doctor to make sure that they're getting proper advice. So it is a lot of

responsibility and you can't take it lightly. And I think that's important to know. And when podcasting, in general, hosting any kind of show, you have to be an advocate for the listener. Every minute of their attention has to be earned. And if you're advocating for the listener, it means you're asking the questions that the listener wants to ask of the guest. But it also means that you respect them enough to tell them when you don't know the answer to something so that you're not just flying blind and bs because that's a winging it as a great way to burn a relationship with your audience.

Dave: The thing I loved when I've seen you speak and you talk about the way you put it out there is like, "I just do the work." Can you think of a time because they're going to be those people like, Oh man, I'm just keeping it real Yo? And can you think of an example of when you did the work and when the interview was over you're like, "oh, I'm so glad I did the work?"

Jordan: I'm a slow learner. It was the seventh anniversary of my old show. So seven years in I'm interviewing Robert Greene's the author of 48 laws of power. I don't know he's pretty well-known author if people have checked out and stuff.

Jordan: Art of seduction was another book that he wrote is about like power and war and things like that. I'd read the book. I didn't want to disappoint him. I'd been going back and forth with him for like two years, and kind of was too chicken to pull the trigger and book the interview and I finally did it, and at the end he goes, why did this take so long? And I said, what do you mean? He goes, we've been going back and forth for two or three years. How come you didn't just do this interview earlier? And I said, well, frankly, I didn't want to waste your time. You're an important guy, are really intellectual author. I wanted to do a good job. And he goes, this is one of the better interviews I've ever done.

You've clearly read the book. You clearly prepared, you know, you should have pulled the trigger earlier. And I really thought, well, you know, earlier I was winging it and so after that I called Ryan Holiday, who is a friend of mine who worked with Robert Greene and I said, man Robert is so nice. He told me I was a good interviewer, I'm really on top of the world. I'm on cloud nine. And he goes, hey, you know, he doesn't really throw that stuff out there. He's not really a let's make someone feel good for the sake of making them feel good kind of guy, so he means that he meant that. So I went, oh wow then I should probably take this more seriously. So that's when I started to read the entire book, take notes, treat this like a research project. Each guest is like a research project instead of just winging it and thinking, I'm getting away with this. I remember thinking if I just ask leading questions, people will present and it'll be fine and I really thought it doesn't really matter if I ask leading questions you think you're getting away with it.

Jordan: I promise you're not doing your best work. I promise you're not. And there are people. Yeah, as you said, keep it real Yo. I just want to take the conversation where it's going to go. I still do that. I'm not locked into the notes. I don't have a show flow that's do or die you. The better prepared you are. As long as you're not attached to a show flow and a process and you can always do a better interview than somebody who's just going, "I just use my natural instinct to guide me," you should use that, but you should also know exactly what this person has done for the last two decades so that if they forget to say something, you can give context. If they skip over something, you can fill it in. You have to be able to do that as a host and if you're not, you're just being lazy. Whatever you want to call it, keeping it real, being naturally curious, whatever you wanna, whatever euphemism you want to paint over it with your really just leaning into your laziness and I get that temptation. I totally do, but you're not fooling anyone, especially your listeners.

Dave: How do you find the time to make all that happen?

Jordan: I'm kind of one of those guys that says, if you don't have the time to do something right, then you don't have the time to do it at all, and I get that and I also understand that sometimes people don't have the time to do it. Let me be fair. If you're a parent and you've got a day job and this is your side hustle, I get not having time to do all the prep that you want, but I also know a lot of people waste a ton of time. You know, they don't necessarily listen to the audiobook. You can. First of all, audiobooks are great. You can listen to them on the commute. You can play them at two x. You can plan when you're walking around, and you're watching your kids play at the park, popping up the audio bucket 2X.

Jordan: You're not going to have to keep your eyes off your kid and then you know, have your wife yell at you because you lost them. You can prep, you can do the work. You can listen to other people. Interview them to get an idea of what it is. You can create those notes on the fly. If you don't have a few hours to prep for each guest, maybe you're doing too many shows. Perhaps you should do one show a week instead of two or three if you don't have time to do the prep? And I get it. People are busy. I thought I was busy too, but I started to re-prioritize and I realized well if I want to be one of the best interviewers in the world, which is a long shot, but I'm trying for it, then I have to dedicate the time.

Jordan: It's just like somebody who wants to be really good at a sport, but then they're sitting around playing video games. Does that person really want to be good at the sport? I watched this documentary called a topspin is about ping pong table tennis players trying out for the Olympics, and these are 16-year-old girls and guys and there. They leave school at noon and then they train for eight hours a day every single day because they want to be the best in the world. If you want to really do something good, you don't have to be the best in the world, but if you want to do a great show, you have to figure out when you're going to do the prep and maybe you shouldn't be interviewing authors if you don't have time to read the book. Maybe you should be interviewing people who do talks and then you can watch their talk on 2X, so its 20 minutes of your time instead of four hours.

Dave: The proof is in the pudding. As I said, I love shows that make me think, and I'll be honest, I did not listen to your old job because much like everybody else, I thought it was a dating show and I'm like, well, I'm married, so I don't need to listen to that. And I probably missed out a bunch of good stuff, but I'm definitely absorbing your show. And uh, speaking of the old show, let's, let's go back to that dark place. How did you, how did you find out that you were no longer the company?

Jordan: It was pretty abrupt. I'm going to leave it at this. It was pretty abrupt. It was unexpected because we were already negotiating a way to not do it that way and it was disappointing and I went through like the stages of grief. I went through them really fast, you know, it was like one day I can't believe it. The second day waaah, the third day, OK, what am I going to do to rebuild this calling in all the support and favors that I can from friends and just thank my lucky stars that I was practicing what I preach for the last 11 years with building a network, building and maintaining relationships, digging the well before you're thirsty because I ended up thirsty man and if I hadn't done that, I would be in a world of hurt because you build skills over 11 years of broadcasting.

Jordan: Maybe some of us are born with talent. I don't think I was, but some people were. If you don't have enough, if you have that, you rely on that, that's great, but that means you're doing it all yourself so you better have a network of people around you and I don't know what I would've done without the network of people around me because those were the people that said, don't skip a beat. Start the Jordan harbinger show. Started off with a bang and get going, and those were people like Norm Pattis who owns podcast one, probably 50 plus years in the radio business. A lot of people that were CEOs and ceos of companies like one 800 got junk. My friend Cam Herold who was there and help build it up to a hundred and \$180 million and he told me stories of him getting fired by his best friend after 11 years with no warning and said, this is the best thing that's ever happened to me and it's going to be the best thing that's ever happened to you.

Jordan: And I know it sucks right now. But in a year or two, you're going to look back and go, why the hell didn't I do this myself earlier? And the answer is because it's hard.

Dave: Well, I mean in the past you've coached people on controlling your mind. Were you able to kind of coach yourself? Did that come into play? Or was it just like, oh, this is so much harder than I thought it was? What was going through your mind?

Jordan: Actually was my wife and a lot of friends who were like, well, you know what Jordan would say in a time like this. I ended up leaving, and a lot of my team came with me from the old company and they were saying things like, Hey, don't you tell people, regroup makeup plan, don't you tell people, get mindful and don't you tell people you've been digging the well before you're thirsty.

Jordan: Don't be afraid to ask other people for help, don't you tell, you know? And I finally was like, yeah, maybe we should take some of my own advice, and even my listeners were writing in and saying, Hey, you've been given me good advice for 11 years, now it's time

for me to give you some advice, listen to episode 465 and relisten to episode such and such and such and such. And those people that you interviewed, you were coaching them and they were coaching you and you just need a refresher. And I thought that's a pretty good bit of advice. And it was kind of funny to have my own Jordan Harbinger show fans say; I've been listening to you for 11 years. You can do this, you know, pull your pants up and you them to get to work. I thought that was kind of funny.

Dave: What do you think the biggest difference between the "old" Jordan harbinger versus the "new" Jordan Harbinger?

Jordan: You know what's different was pointed out to me by other people. And I thought this was interesting. A lot of people said, wow, it seems like you have a renewed energy with the new show. Wow. The topics seem really fresh. Well, you're clearly even more prepared. You're more on your feet; you're more on it than you ever were. And I didn't really notice this because, you know, it's kind of like losing weight or gaining it. You kind of don't really notice until someone says, hey man, looking a little rough around the edges, you know, a little bit chubs and then your pants don't fit and you go, oh yeah. So for me, this was a really good surprise because I really was the last person to notice that, hey, I sound a lot better than I did before and that's because I'm in it. You can't read the label from inside the jar. And a lot of my shows fans were like this is better than any of your other work. And at first I thought they were just supportive, but now I've got people that say I've just gotten dozens and dozens of people saying the same thing and it's too many to be a coincidence.

Dave: Well, it probably because you're now able to do the interviews that you want to do. You're more excited than and you're not having to worry about, wait a minute, how do I tie this back into this product that doesn't fit anymore. Everything is flowing nicer. That's very cool. How do you balance. You mentioned you'd been married now for, you said five years?

Jordan: No, I've been married for one year.

Dave: How are you balancing the whole work life? Because I know she works with you, right?.

Jordan: She does and I'll tell you, we don't really balance it because we don't have kids, so she flies with me everywhere. We work together all day. We worked together on the

weekends. We don't really have that balance. I don't necessarily believe that we need it right now. Now once we have kids, then it's going to be different because we're going to be busy with the family and we're not going to want to be like, yeah, call me when they're old enough to drive, you know, that's not gonna work, so we'll have to figure things out. Then and reprioritize, but it, for me, it's not about balance is about priorities right now, since I don't have kids, I don't have kids as a priority and family is less of a priority.

Jordan: I see my parents, and I make time for them and then make time for the in-laws and things like that, but I have friends that I hang out with regularly of course with Jen, but we don't really worry about that because of the priority is the rebuild of the Jordan Harbinger show in the build of Advanced Human Dynamics as a company. And so we don't worry as much about that stuff. But like I said, when we have kids, it's going to be a reprioritization. And how that works out is anybody's guess.

Dave: Yeah. But that's huge when you have the support of your family. In this case, it's Jen, that that makes a huge, huge difference. So that's, I'm glad to hear that because without it you're sunk. One of the things I like about your show is you teach people and you give advice and things like that. So after going through this nasty little scenario in your life, how does somebody that is starting a podcast now, like what would your advice or some things you can do to avoid the scenario you were in?

Jordan: No, I thought about this a lot and it sucks to say this, but there's really not that much that I would've done differently reasonably. I really would not have because people go, yeah, now you know, never have partners. And I'm like, well no, not really. You know, you have to work with other capable people and you can hire a team, but really if you really just want the best out of people, you have to incentivize them. So if you're going to work with somebody and you need marketing, and you need events and you need products and you've got somebody whose life has been that for two decades, it doesn't make any sense to go, now I'm just going to figure it all out myself. That just does not make sense, don't have partners, but I would say rather than having one big entity where everybody owns a piece of it, you want to have different discrete projects where people own different shares.

Jordan: So for example, uh, advanced human dynamics has an APP that's coming out. The APP has been in development for three years by some of the contractors. They've given me equity in the APP because I'm going to promote it and I'm adding a bunch of content and then putting my name and face in there so I have a share of it, but I don't have a controlling share that. And then the live events, the products that we're developing, everyone owns those equally. And the rule is if someone decides they don't want to do it anymore, they get bought out by the other side at their option or they continue to get paid in perpetuity. So it gives an option to buy it outright or to say, you know, we're not going to give you a lump sum because we can't, but I'm still gonna cut you a check.

Jordan: Right? And, but at the end of the day, I'm a former attorney. If someone says, oh, I'm not going to exercise my buyout right, but they decide they're not going to pay you, now you've got a choice to make and litigation is expensive and what you usually have to do

is just walk away and chalk it up to a lesson. So what I would say is it's always something where you've got to have the keys and you've got to have ownership and you gotta keep your side of the street clean. But what the real problem is is that people are invested in relationships for way too darn long and they don't sit down and go, am I still happy with this? Is this still the business I want to run? Are these still the people I want to work with? And had I done that back in the day when working with my old company, I would have had to face some hard truths, which are, no, I don't want to be here anymore, but I didn't have the guts to leave because the getting was too good.

Jordan: That's a lesson that I learned is you have to go is what I'm doing right now with the money and is there a better way out? And you know what the other, the other lesson that I learned, and I'll, I don't want to phrase this crudely, but you have to be very discerning with who you work with. Just because you make rational decisions based on what's best for business and best for the people in it, doesn't mean that someone's not going to be driven by ego. Narcissism outright, crazy ass ish. You know that they're dealing with on their end. You just don't know. You know, you might think, well, I work hard and they work hard, so we're going to figure this out. No, maybe they don't want you to succeed because in their mind that means something about them.

Jordan: You just don't know. And I've seen that happen with businesses a lot where people will split and try to do their own thing and the other person goes, wait a minute, if she succeeds without me, that means they didn't need me. I can't have that. So then they go to war over this dumb ego stuff and you have to realize who you're doing business with and sometimes it takes a while for people's true colors to show, but once they do believe them, that goes for who you're dating. It goes over here and married to as well as for any business partner. Because I think what a lot of people don't realize is if you've got a business partner, you are married to them. You don't have to sleep with him, but you are married to them legally. You are married to them. They don't call it marriage, but you have a union and when you want to divorce the courts kinda go, you guys should just figure this out because it's a big mess.

Jordan: And then they wash their hands on the whole thing and you know what they'll figure it out for a poultry, six-figure sum.

Dave: That's all. Well, so does this mean in the future, let's just take the example of your app that maybe once a year you're going to go with that team and go, Hey, are we still happy with this arrangement?

Jordan: Yeah, it really is something where on the regular we communicate. My business partners and I, we talk very regularly about what we're doing. The division of Labor is really clear. We always bring up issues if we have them with one another and yeah, every year it will be like, Hey, you know what? And it doesn't have to be like, and this is our annual gripe session. It can kind of be like, Hey, you gave me five percent of those, but I'm really sending in a lot of users.

Jordan: I really don't know if I'm being compensated adequately for that and they might go, OK, well I don't want to give you more equity, but what I can do is give you a cash bonus for every user that you generate or well we don't know if you're bringing in new users, it

looks like you might be, but we're not tracking it. We got to figure this out. Or look, you're bringing in users, but we're doing this other thing for you. Do you value that equally? And you have to go, well, yeah. You know, like with this app, I don't have a ton of equity, but what will happen is that my show, the Jordan harbinger show inside the APP, so if they're spending literally a million dollars on user acquisition, they're bringing me a lot of new listeners, which I can monetize with ads. So do I need more equity in the APP or do I need to just enjoy the fact that they're promoting the crap out of the Jordan Harbinger show and not worry about the nickel and dime and you have to create that on your own.

Jordan: You don't want to wake up one day and go, I hate this arrangement and you guys are unfair because that's unfair to them. I've noticed a lot of business partners do this to each other. They cry about everything to anyone who will listen and when it comes time to solve the problem, it's cool bro. Let's go have a drink. But then they're just plotting your demise and I've seen this happen so many times and I know it does because it happened to me too. It's all a matter of, you have to be comfortable in, each person has to be comfortable communicating their honest thoughts and not just trying to avoid conflict.

Dave: Yeah, it's, it's worth the awkward conversation, in the long run, to sit down and have a grown-up conversation and go, this isn't working anymore. It's tough and it's hard, but it can save you a lot in the, in the long run. I have to ask this question or Monica will kill me. OK. So this is from Monica from youwannadownload.com. She loves your show because she says you're going broad and I say I think your niche. So are you broad or are you niche?

Jordan: I want to say that it looks broad and I think I have a greater freedom of interviewing neuroscientists. I'll have a money laundering expert and things like that on the show. So it seems broad in that respect. However, really though, when you look at it, everything is based on psychology. So it's all about thinking. It's all about practicals. And so it's not just, here's a variety show you no, not Terry Gross on fresh air where she's like, I'm interviewing this random musician now, I'm not quite that broad, but on might be broader than I was before. Where it niches down is, does this person teach me how to think better and can I apply what they're saying? So that in itself is niche enough because most shows don't do that. They just go tell us about your new jazz album. And then the next one is, oh, this person is an FBI agent. Thoughts talk about investigating a serial killer that's really broad, but there's not a whole lot that you can take and use in your life. So in a way, we're niche and that we're educating, we're brought in that what we're educating people about can be different as long as it applies to them and makes them a better performer, whatever that might mean.

Dave: One of the things I should ask you, you mentioned the event in Vegas. If somebody is interested in that, where do they go to find out about that?

Jordan: Sure. They can email for now. They can email me, Jordan@Jordanharbinger.com and they can really just shoot me a note because right now there's not even any live event stuff on the advanced human dynamics website, but I would happily talk to them about whether or not it's going to be a fit and get that going. And I have no problem fielding

email, you know, that's, it's one thing everybody goes, I can't believe you have your email on every show and it's public and it's like, look, you know, I'm not saying I'll get back to everybody who just says, hey, I got a random question about this, you know, in a short period, but if somebody wants to come to the event, yeah, just shoot me a message. jordan@jordanharbinger.com or jordan@advancedhumandynamics.com both go to my inbox and I will happily help them out and right now the people we have registered or we have some green berets.

Jordan: We've got some bodyguards, we've got some female entrepreneurs in different spaces. It's really going to be a great event. So I would love to hear from some listeners or people that are interested in possibly coming and joining us.

Dave: Awesome. And you can find Jordan again at www.jordanharbinger.com or just look for the Jordan harbinger show, wherever fine podcasts are distributed.