

# time to get SHARPER!

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## SUMMARY KEYWORDS

people, business, sharper, money, building, helping, question, real estate, process, susan, drives, company, paid, stage, integrator, book, months, numbers, big, left

## SPEAKERS

Susan Harper, Gary Harper, Steve Trang, Gary and Susan Harper

- 
-  **Steve Trang** 00:06  
Hey everybody, thank you for joining us for today's episode of Real Estate Disruptors. Today, we have my friends, Gary and Susan Harper with Sharper Solutions. And they flew in from Crown Point, Indiana to talk about how they went from consulting Fortune 500 companies to consulting the top investors in the country while building an empire along the way. If this is your first time tuning in, I'm Steve Trang, sales trainer for some of the top wholesalers in the country, and I'm on a mission to create 100 millionaires. A question I get all the time is how do I become one of the 100 millionaires. The information on this podcast alone is enough to help you become a millionaire in the next five to seven years. Just take consistent action and you will become one. When you hear a nugget, please type in the comment section and after the show, identify your single biggest takeaway, and focus on just that for the next seven days. If you get value today, please tag a friend below. Share this episode right now that way we can all grow together. And this is a live show. So please ask your questions for Gary and Susan to answer. You guys ready?
-  **Gary and Susan Harper** 01:01  
Yup.
-  **Steve Trang** 01:02  
Alright, so first question is what got you into real estate?

- G** Gary Harper 01:05  
What got us into real estate. So the job of being in the world, right? Like every day, and chasing after that, that elusive freedom, right. And wanting to get away from a J-O-B. My brother-in-law actually in 97-95-97 got me started in real estate, and he was reading, I don't know if people gonna know this name, but Carlton Sheets, and so.
- S** Steve Trang 01:29  
Some people on the show know it.
- G** Gary Harper 01:30  
Yeah. So we had Carlton Sheets cassette tapes. That's what we had, right. That's where we first started to real estate. So that's where it kind of started for me, it's just working with my brother-in-law, he actually helped me help. I was a laborer for him for a long time. And then probably by 2004, I really wanted to take a deeper dive into it. And so that's what got me going, it's just wanting to get out of that job, wanting to create some freedom for Susan and I, and, and honestly Rich Dad, Poor Dad, Carlton sheets, like the OG years of this, and then they the 90s inspired me.
- S** Steve Trang 02:02  
So you started reading it in 97?
- G** Gary Harper 02:04  
Yeah.
- S** Steve Trang 02:05  
But you were still working a job until 2004?
- G** Gary Harper 02:08  
No, I worked a job till 2010, 2011. In that timeframe. But I got into real estate really full time, or trying to be an active investor by 2004. I was passively working with my brother-in-law, you know, on the side.

S Steve Trang 02:20  
Wayne?

G Gary Harper 02:21  
Yeah, Wayne. Yeah. And he was rehabbing houses and getting rentals. And you know, chasing that Rich Dad, Poor Dad mindset of getting a bunch of rentals. And so we did that. I just helped him clean them out, and get them ready, and things like that. To make some like, supplemental income. And by 2004, I'm like, why am I doing this? I need to start building my own. Right.

S Steve Trang 02:40  
Right.

G Gary Harper 02:40  
And didn't do quite right in 2004. But learned a lot of life lessons along the journey for sure.

S Steve Trang 02:45  
And then you guys are married all prior to this.

S Susan Harper 02:48  
Yeah. end of 97.

S Steve Trang 02:49  
So you were involved, whether you like it or not, you were?

S Susan Harper 02:52  
Pretty much. So I was a school teacher for 17 years.

S Steve Trang 02:54  
Okay.

**S** Susan Harper 02:55  
And so my day ended at three o'clock every day. So I was the fun school teacher, I didn't have homework or tests or anything like that. So I didn't have really an after school job. So that became my job. We got into property management right away. I did all the collections for property management.

**S** Steve Trang 03:10  
Property management.

**S** Susan Harper 03:10  
Yeah.

**S** Steve Trang 03:10  
The funnest part in real estate.

**S** Susan Harper 03:11  
You know, it was kind of fun for me. I didn't mind it.

**S** Steve Trang 03:14  
Really?

**S** Susan Harper 03:14  
And then yeah.

**S** Steve Trang 03:15  
Oh man, that sounds like a nightmare.

**G** Gary Harper 03:17  
Horrible.

S Susan Harper 03:17  
Yeah.

G Gary Harper 03:19  
She would do our collection, she will.

G Gary Harper 03:20  
I would knocked on the doors at the time. And, and, and we did, then we open it up and expanded with me. My brother-in-law, we had a company called Calumet North Properties. And we were managing a couple 100 doors at the time. And then I just started burning out trying to do that and do my job, full-time in Chicago. And being honest with you I, I did, I started to take a step back from real estate because I had won Executive of the Year, like 8 out of 10 years. And so my career was really taken off in Corporate America. And so I was putting less effort in real estate and more effort in growing that career.

S Susan Harper 03:20  
In collections.

S Steve Trang 03:53  
Was it the accolades or was it the money?

G Gary Harper 03:57  
You know, I just, probably both I mean, by the 2010 I was pretty ego driven, like I was, I was very egotistical, I actually just being transparent. I mean, I was, you know, I was I became a you know, a leader in a Fortune 500 company by the time I was 22 years old.

S Steve Trang 04:15  
Oh

G Gary Harper 04:15  
So, like, by that time, I was like, you know, I I needed to be humbled, let me tell you. And I

hadn't been humbled yet.

**S** Steve Trang 04:23  
Yeah.

**G** Gary Harper 04:23  
And life started humbling me. I ate a lot of humble pie from 2006 about 2011.

**S** Steve Trang 04:29  
Okay, what was that?

**G** Gary Harper 04:30  
So, I mean, I bought wrong, I bought too deep in real estate, in regards to the, you know, loan to value and so when the market crashed a lot of these properties, we, you know, we started struggling with them, we start struggling collecting rents, we started struggling. We also had reassess some taxes in where we lived in Northwest Indiana. And so they were two years in a rear on collecting taxes when they reassess to dropped our escrows. I plummeted, we didn't have enough money to cover.

**S** Steve Trang 04:58  
Oh, because you guy's bought it too deep, the escrow was lower?

**G** Gary Harper 05:02  
Well, no because well, 2 right things we bought too deep. And then on top of that the city or the county didn't accrue enough money for escrow. Because they were so far in the rear. So when they reassessed, they were like we've been under accruing.

**S** Steve Trang 05:16  
So they went ahead and went back.

**G** Gary Harper 05:18

Right.

**S** Steve Trang 05:19  
And they're like kind of a clawback.

**G** Gary Harper 05:20  
Well, now we got to charge you more. Right. And you got escrow more to make up the shortage and for future.

**S** Steve Trang 05:27  
Yeah.

**G** Gary Harper 05:28  
So it was ridiculous, like tripled my mortgage payments, on all my stuff. On all the stuff I had loans on.

**S** Steve Trang 05:33  
Can you elaborate on buying too deep?

**G** Gary Harper 05:35  
Yeah. So when the market dropped, you know, when the property values dropped. I mean, they dropped so low in my area that I dropped, we dropped in some places, 50% of ARV. And so I might set in that setting like 65 to 85%. And the ones I was higher on like, I couldn't get out of the house. I was stuck. And so we bought too deep and now this properties is my problem.

**S** Steve Trang 05:55  
So you mean it's too many properties you bought too deep?

**G** Gary Harper 05:58  
Yeah, well, I mean, any one of them would have been a problem, right? Because I bought

them too deep. I couldn't get rid of them. And then when you compound that with how many we had. Now where in trouble.

**S** Steve Trang 06:07  
I guess I just want to clarify because I think like you bought them too high?

**S** Susan Harper 06:09  
We paid too much.

**S** Steve Trang 06:10  
Paid too much.

**G** Gary Harper 06:11  
Yeah. Yeah, I paid too much.

**S** Susan Harper 06:12  
Didn't buy them deep enough.

**S** Steve Trang 06:14  
Got it.

**G** Gary Harper 06:15  
Oh, yeah. So I think I think it a little different. Like I'm getting too close to ARV right. When I'm paying too much. So that's one of my mindset. So yeah, so I was just I gotten, you know, paid way too much for the properties, bought wrong, basically. And when they dropped in value, I was stuck.

**S** Steve Trang 06:31  
Yeah, a lot of people got stuck in that situation. So that was 2007, 2008?

**G** Gary Harper 06:36  
So it was about that time. I carried it. So we had a lot of money in savings. I wouldn't met with the bank. A lot of people were just like keeping the rest and not paying their banks or lenders. I wouldn't do that. I refuse to do it. So I lady's name was Monique. I met with her every week, I gave her every dime I had like, and we even gave her all our savings up to that point, because of my name meant a lot to me.

**S** Steve Trang 06:54  
Right.

**G** Gary Harper 06:54  
And so and then I still had a job in Corporate America. So it wasn't my only stream of income either. Right?

**S** Steve Trang 06:59  
Right.

**G** Gary Harper 06:59  
So I had that luxury of being able to fall back to my job.

**S** Steve Trang 07:02  
So you're doing all this, and you're still working your other job, which you're doing really well. So you're working hard. You're paying a lot of money. You're making a lot of money.

**G** Gary Harper 07:09  
Yeah.

**S** Steve Trang 07:10  
And you're.

**S** Susan Harper 07:11

Kinda lot in mortgages.

**S** Steve Trang 07:11

And then you put it right. Right back in those mortgages.

**G** Gary Harper 07:14

Yeah. What am I doing? Like this was supposed to be my freedom plan. It's taking every extra dollar I have now, to keep it going. And then when the taxes reassess, that put us even farther, the mortgages were higher. It was just it was like the perfect storm. It was insane. In what happened so

**S** Steve Trang 07:29

So when was that exactly?

**G** Gary Harper 07:30

So we kept it going for about three years. So about 2010. 2010 yeah. And by that time, even the lady though, at the bank, she was just like, you need to file bankruptcy. So she's like, I'm like, well, I don't really want to do that. But let's let's figure out another way around this. So we figured out a way. She ended up being very kind to us. And we worked really hard with her to try to try to keep it going. But unfortunately, by 2010 I ended up filing bankruptcy. I ended up losing it all that year. It wasn't just that year I lost financially. I lost health that year, I got Lyme disease, almost passed away. And and went back to like a five year old mental state for six months.

**S** Steve Trang 08:09

Do you think the stress you received or endured from becoming working crazy? Because you weren't working 20-30 hours a week. You're working crazy hours on the road.

**G** Gary Harper 08:19

Yeah

**S** Steve Trang 08:21

Yeah. Do you think that contributed to the health situation?

**G** Gary Harper 08:25

Yeah, I'm sure it did. I mean, I think I think obviously lowers your immune system, we have that much stress, right, on your body. And so being an executive at over 50 mid level management that reported to me, I had two of our largest accounts, going out to RFP that year request for pricing so they were looking at competitors coaching. And so, you know, there was all that the stress of Corporate America. The stress of like, I got to be able get out of this hole. All that just kind of came together and then it was kind of the perfect storm. I remember that year I turned Susan, I said two things, I was I was a lot heavier. So I want to lose weight, my goals this year, New Year's resolutions. To lose weight and increase my faith with God. That's the two things I want to do. And

**S** Steve Trang 09:05

Well, you have the opportunity to increase your faith.

**G** Gary Harper 09:06

In both, in both areas. I dropped to like 130 pounds with the disease, and you know, my faith really got increased that year, in a really big way. But humble pie is something I ate a lot of that year, and realize, just talking to a guy yesterday and I said you know, the more success I've had, the more I found myself on my knees.

**S** Steve Trang 09:23

Yeah.

**G** Gary Harper 09:24

Because I know how quickly can it be gone tomorrow.

**S** Steve Trang 09:26

Oh yeah. And that's the thing is always kind of on the back your mind. Something kind of scary to think about. So let's talk about what kind of consulting you did. Because I'm interested to hear how much your consulting in the past is aligned with the consulting in today so. What were you consulting on?

**G** Gary Harper 09:40  
Business processes, business process outsourcing, it's called BPO and I work for Canon.  
Canon Business Process Outsourcing Division of them. Part of that.

**S** Steve Trang 09:49  
Canon, the printer company or.

**G** Gary Harper 09:50  
Yeah, yeah.

**S** Steve Trang 09:52  
I guess camera.

**G** Gary Harper 09:53  
Camera, printers. They had a little bit everything and multiple divisions. And one of them  
was Canon Business Process Outsourcing.

**S** Steve Trang 09:59  
Which had nothing to do with what they're known for.

**S** Susan Harper 10:02  
The cameras are.

**G** Gary Harper 10:02  
Not really.

**S** Steve Trang 10:03  
Okay. Last thing, I had no idea.

**G** Gary Harper 10:04

Yeah.

**S** Steve Trang 10:05  
So as a consultant.

**G** Gary Harper 10:07  
Yeah.

**S** Steve Trang 10:07  
You would travel to other corporations?

**G** Gary Harper 10:10  
Fortune 500 companies.

**S** Steve Trang 10:11  
And you would consult them on businesses which like, I mean, are you meeting like C level executives? Are you meeting like, management? Like who you talking to?

**G** Gary Harper 10:18  
Yeah, no, like, I mean, Rotary International was at food at the time, he was the general secretary. And, you know, it's usually executive level people. Fortune 500 companies that we met with. And we would go in. It would be particular to a certain niche or certain part of the business. It wasn't as a whole operating system, like similar to what we do now. But we did a Kaizen events and Six Sigma process mapping. Leaning out their their process, trying to streamline processes for the organization.

**S** Steve Trang 10:44  
Yeah.

**G** Gary Harper 10:46  
We focus directly on like, their media and mail and distribution of materials and things like

that. Records management, all that kind of stuff.

**S** Steve Trang 10:55  
Gotcha.

**G** Gary Harper 10:55  
We did that. We did it for law firms. We did it for all kinds of niches.

**S** Steve Trang 10:59  
Okay, so you, you're having this success, you're traveling, and then you end up upside down, a lot of properties. And then you get Lyme disease. So for people that don't know what it is, you want to elaborate on Lyme disease is?

**G** Gary Harper 11:11  
So, Lyme disease is spirochete, and it's one of the.

**S** Steve Trang 11:14  
It's what?

**G** Gary Harper 11:14  
Spirochete. It's a it's a parasite, and it invades the body through knownly like mainly ticks. I believe there's other ways that invades the body, but ticks is what is most known for. And it creates a disruption in the body just like any parasite does. Gone unnoticed or uncontrolled, it can create long life effects on the body. And for me, it bit me in a really weird spot. Bit me right on my back of my neck, my C5, my C6 is. And it went straight into my spine. Injection of the spirochete and the disease went straight in. And so it got in my nervous system, got in my brain, like I was in pretty bad shape within weeks, 12 months.

**S** Steve Trang 11:51  
Was it because like your brain was swelling?

**G** Gary Harper 11:53  
Yeah. So I had a form. I mean, it's like meningitis. My brain had an infection. And we couldn't figure out what it was. Right? They didn't even know I had it for a long time. Matter of fact, I was losing weight. And everybody's like, you're in great shape. You know, I feel good. I was having about 26 panic attacks a day, because of the nervous system infection that I've gotten. And

**S** Steve Trang 12:11  
It wasn't really good with the job you had?

**G** Gary Harper 12:12  
Yeah. couldn't drive anymore, which was really hard. I would leave every Monday and fly and come back on Thursdays and had to stop doing that. Like it was really affecting my job to the point one day, I was meeting with three executives, I had to pick up pick up the senior vice president of the company at the airport, and Susan had to drive.

**S** Steve Trang 12:29  
Yeah.

**G** Gary Harper 12:30  
He was like, what is going on? Like, why is your wife in the car?

**S** Steve Trang 12:32  
Right.

**G** Gary Harper 12:33  
He's like, you need to take FMLA and figure this out. Right? So I had to I hadn't have a choice.

**S** Steve Trang 12:38  
Right.



Gary Harper 12:38

And it just went downhill after that from a health perspective, but I was able to pull out. Thankful to God that He allowed us to regain our strength and mental capacity.



Steve Trang 12:38

So I just want put this in perspective, because a lot people run into adversity. But you know, I think it's all relative. Right? So I mean, when you're at the bottom, and what was your situation? What were the circumstances?



Gary Harper 12:58

Well, I'm making it as simple as this. We can't afford a 50 cent cup of coffee.



Steve Trang 13:02

Yeah.



Gary Harper 13:03

Right. Like that's where it got to. I remember driving her to Dunkin she has gets massive headaches, and driving her there and as we go up to the Dunkin, I'm like we're looking for change. Our I mean, I was making 200,000 plus a year and now I can't afford a cup of coffee. So that puts it in perspective of where we fell to. And it wasn't because I didn't have I had investments in different things, for one case, things like that. Well, my job didn't want to let me go. They actually held on to my job for over six months or more, right. They wanted me back and I had been very successful for them made them on money. So that's why they wanted me back. But I couldn't tap in into that because it was all locked up. No. So we were at a point that, you know, we just had to figure it out. I mean, we were cleaning out houses on the side. We were she was doing three jobs answering telemarketing calls at night at two o'clock in the morning. Like we were doing everything we had to do to survive and you go from highly successful. I was, you know, I was an executive by the time I was 22 years old, to now 35 years old and not being able to walk up and down an aisle at a store without her hold my hand.



Steve Trang 14:01

Yeah.



Gary Harper 14:01

Well, humbling.



Steve Trang 14:02

For sure. So I mean, what was your experience in all this?



Susan Harper 14:05

Yeah, just watching him go through that was was painful, but it's like we are not giving up. We don't believe in that word. So we'll figure it out. So, and like we said we, I did three jobs.



Steve Trang 14:17

Still a school teacher.



Susan Harper 14:19

Still a school teacher, then I would, you know, we knew so many people in real estate. I was like, hey, what work can we do? I've got two teenage kids. We can clean out properties. We can paint. I seriously believe I can do anything. So it's like hey, let's do drywall today. I can do that. Let's go for it. So yeah, we did we do some fix and flip properties. We do the labor part of it for for people. We've cleaned them, we paint for them. Our son did a lawn mowing business, started that a couple years ago. So every summer, I was the driver for the lawn mowing business.



Steve Trang 14:49

Awesome.



Susan Harper 14:49

Like, hey, we're just all gonna pitch in and, you know, we did a cleaning job so the kids kids' schooling could get paid for because they were in a private Christian school and the things that we held important is, you know, we got to keep in that to do.



Steve Trang 15:02

How old are the kids?

S Susan Harper 15:03  
Our daughter was in eighth grade and our son was in six, there were about 14 and 12.

S Steve Trang 15:08  
Okay, so then what turned things around?

G Gary Harper 15:12  
So I mean, I was relentless in trying to figure out what was how to get better. And to the point people was like, just let it go. Like I was spending a ton of money, every extra dime we had at that point in savings.

S Susan Harper 15:21  
Went to new a doctor.

G Gary Harper 15:22  
Went to a new doctor and everybody kept saying, there's nothing wrong with me. Have me this little blue pill, tell me I had anxiety and that was all what's wrong with me. But I knew, I left home at 16 years old. Right. I dropped out of school in 10th grade. I got my GED, went to college, you know, like, I've never had it in me not to push hard. And when I knew that was broke, something was broke. And I was like, this isn't me. And so like, I knew that and I believed in myself enough to know that I had to figure it out. And I owed my family that. So, we finally found a doctor that was willing to sit there and listen for 4 hours. He just listened, went ran all these tests and all this stuff and stuff. He's like, we've talked about, well, I went a trip to Jamaica that year, I cut my toe open on the coral reef, and he's like, we got a parasite this and then they started going down that path of parasites. He's like, wherever bit by anything. And I was like, well, I was bit by tick in May. Like, where? Back of my neck. He's like, have you ever been tested for Lyme disease? I didn't know what Lyme disease is?

S Steve Trang 16:13  
Yeah.

G Gary Harper 16:14

Like, I think we should get tested. It's weird because it came back like it was a false positive. And then I did a Western Blot test, because the infection was out of my blood at that point. It had made its way into my organs, and it was a parasite. So we did this Western Blot. And that came back positive. And it was like, okay, now we have an answer.

**S** Steve Trang 16:29  
Yeah.

**G** Gary Harper 16:30  
And so at that point, it may have been, we thought it was too late. He actually told Susan, I had about six months left. And he told her to start planning for me not to be here anymore. And the infections in my heart, my brain, it was a little everywhere. And so we actually try another doctor out of Washington, Seattle, which is where we're going tomorrow. And he and he took a call for me which I'm surprised till the day he did. And he was able to give me some treatments and telling me some different antibiotics that we needed to try and different professionals we need to go see. And took about two weeks from that call. That I woke up and finally had like the aura was gone. Left this feeling of euphoria around my head, like I couldn't see peripherally anymore, was back. And it was like, I still get goosebumps thinking about it. Like I just woke up and I knew I was back.

**S** Steve Trang 17:13  
Yeah.

**G** Gary Harper 17:14  
I knew I was healing. It took me a good year from that point on to heal. And I remember, you know, my job was open, and I call them I'm like, I'll have to be coming back, you know, and they're like, wow, how cool, let's do this. And then my brother-in-law Wayne, I called him who's a mentor in most of my life and, and he goes, hey, my mom and dad, like loved me, supported me through this whole time and they paid our bills. They did certain things for us that people, you know, parents do. I mean, you don't expect it, but they do it when they have to. But Wayne, he says, hey, Gary, do you think God took you out of that, just to put you right back in it? And I'm like, man don't say that. Like, that's horrible. Like, I need money right now. Like, he's like, why don't you come join me man. I mean it's time you go full time with me in real estate. And what a blessing it was. I think he did about 40 some deals that year for me. And then I was able to join the team. And we built over 30 along. Anyhow, it wasn't just me. But our team was able to grow and now I look around the

country and see the people came off that team like Dave Richter was in that team and Josh Culler was on our team. And like, it's crazy, because they're out doing so many great things now. But we built it to do 300 deals a year out of Northwest Indiana.

**S** Steve Trang 18:17  
So did you along this time, I know that your Canon was holding a hope for you to come back. So, they were there for you the whole time.

**G** Gary Harper 18:26  
Yeah.

**S** Steve Trang 18:26  
So they never cut you.

**G** Gary Harper 18:27  
No.

**S** Steve Trang 18:28  
Okay.

**S** Susan Harper 18:29  
The position, he was actually getting a.

**G** Gary Harper 18:31  
Executive raise and a growth plan to move to Houston. And

**S** Steve Trang 18:36  
And you told them like, hey, this isn't gonna work.

**G** Gary Harper 18:38

I've been cussed. I got cussed out pretty good on that call. Like, what do you mean, you're not coming back? I'm like, you know, I'm gonna do this. And they're like.

**S** Susan Harper 18:47  
Because your health wasn't 100%.

**G** Gary Harper 18:49  
Yeah.

**S** Susan Harper 18:49  
So putting that more stress on it. We didn't really think that'd be a great idea either.

**S** Steve Trang 18:53  
So just for again, for perspective, for everyone else, like what was the pay that you're walking away from to go chase your dreams in real estate?

**G** Gary Harper 19:03  
So at the time, I mean, base was close to 120. And then you know, and then on Corporate America you have potential with with more to that to gross out 150 to 200, depending on what you're look like and how many clients I had. And again.

**S** Steve Trang 19:15  
120 to 150 to 200 goes pretty far in Indiana.

**S** Susan Harper 19:19  
Oh, yeah.

**G** Gary Harper 19:19  
Oh, yeah. So.

S Susan Harper 19:22  
Cost of living there is really cheap.

G Gary Harper 19:23  
We set our free, we set three marks for ourselves. When we started real estate one was our freedom mark. One was our healthy mark. One was our abundant mark. And so freedom for us has always been \$5,312 a month. That's what we need in a cash flow to be free. That means, yeah, pay our bills. And honestly, we haven't changed much of that, like we still live in the same house. Most people will be surprised I still live in like a 2000 square foot by level. I mean, it's nice to put a lot of money in fixing it up. But I don't want to change that. That freedom mark for myself, because as soon as I change it like and if I lost at all, or something happened, you know, some of these things we don't control. You don't control getting bit by a tick.

S Susan Harper 19:58  
Yeah.

G Gary Harper 19:59  
You know, and it's not a fear thing, it's just a respect thing.

S Steve Trang 20:02  
It's reality.

G Gary Harper 20:02  
Yeah. And so I don't need it. I don't live abundantly. I don't have a lot of fun fancy stuff. And I just I enjoy what we have, enjoy my time. I think at some point, you stop valuing money, you start valuing time. I can tell you this Steve, one of the things what I teach customers, I talked about purpose. And I know your purpose and I love your purpose. We were talking about it out there today. And I love it, because it's about investing in other people. So purpose is a big driver for me, right? And so when we know our purpose, and we drive after our purpose, here's the thing. When I came to the end of my life or perceived in my life, the doctor says you have six months left. When somebody says that to you, you give and that you have to give an account of what you've done with your time. Right? I always say that you better be good steward of the time God's given you, because

at some point you'll answer to it. Right? And when you get an opportunity to answer to it and actually come out of it again, like I have, you value time.

**S** Steve Trang 20:56  
Yeah.

**G** Gary Harper 20:57  
You value in a really big way. Because there's, you know, there's not too many people get looked at 35. And I know there's a lot of people, even more people on here that we're facing, types type situation that may be taking their life. But when you get that question, you don't know. And you can't honestly answer you were good steward of the time you were given. You start really value in what you do with it.

**S** Steve Trang 21:17  
Yeah, so there's no amount of cussing on there end. That was gonna bring you back.

**S** Susan Harper 21:20  
No.

**G** Gary Harper 21:21  
No, not at that point.

**S** Susan Harper 21:22  
It took him away from everything, away from us. It took him away from being able to help people. He was just a corporate rat stuck in the wheel.

**S** Steve Trang 21:30  
So freedom, 5,312?

**G** Gary Harper 21:33  
That was it.

S Steve Trang 21:33  
What's the next number? What's the

G Gary Harper 21:35  
12 was my healthy mark.

S Steve Trang 21:36  
Healthy?

G Gary Harper 21:37  
Yeah, that will be nice dinners. That would be like vacations, getting away, doing some stuff together as a family throughout the year, things like that. And then also, you know, still giving but just not abundantly, right? Like will still gonna be givers, we're gonna be givers a 5000 a year, 5000 a month, we're gonna be givers at 12 as well. About 22,000 was the abundant mark for us. And that was us being able to abundantly give back, right?

S Steve Trang 22:01  
What is abundantly give back mean?

G Gary Harper 22:02  
So I have a goal of giving \$2.6 million in one year to Lord's work. That is my goal. I mean, this year, we're trying to build a church in the Philippines. You know, we just talk last night on the way here, there's a lady that's going to work in an orphanage, and she reached out to us and she's like, right around \$5,000. And she's like, do it like, you know, let's help her.

S Steve Trang 22:22  
So is it like anything over 22,000, It's just going to charity?

G Gary Harper 22:24  
So no, I mean, anything up to 20,000. We're still going to charity. It's just now like, now it's going to be 100% abundant at that point. What I mean by abundance is it's at least 50% of what we bring in, right? It's what's going to go in to the Lord's work or other things that

we've determined, but yeah, the goal of 2.6 million in one year is what we want to achieve by 2026. Hopefully, we achieve it well before 2026.

**S** Steve Trang 22:49  
So you partnered up or you worked with Wayne?

**G** Gary Harper 22:52  
Yeah.

**S** Steve Trang 22:52  
What were you doing for Wayne?

**G** Gary Harper 22:54  
So when I started off I was I bought and sold houses in Michigan. It's what I did I did.

**S** Steve Trang 22:58  
Your, I mean, I don't know if they had, they call them acquisition guys back then.

**G** Gary Harper 23:01  
Yeah, we sales. We did acquisitions and dispositions. But no, I mean, it's not like I walked in then hand the keys to me or anything, right? Like he's like, you know, as my older brother, basically, you got to earn it, you know. And so I came in start building systems and processes for him, like I did Corporate America. And I started structuring the company, and the only way to mean, so I was doing that, but I was doing it more free. And if I got paid is I had a buy and sell house, everybody there had a buy and sell house, if you want to be there, basically, it's the mindset.

**S** Steve Trang 23:26  
So you're integrator and a sales person.

**G** Gary Harper 23:28

Yeah, pretty much. And so.

**S** Steve Trang 23:30  
You get pay for the sales.

**G** Gary Harper 23:31  
Right.

**S** Steve Trang 23:31  
That's good.

**G** Gary Harper 23:32  
That's what it was.

**S** Steve Trang 23:32  
If you want to work for me let me know.

**G** Gary Harper 23:33  
Yeah. But you know, and then I had to figure it out. Because he's like, hey, you know, this area down here where we are. I already got people here. You know, if you're going to buy and sell and make extra money, you got to do it up in Michigan, which is like two hours from my house.

**S** Steve Trang 23:46  
Yeah.

**G** Gary Harper 23:46  
Well, I can't drive yet. I still was, still recovering. So I had to figure out. This is back for nobody was talking about virtual wholesaling. And I have figured it out. 2011-2012 I had figure out, so we've virtually wholesaled over 150 houses in Michigan. You know, just just try to figure it out, you know. And so, I and through that me and Wayne were able to grow

the business. And then I had a couple of people that work there with us, Tom Olson, some other gentlemen, Dave Richter, Josh Culler, and those guys started joining and more, there's so many more. But got to a point where Wayne and I partnered in another company called Good Success Together. And we were part owners of that together and whole idea behind that was helping other companies as well. That I had this passion of helping people and the.

**S** Steve Trang 24:28  
Well it phases to Sharper?

**G** Gary Harper 24:30  
It's similar. I mean, it was more around teaching real estate.

**S** Susan Harper 24:34  
It's really more of a mastermind too.

**G** Gary Harper 24:35  
Yeah, then actually teaching people how to run a business.

**S** Steve Trang 24:38  
And then at this point, you were still teaching, or did you?

**S** Susan Harper 24:41  
Me? Yeah. I didn't stop teaching until like 2016. So

**S** Steve Trang 24:45  
Okay.

**S** Susan Harper 24:45  
I stayed a teacher even while we started Sharper. Actually, no, I, it was 2018 before I quit. Yes, I did. I did two jobs because you know, why not?

- G** Gary Harper 24:55  
So we would actually leave on the weekends. Go work with a client and come back, so she can be back in time to.
- S** Susan Harper 24:59  
For school, and like.
- G** Gary Harper 25:00  
It wasn't crazy to me because she loved her job.
- S** Susan Harper 25:02  
I did love my job.
- G** Gary Harper 25:03  
It was crazy to me though, cuz she didn't make a ton.
- S** Susan Harper 25:05  
No.
- G** Gary Harper 25:06  
Yeah, it was under 30,000 a year.
- S** Steve Trang 25:08  
It wasn't out of the money.
- G** Gary and Susan Harper 25:09  
No, it was wasn't about the money.
- S** Steve Trang 25:10  
Yeah.

- S** Susan Harper 25:11  
It was the school our kids went too. It was, you know, mom went to school with the kids every single day. So it was nice.
- S** Steve Trang 25:18  
So you initially partnered up or worked with Wayne, it was not a partnership you worked for?
- G** Gary Harper 25:23  
I worked for Wayne. Yeah. And then moved into a partnership with him through throughout the time there.
- S** Steve Trang 25:27  
Okay, so what was his business like, when you start when you started with him? What was his business like, when you left?
- G** Gary Harper 25:32  
I think he was doing about 43, I think so 47 deals that first year, where I started, and then when I left, he were doing 300 a year.
- S** Steve Trang 25:39  
Okay, so you helped scale that business and then you left?
- G** Gary Harper 25:44  
Yeah. 2016. And then I transitioned over, me and him transition at, to Good Success for about a year. And then 2017, I started to move into Sharper
- S** Steve Trang 25:55  
Why leave that business? It was a good business. It was profitable.
- G** Gary Harper 26:01

Yeah.

**S** Steve Trang 26:02  
Why? Why part ways?

**G** Gary Harper 26:03  
You know, I never I never loved real estate. I still care. Tell you, I love real estate.

**S** Steve Trang 26:09  
Yeah.

**G** Gary Harper 26:09  
It's not my thing. And in to a degree, you know, feels a little selfish, just pour into making money right all the time. And you can make a lot of money in real estate, but then I want to make an impact. It's not just about money for me, right? Like when you almost lose it all. Money does just doesn't bring you value anymore, right?

**S** Steve Trang 26:27  
Yeah.

**G** Gary Harper 26:27  
So like, what brought me by. And then, more importantly, there was a promise I had to fulfill. And the promise I had to fulfill is, I promised God that if you gave me my life back in 2011, I would give it back to helping other people. And so that's where I went. I want I want to try to help and it actually fell upon me. It wasn't really something that I really stressed out. I had a gentleman Max Keller actually reach out to me, and he's like, hey, would you help me like you're doing there? And I said sure.

**S** Steve Trang 26:51  
What you are doing for Wayne?

G Gary and Susan Harper 26:52  
Yeah.

G Gary Harper 26:53  
And so I started, you know, doing it. And he started paying me a little bit. And then, at some point, I had a former name, because I had a

S Susan Harper 26:58  
Company.

G Gary Harper 26:59  
You know, actually make it a company. And so I named after Susan, so Sharper, is S Harper and named after her, and it was kind of my way of thanking her for never leaving my side and never give it up on me and never stop believing.

S Steve Trang 27:10  
That would've been easy enough.

G Gary Harper 27:12  
Yeah.

S Steve Trang 27:13  
When you were a five year old?

G Gary Harper 27:14  
Yeah. No, it was. She's like get me up every day. Help me get dressed, like getting ready for, you know, that kind of like, she just never quit on me. Make sure she kept believing, even when everybody's like, there's nothing wrong with him. Right? She just she believed. And that's my number one core values belief. Oh.

S Steve Trang 27:28

You started 2017-2018, when was it?

**G** Gary Harper 27:30  
2017

**S** Steve Trang 27:31  
2017. So you start Sharper in 2017. You got Max Keller as your first client. And then like that was just word of mouth, you're growing like what was?

**G** Gary Harper 27:40  
100% that.

**S** Susan Harper 27:40  
Absolutely how it started it.

**G** Gary Harper 27:42  
Yeah. So it was just word of mouth and trying to help people and go from one client to the next and just trying to bring them value. And, and then not really a plan to like grow it and to anything bigger than just trying to help as many people that wanted to be out. And I was I was charging like, barely nominal fees at the time. And.

**S** Steve Trang 28:00  
Like every new budding business owner.

**G** Gary Harper 28:01  
Yeah.

**S** Steve Trang 28:02  
Charge, were under charged.

**G** Gary Harper 28:03  
Yeah, I kept getting ridiculed and like, you're not charging enough. Even my customers are telling me I wasn't charging enough. And, and so one day, I was like, Alright, I've helped enough people now. What's the average profit per deal? Right. So then I base it off the average profit per deal. And I'm like, man, if I can't get one help one person get another deal based on what I'm going to help them, I don't really deserve to be paid. Right.

**S** Steve Trang 28:24  
Right.

**G** Gary Harper 28:24  
And then on top of that, I really wanted to protect it. So now, it's still this way today. Like when people hire us, they put a deposit down, they don't pay us in full until we're done. Like with the implementation, and that's to protect the integrity of the product and make sure that we don't ever get labeled as a guru. Like, I don't I don't want to take your money if I'm not much value.

**S** Steve Trang 28:42  
Yeah.

**G** Gary Harper 28:42  
That's just what it is, right, at the end of the day. And so if I don't deliver value, then don't pay me. That's okay. I'm okay with that. Right.

**S** Steve Trang 28:48  
Right.

**G** Gary Harper 28:48  
But that's, that was the concept behind it.

**S** Steve Trang 28:51  
So you're growing word of mouth and at this point Sharper is your only business?

- S** Susan Harper 28:56  
No. So, what's kind of funny is he started Good Success, more mastermind type feel group type setting, and that's when Sharper began because they wanted more one on one attention.
- G** Gary Harper 29:06  
Yeah.
- S** Susan Harper 29:07  
Then so Good Success, basically said, we can't do that. We don't have time and you know, not able to do that. Gary is like, well I'll do it. Well, you know, we'll do clients, you know, we'll do the one on ones with them, which started the whole thing. And then I don't think we made Sharper its own company. But that's the only thing we did. I don't even know the timeline on that. Was it 2018?
- G** Gary Harper 29:27  
Just kinda naturally migrated over by me, about a year later, maybe? But it was just naturally migrated and then, now Sharper is 9 businesses.
- S** Steve Trang 29:35  
Yeah. So when did you guys go from helping these businesses to constantly traveling? I don't think everyone knows how much you guys travel. I was surprised when I find out how much you guys travel.
- G** Gary Harper 29:46  
Probably at the end of, probably beginning of 2018-2000 end of May.
- S** Susan Harper 29:50  
Probably not till I quit working school.
- G** Gary Harper 29:52  
Yeah, that was probably. Because here's the thing, I made a decision. I wasn't going to go

on the road and travel without her. Right. Not because I couldn't do it. It was because I do it in Corporate America for years. It's because I wanted to protect a relationship. There's a lot of temptations out there, there's a lot of things you can fall prey to. And I will, if I was going to do this, I was gonna put myself on the road and I was going to spend time with other people, I wasn't going to sacrifice this again. I wasn't gonna sacrifice my kids, I wasn't gonna sacrifice my family. They are more important to me than any amount of money you could ever put in front of me. So if I'm gonna do it, I'm gonna do it with my family. And I'm not going to sacrifice it. And so that was, that wasn't that wasn't theirs. There was a line in the sand on there for me, like I am not crossing that land, that line. And so I took as much as I could take with her being able to go when we could do it together. And then finally I looked at her one time I'm like, hey, you really need to stop working. She's like, why? I'm like, coz you're costing me over a million dollars a year. She's like, no, I'm not. I'm like, yes, you are. And so she decided to stop. And then that's about the time we took off. And I think right now, I think last year, we flew over 160 times. And

**S** Steve Trang 30:56  
160. Well, I guess you don't have round trips, because you're making everything's a circuit.

**S** Susan Harper 31:00  
Right. We don't ever do a round trip.

**G** Gary Harper 31:02  
So I mean, it's you know, in the last two weeks, we'll go from Florida to I don't even know we're gone from. It was Florida.

**S** Susan Harper 31:08  
In Florida, we are with three different people.

**G** Gary Harper 31:10  
Yeah. And then last week, we were yeah, we're in Tampa, last week, last Thursday and Friday, and then came home for a couple days. And then here and then Seattle, Washington, and then I don't even know where we go after that. But

- S** Steve Trang 31:19  
So how many days on the road in a year?
- G** Gary Harper 31:23  
Well, I think we average about seven to eight days at home a month.
- S** Steve Trang 31:26  
Okay, cuz I was gonna ask you like, what's the point of having a home?
- G** Gary Harper 31:28  
Yeah, we're
- S** Susan Harper 31:29  
Worth considering it right now.
- G** Gary Harper 31:32  
We're sent over on it, over \$250,000 in equity right now.
- S** Susan Harper 31:35  
We just made it like perfect. The way we wanted it. And now he's like, we should sell it?
- G** Gary Harper 31:38  
Yeah. Yeah, good question. I like that you ask that question. Helps me persuade her a little bit.
- S** Steve Trang 31:44  
Alright, so you start Sharper, and then you're in multiple masterminds.
- G** Gary Harper 31:48  
Yeah.

S Steve Trang 31:48  
So talk about that.

G Gary Harper 31:50  
Yeah.

S Steve Trang 31:51  
And what why are you mastermind? What was what are you doing in them?

G Gary Harper 31:54  
So, you know, joining a mastermind, was that ability to help, right, you're in the mastermind, you're helping people. The other thing is, is just industry knowledge, you know, industry benchmarking, things like that. One of the things I think we've done a really good job of is being able to understand the benchmarks of the industry. You know, I know really quickly what the industry averages are, and every one of the metrics and KPIs. I mean, because we get to see it, and then, and then the other thing is, each mastermind has a different flavor, has a different feel, has a different culture, right. And so those are the other things that that I like to be a part of as being part of those different cultures. And then the really crazy thing about with real estate is you can have pockets in real estate, like yours, for example, like you've got this culture that, you know, following over here, that these people in the East Coast, never heard of. Right, like, and then same thing with each one of them. So, like, each pocket like has its own, you know, its own culture, and its own people, its own following. And I just think it's awesome to build those relationships and be a part of that with people.

S Steve Trang 32:53  
And I'm really lucky, like, you know, when there was an opening in Collective Genius.

G Gary Harper 32:56  
Yeah.

S Steve Trang 32:56  
Leon reach out to you. And you're like, oh, just call Steve.

G Gary Harper 32:58  
Yeah.

S Steve Trang 32:59  
And so, I mean, that was a big pivot, you know, for my career, you know, it made a big change in my business and my family's outcome. So I will still thank you very much for that.

G Gary Harper 33:08  
Absolutely.

S Steve Trang 33:10  
So you got nine businesses now?

G Gary and Susan Harper 33:14  
Yeah.

S Steve Trang 33:15  
Okay. So before we go into those nine, I just want to share, because you came and consulted here.

G Gary Harper 33:21  
Yeah.

S Steve Trang 33:21  
Back in December. So I mean, six months ago. And A, people did.

G Gary Harper 33:27  
Should I review the rocks right now, in front of everybody?

**S** Steve Trang 33:29  
You should, I think you should. So people were kind of surprised. You know, how well, you know, we've connected and so on. That actually never get consulted by you. So when I said like, that's the first time you came out, they're like, really?

**G** Gary Harper 33:40  
Yeah.

**S** Steve Trang 33:41  
But on top of that, when you came out. What I said to other people on other podcasts, like, Gary didn't teach me anything I didn't know, right? Like, I'm well read. I've gone through all this stuff.

**G** Gary Harper 33:52  
Yeah.

**S** Steve Trang 33:52  
But what Gary and Susan were really good at, was like a surgeon. Excising and identifying all the problems in the business, right. Like, you didn't know about this, like, I had no idea. This is a problem. That was a problem. And there was the you guys put up the accountability chart.

**G** Gary Harper 34:06  
Yeah.

**S** Steve Trang 34:07  
I like wow, Steve's.

**S** Susan Harper 34:08  
We made it very obvious, painfully obvious I think.

- S** Steve Trang 34:11  
Very painfully obvious. But I mean, I think that was the value is like, you can know this stuff. You can know this business. But you still need a professional third party consultant to come out. And just kind of like, poke where it hurts.
- G** Gary and Susan Harper 34:22  
Yeah.
- S** Steve Trang 34:22  
Like find out like a doctor like, okay, this is hurting. Okay, this part is fine. But that part is, that's rubbing?
- S** Susan Harper 34:28  
Yeah.
- S** Steve Trang 34:28  
But the other thing that was a big takeaway for me, which I don't think anyone else in the office enjoyed was that Steve is allowed to start as many businesses as he wants. So long as he has the right integrator in place.
- G** Gary Harper 34:40  
Yeah, as long as you're not a resource to the business.
- S** Steve Trang 34:42  
Right. And so, that's I'm asking that or I'm bringing that up, because you got nine businesses. To talk about starting at one and maybe kind of break down like the ones you started and what they do, and like, how this makes sense, as ecosystem.
- G** Gary Harper 34:56  
So so it's an ecosystem, right. So we have a curriculum we've been using the last couple years and when we're we're actually trademarking, putting out right now with Eddie Wilson. Eddie Wilson is a partner of mine. Brandon, Austin McCurdy these partners and

Stephanie Betters we talked about, and she was on your show just not too long ago, right. And so these are different people that our partners actually in Sharper. Actually have some equity stake in the business. And I love that, I love bringing people and being part of things. But they're it's an ecosystem. And as a company grows, it grows in from less organizational structure to what we call the matrix, right. Into an ecosystem, if you will. And the program that we have, we teach and help customers with this, is what we call Empire. The Empire helps you through all five stages of business, from startup all the way through succession, if you want to sell it, like, more of exit. How many people know how to exit their business, right?

**S** Steve Trang 35:44  
A lot of people think about it.

**G** Gary Harper 35:45  
Right. They do, they think about it.

**S** Steve Trang 35:46  
They dream about it.

**S** Susan Harper 35:46  
Yeah, they're dreaming about it.

**G** Gary Harper 35:47  
But what like, what is the steps actually getting there, right. So knowing what each one of those stages are, then identifying what stage you're in, right. And then knowing how to properly navigate to the next stage without crushing the business. Really important, play a big part of this. All that to say is, we had to form an ecosystem around it in order to support each one of those businesses and each one of those stages. So we have things like Sharper Consulting, which is what me and you work together, and we have Sharper Personnel, that actually helps people hire employees. I think we're hiring over 80 I would guess right now. I don't know. I'm not active in that business. She's not the integrator. I'm not even the visionary of that business.

S Susan Harper 36:22  
Yeah.

G Gary Harper 36:22  
So but I get a nice check every quarter, which is really nice. So but we're hiring a lot of people around the country. My daughter works for that company. And so she's there. But we have, you have to help me too. So we have Sharper Marketing, which is a company that helps with things. We have Sharper Education. Sharper Marketing is a store brand. Sharper Education is a company that we have, like training videos online for like \$49 a month, you can COO training, CEO training, you can get we.

S Susan Harper 36:50  
It's business, business training.

G Gary Harper 36:51  
Business Ackermann training, right. We got different different speakers and leadership and things like that on there. We have Sharper Events probably my one of my favorite companies. Brandon McCurdy is visionary of that company, Rachel is our our integrator, and we have a workshop, but actually, that would come up here in in Vegas.

S Susan Harper 37:07  
In July.

G Gary Harper 37:07  
I'm sorry. In July in Salt Lake City. And, and so that one focuses on leadership and how to lead your business and how to implement systems and, and how to leverage the knowledge you have. It's a three day workshop, really great workshop. And we've had three or four of them this year. We have the couple's retreat. And you talked here, we talk a lot about Susan and I and how much I love her and she is the love of my life. And, you know, we take time every year to do an annual planning session for our business. We don't do it for marriage. Right? We don't do it for our family. And so I told Susan, I am not like, this isn't my area of expertise, right. But I bring in people that are experts in this area.

**S** Steve Trang 37:47  
Yeah.

**G** Gary Harper 37:48  
So I can learn, right? And so like, it's it's like the old saying, if you ever want to go something to start a podcast and interview, like get the experts, right. Alright, well, that's what I'm doing with the couple's retreat, right. Like, I want to bring in people that I can learn with you, Steve. Like, let's do this together.

**S** Steve Trang 38:02  
Yeah.

**G** Gary Harper 38:03  
Right. And I get an opportunity to stand up and speak and things like that. Well, we speak more on like how to have a system within your family. But like the actual coaching of how to keep that healthy. We bring another people for that, right. And so we do that in the Sharper Events. So these are different companies we have they're they're out there to support each other. We have Sharper Consult, Sharper Speakers, which is a platform that helps people book speaking engagements and and build their clout online. Right.

**S** Steve Trang 38:26  
Yeah.

**G** Gary Harper 38:27  
We have that. We have.

**S** Susan Harper 38:28  
Publishing.

**G** Gary Harper 38:29  
Publishing, we have Sharper Publishing that helps you publish your books. I have a book that came out this past year, Sharper Publishing will help you create. Actually, write the

book, we have a ghostwriter to actually help you write the book and get it published online.

**S** Steve Trang 38:39  
Yeah.

**G** Gary Harper 38:40  
We have Sharper Ministries, which is one of my favorite companies. And that is being doing the business consulting but for churches.

**S** Steve Trang 38:46  
Yeah.

**G** Gary Harper 38:47  
And so that's one of the ones that I get really excited about.

**S** Susan Harper 38:49  
And then, Sharper Ventures.

**G** Gary Harper 38:50  
Yep. Sharper Ventures is our newest company. I'm a 50-50 owner in that. I'm sorry, we just added another owner, but it's me, Edsie Wilson, and Brandon McCurdy. And that's, that's the, that's the LLC that owns the Empire.

**S** Steve Trang 39:02  
Gotcha.

**G** Gary Harper 39:02  
Right, that owns that curriculum. We have a toolbox coming out, software coming out for operating systems, that's going to be part of that as well.

S Steve Trang 39:10  
And so can you elaborate on the five phases?

G Gary Harper 39:12  
Yeah.

S Steve Trang 39:13  
Again. Because I think there a lot of people that are trying to get their first deal or two. But then you know, there's people that start growing, and then they get frustrated. You want to talk about the evolution?

G Gary Harper 39:24  
Yeah. So Startup is the first stage, right? Startup is predetermine amount of time, money and resources. Every single time we start a company, we have to answer those three questions. What timeframe am I putting on this? What money am I going to put out? How much do I need to make? And what are the resources I need in order make this successful? Every business I ever start and learn this lesson the hard way. I don't start a new business without hiring the integrator first. That position for you those of you entrepreneurs are out there right now. That's quicksand. You get into that seat. You're gonna stay there a little while.

S Steve Trang 39:54  
Yeah.

G Gary Harper 39:54  
Right. It's really hard to pull back out. Okay. Because you're the one that's building it. You get emotionally invested you start, you know, time money, all that. You start pouring into it. And in a business design needs you to pour into it, if you're gonna start in that seat. I prefer to hire somebody else that can pour into it. Now, I also don't live on fear in business, if it doesn't work shut down. That's when that time comes in. I'm going six months. What's the money, I better make a break even in that six months, right. Or at least get some of my money back. But I need those things to protect me because if I don't do it, I'm not gonna let a business bleed my other businesses, believe me. So fourth the thing is that resources, I need an integrator. Integrators got to hire, they got to hire the people to need

to run this company, and be able to get us to profit in that timeframe.

**S** Steve Trang 40:41  
Yeah.

**G** Gary Harper 40:41  
Or we got to shut down. That startup. Stage two is perseverance. That's where a lot of REIs lives. Right. They live in that grind stage. That's that persevering, you're working 40-80 hours a week or more, right. You're maybe setting in multiple seats in your own business. Right

**S** Steve Trang 40:56  
A lot of seats.

**G** Gary Harper 40:56  
Yeah, you might be sitting in 30, right. Any in your own business. But knowing that about yourself knows, you know that you're in that grinding stage, you're out persevere. And you can have success in that stage. You can do a couple 100 deals a year in that stage. Until what, you lose your family, you lose your health, right, you start to destroy relationships around you, you're grinding so much all the time that you just don't come up for air. And so we gotta be careful of that stage, that stage will, people stay in that stage way too long. And they will tend to live there. And they think that's business. That's not. It's not business. Getting your systems processes documented, getting the right people in the right seats, helping those people grow, building a succession plan, right. Helping invest in not just in real estate, but in people, that help you let go without losing control. Say that stage two, stage three is where we get in that viability stage. Businesses sustainable, right. It's got it's making money. It's it's a healthy business now. You're not in every seat in your company anymore. And if you are, you're being paid for the seat, you're sitting in.

**S** Steve Trang 41:57  
Yeah.

**G** Gary Harper 41:58  
Right. That's the biggest mistake I see guys make.

S Steve Trang 42:00  
Yeah that's the big one.

G Gary Harper 42:01  
They think they're in profit. But I'm like, wait a minute, are you paying yourself for each seat you're sitting in? Look at all, I just can't afford that?

G Gary and Susan Harper 42:08  
You're not in profit.

G Gary Harper 42:10  
Right? So you can't say you're here. If you're not, you're still in perseverance. So at least accruing and budgeting for that seat if you're sitting in it, right? I'll do an implementation tomorrow, I chose to do it, chose to work with this client. I don't do them all. We have seven coaches. I don't have to stop tomorrow. I do because I want to let you know. There's a big difference doing it because you have to and do it because you want to. Big difference. So that's what I do. I said these are the ones I want to work with. Right? And so sitting in that I'll pay myself as an implementer. I get a salary and CEO salary of all the ecosystem. I get, you know, a profit share of each one of the companies. But I'm paying myself if I'm sitting in that seat.

S Steve Trang 42:50  
Yeah.

G Gary Harper 42:51  
Right. And I'm legitimately gonna take the money, right? There's no problem with me on that, because I'd paid somebody else if they did it. Right. So that is viability. Viabilities, you've gotten your initial investment back, you're making money, you're not sitting in every seat. And if you are, the business is accruing for the costs it or paying you for right, and you're you're healthy, your business is profitable. Now, once you get there, were most people get there, and they're like, hey, listen, I'm good. I don't, I don't need more than this. Right? I've got balance, having time with my kids. I'm enjoying life, we're making money, got a healthy team. Business is viable. And a lot of people get there, I tell it's 90% of people get there go off staying here. Right? And that's okay. There's nothing wrong with

that. Absolutely nothing wrong. You don't have to have a big team to be in that stage, you have three to five, maybe 10 employees if you want. I don't care.

 Steve Trang 43:37  
Right.

 Gary Harper 43:37  
Right. It's just about meeting those criteria, and be in a healthy business. Now, some people, however, choose to go from stage three viability to expansion.

 Steve Trang 43:46  
And I think the confusion there for a lot of people, is they feel like you have to go to stage four.

 Susan Harper 43:52  
No.Yeah.

 Steve Trang 43:52  
And that's something that I like when people tell me they want to do this is like, why?

 Susan Harper 43:56  
Why, yeah.

 Steve Trang 43:57  
And you know why then go for it.

 Gary and Susan Harper 43:58  
Yeah.

 Steve Trang 43:59

Like, if you don't know why, like, this is not a natural progression. I know like, for me on the realtor side. like everyone's like yeah, you just become a broker, you start brokerage. Like, no, don't do that.

**S** Susan Harper 44:09  
It's like headache.

**G** Gary Harper 44:10  
Yeah, that for sure.

**S** Steve Trang 44:11  
People have these ideas like this is the next logical step. So what do you want to talk about the question someone should be asking themselves before they go from stage three to stage four.

**G** Gary Harper 44:17  
Yeah, so here, let me say this. So it's peer pressure too by the way. We get in the masterminds. It's, you know, keeping up the Joneses and like keeping up with the.

**S** Steve Trang 44:24  
I'm 100% doing it.

**G** Gary Harper 44:25  
Yeah, am I trying, am I trying to be like, so and so. Can I be like, this guy is so great. I was actually asked this question. I was on Board of Advisors, which is a great masterminds. It's a bit more of a business mastermind. And this person in the crowd is like, why would I ever go to stage four from stage three if I'm making good money there? And I said, the only reason you go from stage three to stage four is purpose. Right. That's it. That's the question you should ask, what's my purpose? Is my business support and not every business should be 10x, by the way. It shouldn't, it's not healthy enough to do it? Or it's not built properly? Or it's just not the type of business that should go 10x.

**S** Steve Trang 44:58  
And not the right industry.

**G** Gary Harper 44:59  
Right.

**S** Susan Harper 44:59  
Yeah.

**G** Gary Harper 44:59  
The product is not available right or something, something that's locking it down from going to 10x. Now, if you have product availability, and you have the ability to scale the systems and processes support scale, and you make that jump, you better make the jump with purpose in mind. You make the jump without purpose in mind because you're taking profits to reinvest in R&D, research and development to scale. So you're going to make less money originally in stage four than you would in stage three.

**S** Steve Trang 45:22  
Yeah.

**G** Gary Harper 45:23  
We see people in masterminds all the time, we get them like, oh, man, I tried scaling, I'm making less money now than I was, you know, when I had five employees. I'm just gonna go back to five employees. Well, that's because you didn't scale for purpose. The other the reason why we find that people go backwards is because they go from stage two straight to stage four. They don't ever stress test the business. They don't ever like they paid themselves. They're not paying themselves for all the seats they're setting in. So I think we get 10xs, and they never really stress test that make sure it was a viable business, right. And so they get in the stage four they're not making so much money as they thought, not moving as fast, whatever, and then they go backwards. But stage four is all about purpose. You want a 10x for purpose, right now, when you make it through it. And listen, there's no guarantee that you're going to 10x. There's no guarantee that because you had a viable business, it's going to scale. Right. I think I saw the other day on SBA, like 4% of the businesses make it 10 years. That's a shocking statistic. That's crazy. If you think about

it. Well, that's what happens. Right. Not everybody's going 10x. So just know that you take that risk when you make that jump. Right. And so then the next stage, stage five is succession. Right.

**S** Steve Trang 46:31  
What is succession?

**G** Gary Harper 46:32  
Succession is whatever you want to be whether it's retirement, maybe it's when your head hits your pillow for the final time, right. It could be selling your company off, it could be appointing a new you know, Brian Schneider and and and Brett Snodgrass. You know, Brett moved in the owner's box, he brought up a visionary. He lives in owners, that's his succession plan. It's where he want it to be. It's like that next stage for you and your business. And so that's what we're looking for is like how to build to that. Right. How to position to sell. How many people are thinking about selling their business, right? How many people are positioning their business to be sold? If they want it to. So we can sell wholesale business. Yeah you can, right. There's things about it, you can sell.

**S** Steve Trang 47:10  
Yeah.

**G** Gary Harper 47:11  
What makes a business sellable? Product? Right. What else makes a business sellable, process? Right. You can sell your process. I mean, Raphael Vargas actually sold all his processes after we came in and work for them. Right.

**S** Steve Trang 47:23  
Yeah.

**G** Gary Harper 47:24  
One of the things he did, he made me sign a NDA. So after I helped him build his process, he could go out and sell the process. Right. And he made a lot of money that way.

S Steve Trang 47:31  
Yeah.

G Gary Harper 47:31  
So there's, there's people that do it, right.

S Steve Trang 47:34  
Certainly did.

G Gary Harper 47:35  
Yeah.

S Steve Trang 47:36  
Alright, so let's see, we got here a lot of love. I love people think you're amazing people. That's awesome. That's great. Warner says you helped him discover his purpose. Alright.

S Susan Harper 47:47  
He has a pretty incredible one. So.

S Steve Trang 47:50  
I'd love to hear it. I know what I when I first met with him, it had to do with his mom, retiring her. Is that still the same one or is it more? Alright so.

S Susan Harper 47:56  
It's a little bigger now.

S Steve Trang 47:57  
All right. So Roger Atkins wants to know, who are the people that inspire you?

G Gary Harper 48:02

Who are the people who inspire me? Well, I got all i got that's a long list. I think there's there's the people right around you. Right. And, and that's your friends, you, right, I talk about you a lot. And and I think, you know, Jason Medley, Mike Hambright. There are people out there Wayne Shaffer, my brother-in-law inspire me. I don't think there's any more people though that inspire me more than my dad, my mom and my wife and my father-in-law and an immediate family members. I, you know, it's not a success thing or money thing that inspires me. It's the quality of people that they are. It's it's the heart for others that they have that inspire me. We we connected pretty quickly.

**S** Steve Trang 48:39  
Yeah.

**G** Gary Harper 48:40  
When we, what we connected on was helping people.

**S** Steve Trang 48:42  
Right.

**G** Gary Harper 48:43  
Right. It was not about money. I don't think we talked about money, right. It was like how we help each other. How do we help others. Her mom was somebody who inspired me in an amazing way. I met her mom prior to ever meeting what my wife and I was, I was a janitor. Made \$600 a month. I didn't have a lot clothes, she brought me clothes. She believed in me. And then I met her daughter. I'm like, wow, this is that lady's daughter. Like, I love this. I'm gonna marry her. Right. Like it was pretty clear. But my father-in-law just being consistent, driving a truck 35 years. Consistency, my dad, 21 years in military, fought in Vietnam. He had a like, a lot of a lot of time he just gave to Vietnam and his life and things. And, and it was for me, it was amazing to me because my dad, my dad, like cared about the people, you know. It wasn't it wasn't It was he treat almost as a ministry to help people. And it was it so and even now, it's just those are the people inspire me, is my relatives or a lot of them, you know.

**S** Steve Trang 49:39  
So you dropped out of high school.

**G** Gary Harper 49:40  
Yeah I do.

**S** Steve Trang 49:41  
And a lot of people that listen to this, or some of my followers, were trying to figure out like, should I go to college, and not go to college and like there's a questions about like, you know, parental support. So you dropped out of high school, like how did that affect things at home?

**G** Gary Harper 49:55  
They're all in fact much at home. I mean, I was pretty bad kid. So like, most people don't realize I was I didn't. You know, I got kicked out of couple different schools and lied to my parents and just did a couple things I shouldn't have done at a high school were. And so like leaving home at 16. So my dad always says, like, one day I woke up and you're gone. Right.

**S** Steve Trang 50:14  
So you made decision to just leave.

**G** Gary Harper 50:16  
Yeah. So I actually moved up to Northwest Indiana with Wayne, I mean, you know. I needed to get away from friends. Right, I had a lot of real bad influences. And honestly, I was known as a troublemaker. So it was like they expected me to keep up this hype, right? So I needed to like reinvent myself somewhere else. So going to Northwest Indiana, from Virginia is what I did. And, and honestly, it took me down the right path. I was smoking, drinking. I didn't live pure in any way, shape, or form. And so moving up to Northwest Indiana kind of gave me a fresh start.

**S** Steve Trang 50:46  
So maybe a maverick in not at great environment.

**G** Gary Harper 50:48  
Yeah. Yeah.

S Steve Trang 50:49  
Something's gonna happen.

G Gary Harper 50:50  
Yeah, not for me for sure.

S Steve Trang 50:52  
What about you. Who inspires you.

S Susan Harper 50:55  
Oh, yeah. It's definitely relatives. So just have a very close family knit, you know. I would, I always say it's my mom, my dad, my grandpa. And I can pinpoint the attributes that they helped shape and mold who I am. So my dad and mom, they're just people who don't quit. They literally taught me the belief that I can do anything I want to. And I have grandpa who is the most jovial, happiest person I've ever met. He was a childlike, you know, saint, I guess, the better word. So his positive perspective is something that absolutely, I totally attribute to what I learned from him. So yeah.

S Steve Trang 51:34  
Um, when you guys were out here, we always talk about the predictive index, and how we're both individualists.

S Susan Harper 51:39  
Yeah.

S Steve Trang 51:39  
And how we can get in trouble in masterminds.

S Susan Harper 51:43  
Yes.

S Steve Trang 51:44  
Because we'll speak exactly what's on our mind.

S Susan Harper 51:46  
And tell the truth.

S Steve Trang 51:47  
And tell the truth. But asked a question. Were we genuinely curious. But it comes across as how are you this stupid.

S Susan Harper 51:55  
Yeah, yeah, I get that a lot, especially. So I do enjoy process mapping. I like helping people clearly lay out what it is they do. But you know, on the steps that they take, but they'll get to a point in the process, I'm like, wait a minute, why, why would you do that? Because she what, she really means it. Like, no, I really mean, why would you do that? It makes no sense to me. Illogical.

S Steve Trang 52:18  
What was the thought process that I did come into this conclusion.

S Susan Harper 52:20  
Right.

G Gary Harper 52:21  
I took a picture the other day, when she asked this question, those kind of qualities. So I took a picture of her like, this is a perfect wise moment. Like, when Susan goes, why would you do that? And she goes, I don't know.

S Susan Harper 52:31  
But the look that comes across my face is kind of like why are you stupid? And I don't mean to be that way.

**S** Steve Trang 52:36  
Well, that's the saying like, I was actually, I had a couple people like, pull me aside, I was like, you need to, like, lighten up on these people in the mastermind.

**S** Susan Harper 52:42  
Smile when you do it.

**S** Steve Trang 52:43  
I was like, I'm genuinely curious. Like, how they came to that conclusion.

**G** Gary and Susan Harper 52:47  
Yeah.

**S** Steve Trang 52:48  
But the way you asked the question.

**G** Gary Harper 52:49  
It's all body language.

**S** Susan Harper 52:51  
Yeah.

**S** Steve Trang 52:52  
Um, so Benjamin wants to know if you can have coffee with someone dead or alive, dead or alive? Who would it be? And why, so be.

**G** Gary Harper 52:58  
That's a tough question.

**S** Susan Harper 53:00

Yeah, that is a tough question. I have to many, yeah. I have a couple of relatives in heaven and I lost my brother when he was 28. So to sit anytime, amount of time with him would be amazing. And same with my mom.

G

Gary Harper 53:14

Yeah, it's a really tough question for her. Jeff passed away on a motorcycle, 28 years old. And her mom, we lost her to a drunk driver last year. So yeah for those, four days before Christmas, so. It's those are really, really hard questions. And honestly, I think they, they'd be very similar answers for me, and this amazing people, amazing people. You know, there's a lot of names out there, but it's the people that just get up and ready to show up. For me that I want to, I want to talk to.

S

Steve Trang 53:44

Yeah.

G

Gary Harper 53:45

You know, those are the people that I want to invest my time with. And her mom or dad are definitely those people. And Jeff was a great man as well.

S

Steve Trang 53:51

Well, I think that kind of leads to the next question. You're saying that people that you know, wake up every day and do what they do?

G

Gary Harper 53:56

Yeah.

S

Steve Trang 53:56

Roger wants to know what drives you every day.

G

Gary Harper 53:58

Drives me every day. Roger is my nephew, my cousin's son, he, where he's my personal assistant. So it's funny. He's asking me this question.

S Susan Harper 54:06  
I love it.

G Gary Harper 54:07  
I love you Roger. What drives me every day. So what drives me every day is the joy of helping people. And I know we've talked a lot about that. But seeing people grow up, one of my favorite statements is, we rise by lifting others, right. And so I want to win, there's no doubt. I'm probably one of the most competitive people you'll ever meet. And I drive hard. Susan said to me, just today, not everybody can work as hard as you, right. Like, and they're like, do you want to work that hard? Yeah, I actually do. Like, when I hire people, I go, you I want a half a day's worth of work out of you. That's it, just a half a day. And they're like, Oh, really? I thought it was full time. I'm like, Yeah, 12 hours, you do whatever you want with the other 12. Right.

S Steve Trang 54:44  
Like, whatever 12 hours you want.

G Gary Harper 54:45  
Yeah, like, you could do whatever, right, but I want to half a day. So like just that that constant chase of winning, as long as it's not doesn't come at the expense of other people, right? If I win with others, that that really does inspire me. But I'll be honest with you, the biggest thing that drives me is probably more than anything is, is seeing my loved ones amazed faces when we are able to give back and help them. And then probably more importantly than that is, you know, we've been able to give a lot of money to our church and schools and things like that, and give to people that would otherwise not be able to have. Right. And that that probably brings me the biggest goosebumps. We had a friend this week, that's a couple months ago that needed a van and they needed a car and we will help them buy car, and things like that, that that's what pushes me.

S Steve Trang 55:28  
Yeah. I know, like, for people that knew me before, not to say I was ever right, you know, a bad person. But I mean, I was motivated by money. I think a lot of us when we first started in entrepreneurship.

G Gary Harper 55:38  
Yeah.

S Steve Trang 55:39  
And so for me, it wasn't till I opened my brokerage in 2013 that it kind of changed because I opened the brokerage just to keep more of my commission. Right. And as I'm training agents and coaching people, which not for profit, because running a brokerage is not for profit.

S Susan Harper 55:56  
Right.

S Steve Trang 55:57  
I, that was when I learned the fulfilment of helping other people, lifting other people, and that is way more rewarding than any amount of money. So I love that you're talking about the helping people.

G Gary Harper 56:07  
Yeah.

S Susan Harper 56:07  
Yeah.

G Gary Harper 56:08  
I always tell people giving is so selfish. I mean, it really is. So one of the statements I heard a long time ago is you can give up over your life. Life is Labor, Influence, Finances or Experience. Right. So I want to give up my Life, my Labor, Influence, Finance, or Experience. And I find that so rewarding, it feels selfish. Right. I mean, it really does. I, the most selfish thing I do is help people. It makes me feel good.

S Steve Trang 56:34  
Yeah.

**G** Gary Harper 56:34  
It makes me feel good about what I'm able to do. And so yeah, I mean, I think it's such a grace, there's an ego behind it all because it makes me feel so good that I'm able to do it.

**S** Steve Trang 56:43  
Yeah.

**G** Gary Harper 56:44  
People think it's a sacrifice. And it is, but it's still so very self rewarding to help other people.

**S** Steve Trang 56:49  
Incredibly fulfilling.

**G** Gary Harper 56:50  
Yeah.

**S** Steve Trang 56:52  
What drives you?

**S** Susan Harper 56:54  
So it just doesn't occur to me to do nothing less than what we already do.

**S** Steve Trang 56:58  
Yeah.

**S** Susan Harper 56:58  
Like, I want to get up every day and spend it with him. And this is what he's doing. So we do it together. I do too feel get and see fulfillment in other people succeeding. And when I know what we can do to help their business, it then alters the way that they have their families lives. It alters the employees that work there. It alters more than just making that

other person some more money.

**S** Susan Harper 57:20  
It's a huge impact. And it trickles down.

**S** Susan Harper 57:23  
Yeah, being able to see that and see it fulfilled. It's pretty awesome.

**S** Steve Trang 57:28  
So let's see what else. So Jason, was how did you mentally power through a setback of that scale? This is the early part of the podcast. So I imagine he's talking about you know, Lyme disease and losing everything. So was there anything that you did to mentally power through a setback that scale?

**G** Gary Harper 57:47  
So, in my book *Is Your Business Sick?* I talked about chapter one, I talked about that whole time in how we can overcome it. But first of all, I don't think one person alone could just come through that by themselves. So you know, the fact that my family was there for me, my wife was there, she never left my side. You know, it, I don't think I could have personally just pulled through it by myself. So from a mental perspective, when you have people around you and love you, believe in you, and they're helping you pull out of it. And they're literally reaching out in the sand to pull it out then it can, you know, it gives you hope. I saw a thing the other day where the scientists took a mouse and dropped it in a glass of water. And it, did you hear this? So it's like how long did he stay afloat before he gave up. Well he stayed afloat, I think it was like, you know, 15 minutes or something similar or something like that. And then the next one was is like they pulled him out as he was drowning. And then they let him set a rest and they dropped him right back in. So inhumane. They dropped him right back in. It's like, well, how long did he like make it the second time? And most people say one minute, like he just gave up right away. And I think the answer was, like, 60 hours. Like it.

**S** Steve Trang 58:48  
It has been four days.



Gary Harper 58:49

Yeah, yeah. It's ridiculous. Like how long he didn't give up. It's hope.



Steve Trang 58:53

Yeah.



Gary Harper 58:54

Right. It's, it's the potential. And when you have people around you that are giving you hope. Hope is something very important to me. So a couple things is I prayed every day for hope. I didn't pray to God, I didn't say God, get me out of the storm. I said, God get me through the storm. Right. It's a different mindset. I would I stopped praying for healing. I start praying for like, what I could do with it. Right. Her mom looked at me one time said Gary, maybe this is just a new normal. Right. And so you come through accepting that, but then like, how can I take and capitalize on it? How can I make myself better through this, right. And so I didn't want to come out of the storm. I wanted to get through it so I can learn the lessons of what it was teaching me.



Steve Trang 59:33

Yeah.



Gary Harper 59:34

And so when you switch that mindset, because now you got hope, you have potential, I can do something with this. Hope is a dangerous thing when we lose it.



Steve Trang 59:41

Yeah.



Gary Harper 59:42

Right. And so sometimes we got to quit asking, we come out of a situation and asking for hope through the situation. You know, 2020 was one of those years that people had a lot of good results in real estate. Why did we have so many results? I've taught vision planning for 20 years. Right. And so in 2020 year of clear vision, right. I had a book coming out on that which I threw away. Because it wasn't a clear vision here at all. Was we had all

these results because we focus on zero to 90 days.

**S** Susan Harper 1:00:11  
The immediate.

**G** Gary Harper 1:00:12  
The immediate. In 90 days or less gives you, what does it give you? It gives you results.

**S** Steve Trang 1:00:17  
Hope, clarity.

**G** Gary Harper 1:00:19  
90 days into one year, five years gives us potential. This is hope. Right. Long term vision plan is not about getting results. It's about hope.

**S** Steve Trang 1:00:28  
Yeah.

**S** Susan Harper 1:00:28  
What it could be like.

**G** Gary Harper 1:00:30  
At the end of the year, last year, I was like, man, what, why in the world do we even teach us anymore? Like I was rocked a little at my core. I'm like, why should I teach the long term vision planning anymore? People had their best years, zero to 90 days, it's focus. And then I see people even now or before a 13, week year, things like that going on, I'm just focusing zero to 90 days, and they burn out and they get frustrated and they give up. But they have the results. Why? Zero to 90 days short term vision gives us results.

**S** Steve Trang 1:00:54  
Because it's grind.

**G** Gary and Susan Harper 1:00:55  
Yeah.

**G** Gary Harper 1:00:56  
But 90 days and beyond, gives us hope. And here's the thing, I tell people, leaders, you know, visionaries get inspired by the potential. They've already saw the results, it's already been there. They've already that. Even if they haven't achieved it, they already saw it.

**S** Steve Trang 1:01:10  
Right.

**G** Gary Harper 1:01:11  
Employees get inspired by the result, or by the zero to 90 days, which is the result.

**S** Steve Trang 1:01:16  
I think one thing that I one of the big lessons from Darren Hardy was, you know, as a leader, our responsibility in within an organization is to be a hope dealer. Right. Don't play on words, but you know, you're you're out there dealing hope.

**G** Gary Harper 1:01:28  
Yeah.

**S** Steve Trang 1:01:29  
Maybe inspire, and people will work. You're not inspiring, there's nothing kinda work for.

**G** Gary Harper 1:01:35  
Right.

**S** Susan Harper 1:01:35  
Right.

G Gary Harper 1:01:35  
That's just money.

S Steve Trang 1:01:38  
And so Chandler and Gino wants to know, when it's the right time, when do you know it's the right time to start another business?

G Gary Harper 1:01:47  
So when you're no longer, if you're in a business, when you're no longer the resources to that business. Right. When you have stepped out of being a resource. What is resources, time, money, people energy, right. When we're not a resource to that company anymore, we have the right and ability to go start another, right. Which is one of the reasons why I don't like starting a business and setting an integrator seat. I want to be able to eliminate myself as a resource almost right away.

S Steve Trang 1:02:11  
Yeah.

G Gary Harper 1:02:11  
Right. That gives me the freedom to go start more and do more things. But as soon as I get called in and get stepped down from integrator below, then I forfeit my right to be in charge of any other company.

S Steve Trang 1:02:22  
You know, it's interesting, someone's asking me about, you know, my partnership with Max.

G Gary Harper 1:02:25  
Yeah.

S Steve Trang 1:02:25  
And when I hired him, I hired him initially as a caller, and just following up with leads. And

my vision for him was to eventually just run the investment arm of my business. And then he left, quit, right. And I said, okay, well, then, clearly, he was not the guy. But as we talked, you know, we stayed in touch in two years later, I was like, okay, I think I could bring them back in. And he can run this organization. So I can start a whole business, or I'll fund it, but someone else is running it. Because I didn't want to step in and run that have too many other things going on. So like, I knew wholesaling was profitable. I knew I wanted to grow and scale that business. But I was not going to be the one that's going to grow and see all the business.

**G** Gary Harper 1:03:06  
Right.

**S** Steve Trang 1:03:06  
And that was a disaster waiting to happen.

**G** Gary Harper 1:03:08  
Well, the other thing I think that people have to give themselves permission for is to not be the visionary. Right, like, you don't have to be the visionary of a company. I don't know why so many people Steve aspire to be in the visionary seat, it makes no sense to me.

**S** Steve Trang 1:03:19  
I think it's because the people that we attract in this industry, or any business really are drivers and drivers tend to be visionaries.

**G** Gary Harper 1:03:25  
Well true, and I want. So and, by the way, I think there's a difference between an innovator and a visionary. There are innovators in this business, and they're visionaries in this business.

**S** Steve Trang 1:03:33  
Yeah.

**G** Gary Harper 1:03:33  
Where an innovator creates it. A visionary can see where it's gonna go, but needs somebody to create it sometimes.

**S** Steve Trang 1:03:39  
Yeah.

**G** Gary Harper 1:03:39  
Sometimes we have both, where there's innovators and visionaries. Right. Exactly.

**S** Steve Trang 1:03:44  
Yeah.

**G** Gary Harper 1:03:45  
But I don't aspire to be the visionary Steve, it's a C in the business. Right. It's someones job.

**S** Steve Trang 1:03:50  
Yeah.

**G** Gary Harper 1:03:51  
I want to sit in the owners box. That's where I like to be right. Like that's, that's where I aspire to be. I have no ego about sitting in the visionary seat of business, right. And so I'm the CEO of the whole ecosystem, but each one of my businesses have their own visionary.

**S** Steve Trang 1:04:05  
So I had I was talking to somebody, because you see these guys, you mentioned guru earlier and gurus have, taken a very negative connotation, no one really looking up to gurus anymore.

**G** Gary Harper 1:04:14  
Right.

S Steve Trang 1:04:15  
And I make the argument that gurus are just visionaries without the right integrator, they haven't been able to execute.

G Gary Harper 1:04:22  
That can be very true.

S Steve Trang 1:04:23  
What are your thoughts on that?

G Gary Harper 1:04:24  
No, I think it'd be very true. I think they, you know, they see it, they aspire to it. They want to get there. And they can't execute on it.

S Steve Trang 1:04:30  
They're they're a great coach.

G Gary Harper 1:04:31  
Yeah.

S Steve Trang 1:04:32  
They just can't do.

G Gary Harper 1:04:33  
Right. They get labeled. And and so I don't think they set out with the mindset of like trying to not deliver value to people. I think they truly think they can, and then they get there and they're in the midst of it. And it doesn't work

S Steve Trang 1:04:44  
They don't have the answers because they're not doing it.

**G** Gary and Susan Harper 1:04:46  
Yeah.

**G** Gary Harper 1:04:46  
And so then they get to a point where yeah, so I can totally see that's a good perspective.

**S** Steve Trang 1:04:50  
Yeah, for sure. Let's see what else here. Dan says, you know, working with you guys and your team. What of the best business decision he ever made. Stephen Collins says do not start a new venture without integrator. So Dan follow up question is, what is your ultimate vision? That's for you.

**G** Gary Harper 1:05:09  
Dan asks my ultimate vision. My ultimate vision is to build this ecosystem up enough to ultimately hand it off to succession to my kids. Possibly, maybe sell it one day. I don't know, depends on what my family wants with it, right. If my kids decide this, my whole family works for me, right. My whole family, like literally, my whole family works for us. And so we got her family working in there, my family working in there. So like, it comes down to like, what they want to do with it at some point. But I mean, if the opportunity presented itself, we could sell it. I don't know, we maybe consider something like that. But the goal right now, my vision for it right now is to continue to build the ecosystem up to where it's, it's, it's be able to sustain itself at every category. And then ultimately, let somebody else take it over. I don't want to be a visionary or the CEO Sharper Business Solutions.

**S** Steve Trang 1:06:01  
But there's going to be, I don't know if you can help yourself here. We're at nine in counting.

**G** Gary Harper 1:06:06  
Yeah.

**S** Steve Trang 1:06:07

I don't think it stops at 9.

**S** Susan Harper 1:06:09  
It won't.

**G** Gary Harper 1:06:09  
I already have 5 at the back of my mind. I just don't want to tell you because she's gonna, you know, freak out. And honestly, if I find an integrator, I'll start a business just because I found an integrator.

**S** Steve Trang 1:06:20  
And I've got that same.

**G** Gary Harper 1:06:21  
I don't have any problems with that. Like I would literally go start a business tomorrow if I find the right integrator. So.

**S** Steve Trang 1:06:26  
I remember I had, I can't remember what year this was. I remember I was driving home, we're on the freeway, we're going home, and I was mentioning an idea to my wife. And she said, and I think it's October, like, I want you to look at me, I'm driving, and I was like, I need you to promise me. And now and the rest of the year, you will not start another business.

**G** Gary Harper 1:06:43  
She said those to you?

**S** Steve Trang 1:06:44  
She said those exact words to me.

**G** Gary Harper 1:06:46

Long term though, I think there's a bigger play here. There's the Empire Program that we're bringing in with Eddie, and was partnering on that with Brandon, and I see us in the next year. So short term to long term vision, that we're going to train trainers. So we have a phenomenal opportunity right now to launch this curriculum and start teaching other people how to help other people. Right. And that's ultimately my goal is I feel limited about how many people we can help. There's so much orange in my calendar, right. And so we have seven implementers today, our trainers right now, coaches. And my goal, we're in the process of looking at buying a 72,000 square foot church that's actually in Mokena, Illinois. Has 42 acres of undeveloped land. We're going to develop about 243 townhomes on it and with a developer. And then refinance out, use the money, it'll pay the building off. Will own that building free and clear. And it has two big auditoriums one is a 2000 square foot auditorium. The other one is about a 500 square foot auditorium. In the 500 square foot auditorium we're going to train the trainer. We're gonna have a weekly session in there on training coaches. The other were to hold events and stuff at, not just for Sharper, but we're going to run out for that. Co-op space. It's gonna have a gym, it's got a coffee shop, it's got a GNC.

**S** Susan Harper 1:07:59  
Day care.

**G** Gary Harper 1:07:59  
Day care. We're bringing Eddie Wilson's Because Coffee in there. We have a daycare for the co-op people that want to rent out the space. And so we're in the, we're, we're probably about, you know, 75% of the way through that right now. And and that's where you're gonna see me and Susan start to live in the next 12 months.

**S** Susan Harper 1:08:16  
I don't see us ever slowing down or stopping just shifting how and what we do.

**S** Steve Trang 1:08:19  
Yeah. ZS wants to know, how can he or she learn more from you guys, if they're at a startup phase?

**G** Gary Harper 1:08:29  
Well, I mean, startup phase, is a very short lived phase, it's usually six months or less. And

so learning from us be very, very typical type of session, I would say that the best people that are in startups should, one of the best resources for that would be coming to our workshop, or workshop is every quarter. And it's a next one like, she says in Salt Lake. The fee is is about \$1500 to be in the room. But you get three days and it's not just from me, it's Susan, Brandon, Austin and Eddie, and Brian Schneider, and Stephanie Betters. And you know, we have all these people in different rooms teaching. And so no better way to learn how to build a business then from people that have done it really successfully.

**S** Steve Trang 1:09:08  
And they were actually really doing it.

**G** Gary Harper 1:09:10  
Yeah.

**S** Steve Trang 1:09:12  
Casey Smith wants to know, what's the best advice you give to a new entrepreneur who's just starting out building their systems and process?

**G** Gary Harper 1:09:20  
I love Casey. So love you Casey, so great question. Best advice is, you have to make sure that before you start hiring people, that you start to document the process and the procedure. The process is not the procedure, by the way. So many people get intertwine them and they're not. The process is what you do, the steps on what you do. Procedure is how you do it. And so far, so often we bring in people and even the right people, and we put them in the wrong seat, or bring the right people and put them in the right seat and don't give them a process of all and they fail. I don't know how many times we've got to call Steve, someone is like, I hired the right people. I thought, core values. I put them on right seat. I thought PI and they didn't workout at all. I go all over the process that you put them into it. Let's look at the process. No. I haven't documented the process yet. Okay, well, how did you expect them to be consistent and succeed if they didn't have a process for them to follow at least very minimum, the process and the procedure of how to do it. I just thought that they'd figure it out. Okay. Well, the problem isn't the people, the problem is you as a leader, right. I don't know how many times I've looked at somebody and said, you don't have bad people you just have bad leaders, and you're one of the leaders. So, you know, remember, everything rises and falls on leadership. The other thing too, is I would say this, before you start hiring people, invest in people, building out your process,

building your business, you better check yourself. You know Steve, I get people who pays \$15,000 coming with a one on one for business. I tell them that they're the problem. Crickets. I can't even get them pay 100 bucks to come learn how to be a better leader.

**S** Steve Trang 1:10:47  
Yeah.

**G** Gary Harper 1:10:47  
Right. Nobody wants to hear that how to work on themselves or the answer is with them working on themselves. Well, we have a lot of businesses I've seen out there that would have a lot more success if the leader learn that they need to be a better leader.

**S** Steve Trang 1:10:58  
Yeah, it's tough, because I've seen this over and over again, that if you're not a great leader, you can't have great people, right? And those people will just leave you.

**S** Susan Harper 1:11:09  
Yeah or you diminish them in their greatness of what they can become.

**S** Steve Trang 1:11:13  
So like, there's no point in having good people, if you're a lousy leader.

**G** Gary Harper 1:11:17  
Yeah, one of the best books right now that, I mean, one of my favorite books right now is called Multipliers. And that book talk about diminishing others, and not being a good leader and not empowering people, multiplying yourself through others. And ultimately, what it says is, don't be a genius, be a genius maker.

**S** Steve Trang 1:11:33  
Yeah.

- G** Gary Harper 1:11:33  
And so we don't learn that art. And a lot of entrepreneurs don't go to school and don't go to Corporate America and get the training that you know that I had the luxury of getting. So they don't learn how to be a leader. And sometimes we get entrepreneurs that learn how to be a leader, not a good manager. And they're two different things. Managers love process, leaders love people, right. And so we need management and leadership together in order to grow a business. So hopefully I answered Casey's question, it's a great question, by the way.
- S** Steve Trang 1:11:58  
Yeah. And I, I focus on leadership, man, managing people, that will always suck. Abby is, who was your original mentor, or someone you learned from for real estate investing?
- G** Gary Harper 1:12:12  
Wayne, that was it. Wayne was my guy. I mean, he, he taught me everything I know. And still till today, I mean, I'll call him the other day learning some stuff from he know. He buy Cryptocurrencies, what he's into now. So that's, I'm actually starting to pick that up for him as well.
- S** Steve Trang 1:12:24  
You know, it's interesting. So we're going Hawaii next month. And this company, they, you know, they have a certain fee, you pay in Bitcoin that's half off.
- S** Susan Harper 1:12:35  
What?
- S** Steve Trang 1:12:36  
So I was like, Okay, let's do that. Because I have, a dabble a little bit. So like, if I can save a few 100 bucks. Let's do that.
- G** Gary Harper 1:12:42  
Tough week for people investing in Crypto.

S Steve Trang 1:12:45  
I don't know.

G Gary Harper 1:12:45  
Gotta be in for a long play, I'm sure.

S Steve Trang 1:12:47  
I've actually bought when it went down. So I was like, because there's so many times where, man, I wish I bought it I wish I bought and now like it crashed again is like okay, now I'll just buy.

G Gary Harper 1:12:51  
Yeah.

S Susan Harper 1:12:52  
Which will make it go back up. So good for you.

S Steve Trang 1:12:58  
Yeah, well, now yeah. Now we gotta wait for the other part. Um, Warner wants to know, what's your biggest struggle right now?

G Gary Harper 1:13:02  
Biggest struggle right now, wanting to do more, you know, being literally not having enough people around me that I want to run farther and faster. And I just need more leaders. I need more people that want to run as hard as me. I don't think there's a limit to where we could go. I think there's a limit to desire of people that want to go there.

S Steve Trang 1:13:24  
Yeah.

G Gary Harper 1:13:25

Right. Like, that's the biggest thing I see right now is there's not enough people that want to desire it enough to get there.

**S** Steve Trang 1:13:31  
Yeah.

**G** Gary Harper 1:13:31  
And, and and I don't know, I mean, it's not a bragging moment or anything. But Susan will tell you, I don't think there's too many people that want to work as hard as I do, to get there. Right.

**S** Steve Trang 1:13:40  
That's one of your core values, right?

**S** Susan Harper 1:13:41  
Yeah.

**G** Gary Harper 1:13:41  
Hardwork. Everybody is like, really, you want to work hard not smart. Like, I gotta be honest with you, I like working hard. Like, I don't have a problem with it.

**S** Steve Trang 1:13:48  
You know, there was, was someone I looked up to a lot when I was a kid, you know, like, I was like, 6-7-8 years old. And there's a guy that my parents, you know, looked up to. And, you know, we went out to get dimsum. And I remember I said to him, as a kid. I was like, I don't want to work hard, I just want to work smart. And he sat down, he's like and he look, like he get down, like on his knee. And he looked at me and I was like, no, like, you want to work hard and work smart. And he actually built up the the largest hard money lender in town. Right. So, I mean, he did some big things along the way. That is someone that I got to look up to when I was a kid.

**G** Gary Harper 1:14:20

You know Steve, I have a mindset of working hard, and then leaning and get more productive, be able to work more harder again.

**S** Steve Trang 1:14:27  
Yeah.

**G** Gary Harper 1:14:28  
Well, see, I don't want to do it at the expense of my wife, my family, everything. So I bring them all in. Right, like my son right now, he left, he's 20 years old. He left and went to the Indianapolis yesterday and work with a client. And then today he's in North Carolina. Tonight, he flies to Philadelphia tomorrow. And he's in St. Louis on Friday. He's 20, he wants to work as hard as I do. Right. My daughter is already out in the lobby. She's you know, she's a hard worker. My son-in-law is a hard worker. My wife matches and rivals me in hard work. But we like it. I mean, Susan's core values, definitely hard work. So that and the other reason is, I don't wanna lose her if I get lazy I think she'd get rid of me. So, probably the other reason.

**S** Steve Trang 1:15:04  
What is your biggest struggle right now? Beside Gary.

**S** Susan Harper 1:15:05  
Slowing down. No, I'm kidding. Keeping up with him. Yeah, that's probably the biggest struggle for me. Because it is, you know, Monday was a holiday. And he's like, so. So I need the day off. I did I did get the day off, but it. Struggle? Yeah, I think I think for Gary is some patience. You know, we know things are coming, things are happening. I'm definitely more patient than Gary. So it's like, hey, I'm gonna put things in place. So that when we are able to, you know, the gun goes off, and we can charge the, you know, the race, we're ready to go and we're not going to trip and fall on the stones in the middle of the path. So it's, you know, just maybe a little patience on letting us figure things out and put things down perfectly for him. And then.

**G** Gary Harper 1:15:17  
So our struggle is being to move more quicker and her slowing me down.

**S** Steve Trang 1:15:59  
Absolutely. And it makes total sense. And I think a lot of great partnerships are actually built that way.

**S** Susan Harper 1:16:03  
Yeah.

**S** Steve Trang 1:16:04  
Um, so let's see. Gino Palomba wants to know, what do you think about a specialist being a TC? I guess a specialist in the predictive index profile.

**G** Gary Harper 1:16:15  
Fully loaded question. Specialists A could be low or high, right. So, the higher it is, the better they're gonna help you overcome problems. And it really all depends on your process, how you're, what you're doing in TC.

**S** Steve Trang 1:16:25  
I mean, Gino is really good at processes.

**G** Gary Harper 1:16:27  
I think.

**S** Steve Trang 1:16:28  
Yeah, I was really surprised of some of his process is.

**G** Gary Harper 1:16:31  
So again, and every, she's done probably almost 10,000 Real Estate processes. So she can probably speak to us more. But a TC process can change from company to company, depending on a couple things. We talked about The Side Pocket of a Business, Supply, Input, Process, Output, Customer, right. Supply is the house. The Input of that is how we bring it in, lead, by acquisitions. Process is what we're doing with it once we get it. The Output is dispositions. Customer is your buyer, your consumer. And so looking at that

process in full and what you're doing with it, where it's fix and flip, buy and hold, you know, turnkey, wholesale, wholetail, like whatever it is. Your TC process, because it's at middle of it

**S** Susan Harper 1:17:04  
Changes.

**G** Gary Harper 1:17:04  
Changes. And so depending on how it changes, the profile changes.

**S** Steve Trang 1:17:05  
Yeah.

**G** Gary Harper 1:17:06  
So rule of thumb if we're to answer that question. Here's what I'm looking for looking for someone of higher A, someone that can oversee problems and work on them without needing a lot of guidance. I typically don't want to really high B in that situation. B is someone indifferent for me, but somewhere around the middle or maybe left of the center line. I do like to C lower, like somebody that's gonna push hard. They're gonna they're gonna push to get it close. Right. There's have a sense of urgency there. And then I want the D to hook back I want to do it right. I want to come across the line come back cross. So a specialist is much more of a strategist profile.

**S** Steve Trang 1:17:42  
So you said, it sounds like a strategist.

**G** Gary Harper 1:17:44  
Yeah, it's more strategist. But that's more or less what I look for. Also a scholar would be a profile, I'm looking forward. If I'm painting in a corner, like and try to figure out like everybody's process, what would be best for everybody. That would be it. Now depend on how it changes. Then change, right. Casey is a maverick

**S** Steve Trang 1:18:01  
Is she?

**G** Gary Harper 1:18:01  
She's a great at them, TC. So again, because she's leading a big growing TC company, right, a visionary.

**S** Steve Trang 1:18:09  
Let's see what else is there.

**G** Gary Harper 1:18:11  
Is it that Casey Smith?

**S** Steve Trang 1:18:12  
Casey Smith, yeah. So, Page, we already talked about that biggest challenge. So obviously, you've led a lot of big investors, right. You've done the the two day three day sessions. What is someone who is doing business right now, they're doing 2-3-4 deals a month, you know, if someone wanted to learn, but without going through to the 2-day 3-day intensive. What is one or two things you want to share with them. So

**G** Gary Harper 1:18:43  
Thank you for asking that.

**S** Steve Trang 1:18:44  
To prepare.

**G** Gary Harper 1:18:46  
Well, I mean, I think read, right. There's a lot of books out there you can read in order to prepare. You know, Gino Wickman's got had a bulk of book Traction. We implemented that for years and, and helped a lot of entrepreneurs with it. There is Scaling Up, Make Big Happen. There's The Advantage by Patrick Lencioni, which was one of my favorite books. My book Is Your Business Sick is a book that talks to some degree about having a healthy

business, not just a smart business. But, you know, if I was an entrepreneur out there today, and I was looking at, like, what can I do, I don't have the initial money to bringing in things like that. Then you got to look at the different categories. And number one is document your vision. Right? Bible says if there's no vision the people perish, right? And so does a business, a business will not make it without vision. And we have to have both, we have to have long term vision, we have to have short term vision. Long term vision to give hope, give us purpose, they drive us, get us going every day. That short term vision is about driving results. Okay. Next thing is I would tell you know your numbers. I had a call this morning with a guy, I said, do you know your numbers? And he's trying to give me these numbers. I said, Listen, I don't know yet. You're going to hate me because I'm going to be really, and I'm guys listen, I am brutally honest.



Steve Trang 1:19:48

Yes you are.



Gary Harper 1:19:49

And so, so I looked at him and I said, do you know your numbers? Well, I think it's this and this. I said, let me ask a question, you like sports. He says, yeah. I said, who's your, what's your favorite sports, so football or he said baseball. And I said who's your favorite player. He told me the player's name. And I said, how much is he batting. Like, what's his batting average. He told me. I said, do you know his slugging percentage. He's like, well, I think it's this. And then he started getting a little unclear with some of the numbers after that, right. So I said, do you think he knows his numbers. He's like, yeah, I'm sure he does. You think he knows his on base percentage. Yeah. Do you think he knows his air, his building percentage. Yeah. You think he knows his slugging percentage. Yeah. I said, do you think people become great not know their numbers. Like, listen, you guys are never going to get dialed in without knowing your metrics. And there are two metrics I want to know. Everybody talks about that scorecard and that weekly metrics and and honestly man, people try to track way too much. A scorecard is a lab results. It's called a key performance indicator. Okay, let's take away all these fancy terms that everybody puts in the books. Here's the key performance indicator. There's not very many of them, by the way. There is how many leads did you get. How many qualified leads you get. How many contracts you get. How many disposition contracts you get and how many closings. That's about it. Those are like. The key process indicators and we measure the key performance indicators on a weekly basis. The key process indicators are the daily numbers, they tell us when the process is working. How many offers did you make. How appointments did you won. I don't want to know that weekly, I want to know that daily.

S Steve Trang 1:21:18  
Yeah.

G Gary Harper 1:21:18  
Right. So if I'm telling somebody who's getting going and starting this business up, know your numbers, and know them daily, it's not a weekly thing. It's a daily thing. Because if your process breaks, I don't want to fix it. Steve, what is the level of motivation a seller has to have in order to sell a house? How many levels do we look for at least? It's three, right?

S Steve Trang 1:21:37  
I was gonna say at least two or three.

G Gary Harper 1:21:38  
Yeah. two or three. So when we look, we list stack right now, right? We're looking for two or three levels of motivation, right. That's important to know. why. Because motivation creates change. They're gonna want to change their situation.

S Steve Trang 1:21:49  
Yeah.

G Gary Harper 1:21:50  
Same thing with numbers. If you track your process numbers weekly, it'll be three weeks of pain before you ever create change. You won't look at until every week, so you won't feel the pain of three levels till week three. But if you look at your process measurements every day, it's Wednesday. And we're going to create change.

S Steve Trang 1:22:09  
Yeah.

G Gary Harper 1:22:09  
Because every day you brought to my attention, we haven't had enough appointments. We haven't made enough offers. But I don't look at that but every week, I'm not going to

feel the pain of it till three, week three. And processes we have to change all the time, to stay up. I always tell people that somebody misses their number first time, day one, it's an anomaly, could be. Day two could be an exception. Day three now is a trend. You either have to change the behavior or change the metric.

**S** Steve Trang 1:22:36  
Yeah.

**G** Gary Harper 1:22:36  
Right. So maybe we put the wrong metric down. But either way, we're changing this process or behavior, or we're change the metric by day three.

**S** Steve Trang 1:22:43  
Yeah.

**G** Gary Harper 1:22:44  
I want them tracking their numbers daily, process indicators. How many, how many, what you know, how much money they spent on marketing. What were the marketing channels. How many leads came in, that kind of stuff. The end of the week, though, how many leads we got, how many qualified leads we got, how many contracts we got, how many sell contracts we had, how many closings we had. But in between that, every day I want to know what my process indicators are. Okay. And the only way you're going to get process indicators is to process map. How many times you see somebody even in the Real Estate Disruptors group or someone says, hey, can you give me your KPIs, what do you track. And it drives me insane, because here's the problem, nobody's processes are the same. If you're tracking somebody else's process indicators, they're not gonna tell you if yours is broke.

**S** Steve Trang 1:23:24  
Right.

**G** Gary Harper 1:23:25  
So documenting your process. Anytime we have one of those little squares, or those little diamond shapes, that's a key process indicator. That means the process is going one way

or the other. Every time we're making a decision in a process, we have to track that daily, right. And then assign somebody one of those numbers every single day and ask them about it. Every day, I want to know how many offers you make. I want to know how many closings we have with issues. I want to know how many people we showed a house to. Like, I want to know those numbers every single day.

**S** Steve Trang 1:23:52  
Yeah.

**G** Gary Harper 1:23:53  
Is an integrator of a company, if I'm uncertain that seat, then I'm going to come talk to you if we don't hit our numbers. Right. Because you know, real estate as well as anybody, if you hit your daily numbers, you're going to hit your weekly numbers.

**S** Steve Trang 1:24:02  
Everything else takes care of itself.

**G** Gary Harper 1:24:03  
Yeah. So that's number two. Number three is you got to communicate. Build a communication tool. When we go from one employee to four employees, we grow in 500% complexity. 500% of communication complexity. Have a system like Asana or something that helps you have a category of communication. Right. I think we got a vision, we got to have process, we got to have communication, we got to have the right people. Right. One of the exercises we did here was that core values exercise, making sure we know who we are first, that we align with the right people, and then create the right culture. Culture comes from core values. It comes from purpose, and it comes from your be had goal, your five to 30 year goal. Those three triangle things, those three to thrive is what drives culture.

**S** Steve Trang 1:24:45  
Yeah.

**G** Gary Harper 1:24:45  
If you don't know it, you're going to struggle building a right culture. And then the opposite

side of this, put them in the right seat. Like, like, seriously, you know, why would you put somebody in a seat they're gonna fail in. It's not healthy for you. It's not healthy for them. I don't know what that seat looks like. Make sure they have the experience. They have the desire. They have the emotional capacity. How many people we put in leadership seats that had experience before doing that job, they had the desire to do acquisitions, and then we make them acquisitions manager or leader, and they don't have no, they don't have the emotional capacity to lead people.

 Steve Trang 1:25:15  
Right.

 Gary Harper 1:25:16  
At what we call emotional intelligence.

 Steve Trang 1:25:17  
Was a whole different skill.

 Gary Harper 1:25:19  
It is, whole different skill. Right. And so, right people right seats, communicating properly, and then last is making sure you're solving your issues, right. Making sure that you're identifying those issues on a daily weekly basis, and working the plan to overcome it. You know, if you just start with that as a new business, and you're starting to scale go through that that perseverance stage. Those are the things I would tell every single person on your podcast work on. But there's nothing more important. Everybody would think I'd say pick people or vision there's nothing more important than numbers.

 Steve Trang 1:25:48  
And I think that's one thing that I love that you brought up the sports analogy.

 Gary Harper 1:25:52  
Yeah.



Steve Trang 1:25:53

Because we're also obsessed with you know, someone's field goal percentage, how many threes they made, and you know, how many touchdowns they score. But we don't know our own metrics. And something that I've heard before is that if you're not obsessed with your numbers, then you're never going to achieve anything.



Gary Harper 1:26:08

Alright. Alright.



Steve Trang 1:26:10

So, what book have you gifted more than any other?



Gary Harper 1:26:17

Go-Giver.



Steve Trang 1:26:19

I love it. Awesome. I want you guys think about something want to leave the listeners with. While I make a couple of quick announcements. Guys, were nine days away from our next all day sales training. I would do it here locally in our office, in our classroom where you can see our operation. I also offer remote option as well Zoom. If you guys are interested send me a DM. And next week we got Logan Fullmer, he's gonna be coming in, talking about how to fix dirty deeds for big spreads though. Last thoughts.



Gary Harper 1:26:51

Last thoughts is like, take life with purpose, right? Go at it with a purpose. Don't wake up every day and take everything for granted. I can tell you this, we read a book called Broken Windows, Broken Businesses. Susan and I read between three and five books a week. We got a chance to while we travel. So we're on a plane, turn on Audible and get through a whole book. I already saw a book last night, coming here for three and a half hours. So all that to say is this. The Broken Windows, Broken Theory Business or Book Theory talks about the little things. Focus on those little things, keep those little things important. Well, number one thing I see that people fail at in business that creates a compound effect of problems in their company. The number one thing is gratitude. You want to know why see more businesses fail than any other reason. It's gratitude, they

stopped being grateful. They stopped being grateful for what the success they've been given. They start becoming entitled. They're not grateful for their spouse who sacrifices for them. They're not grateful for their kids, they sacrifice for them. They're not grateful for the people that invested in them. They're not grateful for the employees who go above and beyond. They're not grateful for the Lord that gave them the success and the ability to do what they do. They stopped being grateful. And what happens when we stop being grateful is we start ingratitude shows up. And when we get ingrateful or ingratitude shows up, bitterness comes in. Bitterness creates silos, creates communication problems. And then the compound effect happens from there. And everybody writes books about communication and silos and stuff. But the real first broken window that you need to protect everyday in your business, in your mind is be grateful. Wake up every day being grateful for what you were getting the day before. And plan like you're succeeding, but never ever, ever give up on gratitude. Yeah, that's that's my thought. I mean, I could give you guys a lot of different wisdom and a lot of different things but I'm telling you, if there's one thing I'll never stop is being grateful for what I was given yesterday.



Steve Trang 1:28:42

That's incredible. And actually I just started doing a gratitude journal every single morning on Instagram. I'm glad you said that.



Susan Harper 1:28:52

I would just challenge your listeners to treat it like a business. Stop acting like this as a hobby. Businesses we show up every day for we are consistent in what we do we like he said, making importance about the numbers and the metrics and and how we lead people and you know, it's just again, hobbies are you know, we'll do it when we feel like doing it or you know, I finished one great project so now I don't have to do work right now. You know it, if it's a business, we want it to grow, we've got to be consistent and if we're not, then it's not going to become something that we can leave in succession at some point. So treat it like a business.



Steve Trang 1:29:27

And that's like one of the my biggest pet peeves when people say side hustle.



Susan Harper 1:29:31

Yeah.

**S** Steve Trang 1:29:31  
It kills me, when they say side hustles. So if someone wants get a hold of you, how would they do that?

**S** Susan Harper 1:29:36  
Me? My email is sharper@sharperprocess.com.

**S** Steve Trang 1:29:40  
Simple enough.

**S** Susan Harper 1:29:40  
Yeah, our website is Sharper Process.

**G** Gary Harper 1:29:44  
Yep, sharperprocess.com. That's probably the best way. They can find us on Instagram. They can find us on Facebook, probably one of our biggest platforms, Sharper Process or Sharper Business Solutions. Sharper Process is our website. And if they are thinking about your startup, you're an entrepreneur wanting to get started. You can check out sharperevent.com. And that's where we'll have our next event. But that's probably the best way Sharper, Sharper Process or gharper@sharperprocess. That's our two emails.

**S** Steve Trang 1:30:09  
Awesome. All right. Thank you.

**G** Gary Harper 1:30:11  
Appreciate it.

**S** Steve Trang 1:30:11  
Appreciate it.

**S** Susan Harper 1:30:12

Thank you.



Steve Trang 1:30:13

Thank you guys for watching.



Gary Harper 1:30:14

Awesome