

Speaker1: Great. I'll start us off.

Hi. This is Dan Strutzel, Vice-President of Publishing at Nightingale-Conant. I'd like to welcome all of our great Nightingale-Conant customers back to another edition of *Insiders*. For those of you who are listening for the first time, and maybe haven't been exposed to any of our interviews, this is our opportunity, here at Nightingale to let you eavesdrop, if you will, on conversations with great minds. Of course, we expose you to hopefully, many, many great minds, with all the authors that we have in our library. One of the great authors that I haven't had the chance to have a discussion on tape, if you will, with you, is Jay Abraham.

Many of you know Jay as the author of our best selling programs, "Mastermind Marketing System," "Your Secret Wealth," "Ninety-Three Extraordinary Referral Systems." Jay is just a multi-talented individual. He's one of the nation's highest-paid marketing consultants, with over 30 years of experience with marketing miracles, literally, for his clients. During over 30 years, he's worked with over 465 separate industries, consulted for businesses, large, medium, and small, and he specializes particularly in successfully identifying and epically exploiting a company's hidden marketable assets, to create a windfall profit for his clients and for people that he works very closely with.

What I know, in talking with Jay several times over the years, that many of you out there may not know, is that Jay is just as gifted and skilled in helping you, as an individual, identify and epically exploit your own hidden marketable assets, and to generate windfall profits for yourself, be that material profits, be that emotional, be that spiritual, and spiritual in the broadest sense.

Jay and I were talking last week about a new system that he has developed, called "Four Steps to Greatness" that is just causing shock waves, literally, around the world with his clients. It was a good opportunity for Jay and I to get on the phone, and to expose this, and make it available to our customers. I am honored to be joined today by Mr. Jay Abrahams. Jay, it's great to be with you.

Speaker2: Dan, that's an overly lofty prelude, but thank you, it's my honor.

Speaker1: I've often been accused of that. I can honestly say that in your case everything I said is probably an understatement. We've known each other many years. You've known, of course, Vic Conant many years. We're all very excited here to expose this new material. Everything that you share in your programs is usually very original, very well thought through, and most importantly, has produced results for people.

I know that you're a strong believer that we're all programmed for greatness. You talk about that, being programmed for greatness. Before we go into "The Four Steps" specifically, could you explain that proposition for me? What do you

mean by programmed? Do you mean we're all programmed by the outside world? By ourselves?

Speaker2: Yes. I believe every human being inherently wants to be great. They're programmed for it. They're programmed to perform at optimum. The reason ... I don't want to get into "The Four Steps" yet, but it's almost ... nobody wants to be average. Think about it. Do you really want to be average? I was not laughing, I was empathically talking to a sales manager for a very large company that had a bunch of commissioned salespeople and they were having a very high turnover, high attrition. I said, "Do you really think that somebody takes a job with you, wanting to come back every day, and say I didn't produce anything, they want to go home to their family and say, 'Honey I'm mediocre, I'm non-productive?'"

Every human being wants to be great. They want to be great in their business. They want to be a great either employee, salesperson, entrepreneur, leader, innovator, contributor. They really do. They want to be a great husband, wife, father, mother, lover, factor in the community. If they're not, then it goes to these reasons. I just don't think, if you think about it, everyone listening, do you really want to be mediocre? Do you really want to be average? Do you really want to be ... perform at a fraction of a fraction of the capacity that you were innately destined and designed to achieve? I don't think so.

I think it's almost as if ... and this is good ... I was thinking about this in anticipation of this call ... that it's going to a little bit gritty and a little uncomfortable, but it's almost like somebody who's sick with a very bad, but curable, disease. They don't feel right. Think about it. Most people deep down, they don't feel right. That's why there's dissatisfaction, that's why there's unhappiness, that's why ... because I think inherently we know we are supposed to be performing, achieving, operating, contributing, impacting, at a much higher level, and it doesn't feel right. We don't know. It's like when somebody's got an illness, or a malady, or a cancer. They know it just doesn't feel right. They just don't know what it is.

I think there's almost a blase-ness inherent in a lot of people in the world today. If you look at causation, the basis, the factor, the cause, it's because we have been allowed to operate in a world of mediocrity. I think that our beings, our human beings, are not designed to be mediocre. We are designed to perform at the pinnacle of greatness.

Speaker1: I agree with you. I think what's hard sometimes for people is that there's sort of a cognitive dissidence that goes on, because on the one hand, like you're saying, they want to achieve this greatness, they feel they should be contributing more.

When you look at the statistics out there in the world, with 97 percent of people never achieving financial independence, 50 percent of people getting divorced,

let's say, in their personal relationships, 95 percent of all new businesses and entrepreneurs, and you've worked with them for years, most of them don't end up making it. Given these odds, how is it that people, how is it that you can say people are programmed for greatness, or how is it in some ways that people can overcome these steep odds to become great?

Speaker2: Before I answer that, and again, this is a very interesting, because this is an evolving ideology, philosophy that I'm sharing with you, you just said something which is probably goes to explaining it. Why do you think people, why do people basically have that much dissidence? Why do they have that bad of a marriage? Because inherently they're not fulfilled. What is fulfillment? Fulfillment is really operating at the peak of what you're capable of, isn't it?

Speaker1: Mm-hmm. (Affirmative)

Speaker2: You know deep down inherently but not ... there's a lot of things we feel, but we don't put words on. We don't know how to articulate or verbalize the essence of how we feel. We feel frustrated. We feel unfulfilled. We feel incomplete. We feel disconnected. We feel rudderless. All that is really an explanation of mediocrity. We don't feel really like we are achieving all we could in a marriage. Unfortunately, superficial response to it is either blaming someone else, or it's extricating ourselves from the uncomfortable environment. You can't really escape yourself. That's the irony.

Speaker1: Right. Exactly. I think it seems like, given these statistics, it's almost easy to default to mediocrity, because that's where most of the world is operating at, at that level. It's the default setting, if you will, is mediocrity. It takes effort, original thinking, and a unique philosophy and perspective to reach that level of greatness that you desire. I know that's what you want to share with people.

Let's get into your philosophy that's been getting rave reviews from diverse groups of people. Again, Jay was telling me that he's presented this, literally, across the globe. What is your first step to greatness, Jay? How can people start the process?

Speaker2: I'm going to answer, but I'm not trying to be rude and disrespectful, but you gave me one more thought I'd like to share, because I think it's liberating. One of the reasons I think most people don't even recognize it is that our society, has not, until lately, been even designed to stimulate, nourish it. A lot of employees, employers, excuse me, try to squeeze everything they can out of people. They don't try grow and develop them, improve them. A lot of parents don't have the ... it's like you're, it's inbred, and nobody even knows it.

I'll give you the four ways, but the first thing to realize is that there's no shame and it's not necessarily your fault, because environment, education, influences, have reinforced and stimulated, unintentionally, unknowingly probably, Dan,

mediocrity. I'm sorry, I wanted to say that. I hope it doesn't sound inappropriate, but I really believe that.

Let me explain. It's very simple, but I think it explains a lot of life. I did it again today for somebody who is very sophisticated. He responded the same way. First thing is, I don't think most people can achieve their greatness for the first reason is, they don't have an idea, a picture, in their mind's eye of what greatness looks like. What greatness looks like as an employee, if you work for someone. What greatness looks like as a leader if you're an entrepreneur or a professional. What greatness looks like as a father, mother, husband, wife, lover.

Without a clear-cut picture of what it looks like and it's got to be almost a CAT scan, three dimensional. It's got to be what it looks like, and feels like for you. What it looks like and feels like for the receiving side. Why that's so much different and better. You've got to have a real context of understanding. There's a lot of ways to get there, but the first is to look outside yourself at people you really admire, and see people who are operating in a rarefied strata that you have not. It could be a whole bunch of different things.

One of my great, great, great influences was a guy who wrote a book 30, 40 years ago. He commented about a guy that he met, a blue-collar worker, but he did everything full-out and he loved it and he took pride in it. We need some kind of reference to know what greatness is supposed to look like. Not just one-dimensionally, but multi-dimensionally, in every implication and application of our life. From professional, career, personal, familial, parental, relational, all of that, that's the first thing. Most people don't have a clue. If you don't know where you're trying to go, there's no way you're going to get there. That's the first thing.

Speaker1: That's great. You know what I love about that, too? You said a picture for you. What I've seen a lot of times is in our industry, in the personal development industry, there are people who, let's say, really look up to a particular author or someone. They essentially want to chase their path to greatness, and they don't personalize it, in other words, with their own values to see what does greatness look like for them. Often it may be different. It may be different from, maybe externally, from a person they're looking up to. I like this idea of painting a picture, having a picture for yourself of what greatness looks like for you. Is that something, Jay, that you see as an individual's responsibility for themselves, or can other people help to paint that picture for you?

Speaker2: First of all, I think if you were able to do it for yourself you would have done it, wouldn't you?

Speaker1: Mm-hmm. (Affirmative) Sure.

Speaker2: If you're miserable, if you're overweight, and you could do it for yourself, you'd be the right weight. If you're in a very bad financial condition, and you knew how to do it yourself, you would probably extricate yourself. We all ... somebody said something to me about, right at the turn of our new century, and I think it was right, the greatest determinant of greatness, ironically, and success in the 21st century, is going to be our ability to collaborate, creatively, cooperatively with others who have pieces of the puzzle we don't. I have a piece of the puzzle. The fact that I'm sharing that you don't know you're supposed to be great, and that you don't have a picture of what it's supposed to look like, has already given you an advantage over almost everybody else, because they don't know they're supposed to be great, and they didn't even hear this. What I was going to say to you about greatness is it's relative. We're not one size of greatness fits all. I'm a 24/7, take no prisoners, type of a guy. You don't have to be that. I've said to many people, I have many, many children. I've got seven. I said ... we were talking about one of my sons who's a very, very wonderful and eclectic, creative sort ... and I said, I wouldn't care if he were a garbage collector, as long as he was the greatest garbage collector he could be, and he did it full-out. He took pride in taking away the garbage from people. He felt really good about, not only himself, but the value he contributed.

I think the key is, and you hit it Dan, everyone wants to aspire to be somebody else. It's frustrating, because you can't be me, and I can't be you, and I shouldn't. We should be ourselves. We just need to get to figure out what greatness is within us. We all have certain also preordained attributes, skills, prejudices, abilities. We don't need to be who we're not. We just need to be who we were supposed to be, as a very unique, and a very distinctive, and a very wonderful, and a very remarkable individual.

Speaker1: That's such an important message. I love it. In that, are there specific qualities, it seems like, this collaboration process you're talking about, can really be aided by? If there's somebody that's going to reach the pinnacle, and has the values that you have? Someone that people could choose is often called a mentor. People could maybe choose a mentor that maybe would help to paint and shade some of the path, maybe not the whole thing. Can you reflect on what would be the qualities of a good mentor to look for, or maybe even for yourself, mentors that you've had?

Speaker2: Yes. Sure. The first one starts with intention. What you want is somebody who wants ... somebody who's got an extraordinary hopefulness for you, because he or she knows how much more is possible. It doesn't mean they want you to be who you're not. They want you to fulfill, let's call it your destiny path, within your own life. They know that you're accepting a fraction of a fraction of the, and you can call it, yield, success, financial, psychic, fulfillment, satisfaction. They want help you discover, and reprogram your actions and your belief systems, somebody who's been there and done that, not somebody who's self ...

self-anointed. You want somebody who's got an understanding ... very, very clinically, critically, transactionally, and empirically, meaning they've really done it ... of what it could look like.

They have to be able ... I teach, and I don't do it on CD sets or things like that ... I teach client's what's called the strategy of being preeminent. Preeminent is another way of articulating greatness. It starts with an external focus. It starts with a love for mankind, really, and a desire to add value and a very strong belief in the betterment of one and other. A really great mentor has the ability to really see within you, what you can be, and again, what you can be in many dimensions.

We did something once, Dan, called "Masterful Thinking Partner." It was the ability to connect someone to somebody who didn't just have one piece of the puzzle, but saw the whole totality of forces and factors and elements that were negatively, adversely, influencing, impacting, prejudicing, your attitude, your actions, your self image. There's a lot going on, but right now I don't want to get too esoteric.

The first thing is, you've got to realize you're programmed for greatness. You probably don't have a clue what greatness looks like. Greatness has a lot of dimensions. It means greatness as an employee, greatness as a business owner, leader, developer of others, greatness as a father, mother, husband. I think if you do some soul-searching, you'll sense that a lot of your, perhaps, frustrations, stress, discontent, or ambivalence, and a lot of people today feel that, is a manifestation of your perception but not your verbalization, that, "I'm operating at mediocrity. I'm being average, when I was designed, destined, programmed to be so much better, so much greater than this, that I just don't know how." First thing is, what's it supposed to look like? That's number one.

Speaker1: Excellent. We've got that. That's outstanding. We've got our first step. Once ... people now have the tools ... once people have an understanding of who they are, and their values, and are authentically painting their own picture, and/or using, through the collaboration process, a mentor, or several mentors, to help in that process to get, that step accomplished, what is the second step to greatness, Jay?

Speaker2: This is going to sound so self-evident. We did a program many, many years ago with you guys. It was called, "Getting From Where You Are To Where You Want To Be." First thing is knowing where do you want to be. What's it supposed to look like? Wherever you are, how in the world can you get there? I'm going to make this a little bit more exciting, because you've known me for a long time. I've spent my life trying to figure out the highest, best, least painful, fastest way to get there. Not the slowest, most protracted, painful way. You've got to figure out what path will get you to a better place, and before you go, the thing I think

is problematic about a lot of people is they buy into the first shiny object they hear.

What I've been taught, and it's pretty cool, is that there are lots of ways to get an outcome, but there's almost always going to be one way, and it's going to be different for each person, that's faster, that's safer, that's more fulfilling. It's like you and I can go, let's say we want to go on vacation, but we don't know where we want to go.

I'm using a very simple graphic. Do we want to go where it's hot or where it's cold? Where it's rural or where it's urban? Do you want to go where there's ... do you want to have a penthouse of a 100-story hotel, you want to be in a shack in Bali? It's interesting. Where are we now? Are we coming from the east, the west, the north, the south, Europe, Australia, Los Angeles, New York? Then you've got to say, "How can I get there?" You could fly, you could take a boat, you probably can't take a car, given that distinction. If you were to go to Miami, you could ... train. What path is going to get me there?

This is where it gets interesting, because a lot of people, I think, they thwart themselves. We're getting ahead of number two. They choose a path that's ... it's like saying, "I want to be a pole vaulter. I Instead of starting out with a little pole and seeing if I can go four feet, I'm going to try to set the Olympic record." I think the first thing is what's it look like in every category?

Second, what path is going to get me there, not just the quickest, but the safest, and the most enjoyable? If it's painful, too painful, everything is stretching, growing is a little bit painful. Your muscle growth is painful when you work out. I think you've got to realize you have options. The wonderful thing about the world today, about us, about the human being is that we have a lot of paths to get us to an outcome.

Again, I deal in something called optimum. Optimum isn't just the highest and best. It's the highest and best path for you. Not just ... again, you can't be Jay Abraham. Maybe you can be some other expert. I don't know why you'd want to, when you're pretty wonderful yourself if you allow yourself to realize, to grow into, and to manifest, the greatness that's already programmed within you.

First is, what's it look like in every facet so you can regroup, and you can recalibrate yourself. What's it feel like inside, outside. You've got to think, "If I'm receiving that greatness, how's it going differ? What's it ... ?" and most people don't think about that. They're self-consumed. That's the beginning of the end, because all of life is about interactions. It's about relationships. It's about connecting whether you like it or not. You've got to factor that into it.

The second is ,what's the path that's going to get you there, the best way for who you are and where you are? If you don't know where you are, relative to

where you're trying to get to, there's no way you can do that. I'll tell you a fun little point at the end.

The third is, most people don't have enough self-confidence in themselves to even set out on the path, to pursue the path. You know this. It's a tragedy, but you know this, there's been a statement that something like 80 percent of the books purchased and CD and DVD sets bought, are never opened or looked at. I think this goes to that thing. People don't have enough confidence in themselves to not only pursue it, and embrace the adventure, the journey, the process, but they don't believe they are deserving.

The first thing is, picture what it is. The second thing is, how can you get there? The third is having enough ... giving yourself permission to start walking down the path to your greatness, in as many different categories as you can pursue. Starting with, I always say, don't try to do everything concurrently, because it will diffuse. Figure out where you can make the biggest win for yourself first. That's going to reinforce the worth, and you're going to see such a difference that you'll want it in every other element of your life.

The last one is very simple. Most people don't ... if they have enough to see it ... if they have enough conviction, commitment to identify the path, and if they have enough fortitude, courage, desire, perception of what's on the other side of the mountain, to get started ... what so frequently happens in every form of human endeavor, is the first time you try something, Dan, it doesn't execute very well, you get derailed.

Think about it. Did you ever try to play tennis or golf or work out in a different way, or do weights or gain a skill, language? It's daunting. What happens to most people is they abandon, they give up, they jettison it, the first time it gets difficult. Most people, when they try to do it themselves, they get derailed very quickly down the path. They get into a quagmire, their own quicksand.

This is number four. Few people have anyone who's willing to intervene and help get them back on track, course-correct, and believe in them and advocate a champion long enough to where the momentum and the velocity and the force going forward will take over and propel you to your greatness.

That's pretty much it.

Speaker1: That's incredible. It really resonates with me, what you just said. It's interesting, I've coached youth basketball for over ten years. One of the things that I've noticed, this gets into both points three and four, on the confidence end, but also the course corrections, and being willing to intervene when you're off-course.

One of the things I've noticed about the exceptional athlete, that is going to continue to grow in greatness, if you will, is that when they make a mistake, or when they have a bad game or something, there are some that let that just overwhelm them with defeat, and they beat themselves up over it, and they become more tight and more tense. There's others that take that signal as, "I'm going to get better. I'm going to work harder." They almost use that as motivation, if you will, that "failure," which as we know, there's never really failures, it's just a result. You take that failure, if you will, and use that as motivation. In a sense, they use that failure as a way of building confidence in going at it harder. Have you seen that same thing in people?

Speaker2: I'm going to give you a different context. I used to coach. I'm not great at sports, but I always coached what I'll call bumble-bee beginners, bumble-bee newbies. Soccer, basketball, none of the parents were critical. Everyone was bumping into each other. Nobody knew what they were doing. I saw my role to make the experience so satisfying that the child felt so good about himself or herself that their body language changed, and they looked forward to doing it the next year with somebody who was probably a better person on proficiency.

If I had a child who was awkward and timid, like in soccer, I would get behind him and we'd walk him on the field and we'd hold their legs and we'd kick for them, so they could feel how much joy there was in having connection, and forward motion, and accomplishment. You could just look at their little bodies and their little faces and see the joy evoked from them.

Yes, but I think the big tragedy in society today is that most people don't have a lot of other people believing in them. They have a lot of people taking their money. They have a lot of people squeezing them. It's a very competitive world. It's a very competitive, you own businesses. You're right. It's easy for people to bail on marriages, and bail on jobs, and bail on employees, and bail on and get their money back on this or that. We don't have a society that is trying to nourish, nurture, harness, and harvest for people, their greatness.

I think if we can ... the first thing for everyone to realize ... and I have no agenda, I'm not selling anything, I'm just giving you the foundation of this as I evolve it ... the greatest thing for people to realize is there's no shame. Those four factors, as simple as they are, they're not evident in many people. Most people don't have a clue. I don't think anyone in their right mind would operate at half their capacity if ... let me give you a great example. I like graphic metaphors.

Think of your life like a high-powered jet plane, flying from Los Angeles to New York, and we take off. We take off okay, but the flaps won't go all the way up or down, whichever flaps are supposed to be. I don't know aeronautics. Just say, that it's safe enough to continue the flight, but it's not optimal. If your flaps won't go up, here's what it means. Number one, you're going to spend an

enormous amount of fuel and energy. Number two, you're going to spend an enormous amount of work trying to get back on course, because it's going to go everywhere. Number three, it's going to take a lot longer. Number four, it's going to be a very dissatisfying ride.

If you think about our life, and you can break it into as many dimensions and categories ... your career part, your marriage part, your romantic part within the marriage, your parental part, your relational, all the friends and the interactions, your connectivity with your world. You can get into purpose, legacy, contribution, fulfillment ... all those things. If it's ... I'm trying to find the right word ... if it's partially lived, it's very unfulfilling. I think we have a very unfulfilled world today, because no one's tried very hard. There are people doing it, but they go with one piece of the puzzle.

I struggle. I've been ... I've spent my life, Dan, trying to work on the aggregate leverage in business, and accidentally in life. I'm looking for those understandings that'll first of all explain feelings and accomplishments. Accomplishments sounds like a positive, but you can have negative accomplishments. You can look back and say, "My career's unsatisfying. I didn't make a lot of money." You can say, "My business is mediocre. I'm not doing well." You can say, "My marriage sucks." I think it's an accomplishment, it's just a negative one. I think the first is getting clarity on ... most people don't understand ... the moment you understand the reason why ... we were taught this in marketing, but it's true of all life. Once someone understands the reason why something is the way it is, or isn't, it gives you great clarity. That clarity gives you greater focus.

The first thing you have to know is what you don't want in order to get what you want. If you don't have a context of what, what you want looks like, it's very hard to get there, then you've got to figure out what you don't want, what you want. What path is going to get you there the most optimal, the most ... most comfortable, the most satisfying for who and what and where you are? Not for someone else. That's a big problem. Everyone says, "One size fits all." One size does not. Did you ever see a fat person and a skinny person in the same "one size fits all" garment? It doesn't look very good, does it?

Speaker1: No, not at all, not at all.

Speaker2: Is this helpful?

Speaker1: Absolutely helpful. I think what I would suggest to people, because I've been taking copious notes as we've been talking, is to take these four steps for themselves and really first of all, study them and live them.

Again, the first one was, have a picture of what greatness looks like.

The second one that Jay talked about was, how can you get there? To develop a path that will get you to a better place, or to a specific map or pathway.

The third thing was, to develop the self confidence to start out on the path and stay on the path. Self confidence comes from that regular, repeated taking of actions.

The fourth thing was course correcting, that having someone, could be yourself, if not yourself, or a mentor or people in your life, that will help intervene and get you back on track when you get off-course.

If you take all four of those steps, and first of all, study them, second of all, live them in your life. I would say third of all ... and I was taught this from Stephen Covey years ago, and coming from a family of teachers, my Mom's a principal of a high school, and my sister's a teacher, and a brother-in-law that's a teacher, it resonated with me ... take these four steps and teach them to others.

Speaker2: Wonderfully stated. I'm going to say to you, that's the real beauty is, give back. It seems selfless, but it's the most selfish thing you can do. The more you help others, the clearer it becomes to you, the more you see the dynamic work. You're exactly right. That's profound.

Speaker1: It's wonderful. It's certainly worked for me. This way you understood at a whole new level. Jay, this has been a great interview. I've learned a lot. I certainly know and pray our customers have learned a lot. We'll help to transform their lives and the lives of others with the four steps that you've shared.

I like to conclude every interview I do on a personal note. A lot of people have gotten to know a bit more of the heart and soul of Jay Abraham in this interview. Jay, many years from now, when you've passed on, and people reflect on the impact your life has had, what would you like your legacy to be?

Speaker2: That's a pretty penetrating question. I'll give you a doubly-integrated answer. It's the same thing coming at it from a couple of different ways. I used to, when I was young, be obsessed with making money, and stature, and materialism. I have a lot of cool things. It's not like I'm a pauper or I've taken a vow of poverty.

What I realized, one period in my life, when I made the most amount of money, and I was young, I was the most dissatisfied. I sought perspective from a lot of people, and I had one person that taught me something that transformed and reignited the passion and the purpose in my life. It might be useful. What this person said was, most people are obsessed with the end product. They want to make ten million dollars, or they want to have the fastest-growing company, or the prettiest wife, or the best-looking body, or whatever. If they're unfortunate enough to get that for that reason alone, it's totally anti-climactic. The angels

aren't going to trumpet. The heavens aren't going to open. The sun's not going to glisten. Life isn't going to transform. It's going to be nothing.

What life is all about, is the process. We're having a discussion, with intention of contributing, explaining, hopefully inspiring, and redirecting the thinking of people. If we were sitting at a bus stop talking to a retiree, or in a hotel lobby, and there was an employee walking by, our job is to add value. It's to enjoy the process, because that's about as good as it gets.

Related, somebody very profound, who I met right after they had a very bad business setback and bounced back, shared with me their philosophy. It was very simplistic. Any time you get the chance to spend any time with anyone, you come together for any reason, for any amount of time, make the other side better off because you were in their life, whether it be a moment or not. We go overseas, and we go sit in the lobby, sometimes in countries where people tend to be very closed-minded and dour-looking, and we smile until they break a smile. It's the most joyous thing in the world to watch the body language change.

I think it's what you realize in life is, when you add value, you get back, it's like a compound reciprocal dividend. I think we have this great opportunity in our life to make this incredible difference in a moment, by listening, by acknowledging, by comforting, by believing in others, by demonstrating that your life is relevant. I think we lose track of that, sometimes, in our ultra-competitive, material/financially-obsessed world. I guess that's what I'd like to be known for.

Speaker1: Enjoy the process. To me, that's an incredible legacy. Jay, I can just tell you that I've enjoyed the process of this interview very, very much. I know it's going to make the difference. If just one person out there takes the ideas you've talked about as seriously as they should, the ripple effect ... I always think of throwing that bobber in the pond, and the ripples go out, and you never know how far those ripples could go, and who they're going to hit up against. I just know the ripple effect is going to be huge.

I appreciate you taking the time out of your busy schedule to share these ideas with us. I hope you have a great day, Jay.

Speaker2: It was an honor and a privilege. Thank you for even ... I'm delighted that you ask of me. I hope it has a little bit of value, and it gives people a little bit of greater clarity on two things, why, maybe, they're not as satisfied, and how to become more satisfied with life, and career, and relationships and everything.

Speaker1: Excellent. Thanks so much, Jay. For everyone out there, we'll see you next time on another edition of *Insiders*.