



THE LANDGEEK

The Art of Passive Income Podcast With Mark Podolsky and Scott Todd

Today's Guest: [Stephen Shapiro](#)

Transcript

Mark: Hey, it's Mark Podolsky, the Land Geek, with your favorite nichey real estate website www.TheLandGeek.com and I'm really excited for today's guest. Scott, he's a big deal. I'm going to have to put on my anchorman's voice for this one.

Scott: Let's do it.

Mark: But before we talk to our guest, I have to properly introduce you, Scott Todd from ScottTodd.net, LandModo.com and most importantly, if you are not automating your Craigslist and your Facebook postings, PostingDomination.com/TheLandGeek. Today's podcast is sponsored by GeekPay.io, the only set it and forget it financial CRM in the world. Get your first note free at GeekPay.io.

Today's guest is all about innovation. Stephen Shapiro is an author of four books: *24/7 Innovation*, *Goal-Free Living*, *The Little Book of Big Innovation Ideas*, *Personality Poker* and *Best Practices are Stupid*. He has spoken to audiences in 50 different countries. He helps companies like 3M, Proctor and Gamble, Nike, and Marriot improve their innovation practices through customized and keynotes speeches, advisory engagements and other services. Stephen Shapiro, how are you?

Stephen: Awesome, how are you doing?

Mark: I want to be more innovative, that's how I am doing.

Stephen: Now I'm good.

Mark: I'm intrigued. So, kind of let's rewind the tape a bit and tell us how you got into becoming sort of this innovation expert and helping these huge companies grow.

Stephen: I sort of stumbled on it. What happened was I was working at Accenture. I was focused on business optimization. So, it wasn't innovation; it was optimization. Basically what that meant was, I helped companies shrink and as a result, people were losing jobs. Literally, hundreds of thousands of people lost their jobs because of the work that I was doing and promoting. One day I woke up and said, "This doesn't feel right," took a leave of absence from work, decided to focus on innovation and growth, created a 20,000 person practice on the back of that vision and never looked back since. I am happy to say that for the past 20 years I have never been responsible for one lost job.

Mark: Wow. Did you ever watch the movie *Office Space*?

Stephen: I do.

Mark: So, you are like the Bobs; they have come in, they meet with Stephen and they would like have to explain to you what they did.

Stephen: Yes.

Mark: Then you go, "Okay, so yeah." Then they are like, "Oh no, I had to do it," but then you are like, "I hate this," and then instead of being like the Bobs, you are like the guy that's like, "Let's just blow this up 20,000 more people."

Stephen: Yeah, let's make it bigger. I was like the movie up in the air with George Clooney, Ryan Bingham. That's basically what he did he drove, flew around and fired people. That was me.

Mark: I mean that's got to be so crushing. How long did you do that for?

Stephen: I did it for several years. Look, I didn't look someone in the eye and say, "You are fired." I wasn't doing any of that. It was sort of a level removed so I'm sort of designing the business and I am helping them

implement things and somebody else did the firing. So, it wasn't so crushing until I actually saw the impact on the lives of people who lost their jobs. I was actually watching a TV show about a client who let 10,000 people go on the back of the work that I was doing there and I saw one person cry the entire interview because he had to mow lawns for a living to feed the family. Another one was living off of his inheritance and the third person committed suicide. That was the tipping point for me just seeing that it destroyed people's lives.

Mark: So, Scott Todd went through a very similar experience with his Fortune 300 Company. Scott, if your company had only gone to Stephen, you probably would have hired. Your group would have gotten larger. So, I will let Scott kind of tell you his story. But my next question to you, Stephen, is how do you convince these big companies to innovate when it's so much easier to just say, "Okay look, we are going to cut 10,000 jobs; it's all going to throw to the bottom line and then we will figure it out"? So, Scott, you want to let Stephen know your situation.

Scott: Well, I was a VP for the Fortune 300 Company. They decided to outsource a major, major domain that I was working. They outsourced 85% of that department if you will to another company. So yeah, I did get like shown the door and in looking back, it's been the greatest experience ever since then because I would not have just kind of had the life experiences that I have had since that event happened. One of the things that you said that I always think and I am always chuckling if you will is that to me there is no better solution to any problem that a company has than revenue, right? Yeah, you can cut expenses and you can cut those things and become optimized and all that other stuff however you can't cut your way to success. Because you start cutting out all the expenses well then the revenue is going to take a hit too because the two of them work hand in hand.

Now it doesn't mean that you should be wasteful, but to me I want to work for a company that's growing revenue-wise, that's innovating if you will. They don't even necessarily need to be leading edge they just need to be kind of growing because then you've got revenue coming in, it solves all problems, you can take the employees that have been great, re-educate them, redeploy them to where they are needed today not necessarily show them the exit door. You know kind of keep that culture alive. Man, anytime I see a company laying off people, I just kind of scratch my head. Typically the stock shoots up but to me I see a company laying somebody off and I'm like there is a failed management team there because they didn't innovate. They didn't grow their business and redeploy their people. They are like exiting. What do you think?

Stephen: Yeah. It sounds like you and I are twins separated at birth type of thing in terms of philosophies. I remember this one time I saw Jack Welch speak and was talking to his GE employees and he said, "For the longest time we have been squeezing lemons we need to grow more lemons." Look, you can squeeze all the lemons you want until you have no more lemons. What happens is so many companies go for the short-term win. They go for the quick let's slash and burn and that will work in the short run. The question is, will you be around in the long run? I have yet to see a company that used slash and burn as a long-term strategy and is still around. So, we need to innovate.

I think coming back to the first question, "Is it a hard sell?" 20 years ago it was a harder sell because 20 years ago nobody used the word innovation. Today the problem is everybody uses the word innovation. The bigger issue is nobody knows what it means. So, it seems like most people want it. They intellectually understand the need for it; they just don't know how to go about doing it and that where I come in is the businesses are struggling to stay relevant in a marketplace which is changing super-fast.

Mark: So, what is the definition of Stephen Shapiro of innovation and how can we implement it in our own businesses?

Stephen: So, unlike the way a lot of people think about innovation which is sort of about creativity and ideas, I think that innovation is an end to end process. So, it is a process; an end to an end process that starts with an issue, problem, challenge or opportunity and it ends with the creation of value with its ultimate goal to keep the company relevant in the long term. So, that's sort of in a nutshell. It's about solving problems and exploiting opportunities. It's about creating value and it's about staying relevant. So, it's adapting, evolving and changing repeatedly and rapidly to stay relevant in the marketplace.

Mark: So, do you have an example of a company where you went in, they were stagnant, and then they adopted your philosophy of innovation and then what happened?

Stephen: Yeah. So, I mean there is a lot of them. They don't like me talking about their names but I will tell you...

Mark: You don't have to say their names.

Stephen: So, one company which is a great company, I worked for them for a long, long time was actually a very successful company. It's not like companies hire me when the ship is sinking necessarily. That happens, but

in some cases there are what I would call enlightened companies who are doing well but believe there is a whole new level that they can take things. I love working with companies like that because then it's not coming from a scarcity approach.

So, this one company, financial services company, they brought me in. I did few speeches; that's how it started. You know at first were like, "Oh, you know, we are doing great." They were using a more traditional idea driven innovation approach. So, it was sort of an electronic suggestion box if you want to think about it that way. Doing great but I know from my past experience that those have a shelf life of about six, nine, or at most 12 months. At that point the quality of the ideas drop, the value diminishes; a lot of noise gets created.

So, I get a call from them almost like predictably at nine months saying, "Hey, everything you said that was going to come true came true. We have an issue; how do we solve it?" So, I went in, worked with them and what we explored was how do we move from an idea driven innovation program to a challenge centered innovation approach? Which means basically instead of asking everybody for their opinions, suggestions, and ideas we ask people to solve important, pressing, differentiating questions. It sounds like a very simple shift but what we found was that in using this we were able to generate a minimum, of a ten-fold improvement over the way they were innovating. So, if in the past they were getting \$10 for every dollar spent, they would get \$100 or \$1000 now for every dollar spent, massive, massive improvement.

Mark: Wow, that's unbelievable. Stephen, when you go to these companies, do you meet with the CEOs, the management team? Who needs to be the driver of this innovation?

Stephen: The CEO needs to be the driver. A lot of companies have a chief innovation officer and that's fine, but I think really at the end of the day the CEO is the chief innovation officer. If they are not driving the mandate for innovation, it probably won't happen as systematically as we would like. Look, we can do certain things; we can make pockets of change. It's not going to have a huge impact. I typically get called though by a chief innovation officer, a VP of innovation, maybe a chief financial officer or a chief operating officer and in some cases even the chief information technology officer because in many companies now that digital is a huge part of a company's innovation strategy especially in companies like financial services they are playing a much larger roles. So, however, it is typically the C suite person but their title could be different.

Mark: I see. Okay. So, it's Saturday night; you can invite any three CEOs to dinner. Whom would you invite and what one question would you ask each CEO?

Stephen: Wow, that's a great question. I would have to say Elon Musk, of course. So, if you talk about somebody who is doing just some really cool stuff, he is the man. I don't have specific names because there would actually be multiple people but the CEO of a company when they were great. So, for example, Sears—a lot of people don't realize in the 1960s it was actually the largest company. It was one percent of the US gross national product. Clearly, that's not the case now. So, I would love to talk to the CEO of Sears, Pan Am, Blackberry—the companies that were once great that are either gone or are on life support. I think that would be fascinating.

A CEO I think of a smaller business. Because a lot of times we like to look to big companies but I like to look to small companies and I like to look at the failures. I think the question would be, what is that you do that helps to ensure that your past success doesn't lead to future failure? I think in the case of Elon Musk, maybe it's very early; it would be hard for him to answer. But if I go back to the Sears, the Pan Am, the Howard Johnson's restaurants, the Blockbusters Videos of the world and ask them what would they do differently, why is it that their success led to their demise; I think that would be a fascinating conversation.

Mark: What do you think the answer would be? Why did Kodak fail? They started digital way before.

Stephen: Yeah, they had the original patent for it. I think the biggest issue is expertise is the enemy of innovation. So, what happens is if you are an expert in something, the deeper your understanding of that topic whether it's an industry or technology that will limit your ability to think differently about it because our brain only has so much ability. Look, they are some people who are brilliant at it, but 99.99 % of the people out there—their past experiences lead to their future decisions. There is engrained wired reason for this. So, I think they would probably say that we became too arrogant or we became too complacent or we were too slow to change because we weren't really looking outside we were looking inside. These are the types of things that I see a lot of companies struggling with.

Scott: I agree with you and I think that you could say they have the blinders on or whatever. I think the other problem and I think you really see it with publicly traded companies is that fact that sometimes when you are going down a new avenue and trying to expand that business model or trying to prepare for the future, you have to lose money sometimes;

especially when you've got these startups that they are scrappy, they are young, they are call centers are so low, they don't have the same infrastructure or same investment. They are more nimble.

Then all of a sudden, you've got the giant company there who is looking to innovate. It's an investment. It's not necessarily something that shareholders, I mean depends on the profitability of the company, but shareholders may or may not want to kind of support that kind of investment if they don't know what the return is or if they do sometimes the C level managers think that they want to support it but then when the financials start coming out and they are missing numbers and they are like, "Well, we just lost 100 million dollars this quarter over here or we lost 10 million dollars over here." They are like, "Man, that's 10 million that we could have plugged in another hole for, shut it down or delay it." Then they lose any competitive advantage that they have because they let the smaller company come in and take over.

Stephen: Yeah, I think that's brilliant. In fact, I did a non-scientific comparison of publicly traded companies versus privately held companies and what's fascinating if you listen to the CEOs and the owners of some large privately held companies that are ridiculously successful they are on record saying that they probably could not have done what they did if they were the CEO of publicly traded company. So, what happens is the measures that are used are going to drive the results and in most companies, it's quarterly earnings. So, I'm totally with you there. That would certainly be part of it.

Unfortunately, in most situations, it's not a single answer. It's actually a lot of different things that are going on. I think we have the wisdom. I mean Sears was really one the first companies to bring the internet to the market. They did that 1984 yet they were one of the last companies to put their catalog online because their catalog business was successful. So, I think it's a combination of all these different things. It's fascinating from a psychology perspective to look at what has companies go down the tubes.

Mark: Psychologically, Stephen, how do we... Like I'm guilty of this. I see this all the time when things are going well even with my own son. Like he's getting an A in a class and then all of a sudden, he will start procrastinating on his studying. It seems like it's human nature and I always think of the book Andrew Grove, *Only the Paranoid Survive*. Like how do I keep the paranoia every single day to survive? How do you that when you've got a company with a billion-dollar EBITDA and things are going great. How do they keep that hunger, that passion, the paranoia if you will that they don't become like Sears?

Stephen: We used to have an expression years ago called the burning platform, which basically you are on a platform, it's on fire; we take charge, but how do you get people to change when there is no fire? It's a great question and I think that's why I like to work with the companies like the financial services company that I mentioned. They are fantastic; they are successful, but they had a visionary CEO who basically said, "Good enough isn't good enough. We need to be better. We can constantly be pushing the envelope and I'm not going to be putting up with any level of complacency," and those situations I think it's interesting.

In a company that is not successful the CEO is less important in the innovation effort because people have that burning understanding but it's those enlightened leaders that I love to work with because they see that it's not just about solving a pain but it's actually about a gain. That's always the toughest thing. People are attracted to solving problems, dealing with their issues, eliminating pains, much more than they are about gaining something big.

Mark: I love it. Scott Todd?

Scott: I think that even for our listeners, Mark, typically like a small business or someone who is starting out is it all starts with you. Kind of what Stephen said and kind of tying to what you are saying too, Mark, is as the CEO of your own personal finance or your household or your business, man when you are having success and you take your foot off the gas pedal, that's the wrong thing to do. You are living on your lows. You are just, "Hey, it's going to continue. This is going to continue. It doesn't need me to keep pushing on."

Then you look at someone like Jeff Bezos. The guy is like, "Hey, we are in like phase one of our company. We are still new." I mean it's a 20-year-old company but they are still innovating like they are new. They are still there and he's kind of set this long-term time horizon that says, "We are not dealing with today, we are dealing with 500 years from now. We are not done. We haven't even begun."

Here is a guy that's having success yet he's not taking his foot off the accelerator. He's continuing to innovate. He is continuing to drive performance and he's continuing to grow and I think that he has that enlightened mindset. Especially for a privately traded company that says, "Man, we are going to make an investment if we make a profit great. If not, we are good. We are going to be good for a long time."

Stephen: I think what's interesting is if you take the Teslas of the world and the Amazons of the world, in some respects even though they are publicly traded they operate like they are privately held. I would say an Amazon's mindset is Jeff Bezos is the owner of the company. He is the guy who makes the decision and you know when you buy stock in Amazon you are buying into his vision. It's not like you are buying GM stock where you are really just buying into the philosophy of the company.

Here is the challenge is it's easy for us to... It's called survival bias or the under sampling of failure. It's very easy for us to look at the Apples and the Googles and the Facebooks—these big companies that are ridiculously successful but replicating what they do isn't necessarily what's right for most companies because they are companies that have done exactly what they did and failed. So, we need to be looking at what it is that makes us successful. I love what you said about not taking your foot off the accelerator but the path you drive down, the highway you are going to go down or the country road you drive down will be different for each and every person, each and every company and we need to have the courage to not just follow what other people have done but to actually create our own trail. I think that's really the key it's not looking to the Amazons and the Apples of the world but looking to ourselves.

Mark: So, Stephen, is there a book that you gift to CEOs or clients more than any other book? Or if I want to start with one of your books, which one would you recommend?

Stephen: Well, my books I would say *Best Practices are Stupid* partly because it's the newest book. Partly it's about innovation and all everything you need to do in order to stay successful as an organization. My favorite book and it really depends on what it is I think is the challenge for the organizations but the books that I gift most frequently are actually *Surely You're Joking, Mr Feynman!* which is written by a Nobel prize-winning physicist Richard Feynman who is just I think one of the coolest people on the planet. That book is just some stories of creative things he did. I think it's the best book on creativity. It is also one of the funniest books I think ever written.

On a more somber side, there is *Man's Search For Meaning* by Victor Frankl which is if your company is looking for purpose if you want more purpose, *Man's Search For Meaning* is an extremely powerful, powerful book. I will have a third one which is *Orbiting The Giant Hairball* by Gordon Mackenzie. He works for Hallmark a creative guy and started a company that you think would be creative but it was anything but. He talks about what it is like to be a creative individual inside of a massive hairball, a massive corporation. So,

those are my three picks for non-business books that I think are the best tools for helping us think differently.

Mark: I love it. I love it. Is there something that you think is normal or innovative or really like just a truism that other people think is crazy?

Stephen: I have a few. Well, two of them are very closely related. One is asking for ideas, is a bad idea. It was Dirty Harry who said opinions are like butts, he didn't say butts, but opinions are like butts everyone has one and in my opinion, most of them stink. So look, we don't want more opinions, suggestions, and ideas we want well-framed questions.

Which leads to the other one which is everybody says think outside the box my mantra is, don't think outside the box find a better box. The issue is not the expansiveness of your thinking; the issue is we are looking in the wrong place and we have taken some very simple changes in a problem statement. And just by changing one word or shifting it slightly, we got a completely different range of solutions which unleashed massive amounts of value.

Mark: I love that. Scott Todd, there is a famous quote the quality of your life is usually dictated by the quality of questions that you ask yourself. I think I'm paraphrasing this. But are there certain questions that you like to ask that sort of help expand your thinking?

Scott: One of the things that I always like to do is I try to understand what someone is trying to solve. Like where they are trying to come from. It's easy to try to throw a solution together for something but then when you just stop them and say, "Well, what problem are you trying to solve here," a lot of times they don't know what problem they are trying to solve. Mark, you've seen it like, "Hey, what do you think of this idea?" "Okay well, it's an idea," whatever it is. "What do you think about this?" "Well, it depends. It depends on what problem are you trying to solve." "Well, I'm just trying to automate this thing." "Okay, well why are you trying to automate it?" "Because I don't want to do it anymore." "Okay, what's wrong with the way that you are doing it? Can you give it to someone else? Why are you going to invest time to try to automate something?"

At the end of the day, they are kind of confused as to the way they want to do it. They are just hitting a buzzword. They are just like trying to do something to do something but they don't know what they want to achieve at the end. So, how do they judge success? So, I always like to go back and kind of reframe it like, "What problem are you trying to solve and why do you want to do this?" Then when you kind of have that right frame of mind well now you can go back and hit the topics that they want to hit on, right?

Like, "I'm doing this because I'm trying to solve this problem." "Well yeah, then what you are trying to do makes sense," or "No, there is a better way of doing it."

Mark: Stephen Shapiro, your thoughts.

Stephen: Oh spot on, again separated at birth. I have always believed that the questions we ask are the most important part of the innovation process. I got a fortune cookie once and it said, "You always have the answers; they just sometimes solve the wrong problems." I think that's what we tend to do inside of organizations. We spend a lot of time running around solving problems that aren't important or we haven't taken the time to really reframe the question because in the question you could change one word and get a very different result. So, I think it is the cornerstone and there is so much more we could talk about in terms of how leverage that then to drive this tenfold improvement innovation.

Mark: We will have to have you back for sure.

Scott: Mark, I mean like...

Mark: Yeah.

Scott: I'm sorry. I know you get asked this question all time like, "Hey Mark, what do you think about this? Or what do you think about this process I created? What do you think about this for an ad?" The answer is always like, "It doesn't matter to me. I can't give you feedback. The paper looks great." But until you get to the end user, until you get to somebody that can really give you feedback you are asking the wrong people too. So, it's not just asking the right questions; it's sometimes asking the right people too.

Mark: Yeah. I think the two of you should go for lunch and you know?

Scott: You are in there too man. We are all going to go.

Mark: Yeah, yeah. It's like a bunch of doppelgangers here. So Stephen, one more question before we get to the tip of the week. I would just be curious. What is some of the worst advice you see or hear given in innovation?

Stephen: The worst? There is a lot. I think the worst advice given by CEOs is when they tell their employees to go innovate because it means nothing. Coming back to what Scott was saying, it's a solution looking for a problem, so why? What are we looking to do? In terms of what most people say, I think the thing that concerns me the most these days is everybody seems to

think that failure is a good thing. I hear companies say, "We are proud of failing. This is good. If we are not breaking eggs we are not innovating." I think you are sending the wrong message.

I don't think that failure is what you want. What you want to do is construct scalable experiments. The point of an experiment is not to prove yourself right; it's actually to prove or disprove hypothesis in the correct way. There is a whole bunch of reasons why we tend to either not do experiments or conduct faulty experiments. But I think a quote that to me is probably the best quote when it comes to innovation Scott Cook from Intuit said, "For each of our failures we had spreadsheets that looked awesome." I think that gets to the heart of what I see a lot of companies doing is they are running around, they are passionate about their new innovations, they are passionate about their ideas, they are implementing a lot of crap and they are failing. We shouldn't have a 70% failure rate which is the number that's often quoted. That to me makes no sense.

Mark: I love it. Well, Stephen, your mentorship this podcast has been amazing but we are going to extract one more piece of wisdom from you. We are going to ask you for your tip of the week—a website, a resource, a book. You have already given us three books something else actionable where the Art of Passive Income listeners can go right now improve their businesses, improve their lives. What else have you got?

Stephen: I will give you the simplest thing that costs nothing. If you go to PersonalityPokerGame.com, PersonalityPokerGame.com, it looks like a Las Vegas slot machine. You are going to see wheels with poker cards. You spin the wheels and you hold the cards where the words on those poker cards best describe your personality and when you are done you basically say, "Give me my results," and it will give you a print out of what your strong suit is, where you need to focus on, partnering with people that you might not partner with. It's a tool for teamwork and we have a physical version, an actual deck of personality poker cards but that's just a free game to that people can play around with to get at least a quick snapshot. It takes about 30 seconds.

Mark: That's awesome. That's awesome. So, the cards I've got right now are considerate, bossy, anal retentive, gregarious, loyal, and then I just hold the cards that describe me?

Stephen: You hold the cards that describe you and you keep hitting spin and then once you have five cards that you held that are like you. You basically say "Show me my results," and it will give you the results page. What you also do you give an email address and we will send you a bunch of

videos about yourself and how you actually leverage what it is that you actually took in this, all free.

Mark: This is awesome.

Scott: Okay, Mark. Okay, have you held five cards yet?

Mark: Not yet. You know what? One of them is disciplined. I think I am. My wife would say I'm OCD. Is OCD one of the cards?

Stephen: We do have anal retentive, that is one of the cards. It's a close cousin to OCD.

Scott: Keep spinning. Like I took two spins and I don't know, it looks pretty, like...

Mark: I've got to keep spinning here, hold on.

Scott: Mark, would you say you are bossy or what?

Mark: No. Alright, I'm done. Okay, enter my name.

Scott: This is really cool.

Mark: This is really cool. You know? "Show my personality."

Scott: I kind of want to keep spinning to see all the cards but right now I got logical, competitive, direct, rational, and expert. I have to give up some just to go see what else is there.

Stephen: What's interesting is based on just those few cards you gave me I can tell a lot about you. So, you have primarily spades and clubs. That means you are a little more left brain thinking and just even listening to you even though you are a creative guy I think you are sort of like me you have a left brain approach to things: very analytical, logical, yet the same time you want to make sure that you are producing results from everything you are focused in. So, the black cards are the people critical when it comes to innovation at defining the problems and making sure we get the results. So, at least based on what I heard I would put you in that category. I would have to see more hands. Here is what's fun though is when we use the physical cards, not the ones that you are doing on the game; we have the physical cards, you gift cards to people.

Mark: I like it. All right.

Scott: We might need to play this game on your Bootcamp or something.

Mark: I think we should. Stephen, how can we get the cards?

Stephen: Go to PersonalityPoker.com and you will see all the information you need there.

Mark: All right, we are going to get the cards for sure.

Scott: We are doing this.

Mark: It's done and done. Well, Stephen, this is great but we have to ask Scott Todd for his tip of the week. Scott, what's your tip of the week?

Scott: Well, it's definitely not like Personality Poker game. This is like awesome so I feel like, I don't know, I feel like weak now. But look, Mark, how many times have you struggled like to figure out like you've got to write an email, marketing message, you need something kind of that writing prompt, right?

Mark: Every Sunday. That's when I write my emails.

Scott: So, what I like to do I like to go to this website CheckIDay.com. Check like you are writing a check, check.

Mark: Check.

Scott: I.

Mark: I

Scott: Day.com

Mark: Day.com

Scott: Basically, what it does is it shows you all of the holidays for a given day. So, you can scroll through the week and you can see like today is like Mean Girls Appreciation Day or it's National Techies Day. So, could you now take and write an email about let's honor National Techies Day or kind of weave in National Techies Day into your email message or marketing message? To me, I use this as kind of like writing prompt so I can keep my marketing message kind of relevant and fresh for the time.

Mark: This is really cool. Wow, I can spend all day on Checkiday.

Scott: Check it out.

Mark: All right, well, my tip of the week is learn more about true innovation the right way and getting some additional Stephen Shapiro wisdom at the aptly titled website StephenShapiro.com. I will have a link to it. This was a phenomenal podcast. Stephen Shapiro, thank you so much. Are we good?

Stephen: I feel good. Just you know my name is spelled with a PH which is always confusing, S-T-E-P-H-E-N so if you go to Steven with a V you are going to get somebody completely different.

Mark: Alright, will do, will do. Scott Todd, are we good?

Scott: We are good, Mark.

Mark: All right. Well, I want to thank all the listeners and just remind them the only way, the only way we are going to get the quality of guests like a Stephen Shapiro with a PH is if you do us three little favors. You've got to subscribe, you've got to rate and you've got to review the podcast. Send us a screenshot of your review to Support@TheLandGeek.com we are going to send you for free the \$97 Passive Income Launch Kit. Please do that it really helps. Stephen Shapiro would never come on this podcast unless he saw we have a lot of reviews that are positive so please do that.

Also just remind you GeekPay.io, the only set it and forget it financial CRM. Check it out. Get your first note for free. No risk, GeekPay.io. Scott, you want to lead us out?

Scott: You know what we say, Mark, Let...

Mark and Scott: Freedom ring.

[End of Transcript]