

Gi. Costi

How to Create a High Performing Sales Team

WITH GUI COSTIN

Chasing the Insights Podcast

VINCE WARNOCK: Welcome to Chasing the Insights, the podcast designed for you, the marketer, the entrepreneur, the small business owner. I'm your host, Vince Warnock. And in each episode, we talk to the biggest and brightest brains in marketing, extracting every ounce of insight to give you that unfair advantage as you grow your business. Hello, beautiful people. Welcome to another episode of Chasing the Insights. How y'all doing? I'm Vince Warnock and thank you so much for taking time out of your very busy day... oh my goodness.. to join me here, as I get to talk to just some of the brightest people in the industry. You'll know what I mean very shortly because I'm about to introduce you to Gui Costin. But before I do that, very quickly, I don't want you to miss a single episode of the show. So whatever platform, whatever app, whatever tool, basically, however you're listening to this right now, if you haven't already, reach out and give that Subscribe or Follow button a push. That way, you're notified every time there's a new episode. Anyway, my friends, you are in for such a treat. I'm here to introduce you to Gui Costin. He is the founder and CEO of Dakota. It's a financial software, data, and media company based in Philadelphia and its flagship product, get this, it's called Dakota Marketplace. It is a database of institutional investors used by over 6,000 fundraisers and over 1,400 global investment firms. I don't know why I'm struggling with English there. Probably because it's so impressive. But more than that, he's also the author of a bunch of books, including The Dakota Way, which came out this year, and he's here with us on the show. Gui, thank you so much for joining us, my man. Seriously, such an honor having you here.

GUI COSTIN: Vince, thanks for having me.

VINCE WARNOCK: Oh, man. I've been looking forward to this mainly because when you and I first connected, I think you were on a yacht somewhere. Man, I was getting jealous. But also, we're going to be

talking about how to create a high-performing sales team, which I think everyone listening to this absolutely needs to hear. But before we dive into all that, Gui, give us your backstory. Tell us how you got to where you are and why you're so passionate about what you do.

GUI COSTIN: I learned this over Christmas because my kids asked about it. Between 1989, after I graduated from college, and 2006, in 17 years, I had 14 W-2s. All really good companies, but I changed jobs almost every year. I learned a lot along the way and starting Dakota, when it started in '06, it's really a business about sales and marketing and the goal was always to be able to develop leaders, bring people into the company, slot them in, and have them build a career at Dakota. And that's kind of how it's happened. It wasn't a perfectly straight line. Business one was started in 2006 as an outsourced sales and marketing team for investment firms.

VINCE WARNOCK: Yeah, I love that. You mentioned you always had the goal to build leaders. Where do you think that came from? What inspired you to want to build leaders?

GUI COSTIN: Yeah, I just ended up bouncing around so much and I found if I could help other people not bounce around, it would be a huge win for them in their careers. And I've learned also, as time goes on, when we started our second business in 2019, our software and database business, that keeping your best people is the number one goal of any business.

VINCE WARNOCK: Oh, yeah. There's nothing more devastating than your top performers leaving, that's for sure. I love this, man. It's funny, when I look at companies, I look at particularly successful companies like yours. They always come from solving your own problem. So, I just

love the fact that you're like, hey, I've got a problem. I'm bouncing everywhere. Oh, you know what? I'll make sure other people don't have that problem. I love that. All right, well, let's dive into this concept then of how to create a high-performing sales team. But first of all, I kind of want to bring everyone on the same page here because when we say high-performing sales team, everyone's going to have a different definition of what that looks like. Give us your definition and your experience. When you see a high-performing sales team, what do they look like?

GUI COSTIN: Number one, it has to have, typically, a leader who buys into a process that has a lot of accountability and then transparency, while at the same time, giving the salespeople the ability during the day to be structured how they want to be, if that makes sense. But it all comes down to clear goals, accountability, and transparency against progress, against the plan. And when you do that, it's very difficult to have a high-performing sales team if they don't know what to expect from you, and then they don't have to report progress against the plan on a, basically, very consistent basis.

VINCE WARNOCK: Yeah, I love that first sentence you said because it sounded like such a simple sentence where, it has to have a leader, and they have to buy into a process. And anyone listening to this is like, oh yeah, that makes sense until you break that down and realize what's involved in that. It has to have a leader. Somebody there has to actually be leading this and creating the environment and everything. And the other thing is it has to have a clear process. Just those two things alone, if people nail that, then that's the end of this podcast. It's done. I love it. Well, let's break it down a little bit more then. I want to talk about that leader. In your experience, when you're building out teams or when you're helping other people to build out teams and things, what do you

look for in that leader? You talk about accountability and transparency, but obviously there are a lot of soft skills that are required to be able to lead a team where you do give them that freedom that you talked about because there's a lot of insecurity in leaders, and particularly managers. So, talk us through what that leader looks like and what you look for in that.

GUI COSTIN: There's a lot of complexity and you have to lead by example. And a leader has to make their people feel good, ok, that, to me, is the job. You have to make them feel good and you have to make everybody feel good when you're in their presence, or over email, or what have you, but I'm speaking maybe a little more face-to-face. You have to make them feel good about themselves, and that they're part of a team, and that you have their back. And your job is to remove obstacles so they can be successful, but they have to know what success looks like. They have to know what good looks like because you have to show them. And you have to tell them every step of the way that this is in your best interest. Well, I might be asking you to do difficult things and get rejected, this is in your best interest, and I wouldn't be asking you to do anything that wasn't in your best interest.

VINCE WARNOCK: I love that, man, I love it. And I love that most people listening to this go, oh yeah, that describes me. I would totally create that environment. But actually, for a lot of us, it's not even about that. It's about hiring a sales leader or hiring someone to lead that sales team. It's amazing qualities, but how do you detect that when you're hiring? What's the process you've gone through to make sure that you're getting the right people on board? Or is it just trial and error?

GUI COSTIN: Well, number one, the leader, let's say the CEO, has to have the sales process in place before he hires the head of sales. So, the

sales process has to come from the top because if the CEO doesn't know what the sales process should be, then something's broken. Now he can consult, or she can consult, with the VP of sales. They might be hiring, but it's fraught with peril if you're going to hire a VP of sales and think they're going to magically come in and create this amazing sales process and the whole thing, right? You have to buy into the fact that that's your job as a leader. And then, I prefer leaders that played a college sport, a team sport in the United States. I think it has to be that way, but I'm going to tell you, for the most part, the way they're coached up is, there's not a lot of love amongst any of the players from seventh grade through your senior year in college. So, it builds resiliency, teamwork. It's already embedded in their DNA. They're already bought in. They're already leaders. So, the coaches do 90% of the work for you.

VINCE WARNOCK: I love this, man. Yeah, it doesn't really translate to building a development team because most of those don't play sport. So, I love this. I love the qualities you're looking for there, man. Interesting. There're so many different directions I want to take this. I want to talk about hiring salespeople. But before that, you talked about the sales process and having that in place. Now obviously, that's different for every single organization. But for those that are going, ok, I'm not 100% sure if my sales process is really that locked down, which, let's face it, as most entrepreneurs, or I don't really know what my sales process is, I'm just kind of ad hocking it, how do you identify that? If you're going into an organization or you're working with someone, and you see that they don't have that clear sales process, talk us through the process of creating one.

GUI COSTIN: It's actually very easy, and I'll tell you why. It just comes down to common sense. So, number one, we're talking a little bit more

higher ticket sales, B2B sales in this case. So, if I were sitting down and consulting with the CEO or VP of sales, the first question I would ask, tell me who the ideal customer is from an organization standpoint, ok? Just tell me who it is. And they're going to tell me, right? They're going to say, ok, how many organizations are there of that group? There's 1,200. Ok, that's our TAM. Do you have all 1,200 in your database? No, I have 400. How do you know there are 1,200? Well, ok, we need to get 1,200 in the database. Next, ok, we need to have a plan how we're going to go talk to each one of those 1,200 and do other cold outreach to introduce ourselves to the individual at that firm that buys our product, and complement that with some sort of marketing, a webinar, a weekly demo that you would do of your product, whatever that might be. So, it's a classic account-based marketing. And then over time, you need account-based sales. Over time, you need to be in a sales cycle with all 1,200 right. So, it's simply identifying your ideal customer, identifying right? And then you identify, and then that's where you're going to go hunt. And then when you start to get close to there, maybe other ideal customer profiles where that goes from 1,200 to 2,000 because you uncover even more, and then more. And then it really is paint by numbers after that. Identify the person, keep it updated in your Salesforce, rinse and repeat, rinse and repeat.

VINCE WARNOCK: I love that. Yeah, I love the fact that you can almost hear everyone listening to this tense up a little bit and go, crap, I don't even how many people were in that category. I need to actually do some research on this. No, I love this. I love your process. Like you said, it is just simple account-based marketing, which anyone can really look up. But actually, having that clarity of who's in the pipeline, who needs to be in that pipeline, who are the people missing from that, and then a plan to talk to all of them, you're right. That is so simple, and yet so effective. Ok, so we've got the plan in place then. Everyone listening to

this, they're sitting down, they're going, ok, how many people are in that category? How many people do I not have in my database that I need to add in there? They're putting together their plan, hiring a sales lead. Now let's talk about the salespeople in your team because you talked about the fact that you give them that freedom, you create that safe space for them, you give them accountability, and transparency, and all this kind of thing. But the reality is not all salespeople are created equal. So how do you find an effective salesperson, or what do you look for in an effective salesperson?

GUI COSTIN: So, somebody, again, who played a Division I sport. I prefer lacrosse players.

VINCE WARNOCK: Lacrosse, yeah?

GUI COSTIN: The reason being is they're told they suck by their coaches from seventh grade until senior in college. That's 11 years. And they build this incredible resiliency. They're amazing teammates. They're hyper competitive. They love a locker room. Now we have a locker room environment on our sales team, but we don't have locker room language, if you know what I mean. Zero of that. And then I look for people that are coachable. 11 years college lacrosse. Ok, you're definitely coachable and then I'm going to put you in, for your best interest, the tightest straitjacket that you've ever worn and you're going to have to jump on a call at 7:45 every morning. We're going to go through the calendar, go through good news, what the metrics were the day before, and then each one of you are going to tell me and tell the group what cities you're currently scheduling for and let's say it's Boston, New York, Philadelphia, Washington, DC, and Richmond, Virginia. All right, great. Tell me the time slots that are available. This all takes about 30 to 45 seconds per salesperson. They have perfect clarity

for the day. Then the rest of the day, their account executives, who are their bosses, work with them on their emails and how those things are going, what's working, what's not working, making tweaks because they get paid if the BDRs book meetings for them. And then we check in at 5 o'clock... that's two minutes... on what happened during the day, share some good news, and what were the metrics. How many first-time demos? How many reengaged demos? And that's 10 sales meetings a week. So, they feel completely in alignment with the company. I listen to almost every call, and then I might just call an AE and say, hey, you know what? Someone's only doing four cities. Why do I do that? Not to micromanage, but to make it very, very clear I'm watching. And five is the number, ok? And that's where we've seen success. Not four, not three. It's five. And then what I do to wrap this all up, I give them a group hug. So, no quotas. No quotas. And then if a guy, if he's having a slow month, I'm there to support. And I also tell them they have the hardest job in the company. Without them, we would be nowhere and it's a truthful statement. I give them a group hug, and I show them intense, intense compassion for sending 25 to 30 emails a day, maybe getting one to two meetings, maybe getting zero. So, as you can imagine, Vince, it's not like the carrot and the stick and the beatdown, like, oh, great day today, Joe. What the hell? All that kind of language, zero of that. It's all, I'm there to support you, set expectations, and then there's a leaderboard, and they can see where they are on the leaderboard every single day.

VINCE WARNOCK: I love this. I love the contrast. First of all, I'm a little bit worried that, basically, all the lacrosse players are going to get snapped up by every sales team in the US. I don't think we even have lacrosse here in Australia, but I feel like you're going to run out of lacrosse players at some point, surely. Surely. But I love the contrast, though, of how you said they're coachable. You know this because

they're lacrosse players. They've been here 11 years, constantly being coached. But also, they get shown no love and now they come into an environment where they have to perform, just like on the field. They have to perform, but you've created an environment there that does show them love and compassion. That is something that if you think about stickability of a role, if you spent 11 years being yelled at and told you're useless, get out on the field and improve or you're booted, and then suddenly, you're in an environment where you feel like people see you and care for you, you're going to want to stay in that environment. I love the dichotomy of that because it creates that stickability in the team as well, which is, as you mentioned right at the beginning, super important.

GUI COSTIN: Yeah. And listen, I do want to be clear because I love these college coaches. They're ridiculously good people, hard-working, and I thank them so much and they do love the kids. Let's just be really clear, they do love the kids. However, they can't show them the love until after they graduate. It just doesn't work. Even the best players in the game, the coaches aren't putting their arm around them and telling them they love them. It is the players against the coaching staff. That's just the way it's set up, right? And I'm not here to ask why. I don't really care. I love the coaches. The one thing I do tell the kids, I said, guys, just the only thing I ask is that forever after this, you just continuously thank your coaches for what they did for you because they built that DNA in your body that can't leave and all I'm doing is showing you the practical application in the business world of that DNA. But thank your coaches because they did so much for you that you'll only know when years and years go by just how that molded you as a human being.

VINCE WARNOCK: Yeah, yeah. Love's a funny thing, isn't it? Because, yeah, there's obviously compassionate love that we all know, where it's

a supportive, creative environment, but then there's that love that goes, I know there's more in you, and I'm going to push you, and I'm going to push you, and I'm going to bring that more out of you so that way, you become the best version of yourself. And that's pretty powerful.

GUI COSTIN: Yeah. And by the way, I don't do that at the company, and there's a reason why. When you get out of college, you have to have the inner drive yourself. When you're playing a college sport that your captain of, there's a whole different dynamic. So, a coach can do that. A coach can push, and push, and push to get the last piece of sweat out of you, ok? What I need from you is I need you to look around and say, I want to be like that guy or that girl. I want to be like them, and I want to go work my butt off to go do that. It has to come from inside. Now we set it up where we take care of everyone. We make everyone feel very warm, and comfortable, and the whole thing. My job is not as a motivator, right? I can set an example because then guess what? Then it's on me. Well, I guess I got to go to motivate Joe again. It's like, no, no, no, no, no. Some stuff you have to bring.

VINCE WARNOCK: Yeah. Yeah, I love this. I'm curious about your leaderboards as well. There's a lot of weird narrative in the industry around the effectiveness of leaderboards, and not everyone's competitive, and not even... we're talking about salespeople here. You kind of want competitive. How have you found the effectiveness of leaderboards? And have you observed, are there types of people that it doesn't motivate them at all? They're actually motivated by the process or by the group hug at the end.

GUI COSTIN: I think leaderboards, in our case, if you talk to the boys, they'll all tell you that no one wants to be last, and they'll keep sending out emails. They'll grind, they'll grind, they'll grind. So, they're used to

being compared. They're used to be on a depth chart. So, it's good. And that's why, remember, we have a lot of other amazing people at our company that are completely resilient and wonderful. But for this particular role in sales, it needs this kind of DNA.

VINCE WARNOCK: Yeah, I love that. Yeah, back in New Zealand, and actually, here in Australia as well because my background was in the insurance industry, they killed all kind of sales incentives and leaderboards for any sales team. Not allowed mainly because of, well, actually, mostly because of Australian insurance providers. They had dodgy salespeople going out there just selling something they knew didn't fit for someone. There was an insurance company here in Australia that sold to Indigenous people, to Aboriginals, knowing they couldn't even speak English properly. And all they wanted was their credit card. Just get their credit card, basically sell them on an insurance policy knowing they'll never be able to claim on it ever. And once they did the investigation and realized what was going on, they went, well, obviously, this is bad outcomes. So instead of going, hey, let's measure the actual sale itself and see is this appropriate? So, let's do quality control, they decided, no, easier way is to just kill all incentives because that'll stop people selling, even though they need to sell insurance anyway. So, it's a crazy kind of world.

GUI COSTIN: Wow.

VINCE WARNOCK: Yeah, so yeah. Man, this is awesome. I do want to take a moment before we finish off here because I do want... The Dakota Way book. I'm waiting for my copy. I've ordered my copy, so I'm waiting for that to come through, but I'm really keen for everyone to hear about that. So, tell us a little bit about the book and what you hope people take away from it.

GUI COSTIN: Sure. In 2011, I documented everything that I did as a salesperson. And I wrote it down, and I trained every single person... this is all in the book... on the Dakota Way and its four core principles with three sub principles underneath each one. Our core concept as a company is focused on what matters most. In this particular situation, there's 12 things that are totally within your control. Not everything's under your control. These 12 are, they're time-tested. So, it's 1, 2, 3, 4, and it's a circle. You go around. So, you have to set proper expectations with your boss via sales plan and getting agreement on what good looks like. And this is the most important thing, is at the end, this is how you save yourself, a regular meeting each week. You show your boss the progress against the plan. So that basically guarantees employment, unless you keep showing up with a blank pipeline, and then you're going to be fired. It's kind of simple. And then I already mentioned to you that part two is know who to call on, establish your TAM, the city. Three, when you get in the meeting...so you get in a meeting with a pension fund... you have to be a master storyteller and simplify a very complex investment story and make it simple and easy to understand. And then fourth, you need to 10x your leverage. So, you should be using a CRM to do two things, enter the meetings you've scheduled and the notes and create opportunities to be able to create opportunity reports. Then you can look at past activity very quickly, which triggers follow-up. And then you can show your boss very easily the pipeline because it's in there. So, every week, you print out the pipeline, show it to your boss and then you just keep repeating that process.

VINCE WARNOCK: Yeah, I love how simple you make this. It is simple. It's still a lot of hard work. There's a lot that goes into this. But the process itself, as you explained, it's cyclical. It just works. I am curious about one aspect you said there, though, with the master storyteller.

You got to take something really complex and boil that down. When you've got a new salesperson coming on board, for example, most salespeople I've ever met are storytellers. Same as most marketers. It kind of comes par for the course. But is this something that you distill down for them, like the sales leader distills down for them, as a story? Is that a story you give to them? Or do they have to find their own way to tell that story?

GUI COSTIN: No, no, we give them the story, especially in sales. We break it up into four components. So, one, you open up the meeting with the allocator or the pension fund, what I call the knowables. You need to center the conversation. So, it takes you two minutes to go through everything. After two minutes, the person's like, I know exactly what I should be listening for. Thank you. And then you have to look at them and say, ok, just break down for a minute your investment decision-making processes and procedures. Ok, this is how we look. So now in your brain, you're like, all right. Then they say to you, ok, go through your investment story, your strategy, your company, everything. Then as long as you get a Q&A, and then you close with which 99.9% of people don't, you close with the two toughest questions. Hey Vince, it was a really nice time talking the past hour. I thought you really got to know our strategy. Can I ask you just two quick questions before we close? You say sure. Ok, do you see our strategy fitting in your asset allocation models? If they say no, mailing list. If they say yes, then you say, hey, do you think you'll be doing a search in this asset class, which is terminology for our business, in the next 12 months? If they say no, mailing list. If they say yes, then you're like, great, could we be included in the search? Absolutely key. All right, great. What are the next steps that we need to take? Who do you need to meet? What information do I need to get to you? Thus, there's no follow-up after the meeting. The follow-up happens in the meeting. And

that's so, so important because we ban the phrase great meeting. You can't come back to Dakota and say, how's the meeting? Great meeting, great meeting. Lots of buying signals. Lots of buying signals. Just tell me what happened. Where do we stand? What's the current status? What's the next step?

VINCE WARNOCK: Yeah, I love that. I love that you, like you said, no follow-up. But here's the key there. You actually leave that meeting very clear. All the cards are on the table. We saw this in one of my previous startups, man. We had an investor come and meet with me. And we were doing a seed round. We wanted to raise \$1 million seed round, and we were meeting with all these different investors and this guy sat down. He was different from everyone else that we had met with. He just turned around and said, ok, look, don't tell me about your business. Don't tell me about the problem you're trying to solve. I know that intimately. He said, I've been in your industry for years. I know exactly the problem you're solving. We've needed this for a very long time. What I want to hear about is you. What about you, your family? What's important to you? So, I just had a great conversation, funny enough, I had a great conversation with him. But we finished there. And I was so new to raising funds, to doing fundraising, so I didn't know what I was really doing. But he sat there, and he just looked at me. He goes, right, I believe in leaving a room making sure everything's on the table. He says, so I'm in. I'll give you half a million dollars. And he just goes, what's the next steps there? And I just sat there like a stunned mullet, and he just looked at me and he goes, it's ok, you can breathe now. I'm so glad he knew that I was new to it all, but it was incredible. And it really showed me that's what it's like to have an effective meeting, it wasn't going away thinking I need to follow up with them, I think we might have them, we might not, all that uncertainty and everything. All the cards are on the table. And now he did it, not me, but

it should have been me to go, cards are on the table. Are you in? Are you out? That's what we want to know. Or what will it take? What do you need from us to get you in? So, yeah, I love this process, man. I love the concept of your book. And I do have to ask, you said 11 years ago, you documented every step of your sales process. What inspired you to do that? Was it for your sales team, or was there just a point where you went, I need to get this down on paper?

GUI COSTIN: Oh no, it was 2011, so 14 years ago. I remember that because we started hiring salespeople. And as I say in my book, I applied the read my mind method, and it was abject failure. Because it's like, I love how heads of sales blame their salespeople. No, no, no, take out the mirror, man. Take out the mirror. This is all on you because if they're not performing, they shouldn't be here because it's not good for them, it's not good for you. But the reason they're not performing is because you have not put the right process in place for them to be successful. If they can't follow it, then they're out. So, you shouldn't be talking about it. So, it's all on you. And so, I just take the full accountability. So, we wouldn't have this kind of turnover. Turnover is bad for the salespeople, too, right? You want to make them successful and then you also want to have, Vince, my goal, intensely low volatility within your sales organization. You don't want to have all this frenetic yelling and screaming at people. How come you can't do this? What happened there? No, no, treat people like adults, and they'll act like adults.

VINCE WARNOCK: Yeah, I love this. I love the fact that just everyone went, ah, crap, you mean you can't do the read my mind method, it doesn't work. Aw. But I think every organization I've been in, every single organization, in the sales team or even in the marketing team, a lot of times, it is that read my mind method. Everyone just assumes that

everyone knows what the process is or knows what they should be doing next. And, yeah, it's a horrible, horrible environment for a salesperson to be sitting there not really having the clarity. So yeah.

GUI COSTIN: Do you want to know why is one of the reasons?

VINCE WARNOCK: What's that?

Gui Costin: One of the big reasons is because in every business book, they talk about don't be a micromanager. And so, you would look at our sales process and say, oh, in our business, that feels like micromanaging. It's the opposite of micromanaging, ok? Micromanaging, when we break at 8 o'clock after that, 7:45 check-in, then I would be literally pinging them all being like, hey, did you call this person? Did you see this person? Did you this, you know what I mean? And then it's like you're checking up on them every five minutes. No, no. It's like, we set the expectations. You know what the plan is. Now you go execute. If you have an issue, open door policy. Now it's time for you to play. You got to play.

VINCE WARNOCK: Yeah. Right, this is so good and I'm so happy with this episode. Now we are at the point of the show, though, where I do need to ask you the same question I ask everyone, which is what are your three practical tips you advise every entrepreneur to do? Now I'm very conscious, by the way, that you've just given us about 100 practical tips anyway, but Gui, what are your three practical tips?

GUI COSTIN: For an entrepreneur, so one, get people to pay you as soon as possible, day one that you start your business for a service that you provide. Being an entrepreneur and being Steve Jobs and inventing stuff, it's about being paid for a service. In providing value, you get paid

for that service. So, without having thought this through, that's what I would tell any entrepreneur. Number one, get paid. And there are no Steve Jobs's out there. And for every 10 million, there's one for every 10 million, you know what I mean? So, most of us would be in the under 10 million bucket. That's number one.

Number two, hiring. And your people are everything. Now we have a lot of long-term employees. I would have just been much more thoughtful about the hiring. So, hire, take your time, be very clear. And then three, do all you can do to create the single greatest work environment to keep your best people. That's so critical. Every organization should have as their number one goal, outside of serving the customer, to keep their best people. Now we could do exceptions all day long. We're not going to keep a bunch of jerks, even if they're performing, right? We do have that policy. We say it a different way, but we have that policy.

VINCE WARNOCK: Yeah. Yeah, I love this, man. This is such good advice. Every time you were talking to me, I was just reflecting on my own team and reflecting on, honestly, I've got it down to an absolutely incredible team. And I know most of them are listening to this, so you're all doing a good job. But it did crank me up. We had a previous employee who if there was a challenge and they were behind on something, you would go on a call with them, and they would obviously be giving you every excuse under the sun, and this, and that, and, oh, I wasn't clear on this, and blah, blah, blah. You felt like there was constantly a barrier. But I literally had a call the other day with one of my team. And we jumped on the call, and they were behind on their targets, behind on what they were supposed to do. And before I could even ask the question, they said, look, first up, I just want you to know I've been very lazy this week, and I apologize, but the reason was. So, in other words, they were up front with me about, hey, I haven't reached my targets because I haven't been doing the work. But the reason was it

turns out they're having huge turmoil in their family. Their home life was a bit of a mess, and I'm like, oh, well, just let us know these kinds of things. We can show compassion for that kind of stuff. But I just loved the difference in attitude between excuse, excuse, excuse, hey, sorry, I've been lazy. I was like, damn, that is the best way to open a call. Totally disarmed me completely. So, yeah, love it.

GUI COSTIN: Before we close, there's a funny lacrosse line that you make a mistake, bad pass or whatever, and then you say my bad, that's when the coach calls time out and he brings you over, and he rips your entire face off. And he goes, I know that you're bad, so don't ever say that ever again, meaning that's an excuse. And what you're doing is you're trying to make us feel badly for you for making a mistake. So, you're putting it on everyone else, ok? It's the most brilliant line. Don't ever say my bad because you're really just making an excuse and you don't want anyone yelling at you.

VINCE WARNOCK: Exactly. Exactly. Oh, man, I love this. Look, Gui, this has been incredible. I knew you getting on the show was going to be amazing. Now, everyone, I'm going to leave links to everywhere you can connect with Gui in the show notes for this episode. So, you know what to do. Go to ChasingTheInsights.com, look for Gui's smiling face, pause for a moment and think, damn, us bald people, I wish I had a head of hair like that. And then you're going to see a bunch of hyperlinks under there. You'll see links to Dakota. You're going to see links to where you can connect with them on social.

But most importantly, you're going to see a link to that book, The Dakota Way. And you all know I'm not paid to say this because we don't have any advertising, any sponsorship, or any affiliate links on this show, but you need to get a copy of that book. Seriously, if you're serious about building your sales team, you're serious about growing and

scaling your business, then you need to get a copy of this book. And don't just buy a copy, by the way. Go and buy a copy. Read it, write all the way through it, highlight it, dogear it, put Post-it notes in there, whatever it takes for you to on board all that information.

Then go back to wherever you bought it, whether it's Amazon, Barnes & Noble, whatever that looks like, and leave a review. Leave a rating and a review. It is a fantastic way for Gui to know exactly what you got out of the book. Tell them what you learned, what shifted for me, what has changed in my world because of this, what was the biggest revelation, or Gui, I knew all of this, but it's still good. Whatever you want to say in there, just give him the feedback because it really does help us as authors. Gui, you're an absolute legend, man. Thank you so much for coming on the show. It's been such a privilege.

GUI COSTIN: Thanks for having me, Vince. Truly remarkable. Really been a treat chatting with you.

VINCE WARNOCK: Oh, man, I have thoroughly enjoyed this. The funny thing is, I've never had such a mix of guilt and inspiration in the same podcast recording going, whoops, not doing that right, whoops, not doing that, but I can do it. So, there you go, everyone. Like I said, go to the show notes for this episode. Click on all those links. You're not going to regret it. Seriously, as you've heard, Gui's not only a master of his game, but he's also a decent human being. So go and get more Gui in your life. Simple as that. Plus, if you haven't already, reach out and give that Subscribe or Follow button a push. That way, you're notified every single time there's a new episode. Anyway, my friends, that is the formal part of the show out of the way. And I know you're all dying to go and connect with the Gui, and you're dying to go and get a copy of that book, which you totally need to do. But first, I want you to pause, I want you to be present, and I want you to listen to something because I

think... no, I don't think... I know you need to hear this right now. You see, being an entrepreneur, it's a crazy journey if we're getting very brutally, brutally honest about it. Being an entrepreneur requires certain characteristics. It requires optimism. It requires positivity. It requires passion. It requires tenacity, creativity, all of those kinds of things. But it also requires one other thing, which is that you are slightly mental. Seriously, if you think about what we sign up for, we literally sign up to create something out of nothing, which is incredible. But you also sign up for that roller coaster ride where you have days where you are crushing it, everything's going well, the team are happy, the sales are coming in, the bank balance is looking good, customers are talking praise everywhere.

And the next day, you get up and you go, I can't do it today. I can't face this. This is too hard, or I don't want to get out of bed, or I want to stay in bed all day. I've had a few of those lately. But you have those days where you just aren't feeling it. And it sounds crazy, but that's kind of why we sign up for what we do because if you think about it, as an entrepreneur, those low lows are bad, but those low lows make those high highs feel incredible. It's such a rush. But here's what I want to tell you. In those low lows and those days where you were struggling, and we all have those days, those days where you're struggling and you just can't do it, it can feel very isolated and very alone. But I want you to know this, my friend, and this is truth. This is not my opinion. This is not some hypothesis here or some theory. It is fact. You are not alone. In fact, there are a whole pile of people in this world that genuinely, and I mean genuinely, want you to succeed. So, reach out to them. Reach out to your coaches and your mentors. If you don't have a coach or mentor, get yourself one. If you don't know where to get one, talk to Gui. Talk to me. Get people in your life that have done it before, people that have gone down the path that you're going down, that can talk to you about that openly and honestly, that can actually give you the support that

you need. And reach out to your peers. Honestly, find somebody in your industry who is on a similar journey to you, or in a parallel industry. Maybe not a competitor but find someone in a parallel industry who's on the same path as you so you can have those open and honest conversations. Trust me when I tell you they are so cathartic. Just knowing you're not alone and knowing you're not crazy is an incredible feeling. So, reach out to them, my friend. In fact, I want you to do one more. Reach out to those people. Ask for help if you need it. Surround yourself with people that can help you. But I want you to do one other thing. I want each of you listening to this to pick somebody that you know, a peer in the industry, and reach out to them for them. Reach out and find out if they're ok. Reach out and ask them how they're doing, what are their struggles at the moment, is there anything they need. Just show them that they're not alone as well.

Let's create this awesome community of entrepreneurs. Anyway, my friends, on behalf of both Gui and myself, we want to wish you all of the health, all of the wealth, all of the happiness, the success, and the love that you so rightfully, and I do mean rightfully, deserve. Now this is Chasing The Insights. I'm Vince Warnock. You are an absolute legend. And I'll see you in the next episode.