

I came from a communist country where if you saw somebody else who was successful, your assumption was they screwed somebody over to get where they are. And I've never been bad guy. Like if I see you driving down the street in a Ferrari, and I've got a beat up old Toyota, more power to you. Like if I can get there, show me the way. It's not so much for me about the mindset of money, it's about the mindset of possibility. The difference between when I was poor, and when I was a little richer is not the amount of cash I have in my account, it's the ability to learn how to get knowledge.

**What separates the haves from the have-nots:**

**Knowledge is the key that separates people from having and not having.**

It's not who you know. It's not what you know. It's not the fancy degree. It's not what your parents were.

**It's the ability to learn. That's the power of mine.**

My dad escaped from jail, grabbed my mom and I came here when he was 37 years old. He didn't speak the language. We had one suitcase. We came here in a boat. He swept floors at a factory and took the bus to work. So I you will never hear me complain about [working] hard. Hard does not exist in my vocabulary. That's the immigrant mindset. That's the good part of it. Here's the bad part of it. Nobody worked hard. My dad never became rich. So what I learned from my dad is if you don't work hard, you'll never get rich. But just because you work hard, that doesn't mean you're going to become wealthy. **You got to work hard. That's a given but you got to work smart.**

**The right vehicle:**

The first thing is you got to be honest with yourself. There are certain vehicles that are just limiting. Like, I'm never going to run a big bank. I didn't get a fancy degree. I didn't go to school. When I started out in business, there were two things all my business friends told me: 1) the key to getting rich in life is not what you know. It's who you know and 2) in order to make money, you got to have money. Well, my dad was a janitor, my mom was a receptionist, and I didn't know anybody. So I was screwed from the start, and we had no money. So I think the key is you've got to find an avenue where capital is not the limiting factor and who you know is not the limiting factor. Knowledge and hard work are the limiting factors.

It's one of the reasons I got into tech. In tech, nobody cares who you are and nobody cares where you came from. If you have a great idea, you can start from nothing. And why I love real estate? The best investments I've made personally have been in real estate, leveraging equity, and letting it grow.

I've never had a bad real estate experience. I love real estate. Because if you think about it, on what else can you earn with a little bit of capital while leveraging a larger dollar amount. The equity that grows not just from the amount you put in but on the overall thing. I figured that out real fast.

I can buy \$400 million worth of real estate for a quarter of the price using debt. It's one of the great known mysteries of the universe.

My parents [always told me that] if you're good at what you do, the world will beat a path to your door. I was the shyest... couldn't talk in front of people kind of kid in my 20s and what I realized is that there is no genius in the darkness of a basement. You got to tell the world who you are. If you don't have enough confidence to tell other people then why they should invest in you. You're not going to get anywhere. I'm not talking about arrogance. I'm not talking about standing on the rooftops telling people how great you are, it's about what value you add. But if you can't communicate this, you're very limited.

Two things that people don't understand is how to leverage a small amount of money to make a lot of money in real estate. It's all about leverage. Some people misunderstand scale. They think scale is about hiring more people by using more cash.

**Understand how to use leverage:**

**Scale is about leveraging limited resources.**

That's why I love real estate...when I had no money, I put down a little bit on a big hole. It's the same with marketing. Marketing is leveraging you on a larger scale. You cannot talk to every person you want. You're just amplifying who you are, eventually to a point where business is coming in. You always talk about getting paid and having that recurring revenue. Well, that's what marketing is. If you brand, you have recurring incoming leads.

### **How to engage and not “sell”:**

Question: How would you make sense of marketing today with Instagram, Facebook, Twitter, etc. ? How would you tell a small business owner today to use those social platforms?

The first thing different today than in the past is engagement. In the past, it used to be sell, sell, sell. People don't want to be sold. People want to be informed and entertained. People know when they see me on Instagram that I'm selling myself. I'm selling the show. I'm selling something...but the more obvious it is, the less effective it is. Instagram is telling a story. Tell the story of you engaging people. That's how you get there.

Question: Is it even possible to have financial success without really committing to the marketing game?

No. There's always somebody out there who's gonna win a lottery ticket. They look for the anomalies. Success in life is the swim lane. Most people know that if you do these things, you're going to be successful. When people have a hard day, they always say my buddy did this and it worked for him. And without marketing you just can't get them.

### **Is marketing senior to sales?**

Question: What is senior: marketing or sales?

I had a small tech company and I thought I was the biggest guy in the world. A friend of mine was the head of Hewlett Packard. Remember them? Huge company, HP International. He says to me, "Robert, let me tell you why you're never going to be wealthy. You're the best sales guy ever. You're the best sales guy in the room. You've never met a sales guy better than you in the room. But how many rooms can you get into? You only have so many days. Marketing get you into every room at once?" And he walked out the room. And I was in my mid 20s and I was like, screw him. Then I thought about it. I think that's another key to success. I've learned from my parents to leave your ego at the door. I'm highly confident that you have a better way to do it

I was a great sales guy. I got trapped in learning the skill. I was not naturally good at sales. I learned how to do it. I got really good at it and that asset became a liability. I completely missed the marketing piece completely. I didn't get it. I probably didn't want to spend the money to do it. I was terrified of money. So anytime I sold something, it was so hard to acquire a customer

that when I acquired one and got the commission from it, I just like I had to hold on to that and they didn't want to market.

How do you balance? I go out and sell something for the startup, get a little dough. And then I'm gonna use all that money to go on margin or leverage into market location. It's all about amplification for us. So we're in the tech business. We've done a lot of work in real estate. What we learned is at the beginning, you got to sell like you don't have to market like when you got nothing. At the beginning you got to do the grind. You got to do the hard work. You got to bring those deals in. But the difference between great salespeople and great entrepreneurs and people with great wealth is they learned that pivot point. I didn't have a lot of money. So it took me a while to get to that pivot point. But I just bought a company and we're now 1000 employees a year ago. So it's about empowering the people that work for me. If you can't get to a point where your team is more powerful than you, then you're always going to be limited. You can only go so far by yourself.

## How to build a great team

### You can go all the way with a great team.

So how do you find the right people? I hear this is the number one complaint: "I can never find good people."

Give me somebody hungry for an opportunity, and I'll hire them all day long over somebody with the right education and the right experience. **I never hire for experience, I hire for attitude.** Attitude may take longer than experience but in the end, I know it's going to be done the right way. I used to hear the saying I'll never hire somebody that I don't want to sit on an international flight with. That's BS, right? A great team is not about a bunch of people that like each other. A team of people pulling the same direction and respect each other.

Years ago I got invited to go to the Army Rangers to their training bootcamp. It was incredible. Afterwards, I said to the guy who ran the training program, "You guys must be the best friends in the world. Like when you're not out there, taking them countries and doing these drills. You must hang out all the time." No, your thinking about teams the wrong way. These are people I trust to have my back. They need to be great at what we need them to do. It's not about friendship. It's about teamwork.

Question: How do you hold yourself accountable?

I love America. There is no greater country in the world. The thing that pisses me off the most is when people complain to me. They say, "Oh, it's so hard. I can't get ahead." And I'm like, "Yeah, it's friggin hard." It should be hard. If it was easy, it wouldn't be worth it. But in what other country in the world can you come here with nothing and in a single generation, create this kind of life altering work. No other place in the world.

But there's other great countries on the planet that have opportunity almost equal to here. I'm from Canada. That's a great country. I just think we have the infrastructure that makes it...there's more like minded people here.

Tomorrow morning, 50% of the people are going to wake up and do something about it. Three days from now, probably 10% of people are going to do it. You know what the difference is?

**Discipline as a key to success.**

**Discipline. Discipline creates habits. Habits create success. Success is not something you wake up one day magically happens. It's all those little things you do every day.**

So for me, I like to run every day. I have a rule of thumb. I never go more than three days without running. I hate running. But I run for miles every day. I hate it. In every run there is a point that I say to myself, "Why am I doing this? This is really hard. This is painful." And every time I then ask myself this question, "Are you a quitter? Are you going to lose? Are you going to let life beat you down?" And as soon as I say that mentally, I'll run forever.

**If you're hard on yourself, life will be easy on you. Execution is easy if you have the self discipline.**

**Success as a foundation.**

Everything you have in life is fickle. It's flowing. It's fluid. But success? No one's ever gonna take that away from you. Even if I lose everything tomorrow, I know I can do it. You know why, because I've done it before. **Success is that foundation for everything that gives you the confidence in life when really bad things happen. And I just think it makes you who you are.** Do great things for you for the ones that you love, and be grateful.

It's leverage. It's multiplication. I call it amplification. We use that word in our team all the time. **Amplify. Amplify the team. Amplify the amount of money you have for something greater. Amplify the marketing. Amplify your reach. And get yourself into every room so you can take a shot.**

**Key points:**

**Be honest with yourself.**

**Success cannot be taken from you.** The money can be taken from you, the company can be taken from you and you can go bankrupt. But once you have success...even when there's recessions, contractions, wars, losses, bankruptcies....[you can] come back and have bigger success the second time around.

**Success is the foundation for life.**

Fifty percent of the people won't do anything with this. The reason people don't follow through is one simple reason.

**People don't follow through because they don't have a future commitment to the thing they got started on.**

So one thing that [Grant does] to stay motivated and ensure that he reached his potential in life is to have a full calendar.