



Inspire Your Team to Go from Liking Your Company to Loving It

Steve Sanduski:

Hi everybody, and thanks for joining us on the CEO coaching international podcast. I'm your host, Steve Sanduski. Our guest today is Keith Alper. Keith has more than 30 years of experience and is the founder of multiple businesses in the media and entertainment areas. He's the author of a new book called From Like to Love. He's also a longtime member of EO and YPO, and most recently just wrapped up two years as the global chairman for YPO innovation week.

On today's show, we talk about some of his key insights as an entrepreneur, how he managed to maintain a very effective business partnership for more than three decades, which is a huge accomplishment. And we discuss why it is imperative that companies focus on culture and employee engagement. And in particular we discuss this idea of moving from like to love as it relates to how your employees engage with your company. Now be sure to listen to the end as I ask Keith what is the business lesson that he has to keep relearning year after year. And his response is very instructional for all of us. And with that, please enjoy our conversation with Keith Alper.

Keith, welcome to the show.

Keith Alper:

Thank you, Steve. I'm happy to be here.

Steve Sanduski:

Well, we're excited to have you here. You have a pretty amazing career. You've been at this for several decades, and you've been an entrepreneur for many, many years. You've launched numerous businesses. You've been extremely active in EO and YPO, just a tremendous entrepreneurial background, so we're going to explore some of that here today. We're going to explore that journey, maybe some of the lessons learned. We're also going to be talking about a new book that you have. It relates to this topic of culture and employee engagement, so lots of great things we're going to be chatting about.

Let's just start at the beginning. What in the world made you want to become an entrepreneur?

Keith Alper: Well, I never wanted to become entrepreneur. I don't know how to spell entrepreneur. A quick little story is when I was a kid, literally 15 years old, I started working for Six Flags. Me and now my business partner of 33 years did a little project for Six Flags on the side. We got a 1099. We didn't know what that was. And that's how we started our business, actually doing a slide show for a general manager at Six Flags. That was when I was 16, 17 years old. That's actually how we started our business. And then we got real jobs, and then we said, "Wouldn't it be cool if we did this for life." We each had full-time jobs briefly, and then we did that. So, we kind of got an accidental start, and it was really cool.

Steve Sanduski: Now I heard you say, "My business partner of 33 years." Some people might listen to that and say, "Oh my gosh. How in the world could you have the same business partner for 33 years?" We hear lots of stories about partners that break up, so let's pull on that for just a second here. How did that partnership work, and what do you attribute the longevity of that business partnership to?

Keith Alper: Steve Friedman has said ... We met at six flags. Actually, he was my supervisor, and we were both very young. He was in college. I was in high school. Going back to the question of partnership, we're completely opposite. I'm kind of ADD, type-A, a million miles a minute, and he's very thoughtful, picking up the pieces. And so we're actually very opposite. That has worked really well because he serves the business well, and I serve the business well, and I serve him well, and he serves ...

It's been a great relationship. That doesn't mean that there's a rocky day at the office or whatever, but it is like a marriage. Some people go, "Well, how are you married 33 years?" And the people say, "Well, 50% of all marriages break up." We each get to do what we want to do, and we figured that out.

Steve Sanduski: Okay.

When you do have those inevitable issues that come up, do you two have any type of process that you go through? Where you say, "Hey. We really disagree on this particular item." Is there any process that you go through to resolve that? How does that work?

Keith Alper: It's usually straight talk. In forum there's this thing called YPO and EO forum. At the end of the day, it's just figuring it out. We've never had a knock down, drag out stalemate. We do also have a guy that's been with us, who's been really a strategic planner, who's been with our business a long time as an outside consultant. Sometimes we'll go to him and say, "Hey. What do you think about this?" And he's a straight-shooter. He said, "I think you both are looking at this

differently," or, "Why don't you guys consider it?" And he's kind of a sage guy, and he's run businesses as a CEO. We really respect what he does. So, sometimes we go outside to get outside thought.

Steve Sanduski: Okay.

You also have been extremely active in EO and YPO. Tell me a little bit about that. What are some of the things that you really have taken away from being a part of those two major entrepreneurial organizations?

Keith Alper: First of all, I think there's ... For whoever's listening, and I know you have EO listeners, and YPO listeners, and Vistage listeners, and people that are interested in those organizations, I got into EO before EO was really anything. It was called YEO. There were about 250 members. I went to a thing called Birthing of Giants. It was a second year of class with Verne Harnish. I wasn't even in YEO at the time, and got very active, and joined right away, and joined the board right away, and was on the board for 11 years. But really, a great opportunity to help build the organization, be the international chairman.

What I get back in this is the peers. It's a lonely place, being an entrepreneur. You can only talk to your partner about something, or your CFO, or your spouse, or significant other, and so that's what I love, peered groups. The great thing about what was then called YEO now EO. I was in my early 30s. Imagine being in a room with 500 people just like you. We're kind of crazy, ADD, figuring it out. It was that great safety of pureness, of having people to lean on. Later on, I moved. I'm still into EO, but also I moved into YPO and got into leadership as chapter chair, and regional chair, and just finished my role as two years of starting global innovation week for two years. That is, you know, it's just a big, great network.

I think the give-back is, first of all, how can you help other entrepreneurs? Young entrepreneurs, or just different things. I think a lot of entrepreneurs love to give back and love to mentor. But also, how can you save yourself a million dollars or a year if you have a problem? By calling Mark Moses and saying, "Mark, what would you do in this situation?" Or, "I heard you just did this or whatever. Steve, what do you think?" So the pureness, if it's in YPO, Vistage, or EO, is a big thing. I recommend that to anybody. If it's somebody that's just starting, or a CEO running a 10-billion-dollar company, I think the pureness of having people to lean on is very helpful.

Steve Sanduski: Yeah, I think that's such an important point because as entrepreneurs, and founders, and CEOs, often times it can be very lonely. Because it's like, "Who do you turn to that can really understand what you're going through?" And often times a spouse is not necessarily the best person to really help understand that, even though they're also living it to some extent with you. But when you do have this peer network, whether it's YPO, or EO, or Vistage, or any of a number of organizations, or a coaching organization like CEO Coaching International,

you've got that other person who can understand what it is that you're going through, and can help give some advice, and be a sounding board. So, certainly we all recommend those types of organizations.

I did hear you mention that for the past couple years, you have been the global chairman of the YPO Innovation Week. Now certainly technology ... Everybody's talking about technology, and exponential technology, and how it's going to disrupt everything. So, you've been involved in innovation and working with some of the leading innovators around the world for the past couple of years. What are some things that you take away from that? Any surprises, or "Aha!" moments, or just insights that you've picked up as it relates to innovation in that role as the global chairman?

Keith Alper:

Well, I think what we want to do is expose to YPO where it's 26,000 members globally is you have to innovate. And if you have a food processing company, or a technology company, or a 50 year old family business that creates tires, you're going to be innovated out of business. Somebody's going to put you out of business. What's people kind of realize that, it's all about making your product better, your service better, lowering your cost. If you look at a lot of organizations, it's not just technology, there's innovation everywhere, in medicine, in learning. The big "Aha!" moment was, "It's everywhere." Even a lot of businesses we use day to day ... You know, Uber's just a taxi business. They just scaled it differently.

That's the thing I like that we're doing in our companies, but also that I like to remind my friends that run businesses is, "Are you disrupting yourself?" And the word disrupt is over-used, but some people get really comfortable in their business, and then something hits them overnight and they're like, "Oh my god." So, that was the greatest thing is ... And we did 100+ events in a week around the globe from Israel, Silicon Valley, New York, where we had innovators, disruptors, members present, and meet in forum about what they're doing.

Last year, we kicked off our first YPO at CES around Innovation Week, and we had ... By the way, the chairman of CES is a YPO-er. There's so much going on in technology and innovation. One of the "Aha!" moments by the way was that I didn't know as I had never been to CES and went two years ago ... That's the Consumer Electronics Show in Las Vegas which has like several hundred thousands of people. It's not about consumer electronics anymore. It's about almost every business, so that was kind of an "Aha!"

So I ask everybody, "What don't you know? What you should be innovating ... because there's two kids in a garage right now trying to put you out of business."

Steve Sanduski:

Yeah.

We all love to throw around these examples, whether it's the Ubers, or the AirBnBs, or Netflix. I was just reading something here very recently about Netflix, so when you talk about disruption, Netflix is an excellent example. First they started by disrupting an industry, the video industry from Blockbuster. They essentially put Blockbuster out of business by doing the DVDs by mail. So first it was the industry, and how they've ... Netflix has disrupted themselves twice. First was when they took their business from a DVD business to a streaming business, and now they're on another disruption, which is now they're moving to original programming from just streaming other people's contents or sending out other people's DVD movies. So, it just is another example of the importance of that, "We can't stand still." And you mentioned a family business that's been around for many years. There's two people in a garage that could definitely put you out of business at some point. I think it's just important to just keep reiterating that point of the disruption both of an industry, but then also of yourself over time.

Keith Alper: We have to be disrupting every day.

Steve Sanduski: Yeah.

All right. Let's talk about culture and employee engagement. So you have a book called From Like to Love. Tell me about the book. What was the genesis of the book?

Keith Alper: The genesis of the book is our original business, which used to be called Creative Producers Group, which is now called CPG. We started that business 32, 33 years ago doing events, and we've grown to be one of the largest event companies in the country that do a lot of events for big companies like Boeing, Walmart, Southwest Airlines. A lot of that is internal meetings around culture, around sales, so we've gotten very high in the C-suite.

And probably several years ago, we got further into the employee engagement business, beyond just the event of, you know, "What is your company culture? How can we work on that from communications, technology, helping the CEO in the C-suite really understand that business?" So Again, we work with companies like Ulta Beauty, Southwest Airlines, which is the greatest culture company in the world, and what we learned is a lot. We knew a lot from our team, but we also learned a lot.

Look, if someone doesn't like working for your company, it's hard to transition them to like. But if someone likes working for your company, what is the gap between like to love? What we determined is how do you get from like to love. We have a lot of data and research that talks about if you get somebody who loves where they work ... By the way, it's great for your business. It's great for your culture. They're going to work for you a lot longer. You're not going to have turnover. We really tried to uncover, "How do you get people to move from like to love?" And that's the secret sauce. We're starting on employees, employee

engagement, and culture. And then next we're going to go into customers and clients. How do you move somebody from liking working with your company to absolutely loving you. That love is worth a million dollars or a billion dollars.

Steve, I could say to you, "What do you love?" And you're like, "I love Netflix. I love Southwest Airlines. I love the favorite restaurant down the street. I love the guy that sells me clothes." To get somebody to use the word love is very powerful, so that's what the book talks about.

Steve Sanduski: Right. When we love something, what's one of the first things we want to do? We want to tell everybody else about it.

Keith Alper: You tell everybody, and you fight everybody for it. "No. You've got to go to this restaurant. I love it. They've got this or this guy, the service there ... I love this company. They've helped me with whatever." By the way, if you don't like something, you're dead. And if you like something, that's good, but it's just like, "Meh, I like those guys. I like that company. I like these guys. I like this airline." "I love Southwest Airlines. I love Virgin Airlines. I love Carnival Cruise Lines," and people say that every day.

By the way, if your employees love working for you, it's going to help you recruit more employees. If your employees love working for you ... A quick little story. I live up the street from a Walgreens. There's a woman there that is the sweetest, nicest, happiest person in the world. She gets on the PA. She sings. She's helpful. She's worth a billion dollars to them. She absolutely loves her job, and people love going to her. They'll go out of line to go on her. That is how somebody can go from like to love. That's a frontline employee.

Steve Sanduski: Right.

I'm probably going to get these numbers a little bit wrong, but I think you'll understand the gist of where I'm going with this. There's been some research, and maybe you've seen this, where ... When you're doing a satisfaction survey, and let's say it's on the scale of one to five, and if someone gives you a four versus if somebody gives you a five ... If you get a four out of five, you might be thinking, "That's not too bad. That's pretty good." But if someone gives you a five ... The difference between a four to a five is not simply 20% in terms of loyalty and retention. It's like a multiple of that. We might feel happy getting a four out of five, but going ... and maybe this is the analogy from the like to the love. A like is a four, a love is a five, but the result of getting to love is multiples on top of just the like. Is that kind of what you've seen?

Keith Alper: I think that's true. And also some of this is aspirational. Like there's no perfect marriage. There's no perfect employer. There's no perfect employee. But if we're aspirational and we're trying to get from like to love is ... Yeah, you're right. If you can go from a four to five, that's great. Some employee surveys, you're at a two or three. What if I move you up two points? I mean, from two to

four is huge. That's what we're trying to do is like, "What do you need to do?" And we go through a lot of things. Because a lot of people think, "Oh, happy employees means free beer and ping pong tables." It has nothing to do with that.

Look, it's good to have an environment. We go through all those things in the book. Yeah, we've learned a lot from our clients, and we've learned what's working, and also there's all different kinds of people in the marketplace, so if you're 65 years old and entering the marketplace or you're 22 years old, what's love mean to you, and what's important to you? This is really important because it affects every company, every organization, every non-profit. How do you get people from like to love? So that's what we're really excited about.

Steve Sanduski: I've had the pleasure of hearing you speak, and one of the things I heard you say when you talk about this difference between like and love is that, "No one falls in like, whereas we will fall in love." And I thought, "What a great way to think about that."

Keith Alper: Sometimes people think it's a squishy word, love, but when it works and when it works well, it is the secret sauce for any business.

Steve Sanduski: Right.

Let's talk about the secret sauce. How do you get employees to make that shift from like to love and get that higher engagement?

Keith Alper: There's a number of attributes they have to do, and again it's not the ping pong table and the free beer. It is listening. It's making someone feel like they're really part of the team.

Look, in even one of our companies, we had some old policies. We didn't realize they were old, and we figured, "Hey. We have a few employees we might lose because we're not relevant in a certain area," and we met on it. In 24 hours, we changed the policy. People thought, "Oh my god. That's amazing. I couldn't have done that at the big insurance company I worked for." I think there's a number of things. And by the way, we don't ask. Okay? We don't ask enough, "Why are you here? What's important to you? What do you want to do when you grow up? Is it important we do stuff for the community? How do we behave?" So again it's a blend of stuff. Do people want to have fun at work? Yes, but people also want to worry about, "Am I growing in my career? Do I like this company?" And so there is a lot of different things. That's what the book really explains is kind of the one-on-one and the how to. But a lot of these, Steve, are little, it's bitsy shifts that cost nobody any money, right? It's doing things.

By the way, at our main office we have a little button by the door. There's a thumbs up or a thumbs down. When you walk, we take everybody's pulse every day per se, if you want to push the button. It's totally anonymous, and so if

there's 12 green lights, our goal is, that number five you were talking about, is 12 green lights. Well, if you had a really crappy day ... I'm not asking if you like the company or not. We're just taking your pulse. If we get a few reds, we're like, "What's going on." And by the way, that wirelessly goes to my COO, and we're looking at that all the time. What is the pulse of our team? Because people work really hard. We're in a stressful environment. We like to have fun, but we work with Fortune 500 clients. We're very serious about what we do. So, the great thing is we're taking our pulse every single day, and people love it, and you can see. If we have four reds, "What's going on?" If we have all greens, pretty cool.

So a little bit, it's kind of going down another direction, but a lot of companies do annual reviews. I think the average kind of text, SMS, email, whatever is ... You're interacting with people 144 times a day, and if it's your kids, you're like, "Do you like this? Do you like this? Do you like this?" Imagine 144 messages a day responding and asking, and we do employee reviews once a year. It's a completely miss, so now we're asking people on a weekly basis, "Thumbs up, thumbs sideways, thumb down?" So it's total communication, so that people know what do you want of them, "How am I doing? Let's have a discussion," not wait once a year and say, "Hey, Steve. You know, you're not really doing your job well."

Steve Sanduski:

Yeah, so what do you do with that information though?

Let's say you get several thumbs down, and you're the senior leader. First of all, what is that telling you? And then second, what do you do with that information to act on it? Because I think one of the biggest complaints people will have is that a company might do a survey, and then the employees never hear anything about either the results of the survey or action items that are going to come out as a result of the feedback from the survey.

Keith Alper:

Yeah. So one of our companies, the original company that founded CPG, we do a weekly team meeting, and then ... Actually coming up in a week, we're doing a half day planning meeting, and we're transparent about everything. So we do employee surveys quarterly. A lot of the stuff is anonymous, but we will read anonymous things, and people are very open. Sometimes we'll say, "Hey, this is because of this," or, "We fell down here," so we share that, very open, right when it comes out. So on a Monday morning meeting and they'll sign their name or they'll leave it anonymous, and we activate on those and have a discussion. At the end of the day, we'll make a decision or say, "Hey, this is really something. Let's look at it. Let's change it. Let's see it." So, if that information you ask for you never change, that is part of that from like to love. "They ask me my opinion. I give them my opinion. Everybody's given them the same opinion. Nothing changed around here. I'm out of here."

Steve Sanduski:

Okay.

Are you seeing any differences by generation? For example, we could have as many as four generations in the workplace right now, from what? Gen Z, Gen X, Gen Y, baby boomers all in the same workplace. Are you seeing some generational differences here as it relates to employee engagement and their desire to really engage with this concept of love versus just like?

Keith Alper: Yes. Great question. Hopefully before we finish here, I want to talk about Geniecast because my partner in Geniecast is a guy named David Stillman, who's the number one generational expert in the world. He wrote the books about millennials. He's got a great book out right now called Gen Z at Work with his 18 year old son, Jonah. They are killing it in consulting companies about this. It is a very big deal because what you love as a 22 year old coming into a company, and what you love as a 55 year old company is completely different. You listen to different music. You might like different foods. You're on different apps, so it is a cultural thing. And by the way, what happens if you have a 32 year old supervising the 65 year old? This all does play ...

Companies are complex. Humans are complex, so once we understand this, and what I love about Gen Z is they've done the research, and they've really explained it. By the way, Gen Z-ers are completely opposite as millennials, and so when you read their book, it really explains it. The interesting thing is the Gen Z-ers grew up through the recession. They saw their parents lose their house, their jobs, so that's the generation that's not. "Give me. Give me. Give me." This is the generation that says, "I've got to do this on my own because I saw what happened in the country. I saw people lose their jobs. I saw my parents lose their house." So that's very interesting and all plays into this.

Steve Sanduski: And so, Gen Z, so what? We're talking people that were born maybe since 2000 or so?

Keith Alper: Yeah. It's up to about ... Right now I think they'd be 21 or 22. Yeah.

Steve Sanduski: Okay, so right around the year 2000 or so for the Gen Z.

Keith Alper: Yeah.

Steve Sanduski: As a leader, as a CEO, how do you deal with that? How do you manage four potentially different generations in the workplace, or are you really not seeing that in that ... Companies may just tend to target maybe one or two generations for their workforce, particularly an entrepreneurial company that might have been founded in the last 10 or 15 years, that maybe they don't necessarily have four generations, or what do you see in there?

Keith Alper: I think a few different things. First of all, your customers are four generations, possibly. Your employees are four generations possibly. Your vendors are four generations possibly, so I think you have to understand it, and understand their needs, how to communicate. Right? If you're over a certain thing, you still

communicate. If you're over a certain age, we still communicate in email. If you're under a certain age, you're communicating on Snapchat and maybe text. So, we are partners in a company. They're a big technology company. Nobody's under 32 years old. They're only on Slack. They don't use email. But when they have an older client, they have to email.

So the generational stuff really seeps into how I work and how I want to work. So if we're developing a culture and we have some Gen Z-ers and millennials, we can't run it like a baby boomer, who I am. So it's very complex. The how to is, understand it, communicate, communicate, communicate.

Steve Sanduski: Keith, I think you are a baby boomer. Is that correct?

Keith Alper: Well, I was born in '62, so I guess that's a baby boomer.

Steve Sanduski: Yep. Yeah, I was born in '61, so we are young baby boomers. You seem really on top of all these generational ideas and the latest technology. So what do you do? As someone who is a baby boomer, what do you do to just stay on top of this to make sure that you are still relevant in this day and age?

Keith Alper: Yeah, I'm a little bit different because I am a super-geek. I was an EB kid since I was nine years old. I love technology. I love everything on the web, apps. I think I signed up for Amazon when I first heard about it. I just saw my prime was from 1997 on Amazon, so I have to stay up for it, but our companies have to stay up for it because we're working with some of the top companies in the world. So, it's not fun to; it's need to. Right? And if we're consulting companies on culture and stuff like that ... Like how do you tell a company with 100,000 employees, and how do you tell the CEO that a third of your company communicates offline via Snapchat? It's reality.

I've been with several people who don't know what Venmo is. And by the way, your listeners, if you don't know Venmo, go get it tomorrow. But they're disrupting the banks. These kids started it years ago, and they just sold out to PayPal, and so you have to know this stuff. It's part of your job. I have a number of CEOs that I consult that aren't on any social media. What's the biggest media platform? It's social media, and if you're running a big company and you don't know that ... So what I always stress to people, and CEOs, and leaders is you've got to get out of your comfort zone. Right? And so even though a boomer, or I guess whatever, you have to stay up with it. Fortunately I love it, but there are a lot of people that have to force themselves to do that.

Steve Sanduski: Now in my case, it helps to have three millennial children. I've got three daughters all in their 20s, and so I feel like I've had a front row seat on all of this, so as a baby boomer myself but then raising three millennials, I feel like I've seen all of this. It's kind of funny because I had to introduce my kids to Twitter, and then they introduced me to Venmo, so I've been sending money to my kids via Venmo for different things. It's been really fun to see that dynamic work.

Keith Alper: You bring up a really good point. The people that see everything see the customers. Right? That's how you find something. You see the trend of what people are doing. Right? So, you're seeing your kids do something. You're like, "Oh, this is how they communicate," or, "This is what they do," and so ... No, I think it's really important because ... Here's a quick little story. It's like when Blackberry was still at its peak and then starting to go down, you had all these C-suit executives go tell their CIO, "Hey, I used to like Blackberry, but everybody's getting an iPhone, and I really like what the iPhone ... " The CIOs said, "No, we can't do it, security." And the C-suite executives said, "I don't care about security. I want an iPhone. Make it work." And so the drivers of business is still what the marketplace wants.

Steve Sanduski: Right. Yeah.

One of the things I do with my kids is every two, three months, I'll just sit down and I'll ask them. I say, "Hey, what's the coolest thing? What are you hearing at school? What are you hearing in the workplace? What are any new apps that are starting to take off with your friends and colleagues?" And so that's one of the ways that I try and stay on top of what is happening in the technology space, so I think that might be a good thing for folks listening to do as well.

All right. Keith, you mentioned Geniecast, so tell me. What is Geniecast?

Keith Alper: Well, Geniecast is something that I can't sleep at night because I'm so excited about this business that we kind of accidentally started. I'll just take two minutes on it.

Remember, I have an event company, and we've done a lot for a lot of clients in EO, in YPO. In One year, our company was producing the Global Leadership Conference of YPO in Denver, and there was about two or three thousand CEOs, probably the largest CEO conference in the world. As we were producing this, someone went to YPO and they said, "Hey, one of our members actually knows Julian Assange. He's in London at the Ecuadorian Embassy. He can't leave there, but would you want him to speak at this conference?" And they come to us and said, "How would you do that?" And we said, "Well, we got to get a video truck. We've got to rent satellite time." And this is now six, seven years ago, but Julian Assange was the number one news story in the world. You know, YPO likes to be with world leaders and talk to people more on global, non-political organizations.

So fast forward. Julian Assange spoke to us live via two way. You could ask Julian Assange, the number one news maker at that time, a question. It kind of hit me as a producer. In my entire career, I'd been bringing big, highly paid speakers to conferences. An "Aha!" was, "I don't necessarily have to bring them live, in person, anymore." And, "Why aren't there ... " And so we determined about three years ago, we're going to create a business in the first virtual marketplace of top speakers, authors, celebrities where you can have live two-way

interaction, live at your meeting for 1,000 people or online with 10 people, and we've created kind of the access. We've made it very affordable.

So we're into the business now two years. We're the first, and we're the leading. And you can book everybody from Steve Wozniak, best selling author, Kim Scott, who's got the best selling book out called Radical Candor. All the way to just a general person that you want to learn from to speak to your team or your shareholders. And so that's the interesting thing. So we started this great marketplace of speakers, solution providers, celebrities, and we're growing very quickly. Our idea is, "How do we become kind of the Amazon of people?" And nobody's ever done this before, and so we are the marketplace. But it's again, it's all live, interactive, two-way.

And then we're just introducing a technology next week where actually I can augment reality. Think of a hologram to an event. Imagine Richard Branson coming to your event, being on stage as a hologram and speaking. You can see him, and he can see you and ask questions, but he's in London, but the price gets reduced, and he becomes available on this whole democratization of content. So, we're really excited about it, and really it's helping a lot of businesses. We've done a lot of Geniecasts for YPO organizations, and YPO forums, and EO, but a lot of different businesses from Target and Walmart. It just makes content accessible and really inexpensive.

Steve Sanduski: So is that Geniecast.com? G-E-N-I-E-C-A-S-T.com, if people want to learn more?

Keith Alper: Yeah.

Steve Sanduski: Okay. Perfect.

Keith Alper: Because only a genie can make anyone, anywhere, anytime appear.

Steve Sanduski: You just rub that lamp, and your wish comes true. Right?

Keith Alper: We all ... By the way, in our office at Geniecast, we all have magic lamps. So that's every employee and part of our culture, to make magic happen for our clients.

Steve Sanduski: I love it.

All right. Hey Keith, I want to wrap up here with just some rapid fire questions. These are designed for you to just give some short answers.

The first question I want to ask you is, what is a lesson about business that you have to keep relearning?

Keith Alper: Change, change, change. Just when you think you've got it right, you have to always force yourself to change, or you're being forced into change.

Steve Sanduski: Nice.

Okay. How about, who is a leader that has had a tremendous impact on you?

Keith Alper: Oh my god, there's so many people in my career, in my EO life, in my YPO life, in my personal life, but I look to some really big disruptors, so when you're having a bad day, or you're trying to figure out ... You know, I love Jeff Bezos. I love Elon Musk. I mean I love a lot of the entrepreneurs that have really changed the world, and I would ask everybody, "How can you and your company change the world," so those are some people that have given me inspiration.

Steve Sanduski: Okay.

Is there something that you have changed your mind on in the last year or so?

Keith Alper: Well, I change my mind on decisions all the time, but one of the things I did is ... I had kind of a personal tragedy in my life, so I don't work on Fridays anymore for the last year. Part of it is I love to work, like working's like golf for me since I don't play golf, but sometimes you've got to stop and smell the roses, and so I've decided to not work on Fridays and take those as a free day to refresh. I can go to lunch with a friend. I can see my kids, or I can just chill, or I can work from home. So, I don't work on Fridays anymore.

Steve Sanduski: Okay.

And just a couple more here. I'm going to start the sentence, and I'd like you to finish it. The first one is, what I know to be true is ...

Keith Alper: People make the difference.

Steve Sanduski: And the second one is, the best way to accelerate personal growth is ...

Keith Alper: Get a coach.

Steve Sanduski: Perfect.

All right. Keith, if people want to reach out to you, what's the best way for folks to connect with you?

Keith Alper: We have a lot of websites, but my personal website is KeithAlper.com

Steve Sanduski: Perfect. Well, we'll link to that in the show notes.

Keith, I really appreciate you taking some time here to be on the On Your Mark, Get Set, Grow! Podcast with CEO Coaching International. Congratulations on all the great success you've had here over the past few decades and all the great

work you've done with EO and YPO, and we look forward to all the great things to come from you and your team.

Keith Alper:

Great. Thanks a lot. Steve, I enjoyed being with you.

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